PROPOSED FY 2022 BUDGET
FY 2022-2026 CAPITAL INVESTMENT PLAN

RESILIENCE & RECOVERY
VOL. 2
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CITY MANAGER'S MESSAGE
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May 3, 2021

Honorable Mayor and City Council
City of Charlotte, North Carolina

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

**Strategic Priorities**

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

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**Budget Highlights**

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

National Economy

In 2020, the U.S. economy experienced a significant shock due to the COVID-19 pandemic. According to the National Bureau of Economic Research, the economic recession in February 2020 ended the longest economic expansion in the history of U.S. business cycles dating back to 1854. However, the economy rebounded rapidly in the first half of 2020, increasing by 33.4 percent and 4.3 percent in the final two quarters. The most recent estimates for the first quarter of 2021 show an increase at an annual rate of 6.4 percent, reflecting the economy’s continuous recovery, reopening of establishments, and impact of government assistance payments to individuals and businesses. This growth was supported by strong consumer spending growth and fixed investment spending.

In response to the significant economic damage caused by the pandemic, U.S. Congress passed the Coronavirus Aid, Relief, and Economic Security Act, also known as the CARES Act, a $2.2 trillion economic stimulus package that was signed into law on March 27, 2020. This Act provided direct payments to individuals and families, assistance to state and local governments, and loans to major industries and small businesses impacted by the pandemic. Two similar actions have followed and were passed by Congress and signed into law (a $908 billion package in December 2020 and $1.9 trillion package in March 2021) to provide continuous relief to individuals and small businesses.

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

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

**Regional Economy**

Between March and April 2020, 575,000 jobs were lost at the state level as a result of the stay-at-home orders issued to curb the spread of the pandemic. The state recorded its highest employment level in February 2020 where it stood at 4.63 million with an unemployment rate of 3.5 percent. As of March 2021, employment stood at 4.47 million, about 160,000 jobs less than the February 2020 high. The state’s economy has continued to add jobs since May 2020, adding an average of about 30,000 jobs per month. At this pace, North Carolina could return to pre-pandemic employment levels by the end of 2021.

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

Local Economic Impact

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

Property taxes, which make up the largest portion (over 55 percent) of the city’s General Fund revenues, have continued to fare well even in the face of the pandemic. Property tax collection rates have stood the test of time, even surpassing collection rates compared to last year. As the housing supply continues to increase (as seen in the number of building permits issued for multi-family and single-family units) real estate property tax revenues will fare even better. On the other side, as more and more workers choose to work from home, there is the potential for business personal property taxes to be negatively affected.

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

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

Apart from intergovernmental revenues, most of city’s other revenues such as other taxes, licenses, and fees are directly tied to social and economic activity and as such are vulnerable to economic shocks. As the economy opens up, these revenues are expected to return to pre-pandemic levels.
Federal Assistance Related to COVID-19

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

Taking Care of Employees

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

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

The city took every precaution to keep these employees safe by providing personal protective equipment, increasing sanitation measures, and implementing social distancing guidelines. To recognize their exceptional service, the city also invested $24 million, primarily in CARES Act Funding, to provide frontline employees with a five percent premium pay increase from March 26, 2020 to December 30, 2020.
The city also allocated over $14 million of CARES Act funds to make facility improvements in response to COVID-19 so that our employees feel safe coming to work and residents will feel safe accessing the services they need when buildings reopen to the public. This includes installing bipolar ionization technology within the HVAC systems of more than 140 city-owned buildings. This technology provides air filtration with cleaner air and fewer pathogens.

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

Adapting City Technology

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

Supporting Our Community

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

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

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

The need for digital equity was a concern prior to the pandemic and was boldly apparent as our new normal heavily relied on digital platforms for everyday tasks. With help through the CARES Act, we were able to take steps toward bridging the digital divide by launching Charlotte Connect, providing Wi-Fi to
1,800 households. Additionally, one million dollars in CARES Act funding was also programmed toward internet services needed for tablets purchased by Charlotte-Mecklenburg Schools as we partnered to enhance at-home learning when schools closed.

**Working Collaboratively**

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

**Budget Development**

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

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

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

**Reimagining City Services**

**Operating Efficiently**

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

**Solid Waste**

The COVID-19 pandemic has presented challenges to Solid Waste operations. With residents spending more time at home during the pandemic, more residential waste is created for the department to collect. Solid Waste collections employees, who typically work in close proximity to one another, have also had to adapt to changing work conditions. Despite these challenges, employees remained
resilient and continued to provide exceptional service. The department is using various strategies to ensure the safety and wellbeing of employees and residents. One strategy is an initiative to provide Sanitation Equipment Operators with accelerated training in the operation of automated side-loading trucks, which can be operated by a single employee. The department also implemented measures to allow employees to socially distance during their daily check-in routine, such as staggered arrival times, additional outdoor check-in stations, and remote time clocks.

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

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

Innovation and Technology

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

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

Also, new request items added:

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

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

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

Moving forward, the airport expects to bring back all operations to 100 percent of pre-pandemic levels; including all concessions which currently operate at 90 percent production rates. The airport is also moving into the final stages of environmental approval for airport capacity projects like the fourth parallel runway and additional aircraft gates. Draft Environmental assessment is expected to reach final approval in FY 2022. Direct stimulus funds will continue to be used for airport operations over the next fiscal year, providing for additional recovery opportunities for Charlotte Douglas International Airport.
Since March 2020, and prior to the Governor’s issuance of any Executive Orders, Charlotte Water began its first stage of customer assistance by discontinuing shutoffs for non-payment, immediately reconnecting previously disconnected customers, and waiving late fees on past due balances.

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

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

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

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

In FY 2020, Storm Water Services committed to initiate a forecasted 1,690 projects to resolve outstanding minor repair requests over five years. This plan, referred to as the 5-Year Surge, represents an 83 percent increase in production over the baseline projection prior to the plans implementation. Storm Water Services is on target to meet this goal. By the end of FY 2021, a total of 526 projects are expected to be resolved. The rate of project completion increases each year as additional resources are added to meet the goal. In FY 2022 the Storm Water Services Fee is proposed to increase by $0.29 per month, or 3.36 percent for the typical homeowner. The Proposed FY 2022 Budget will fund 18 new positions to support storm drainage improvement and surface water quality enhancement projects.
Charlotte Area Transit System

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

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

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

Enhancing Community Engagement

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

Budget Listening Sessions

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

Legacy Commission

The Legacy Commission engaged in a comprehensive study of street names and monuments in the City of Charlotte that honor a legacy of Confederate soldiers, slaveowners, and segregationists. Over the course of five sessions and completing the study, the Legacy Commission offered several recommendations for the City of Charlotte to consider, including changing the name of nine city streets.
The Commission recommended changing street names and reimagining civic spaces to create a new symbolic landscape that is representative of the dynamic and diverse city that Charlotte has become. $80,000 in funding is included in the Proposed FY 2022 Budget to support this process. This initiative is an important step in reflecting the fully inclusive vision the city is striving to achieve.

Citizen Advisory Committee on Governance

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

Supporting SAFE Charlotte

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

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

The Office of Equity, Mobility, and Immigrant Integration is working with Youth Advocate Programs, a community organization, to serve as the lead agency in implementing Cure Violence Global’s violence interruption model in Corridors of Opportunity near Beatties Ford Road and Lasalle Street. The success of this initiative relies on community organizations and other stakeholders to mobilize community members
against shootings and homicides. Violence Interruption is a data-driven model that leverages a combination of statistical information and street knowledge, which staff then use to identify locations to concentrate efforts, focus resources, and intervene in violence. This model will incorporate four approaches:

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

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

SAFE Charlotte Recommendation One

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

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

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

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

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

Recommendation Five and Six

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

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

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

- Developing a video series that discusses the origins, beliefs, and consequences of what we call race. These engagement modules based on *Race: The Power of An Illusion* will be open for participation and enrollment in the coming year;

- Leveraging SenseMaker, a narrative based data collection tool, to more deeply engage employees in feedback around DE&I and structural change needed within the City of Charlotte. This initiative will also guide the development of the city’s Equity Action Plan beginning this summer; and

- Establishing a DE&I webpage on the city’s internal platform for city employees to easily access information about all DE&I updates.

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

Retaining and Investing in Our Best Asset

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

Healthcare

Analysis of the city’s Marathon Health (formerly MyClinic) healthcare program has shown that it has saved millions of dollars for employees since it was implemented. The program has allowed the City of Charlotte’s medical costs to stay well below the expected medical trend for several years. This has caused the City of Charlotte to keep employee healthcare premiums flat in calendar years 2019, 2020, and 2021. It has also enabled us to improve the value of plan designs. Over the past several years, we have reduced deductibles and out-of-pocket maximum costs in several plans, including the city’s most popular plan.
The trend continued in FY 2020, and costs were also impacted by a reduction in many optional medical procedures during the final three months due to the COVID pandemic. With current fiscal year costs also stable, I am proposing an across the board healthcare premium reduction of at least five percent in our calendar year 2022 benefit plans. This reduction will include both the employee allocation of the premium and the employer share that is annually contributed to the Healthcare Fund. Additionally, we will reduce employee deductibles by $250 on all plans we are legally able to do so. If approved, these actions will result in four consecutive years without any negative healthcare plan impacts and will allow more of the employee’s paycheck to stay in their pocket.

General Employee Compensation

Compensation Growth

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

Raising Minimum Full-time Pay

According to the most recent estimate (2019) from the U.S. Census Bureau, the City of Charlotte’s median household income is $63,483. The Proposed FY 2022 Budget increases the minimum full-time employee salary to 60 percent of this number, or $38,090 by the end of the fiscal year. Median household income is a different calculation than the area median income (AMI) calculation commonly used for housing because it is Charlotte specific and because it uses data from all households, rather than only family households as used in the calculation of AMI. This action positively impacts almost 150 city employees working in jobs in departments like Solid Waste Services, Charlotte Water, and Transportation. This proposed action is intended to use economic data to support a minimum annual salary for Charlotte employees and will lead to an annual increase of as much as 14 percent for some of the city’s lowest paid employees by the end of the fiscal year.

Enhanced Compensation – First Responders

Completing our Multi-Year First Responder Compensation Strategy

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

While ensuring strong increases early in a First Responder’s career, this plan resulted in veteran officers typically only receiving a one to 1.5 percent cost-of-living type increase annually after they had reached
the top step of the PSPP. From FY 2010 through FY 2017, top step Fire Engineers, Fire Captains, Police Officers, and Police Sergeants received zero additional increases to top pay, and Fire Fighters received only one.

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

Completed a Two-Year Plan for Police

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

Completing a Three-Year Plan for Fire

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

The final year of the three-year strategy is included in the Proposed FY 2022 Budget. It includes a 2.5 percent increase for Fire Fighters and Fire Engineers, and a 3.75 percent increase for Fire Captains. After not receiving any top pay adjustments from FY 2010 to FY 2017, Fire Engineers and Fire Captains would be receiving one for the fifth consecutive year. Fire Fighters at the top compensation step have received an increase once in the past five years. From FY 2018 to FY 2022, the top pay step of the Fire pay plan
positions will have increased from 15 to 20 percent. These actions will be evaluated in FY 2022 to determine the impact of the increases in comparison to First Responder pay in national peer cities.

Fire Retirement

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

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

Continued All-Access Transit Pass

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

Creating Career Pathways

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

Internal Talent Mobility

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

Career Training Academy

The Career and Training Academy (CTA) program is an economic mobility initiative designed to provide employment opportunities for people who would otherwise not have an opportunity to become qualified
for jobs at the city. Participants who had previously faced barriers to employment are provided with training on both technical and soft skills. Through CTA, the city provided opportunities for 51 trainees in FY 2020 to learn across eight departments (Aviation, CATS, CDOT, CMPD, Human Resources, Charlotte Water, Storm Water, and Solid Waste Services). Participants were trained for six months on entry-level jobs, with the intent to hire them upon successful completion. Thirty-seven program graduates are currently employed with us and we are planning to improve and continue this program in FY 2022.

Apprenticeship Offerings

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

New Investments in Key Initiatives

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

Creating Opportunity for All

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

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

Making Sustainable Investments

This year was year two for implementing the Strategic Energy Action Plan (SEAP), and Charlotte has shone as a leader in sustainability and resilience. This was also year two of our two-year American Cities Climate Challenge partnership, which has accelerated work towards our goals of striving to source 100 percent of our organization’s building and fleet energy from zero carbon sources by 2050. While 2020 brought incredible challenges and insights to our community, these only highlighted and reinforced the importance and intersectionality of this work and reinforced the goal to take equitable actions to move towards a healthier, low carbon city for all of our residents.
This year we continued to convene our internal SEAP Operations Team with representatives from across the city’s departments. In the community, we continued to facilitate meetings for our SEAP External Content Groups, holding focused gatherings with stakeholder groups in the areas of transportation, equitable workforce development, buildings, and energy generation. In addition, we worked closely with the Charlotte Future 2040 Comprehensive Plan and Unified Development Ordinance (UDO) teams to ensure SEAP integration across these critical draft documents and plans.

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

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

**Green Source Solar Advantage Program**

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

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

Continuing to Advance Sustainability

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

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

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

Investing in Arts and Culture

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

1. Establish a third-party Arts and Culture Commissioner;
2. Commit to $4 million for the arts and culture sector, contingent upon private sector funding that matches or exceeds this amount;
3. In the coming fiscal year, FY 2022, recipients of last year’s ASC grant are to receive funding at FY 2020 or FY 2021 levels, whichever is greater for that institution; and
4. Embark upon a cultural study to develop a Comprehensive Arts and Culture Plan.
In an environment where private giving has decreased, I commend the steps the ASC has taken to reduce administrative overhead in its operations and increase focus on supporting arts, culture, and artists in our community. Despite this, in the current year, the 37 Arts organizations that receive operating grant support from the Arts and Science Council received a cumulative 25 percent reduction from the previous year.

**Proposed Pathway Forward**

The plan below reflects a number of considerations including:

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

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

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

**Corridors of Opportunity**

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

**FY 2021 Highlights:**

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

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

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

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

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

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

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

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

The upcoming fiscal year, FY 2022, is not a bond year, but the FY 2022 – FY 2026 CIP contains two planned bonds: one in FY 2023, which will occur in November 2022, and one in FY 2025, which will occur in November 2024. The FY 2022 CIP also includes plans for the 2026 and 2028 Bonds. The 2020 Bond represented the end of The Big Ideas bond series, so the projects and programs planned in each of the 2022 through 2028 Bonds are proposed for the first time in FY 2022. The four planned bonds, 2022, 2024, 2026, and 2028, each total $198 million and do not require a tax increase to residents. This is different than 2006 through 2010 and 2014 through 2020 bond series which required property tax increases of 2.67¢ and 3.17¢ respectively and is a result of improvements in capital planning over the past several years.

2022 and 2024 Bonds

The 2022 and 2024 Bonds both include $50 million, for a total of $100 million, to create and preserve affordable housing. The planned 2022 Bond represents the third consecutive bond that includes $50 million to increase affordable housing in the Charlotte community. The planned 2022 Bond also more than triples the 2020 Bond funding for the Sidewalk and Pedestrian Safety Program from $15 million in 2020 to $50 million in 2022. Twenty percent of the 2022 Bond funding will be reserved to construct sidewalks in suburban areas. The 2022 Bond also plans to double funding for the Bicycle Program, from $4 million in the 2020 Bond to $8 million in the 2022 and 2024 Bonds. The Bicycle Program expands the bicycle network by connecting existing bicycle infrastructure together and by repurposing existing infrastructure to create space for cyclists. Funding for the Transportation Safety (Vision Zero) Program is also planned to double from $2 million in the 2020 Bond to $4 million in the 2022 and 2024 Bonds. This Transportation Safety Program aims to make the city’s transportation systems as safe as possible for all users. The additional funding will be utilized to install new or enhanced streetlighting on high-injury network streets, or to connect neighborhoods to transit, schools, parks, greenways, and other important destinations.
Congestion Mitigation

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

Advanced Planning and Design

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

Freeing Up Additional Debt Capacity

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

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

This multi-year program is intended to construct at least three fire stations. Based on Fire’s current priorities, the three fire stations are: a new infill fire station in the Hidden Valley neighborhood in Council District 4; a replacement of Fire Station 11, currently located at 620 West 28th Street in Council District 1; and a replacement of Fire Station 30, currently located at 4707 Belle-Oaks Drive in Council District 3. Land for the Hidden Valley Fire Station was recently purchased at 5800 North Tryon Street and planning has begun in the Advanced Planning and Design Program. Station 11 and Station 30 will be added to the Advanced Planning and Design Program in FY 2022 so that land needs can be assessed and planning can begin. Costs for construction of each facility are anticipated to be finalized once the appropriate planning and design have occurred. Based on the final cost estimates of the three stations, program funding may remain available to also construct training infrastructure for the Fire Department.

Completing the Northwest Police Station

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

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

Americans with Disabilities Act

The Americans with Disabilities Act (ADA) is a civil rights law enacted on July 26, 1990, that broadly prohibits discrimination on the basis of disability. The law ensures equal opportunity for all people in the areas of employment, state and local government services, public accommodations, and
telecommunications. To ensure the prohibition of discrimination by public entities, the Department of Justice (DOJ) developed regulations requiring government agencies (with 50 or more employees) to conduct a self-assessment of facilities; programs, services, and activities; and policies and procedures.

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

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

Completing the Cross Charlotte Trail
The Cross Charlotte Trail, in partnership with Mecklenburg County, creates over 30 miles of trail and greenway facilities from Ballantyne, through the Town of Pineville, Uptown, UNC Charlotte, to near the Cabarrus County line. Once complete, this multi-use path will offer residents transportation choices to travel seamlessly from one end of Charlotte to the other. Approximately 140,000 residents and 130,000 jobs will be within walking distance of the trail and connecting greenway. The Cross Charlotte Trail is divided into 11 segments: segments two and three are currently under construction; segments five, six, seven, eight, and nine are in design; and segments one and four are complete. The FY 2022 – FY 2026 CIP includes $20.5 million of cash funding from the Municipal Debt Service Fund to complete segments 10 and 11, which have been studied in the Advanced Planning Program since FY 2020.
Together in the Year Ahead

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

Respectfully,

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

● Remains a strong value to the community and consistent with Council Policy ●
Executive Summary

Revenue and Finance

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

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

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

<table>
<thead>
<tr>
<th>Fund</th>
<th>FY 2021 Tax Rate</th>
<th>FY 2022 Tax Rate</th>
<th>Change from FY 2021 to FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund</td>
<td>27.31¢</td>
<td>27.31¢</td>
<td>0.00¢</td>
</tr>
<tr>
<td>Debt Service</td>
<td>6.77¢</td>
<td>6.77¢</td>
<td>0.00¢</td>
</tr>
<tr>
<td>Pay-As-You-Go Capital</td>
<td>0.73¢</td>
<td>0.73¢</td>
<td>0.00¢</td>
</tr>
<tr>
<td><strong>Total Tax Rate</strong></td>
<td><strong>34.81¢</strong></td>
<td><strong>34.81¢</strong></td>
<td><strong>0.00¢</strong></td>
</tr>
</tbody>
</table>

Charlotte Water

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

Storm Water

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

Solid Waste

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

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

<table>
<thead>
<tr>
<th>City of Charlotte Taxes and Fees</th>
<th>Prior Year FY 2021</th>
<th>Proposed FY 2022</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Taxes</td>
<td>$753.64</td>
<td>$753.64</td>
<td>$0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Solid Waste fee (Residential)</td>
<td>$67.66</td>
<td>$75.02</td>
<td>$7.36</td>
<td>10.9%</td>
</tr>
<tr>
<td>Water and Sewer (Average user rate)</td>
<td>$816.72</td>
<td>$844.68</td>
<td>$27.96</td>
<td>3.4%</td>
</tr>
<tr>
<td>Storm Water (Average user rate)</td>
<td>$103.44</td>
<td>$106.92</td>
<td>$3.48</td>
<td>3.4%</td>
</tr>
<tr>
<td><strong>Total Monthly</strong></td>
<td><strong>$1,451.12</strong></td>
<td><strong>$1,483.50</strong></td>
<td><strong>$3.38</strong></td>
<td><strong>2.2%</strong></td>
</tr>
<tr>
<td><strong>Total Annual</strong></td>
<td><strong>$1,741.46</strong></td>
<td><strong>$1,780.26</strong></td>
<td><strong>$38.80</strong></td>
<td><strong>2.2%</strong></td>
</tr>
</tbody>
</table>

- A balanced budget reflecting Council Priorities with revenue limitations -
Executive Summary

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

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

General Fund Revenues
Where the Money Comes From
$750.7 million

($ in millions)
Sales Tax, $107.9, 14.4%
Property Tax, $413.2, 55.0%
Licenses and Fees, $90.3, 12.0%
Utility Franchise Sales Tax, $52.2, 7.0%
Intergovernmental, $73.8, 9.8%
Other Taxes, $13.3, 1.8%
Executive Summary

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

FY 2022 General Fund Expenditures
Where the Money Goes
$750.7 million

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

FY 2022 Expenditures Supported by General Property and Sales Taxes
$907.4 million
## Summary of Tax Levies

### FY 2019

<table>
<thead>
<tr>
<th>Citywide Assessed Property Valuation</th>
<th>FY 2019 Adopted</th>
<th>FY 2020 Adopted</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Citywide Tax Rate Per $100 Valuation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General</td>
<td>0.3816</td>
<td>0.2731</td>
<td>0.2731</td>
<td>0.2731</td>
</tr>
<tr>
<td>Municipal Debt Service</td>
<td>0.0951</td>
<td>0.0677</td>
<td>0.0677</td>
<td>0.0677</td>
</tr>
<tr>
<td>Pay-As-You-Go</td>
<td>0.0120</td>
<td>0.0073</td>
<td>0.0073</td>
<td>0.0073</td>
</tr>
<tr>
<td><strong>Total City-wide Tax Rate</strong></td>
<td><strong>0.4887</strong></td>
<td><strong>0.3481</strong></td>
<td><strong>0.3481</strong></td>
<td><strong>0.3481</strong></td>
</tr>
<tr>
<td>Collection Rate</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All Funds</td>
<td>0.9900</td>
<td>0.9900</td>
<td>0.9900</td>
<td>0.9900</td>
</tr>
<tr>
<td>Citywide Tax Levy&lt;sup&gt;1&lt;/sup&gt;</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General</td>
<td>$373,429,260</td>
<td>$385,804,493</td>
<td>$396,109,221</td>
<td>$408,784,891</td>
</tr>
<tr>
<td>Municipal Debt Service Fund</td>
<td>$93,063,738</td>
<td>$95,712,072</td>
<td>$98,193,315</td>
<td>$101,335,544</td>
</tr>
<tr>
<td>Pay-As-You-Go Fund</td>
<td>$11,743,058</td>
<td>$10,328,752</td>
<td>$10,588,053</td>
<td>$10,926,876</td>
</tr>
<tr>
<td><strong>Total Citywide Tax Levy</strong></td>
<td><strong>$488,236,056</strong></td>
<td><strong>$491,845,316</strong></td>
<td><strong>$504,890,589</strong></td>
<td><strong>$521,047,311</strong></td>
</tr>
</tbody>
</table>

### Municipal Service Districts

#### Rates Per $100 in Valuation

<table>
<thead>
<tr>
<th>District 1 - Center City</th>
<th>0.0208</th>
<th>0.0136</th>
<th>0.0136</th>
<th>0.0136</th>
</tr>
</thead>
<tbody>
<tr>
<td>District 2 - Center City</td>
<td>0.0293</td>
<td>0.0227</td>
<td>0.0227</td>
<td>0.0227</td>
</tr>
<tr>
<td>District 3 - Center City</td>
<td>0.0418</td>
<td>0.0338</td>
<td>0.0338</td>
<td>0.0338</td>
</tr>
<tr>
<td>District 4 - South End</td>
<td>0.0668</td>
<td>0.0390</td>
<td>0.0390</td>
<td>0.0390</td>
</tr>
<tr>
<td>District 5 - University City</td>
<td>0.0279</td>
<td>0.0279</td>
<td>0.0279</td>
<td>0.0279</td>
</tr>
</tbody>
</table>

### Municipal Service Districts

#### Assessed Valuation

<table>
<thead>
<tr>
<th>District 1 - Center City</th>
<th>$8,183,546,653</th>
<th>$12,927,318,402</th>
<th>$12,707,138,685</th>
<th>$13,295,361,255</th>
</tr>
</thead>
<tbody>
<tr>
<td>District 2 - Center City</td>
<td>$3,483,647,721</td>
<td>$5,764,520,666</td>
<td>$5,398,841,945</td>
<td>$5,681,523,978</td>
</tr>
<tr>
<td>District 3 - Center City</td>
<td>$3,436,932,487</td>
<td>$5,156,043,404</td>
<td>$5,317,713,558</td>
<td>$5,653,596,986</td>
</tr>
<tr>
<td>District 4 - South End</td>
<td>$1,460,907,143</td>
<td>$2,715,795,445</td>
<td>$2,866,090,828</td>
<td>$3,299,918,252</td>
</tr>
<tr>
<td>District 5 - University City</td>
<td>$2,723,105,506</td>
<td>$3,873,938,001</td>
<td>$3,948,043,156</td>
<td>$4,209,090,632</td>
</tr>
</tbody>
</table>

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

Major General Fund Revenue Sources

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

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

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

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

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

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

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

<table>
<thead>
<tr>
<th>Revenue Category</th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PROPERTY TAX</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property Tax - Current Year Base</td>
<td>$368,376,608</td>
<td>$380,566,561</td>
<td>$391,354,486</td>
<td>$404,745,521</td>
<td>3.4 %</td>
</tr>
<tr>
<td>Property Tax - Synthetic TIG Properties</td>
<td>-</td>
<td>-</td>
<td>$4,682,746</td>
<td>$4,039,370</td>
<td>-13.7 %</td>
</tr>
<tr>
<td>Prior Year</td>
<td>$7,722,567</td>
<td>$8,758,579</td>
<td>$4,550,000</td>
<td>$4,800,000</td>
<td>5.5 %</td>
</tr>
<tr>
<td>Rebates</td>
<td>-</td>
<td>-</td>
<td>-$2,400,000</td>
<td>-$2,400,000</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Penalties</td>
<td>$513,127</td>
<td>$687,711</td>
<td>$500,000</td>
<td>$500,000</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Interest</td>
<td>$3,190,908</td>
<td>$1,461,702</td>
<td>$1,500,000</td>
<td>$1,500,000</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Rebates of Listing Penalties</td>
<td>-</td>
<td>-</td>
<td>-$8,000</td>
<td>-$8,000</td>
<td>0.0 %</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$379,803,210</td>
<td>$391,474,553</td>
<td>$400,179,232</td>
<td>$413,176,891</td>
<td>3.2 %</td>
</tr>
<tr>
<td><strong>SALES TAX</strong></td>
<td>$113,335,184</td>
<td>$116,721,676</td>
<td>$92,470,739</td>
<td>$107,879,712</td>
<td>16.7 %</td>
</tr>
<tr>
<td>Utilities Franchise Tax</td>
<td>$54,337,653</td>
<td>$51,660,935</td>
<td>$55,799,321</td>
<td>$52,173,102</td>
<td>-6.5 %</td>
</tr>
<tr>
<td><strong>POLICE SERVICES</strong></td>
<td>$14,560,000</td>
<td>$15,901,116</td>
<td>$16,153,157</td>
<td>$16,915,766</td>
<td>4.7 %</td>
</tr>
<tr>
<td>Law Enforcement Services - County</td>
<td>$123,454</td>
<td>$141,824</td>
<td>$150,000</td>
<td>$140,000</td>
<td>-6.7 %</td>
</tr>
<tr>
<td>School Resource Officers - School Board</td>
<td>$5,075,467</td>
<td>$5,410,317</td>
<td>$5,808,530</td>
<td>$5,833,353</td>
<td>0.4 %</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$19,758,921</td>
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<td><strong>Total</strong></td>
<td>$16,431</td>
<td>$10,416</td>
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<td><strong>OTHER REVENUES</strong></td>
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<td>Licenses and Permits</td>
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<td>Vehicle Licenses - City Billed</td>
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<td>Security Dog Licenses</td>
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<td>Video Programming (Cable Franchise) Fees</td>
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<td>Development Plan Review Fees</td>
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<td>Sexually Oriented Businesses Licenses</td>
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<td>E-Scooter Permit Fee</td>
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<td>Parking and Parade Permits</td>
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<td>$179,465</td>
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<td><strong>Total</strong></td>
<td>$18,724,448</td>
<td>$18,320,264</td>
<td>$17,776,541</td>
<td>$15,452,873</td>
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</table>

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

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

## General Fund

<table>
<thead>
<tr>
<th></th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Budget</th>
<th>FY 2022 Proposed</th>
<th>FY 2021 Actual</th>
<th>FY 2022 Actual</th>
<th>Percent Change</th>
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<tr>
<td><strong>Fines, Forfeits and Penalties</strong></td>
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<td>Vehicle for Hire Penalties</td>
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<td>Housing Code Violations</td>
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<td>Parking Citations</td>
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<td>Parking Citation Penalties</td>
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<td>Fire Citation Fines</td>
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<td>Zoning Enforcement Fines</td>
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<td>Court Assessment Crime Lab</td>
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<td>Privilege License Penalties</td>
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<td>Animal License Penalties</td>
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<td>Animal Citation Penalties</td>
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<td>Court Costs - Superior</td>
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<td>Court Awards - Vice &amp; Narcotics</td>
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<td>Animal License Late Fees</td>
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<td><strong>Total</strong></td>
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<td><strong>Interlocal Grants and Agreements</strong></td>
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<td>Wireless Communications</td>
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<td>Fleet Maintenance</td>
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<td>Customer Services - CharMeck 311</td>
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<td>ABC Stores Revenue</td>
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<td>$7,056,474</td>
<td>$7,409,298</td>
<td>5.0%</td>
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<tr>
<td><strong>Total</strong></td>
<td>$4,734,982</td>
<td>$5,292,356</td>
<td>$7,056,474</td>
<td>$7,409,298</td>
<td>5.0%</td>
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<td><strong>General Government</strong></td>
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<td>Enhanced User Fees</td>
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<td>Zoning Admin Fees</td>
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<td>Historic District Fee</td>
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<td>Equipment Mgmt Svcs - Fleet</td>
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<td>Park It! Program Fees</td>
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<td>Parking Meter Revenue</td>
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<td>Underbrush and Debris Removal</td>
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<td>Rent Revenue - Misc.</td>
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<td>$719,594</td>
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<tr>
<td><strong>Total</strong></td>
<td>$13,131,230</td>
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<td>$15,124,283</td>
<td>$15,770,670</td>
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</table>
### Summary of Revenues

#### General Fund

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>FY 2021 Actual</th>
<th>Percent Change</th>
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<tbody>
<tr>
<td><strong>Public Safety</strong></td>
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<td>State Reimb for Services Provided - Transportation/Fire</td>
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<td>$787,718</td>
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<td>Police - Fingerprint Reports</td>
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<td>Sale of Animals</td>
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<tr>
<td>Spay/Neuter Fees</td>
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<td>7.1%</td>
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<td>Vehicle Towing and Storage</td>
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<tr>
<td>Total</td>
<td>$1,324,777</td>
<td>$1,275,107</td>
<td>$2,261,781</td>
<td>$1,903,792</td>
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<td>-15.8%</td>
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<td><strong>Cemeteries</strong></td>
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<td>Sale of Cemetery Lots</td>
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<td>Grave Digging</td>
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<td>Monument Foundation</td>
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</tr>
<tr>
<td>Perpetual Care</td>
<td>$43,720</td>
<td>$41,220</td>
<td>$44,000</td>
<td>$37,050</td>
<td></td>
<td>-15.8%</td>
</tr>
<tr>
<td>Total</td>
<td>$696,616</td>
<td>$665,051</td>
<td>$829,000</td>
<td>$862,255</td>
<td></td>
<td>4.0%</td>
</tr>
<tr>
<td><strong>Use of Money and Property</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest on Investments</td>
<td>$4,302,374</td>
<td>$4,158,968</td>
<td>$1,673,278</td>
<td>$1,280,471</td>
<td></td>
<td>-23.5%</td>
</tr>
<tr>
<td>Interest on Liens</td>
<td>$226,361</td>
<td>$157,682</td>
<td>$250,000</td>
<td>$160,000</td>
<td></td>
<td>-36.0%</td>
</tr>
<tr>
<td>Damage to City-Owned Equipment</td>
<td>$629,399</td>
<td>$526,019</td>
<td>$590,000</td>
<td>$590,000</td>
<td></td>
<td>0.0%</td>
</tr>
<tr>
<td>Reimbursement for City Car Use</td>
<td>$116,405</td>
<td>$115,116</td>
<td>$116,000</td>
<td>$116,000</td>
<td></td>
<td>0.0%</td>
</tr>
<tr>
<td>Total</td>
<td>$5,268,079</td>
<td>$4,957,785</td>
<td>$2,629,278</td>
<td>$2,146,471</td>
<td></td>
<td>-18.4%</td>
</tr>
<tr>
<td><strong>Sale of Salvage and Land</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sale of Land</td>
<td>$353,153</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.0%</td>
</tr>
<tr>
<td>Sale of Salvage</td>
<td>$245,301</td>
<td>$168,220</td>
<td>$130,000</td>
<td>$135,000</td>
<td></td>
<td>3.8%</td>
</tr>
<tr>
<td>Sale of Used Autos</td>
<td>$927,506</td>
<td>$801,735</td>
<td>$790,000</td>
<td>$800,000</td>
<td></td>
<td>1.3%</td>
</tr>
<tr>
<td>Total</td>
<td>$1,525,960</td>
<td>$969,955</td>
<td>$920,000</td>
<td>$935,000</td>
<td></td>
<td>1.6%</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miscellaneous Grants and Contributions</td>
<td>$68,991</td>
<td>$81,090</td>
<td>-</td>
<td>-</td>
<td></td>
<td>0.0%</td>
</tr>
<tr>
<td>Newspaper Rack Revenue</td>
<td>$4,600</td>
<td>$2,950</td>
<td>$6,000</td>
<td>$3,000</td>
<td></td>
<td>-50.0%</td>
</tr>
<tr>
<td>Reimb City Svs - SWS Spec Svcs</td>
<td>$84,331</td>
<td>$40,296</td>
<td>$85,000</td>
<td>$40,000</td>
<td></td>
<td>-52.9%</td>
</tr>
<tr>
<td>Telecom Review/Modifications</td>
<td>$11,500</td>
<td>$14,500</td>
<td>-</td>
<td>-</td>
<td></td>
<td>0.0%</td>
</tr>
<tr>
<td>Google Fiber Hut-Lease Agrmnt</td>
<td>$27,974</td>
<td>$28,813</td>
<td>$30,000</td>
<td>$30,000</td>
<td></td>
<td>0.0%</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>$916,872</td>
<td>$687,058</td>
<td>$672,476</td>
<td>$626,235</td>
<td></td>
<td>-6.9%</td>
</tr>
<tr>
<td>Total</td>
<td>$1,114,268</td>
<td>$854,707</td>
<td>$793,476</td>
<td>$699,235</td>
<td></td>
<td>-11.9%</td>
</tr>
<tr>
<td><strong>Total Other Revenues</strong></td>
<td>$57,203,685</td>
<td>$59,253,551</td>
<td>$59,326,029</td>
<td>$57,151,583</td>
<td></td>
<td>-3.7%</td>
</tr>
</tbody>
</table>

#### TRANSFERS AND FUND BALANCE

<table>
<thead>
<tr>
<th>Transferred Revenues</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupancy Taxes - CRVA</td>
<td>$6,225,251</td>
<td>$4,746,023</td>
<td>$5,035,596</td>
<td>$4,152,692</td>
<td>-17.5%</td>
</tr>
<tr>
<td>Heavy Equipment Tax</td>
<td>$821,397</td>
<td>$735,101</td>
<td>$900,000</td>
<td>$825,000</td>
<td>-8.3%</td>
</tr>
<tr>
<td>Tree Mitigation Fees</td>
<td>$1,121,736</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Municipal Debt Service</td>
<td>$122,859</td>
<td>$122,859</td>
<td>$122,859</td>
<td>$122,859</td>
<td>0.0%</td>
</tr>
<tr>
<td>Convention Center 'Tax - Towns' Tourism Subsidy</td>
<td>$4,183,129</td>
<td>$4,299,843</td>
<td>$3,430,417</td>
<td>$3,319,906</td>
<td>-3.2%</td>
</tr>
<tr>
<td>Convention Center Tax - Stadium Traffic Control</td>
<td>-</td>
<td>$250,000</td>
<td>$500,000</td>
<td>$250,000</td>
<td>-50.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$12,474,372</td>
<td>$10,153,826</td>
<td>$9,988,872</td>
<td>$8,670,457</td>
<td>-13.2%</td>
</tr>
</tbody>
</table>
### Summary of Revenues

#### General Fund

<table>
<thead>
<tr>
<th>Intragovernmental Revenues</th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>Percent Change FY 2021 to FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost Allocation - Storm Water</td>
<td>$1,239,224</td>
<td>$1,014,071</td>
<td>$1,368,144</td>
<td>$1,958,383</td>
<td>43.1 %</td>
</tr>
<tr>
<td>Cost Allocation - Charlotte Water</td>
<td>$9,775,863</td>
<td>$10,977,046</td>
<td>$11,267,148</td>
<td>$13,479,056</td>
<td>19.6 %</td>
</tr>
<tr>
<td>Cost Allocation - Aviation</td>
<td>$4,092,739</td>
<td>$4,713,409</td>
<td>$5,878,072</td>
<td>$5,429,219</td>
<td>-7.6 %</td>
</tr>
<tr>
<td>Fire Control Services - Aviation</td>
<td>$6,372,062</td>
<td>$6,652,287</td>
<td>$7,147,022</td>
<td>$7,629,584</td>
<td>6.8 %</td>
</tr>
<tr>
<td>Account Services - Storm Water</td>
<td>$2,193,785</td>
<td>$1,638,825</td>
<td>$1,835,274</td>
<td>$2,035,333</td>
<td>10.9 %</td>
</tr>
<tr>
<td>Account Services - Charlotte Water</td>
<td>$5,573,897</td>
<td>$5,911,131</td>
<td>$6,269,726</td>
<td>$6,071,293</td>
<td>-3.2 %</td>
</tr>
<tr>
<td>Cost Allocation - CATS</td>
<td>$4,880,357</td>
<td>$4,987,508</td>
<td>$5,883,543</td>
<td>$8,387,206</td>
<td>42.6 %</td>
</tr>
<tr>
<td>Cost Allocation - Risk Management</td>
<td>$632,731</td>
<td>$384,480</td>
<td>$337,177</td>
<td>$784,315</td>
<td>132.6 %</td>
</tr>
<tr>
<td>Police Services - Airport &amp; CATS</td>
<td>$9,306,018</td>
<td>$9,546,901</td>
<td>$10,076,572</td>
<td>$10,814,931</td>
<td>7.3 %</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$44,066,676</strong></td>
<td><strong>$45,825,658</strong></td>
<td><strong>$50,062,678</strong></td>
<td><strong>$56,589,320</strong></td>
<td><strong>13.0 %</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Transfers from Other Funds</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cemetery Trust</td>
<td>$55,507</td>
<td>$52,000</td>
<td>$18,600</td>
<td>$40,000</td>
<td>115.1 %</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$55,507</strong></td>
<td><strong>$52,000</strong></td>
<td><strong>$18,600</strong></td>
<td><strong>$40,000</strong></td>
<td><strong>115.1 %</strong></td>
</tr>
</tbody>
</table>

| Total Transfers and Intragovernmental Revenues           | **$56,596,555**| **$56,031,484**| **$60,070,150** | **$65,299,777**  | **8.7 %**                         |

| Total General Fund Revenues                             | **$701,546,254**| **$721,830,127**| **$718,809,225** | **$750,720,000**  | **4.4 %**                         |
# Summary of Expenditures

## By Fund and Activity

### Net of Transfers

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

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

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

\(^1\) FY 2019 and FY 2020 actual expenditures are presented using Generally Accepted Accounting Principles.
The City of Charlotte has two major governmental funds - General Fund and Municipal Debt Service Fund. The General Fund is the city's main operating fund. At the end of FY 2019 the total fund balance for the General Fund reached $198.8 million. On June 30, 2020 the General Fund total fund balance totaled $194.0 million, a decrease of approximately 2.4 percent. The Municipal Debt Service Fund had a total fund balance of $266.2 million for FY 2019 and $209.2 million on June 30, 2020. This reflects a decrease of approximately 21.4 percent. Fund balance figures include all classifications of fund balance including non-spendable, restricted, committed, assigned, and unassigned.

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

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

<table>
<thead>
<tr>
<th>Enterprise Fund</th>
<th>Actual as of 6/30/2017</th>
<th>Actual as of 6/30/2018</th>
<th>Actual as of 6/30/2019</th>
<th>Actual as of 6/30/2020</th>
<th>Change in FY 2020</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aviation</td>
<td>$1,657,837,000</td>
<td>$1,711,625,000</td>
<td>$1,843,755,000</td>
<td>$1,890,664,000</td>
<td>$46,909,000</td>
<td>2.5%</td>
</tr>
<tr>
<td>Charlotte Area Transit System</td>
<td>$1,343,881,000</td>
<td>$1,374,434,000</td>
<td>$1,347,714,000</td>
<td>$1,332,753,000</td>
<td>-$14,961,000</td>
<td>-1.1%</td>
</tr>
<tr>
<td>Charlotte Water</td>
<td>$2,084,282,000</td>
<td>$2,197,785,000</td>
<td>$2,359,927,000</td>
<td>$2,504,465,000</td>
<td>$144,538,000</td>
<td>6.1%</td>
</tr>
<tr>
<td>Storm Water</td>
<td>$566,327,000</td>
<td>$610,523,000</td>
<td>$659,312,000</td>
<td>$707,397,000</td>
<td>$48,085,000</td>
<td>7.3%</td>
</tr>
</tbody>
</table>
Summary of Financial Partners

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

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

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

Changes to Financial Partners Funding

**General Fund Discretionary**

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

**Dedicated Revenue Sources**

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

**Federal Grant Funds**

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

**PAYGO Funds**

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

**Federal & PAYGO Funds**

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

**Out of School Time Partners**

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

The individual Financial Partner funding levels are found on the following page.
# Summary of Financial Partners

<table>
<thead>
<tr>
<th>General Fund Discretionary</th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alliance Center for Education (formally Bethlehem Center)¹</td>
<td>-</td>
<td>$51,368</td>
<td>$126,000</td>
<td>$90,000</td>
<td>-28.6 %</td>
</tr>
<tr>
<td>Arts &amp; Science Council</td>
<td>$3,190,823</td>
<td>$3,190,826</td>
<td>$3,190,823</td>
<td>-</td>
<td>-100.0 %</td>
</tr>
<tr>
<td>Charlotte Regional Business Alliance</td>
<td>$158,250</td>
<td>$161,526</td>
<td>$164,085</td>
<td>$166,553</td>
<td>1.5 %</td>
</tr>
<tr>
<td>Community Building Initiative</td>
<td>$50,000</td>
<td>$50,000</td>
<td>$50,000</td>
<td>$50,000</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Greater Enrichment Program¹</td>
<td>$200,000</td>
<td>$154,945</td>
<td>$200,000</td>
<td>$200,000</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Safe Alliance</td>
<td>$286,914</td>
<td>$492,676</td>
<td>$397,038</td>
<td>$397,038</td>
<td>0.0 %</td>
</tr>
<tr>
<td>UNC Charlotte Urban Institute/Institute for Social Capital</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$250,000</td>
<td>100.0 %</td>
</tr>
<tr>
<td>Women’s Business Center of Charlotte</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.0 %</td>
</tr>
<tr>
<td>My Brother’s Keeper Charlotte-Mecklenburg</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$50,000</td>
<td>0.0 %</td>
</tr>
<tr>
<td>TreesCharlotte³</td>
<td>$100,000</td>
<td>$100,000</td>
<td>$100,000</td>
<td>$100,000</td>
<td>0.0 %</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$4,035,987</strong></td>
<td><strong>$4,276,341</strong></td>
<td><strong>$4,327,946</strong></td>
<td><strong>$1,353,591</strong></td>
<td>-68.7 %</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>100% Federal Grant Funds</th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carolinas Care Partnership</td>
<td>$2,234,184</td>
<td>$2,145,346</td>
<td>$2,860,489</td>
<td>$2,961,512</td>
<td>3.5 %</td>
</tr>
<tr>
<td>Charlotte Family Housing</td>
<td>$330,000</td>
<td>$213,957</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$2,564,184</strong></td>
<td><strong>$2,359,303</strong></td>
<td><strong>$2,860,489</strong></td>
<td><strong>$2,961,512</strong></td>
<td>3.5 %</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>100% PAYGO Funds</th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crisis Assistance Ministry</td>
<td>$380,000</td>
<td>$280,812</td>
<td>$425,000</td>
<td>$425,000</td>
<td>0.0 %</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$380,000</strong></td>
<td><strong>$280,812</strong></td>
<td><strong>$425,000</strong></td>
<td><strong>$425,000</strong></td>
<td>0.0 %</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Federal &amp; PAYGO Funds</th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>DreamKey Partners (Formally Charlotte-Mecklenburg Housing Partnership, Inc.) - Affordable Housing</td>
<td>$1,860,000</td>
<td>$1,464,437</td>
<td>$1,860,000</td>
<td>$1,690,000</td>
<td>-9.1 %</td>
</tr>
<tr>
<td>DreamKey Partners (Formally Charlotte-Mecklenburg Housing Partnership, Inc.) - House Charlotte</td>
<td>$231,000</td>
<td>$173,250</td>
<td>$231,000</td>
<td>$231,000</td>
<td>0.0 %</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$2,091,000</strong></td>
<td><strong>$1,637,687</strong></td>
<td><strong>$2,091,000</strong></td>
<td><strong>$1,921,000</strong></td>
<td>-8.1 %</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Out of School Time Partners¹</th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Above and Beyond Students</td>
<td>$45,808</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Arts &amp; Science Council Studio 345</td>
<td>$59,998</td>
<td>$63,909</td>
<td>-</td>
<td>-</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Charlotte Community Services Association</td>
<td>-</td>
<td>$52,152</td>
<td>$126,000</td>
<td>-</td>
<td>-100.0 %</td>
</tr>
<tr>
<td>Police Activities League</td>
<td>$71,097</td>
<td>$66,055</td>
<td>-</td>
<td>-</td>
<td>0.0 %</td>
</tr>
<tr>
<td>YWCA Central Carolinas</td>
<td>$143,333</td>
<td>$159,025</td>
<td>$200,000</td>
<td>-</td>
<td>-100.0 %</td>
</tr>
<tr>
<td>WINGS for Kids</td>
<td>-</td>
<td>$27,000</td>
<td>$200,000</td>
<td>-</td>
<td>-100.0 %</td>
</tr>
<tr>
<td>Behailu Academy</td>
<td>$5,160</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.0 %</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$325,396</strong></td>
<td><strong>$368,141</strong></td>
<td><strong>$526,000</strong></td>
<td><strong>$0</strong></td>
<td>-100.0 %</td>
</tr>
</tbody>
</table>

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

² New FY 2022 Financial Partner

³ In FY 2022 TreesCharlotte is being recommended the General Fund Discretionary funding.
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Overview of the Budget Process

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

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

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

The operating and capital budgets are developed in two phases:

1. Budget policy development, which is composed of the following:
   - City Council engagement regarding policy direction,
   - Department services review, and
   - Staff engagement on performance management activities.

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

Budget Policy Development – Phase One (September – April)

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

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

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

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

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

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

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

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

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

1. One-on-One City Council Budget Briefings are held to provide opportunities for Council to make inquiries regarding the Manager's Proposed Budget and request clarifying information.

2. A Budget Public Hearing is held to allow members of the community to provide feedback on the proposed budget.

3. City Council offers any desired budget adjustments during the Budget Adjustments Meeting. Those adjustments that garner five or more votes move forward for further analysis and inclusion in the Council Straw Votes Meeting.

4. At a later date, Council reconvenes for the Council Budget Straw Vote Meeting. Any proposed adjustment that receives six or more votes advances for inclusion in the final budget ordinance proposed for adoption.

5. Budget Adoption at a Council Business Meeting must occur no later than June 30 of each year. The budget is formally adopted by City Council by passing a budget ordinance.

6. After the budget is adopted by Council, the Strategy and Budget Department coordinates with city departments to close out the current fiscal year’s budget, enter budget data into the city's financial system, and complete budget-related documents and publications. For the adopted budget to be amended, an action item and ordinance must be brought before City Council and approved by a majority vote.
## FY 2022 Budget Process

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>October 2020</strong></td>
<td>FY 2022 Operating and FY 2022 – 2026</td>
</tr>
<tr>
<td></td>
<td>Capital Budget Kick-off</td>
</tr>
<tr>
<td><strong>December 2020</strong></td>
<td>City Council Business Meeting</td>
</tr>
<tr>
<td></td>
<td>• Approve FY 2022 Budget Meeting Schedule</td>
</tr>
<tr>
<td></td>
<td>Council Budget and Effectiveness Committee Meetings</td>
</tr>
<tr>
<td><strong>January 2021</strong></td>
<td>Mayor and Council Annual Strategy Meeting</td>
</tr>
<tr>
<td></td>
<td>Council Budget and Effectiveness Committee Meetings</td>
</tr>
<tr>
<td><strong>February 2021</strong></td>
<td>Mayor and Council Budget Workshop</td>
</tr>
<tr>
<td></td>
<td>• General Fund Revenue Update</td>
</tr>
<tr>
<td></td>
<td>• Introduction to Five-Year Capital Investment Plan</td>
</tr>
<tr>
<td></td>
<td>• Advanced Planning Program</td>
</tr>
<tr>
<td></td>
<td>• Summary of Bond Programs</td>
</tr>
<tr>
<td></td>
<td>• Five-Year Capital Investment Plan Scenarios</td>
</tr>
<tr>
<td></td>
<td>• Budget Engagement Strategy</td>
</tr>
<tr>
<td></td>
<td>Public Engagement Listening Session</td>
</tr>
<tr>
<td></td>
<td>Council Budget and Effectiveness Committee Meeting</td>
</tr>
<tr>
<td><strong>March 2021</strong></td>
<td>Mayor and Council Budget Workshop</td>
</tr>
<tr>
<td></td>
<td>• Update on Key Revenues</td>
</tr>
<tr>
<td></td>
<td>• Future of Solid Waste Services</td>
</tr>
<tr>
<td></td>
<td>• Americans with Disabilities Act Facility Plan</td>
</tr>
<tr>
<td></td>
<td>• Capital Investment Plan Priorities Discussion</td>
</tr>
<tr>
<td></td>
<td>• Arts and Culture Funding</td>
</tr>
<tr>
<td></td>
<td>• Storm Water and Water Budget Outlook</td>
</tr>
<tr>
<td></td>
<td>Public Engagement Listening Sessions</td>
</tr>
<tr>
<td></td>
<td>Council Budget and Effectiveness Committee Meeting</td>
</tr>
<tr>
<td><strong>April 2021</strong></td>
<td>Mayor and Council Budget Workshop</td>
</tr>
<tr>
<td></td>
<td>• SAFE Charlotte Update</td>
</tr>
<tr>
<td></td>
<td>• Public Safety Enhanced Compensation: Year 3</td>
</tr>
<tr>
<td></td>
<td>• Financial Partner Applications</td>
</tr>
<tr>
<td></td>
<td>• CATS Budget Outlook</td>
</tr>
<tr>
<td></td>
<td>• Aviation Budget Outlook</td>
</tr>
<tr>
<td><strong>May 2021</strong></td>
<td>City Manager’s Proposed FY 2022 Budget Presentation</td>
</tr>
<tr>
<td></td>
<td>One-on-One Council Budget Briefings</td>
</tr>
<tr>
<td></td>
<td>Public Hearing on Proposed Budget</td>
</tr>
<tr>
<td></td>
<td>Council Budget Adjustments Meeting</td>
</tr>
<tr>
<td></td>
<td>Council Budget Straw Votes Meeting</td>
</tr>
<tr>
<td><strong>June 2021</strong></td>
<td>City Council Business Meeting</td>
</tr>
<tr>
<td></td>
<td>• FY 2022 Budget Adoption</td>
</tr>
</tbody>
</table>
Fund Descriptions

Major Funds

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

The city uses three types of funds:

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

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

   Major Governmental Funds include:
   - **General Fund** – The city’s primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.
   - **Debt Service** - Accounts for the resources accumulated and payments made for principal and interest on debt of governmental activities.
   - **Capital Projects** - Accounts for financial resources used for the acquisition, construction, and improvement of capital equipment and facilities. These financial resources are primarily proceeds from bonds, other financing agreements, and taxes.

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

   Enterprise Funds include:
   - **Aviation** - Accounts for the operation of the Charlotte Douglas International Airport.
   - **Public Transit** - Accounts for the operation of the Charlotte Area Transit System, provider of public mass transportation.
   - **Storm Water** - Accounts for the operation of Charlotte Storm Water Services, administrator of storm water programs and policies.
   - **Water and Sewer** - Accounts for the operation of the Charlotte Water Department, provider of water and wastewater services.
Internal Services Funds are used to account for activities that provide supplies and services for the city's programs and activities. Internal service activities predominately benefit government functions rather than business-type activities. These funds include:

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

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

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

Non-Major Governmental Funds

Special Revenue Funds

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

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

- **Cultural Facilities Fund** - Accounts for room occupancy and other tax revenues to be used for the city's cultural facilities.

- **Emergency Telephone System Fund** – Accounts for revenues distributed by the NC 911 Board from service charges imposed on voice communications service connections to be used for the operation and enhancement of the 911 system.

- **Employment and Training Fund** – Accounts for federal grant revenues to be used for activities providing comprehensive employment and training services to enable individuals to secure and retain employment at their maximum capacity.

- **General Grants Fund** – Accounts for revenue from many of the federal, state, and local grants that the city receives on an annual basis. This grant funding is typically required to be used for a specific purpose, such as public safety, transportation, planning, community relations, or other governmental activities.

- **Housing and Neighborhood Services Grants Fund** – Accounts for federal grants to be used for neighborhood activities which develop viable urban communities providing adequate housing and economic opportunities, principally for persons of low- and moderate-income.

- **Municipal Services District Fund** – Accounts for revenues from property tax on properties within designated Municipal Services Districts to be used to enhance economic vitality and quality of life within the districts.

- **NASCAR Hall of Fame Tax Fund** – Accounts for room occupancy tax to be used for the NASCAR Hall of Fame.

- **Powell Bill Fund** – Accounts for motor fuel taxes distributed by the state on the basis of local street mileage and population to be used for maintenance, repair, and construction of streets and highways.

- **Tourism Operating Fund** – Accounts for room occupancy and other tax revenues to be used for tourism purposes.

**Permanent Fund**

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

- **Perpetual Care Fund** – Accounts for monies held by the city for cemetery maintenance.
Charlotte City Council Members
and City Manager

Vi Lyles
Mayor

Julie Eiselt
Mayor Pro-Tem

Dimple Ajmera
At-Large

Gregg Phipps
At-Large

Braxton Winston II
At-Large

Larken Egleston
District 1

Malcolm Graham
District 2

Victoria Watlington
District 3

Renee Johnson
District 4

Matt Newton
District 5

Tariq Bokhari
District 6

Ed Driggs
District 7

Marcus Jones
City Manager
Residents of Charlotte

City Council

Appointed Boards and Commissions
(see next page)

City Attorney

City Manager

City Clerk

City Departments

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

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

Appointed Boards

- Airport Advisory Committee (Inactive)
- Alternative Compliance Review Committee
- Bechtler Arts Foundation Board
- Bicycle Advisory Committee
- Business Advisory Committee
- Charlotte Area Fund Board of Directors
- Charlotte Business INClusion (CBI) Advisory Committee
- Charlotte Community Capital Loan Fund
- Charlotte International Cabinet
- Charlotte-Mecklenburg Public Access Corporation
- Charlotte Regional Visitors Authority
- Charlotte Tree Advisory Commission
- Charlotte Water Advisory Committee
- Citizens Review Board
- Citizens Transit Advisory Group
- Civil Service Board
- Community Relations Committee
- Domestic Violence Advisory Board
- Firemen’s Relief Board of Trustees
- Historic District Commission
- Historic Landmarks Commission
- Housing Advisory Board of Charlotte-Mecklenburg (Inactive)
- Housing Appeals Board
- INLIVIAN (formerly Charlotte Housing Authority)
- Keep Charlotte Beautiful
- Mint Museum Board of Trustees
- NASCAR Hall of Fame Advisory Committee
- Neighborhood Matching Grants Fund
- Passenger Vehicle For Hire
- Planning Commission
- Privatization/Competition Advisory Committee
- Public Art Commission
- Storm Water Advisory Committee
- Transit Services Advisory Committee
- Waste Management Advisory Board
- Zoning Board of Adjustment
STRATEGIC PRIORITIES
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At the January 2021 City Council Annual Strategy Meeting, strategic priorities were confirmed, with a continued focus for FY 2022 on Accessibility, Mobility, and Connectivity. While COVID-19 is necessitating a shift in operations to deal with the most immediate needs, the strategic priorities serve to set a focus on the higher-level policy framework needed to guide the city’s recovery and progress forward.

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

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

- **Economic Development (Economy, Jobs, and Upward Mobility)**
  
  Building and maintaining a successful business climate and workforce talent, including the number of jobs with sustainable wages/benefits; economic opportunity for all residents, and encouraging business development, innovation, and entrepreneurship.

- **Great Neighborhoods (Affordable and Sustainable Neighborhoods)**
  
  Focusing on comprehensive initiatives designed to create affordable housing and provide opportunities that align with creating great neighborhoods.

- **Safe Communities (Safe, Healthy, and Inclusive Communities)**
  
  Ensuring neighborhoods are safe, healthy, and inclusive, with a focus on policing, fire protection, and community relations.

- **Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)**
  
  Anticipate and plan for the growth of the community and safeguard the environment. Address growth with strategic investments, building and maintaining a comprehensive transportation network, and placemaking strategies that encourage connection between neighborhoods and employment centers.

- **Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)**
  
  Ensuring the city demonstrates leadership in financial stewardship, reviews best practices, and ensures consistency in approach with an emphasis on effective and efficient services that are accountable, customer focused, and inclusive.

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

As part of the budget process, each department identifies and reviews measures to track efforts in achieving the objectives and established targets. The objectives link the efforts to advancement of the citywide priorities, and the measures gauge advancement within each of the priority areas. The strategic development process also incorporates input and feedback from community engagement initiatives and events.
To follow is an overview of the strategic planning process and a visual depiction of how the work of the departments is assessed in terms of objectives, measures, and targets in advancing the strategic priorities toward achieving Council’s vision.

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

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

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

<table>
<thead>
<tr>
<th>Objective</th>
<th>Measure</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Target</th>
<th>FY 2022 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase business relocations and expansions</td>
<td>Dollar amount of private investment in the city</td>
<td>$300,000,000</td>
<td>$300,000,000</td>
<td>$300,000,000</td>
</tr>
<tr>
<td></td>
<td>The number of company announcements</td>
<td>7</td>
<td>≥8</td>
<td>≥8</td>
</tr>
<tr>
<td>Increase economic mobility, social capital, and career opportunities for youth</td>
<td>Number of private sector businesses and non-profits recruited to provide youth internships, pre-apprenticeships, job shadowing, and other work experiences</td>
<td>159</td>
<td>220</td>
<td>80</td>
</tr>
<tr>
<td>Partner with our customers to approve development plans in an efficient and collaborative manner that helps build a safe and thriving community</td>
<td>Percentage of land development reviews and inspections completed within projected timeframe and within an average of 2.5 review cycles</td>
<td>82%</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td>Support minority small businesses</td>
<td>Number of minority small businesses participating in AMP UP CLT cohorts to prepare owners for contracting opportunities with the Airport and other anchor institutions</td>
<td>32</td>
<td>≥30</td>
<td>≥30</td>
</tr>
<tr>
<td>Support the city’s economic development goals through the Apprenticeship Program</td>
<td>Increase the number of participants in the Apprenticeship Program</td>
<td>Increased by 25%</td>
<td>Increase by 20%</td>
<td>Increase by 25%</td>
</tr>
</tbody>
</table>
This priority area encompasses a holistic approach for neighborhoods. A comprehensive focus on neighborhood development includes policies for affordable housing, enhancing community relations, and providing opportunities for residents that sustain great neighborhoods.

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

<table>
<thead>
<tr>
<th>Objective</th>
<th>Measure</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Target</th>
<th>FY 2022 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preserve and increase affordable housing</td>
<td>Number of new affordable housing units funded</td>
<td>1,349</td>
<td>900</td>
<td>900</td>
</tr>
<tr>
<td></td>
<td>Number of units acquired and/or rehabilitated and restricted for low-to moderate-income residents</td>
<td>168</td>
<td>265</td>
<td>225</td>
</tr>
<tr>
<td></td>
<td>Number of down payment assistance loans provided</td>
<td>285</td>
<td>325</td>
<td>300</td>
</tr>
<tr>
<td>Preserve and create attractive and environmentally sustainable neighborhoods</td>
<td>Percent of nuisance cases resolved within 30 days</td>
<td>94%</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td>Foster neighborhood-driven revitalization and improvement</td>
<td>Number of Neighborhood Matching Grants awarded to economically-disadvantaged communities</td>
<td>New Measure</td>
<td>New Measure</td>
<td>60</td>
</tr>
<tr>
<td>Maintain clean city for all residents</td>
<td>Annual Keep Charlotte Beautiful Litter Index Rating assessment</td>
<td>1.81</td>
<td>≤2.0</td>
<td>≤2.0</td>
</tr>
<tr>
<td>Reduce interpersonal and community conflicts</td>
<td>Percent of cases referred to Community Relations that are successfully resolved</td>
<td>73%</td>
<td>87%</td>
<td>87%</td>
</tr>
</tbody>
</table>
The Safe Communities strategic priority emphasizes the city’s commitment to making all communities safe, healthy, and inclusive. This commitment is emphasized by creating policies and practices for policing, fire protection, and community relations that promote equity and inclusion. The major emphasis of this priority area is collaborating with the community with a focus on creating and maintaining safe neighborhoods across all of Charlotte.

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

<table>
<thead>
<tr>
<th>Objective</th>
<th>Safe Communities</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Target</th>
<th>FY 2022 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify barriers to Americans with Disabilities Act (ADA) compliance in public right-of-way</td>
<td>Number of improvements made in implementing ADA transition plan</td>
<td>87</td>
<td>90</td>
<td>90</td>
</tr>
<tr>
<td>Provide public education instruction to increase safety and health of families</td>
<td>Percent of Charlotte-Mecklenburg School’s third graders receiving fire prevention education in 111 schools</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>Number of senior citizens receiving fall prevention education</td>
<td>877</td>
<td>750</td>
<td>750</td>
</tr>
<tr>
<td>Provide alternative response options for police calls</td>
<td>Percent of all CMPD cases responded to through the Crisis Intervention Team (CIT)</td>
<td>New Measure</td>
<td>New Measure</td>
<td>15%</td>
</tr>
<tr>
<td>Provide alternatives to incarceration</td>
<td>Percent increase in the number of diversions (Adult and Juvenile)</td>
<td>New Measure</td>
<td>New Measure</td>
<td>10%</td>
</tr>
<tr>
<td>Reduce victimization</td>
<td>Percent reduction in crime rates per 100,000 population</td>
<td>11.5% Decrease</td>
<td>&gt;3%</td>
<td>&gt;3%</td>
</tr>
<tr>
<td>Timely response to calls for service</td>
<td>Percent of 911 calls answered within 10 seconds</td>
<td>91%</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td></td>
<td>Percent of time first-due fire company responds within 6 minutes</td>
<td>83%</td>
<td>90%</td>
<td>90%</td>
</tr>
<tr>
<td>Objective</td>
<td>Measure</td>
<td>FY 2020 Actual</td>
<td>FY 2021 Target</td>
<td>FY 2022 Target</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
<td>----------------</td>
<td>----------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Timely response to calls for service</td>
<td>Percent of priority 1 emergency calls for police service responded to within seven minutes</td>
<td>New Measure</td>
<td>New Measure</td>
<td>100%</td>
</tr>
</tbody>
</table>
The Transportation, Planning, and Environment strategic priority encompasses Charlotte’s current and future land development, urban design, environmental considerations, and transportation needs to promote connectivity, accessibility, and mobility for residents and visitors citywide. This priority area centers on developing the future of Charlotte through proactive land use planning and connecting neighborhoods with places to work and play while ensuring access to needed services and safeguarding the environment.

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

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

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

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

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

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

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

Highlights of measures for the Well-Managed Government priority area are provided in the following table:
<table>
<thead>
<tr>
<th>Objective</th>
<th>Measure</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Target</th>
<th>FY 2022 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create an enhanced applicant experience through increased transparency</td>
<td>Percentage of responding applicants satisfied with applicant experience</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
</tr>
<tr>
<td>and communication into the recruitment and selection process</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deliver competitive audit services to facilitate a well-managed</td>
<td>Number of audits issued</td>
<td>7</td>
<td>12</td>
<td>13</td>
</tr>
<tr>
<td>government.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expand budget community outreach and engagement to ensure all members of</td>
<td>Collect and analyze budget engagement participants’ demographic data to better target and</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>the community have an opportunity to share their voice</td>
<td>reach underrepresented community members</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve effectiveness and efficiency through organizational</td>
<td>Implement citywide technology processes critical for I&amp;T efficiency</td>
<td>New Measure</td>
<td>New Measure</td>
<td>New Measure</td>
</tr>
<tr>
<td>I&amp;T process improvement</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintain low-cost recycling and refuse collection</td>
<td>Curbside collection cost per ton recyclable materials</td>
<td>$153 (FY 2019</td>
<td>&lt; North Carolina</td>
<td>&lt; North Carolina</td>
</tr>
<tr>
<td></td>
<td></td>
<td>North Carolina</td>
<td>statewide average</td>
<td>statewide average</td>
</tr>
<tr>
<td></td>
<td></td>
<td>statewide average</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Curbside collection cost per ton refuse</td>
<td>$92 (FY 2019</td>
<td>&lt; North Carolina</td>
<td>&lt; North Carolina</td>
</tr>
<tr>
<td></td>
<td></td>
<td>North Carolina</td>
<td>statewide average</td>
<td>statewide average</td>
</tr>
<tr>
<td></td>
<td></td>
<td>statewide average</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minimize the cost of incurring debt to finance capital projects</td>
<td>Credit rating from external rating agencies</td>
<td>Maintained AAA</td>
<td>Maintain AAA</td>
<td>Maintain AAA</td>
</tr>
<tr>
<td></td>
<td></td>
<td>rating</td>
<td>credit rating</td>
<td>credit rating</td>
</tr>
<tr>
<td>Overall customer satisfaction with Charlotte Area Transit System (CATS)</td>
<td>Overall net promoter score as expressed in net promoter surveys</td>
<td>57%</td>
<td>≥ 58%</td>
<td>≥ 58%</td>
</tr>
<tr>
<td>Objective</td>
<td>Measure</td>
<td>FY 2020 Actual</td>
<td>FY 2021 Target</td>
<td>FY 2022 Target</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
<td>----------------</td>
<td>----------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Promote customer safety through the delivery of clean water</td>
<td>Percentage of applicable requirements met for the Safe Drinking Water Act and Clean Water Act</td>
<td>100% Compliance</td>
<td>100% Compliance</td>
<td>100% Compliance</td>
</tr>
<tr>
<td>Promote Employee Wellness</td>
<td>Percentage of eligible employees opting for medical insurance who are electing the wellness incentive premium</td>
<td>90%</td>
<td>80%</td>
<td>85%</td>
</tr>
<tr>
<td>Provide services that efficiently meet the needs of 311 call center customers</td>
<td>Percent of 311 calls answered within 30 seconds</td>
<td>60%</td>
<td>70%</td>
<td>70%</td>
</tr>
<tr>
<td></td>
<td>Call abandonment rate – Percent of all calls abandoned by the caller</td>
<td>11%</td>
<td>≤5%</td>
<td>≤5%</td>
</tr>
</tbody>
</table>
DEPARTMENT
BUDGETS
DEPARTMENT BUDGETS
GENERAL FUND
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City Attorney

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

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

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

## Performance Measure Highlights

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

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Officer I</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Administrative Officer III</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Assistant City Attorney I</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
<td>5.00</td>
<td>4.00</td>
</tr>
<tr>
<td>Assistant City Attorney II</td>
<td>4.00</td>
<td>5.00</td>
<td>10.00</td>
<td>7.00</td>
<td>-3.00</td>
</tr>
<tr>
<td>Assistant City Attorney Lead</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>5.00</td>
<td>3.00</td>
</tr>
<tr>
<td>Assistant City Attorney Senior I</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2.00</td>
<td>2.00</td>
</tr>
<tr>
<td>Assistant City Attorney Senior II</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>9.00</td>
<td>9.00</td>
</tr>
<tr>
<td>Assistant City Attorney Supervisor</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>3.00</td>
<td>3.00</td>
</tr>
<tr>
<td>City Attorney</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Deputy City Attorney</td>
<td>1.00</td>
<td>1.00</td>
<td>2.00</td>
<td>1.00</td>
<td>-1.00</td>
</tr>
<tr>
<td>Legal Secretary</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>-</td>
</tr>
<tr>
<td>Paralegal</td>
<td>5.00</td>
<td>5.00</td>
<td>5.00</td>
<td>5.00</td>
<td>-</td>
</tr>
<tr>
<td>Senior Assistant City Attorney</td>
<td>13.00</td>
<td>12.00</td>
<td>14.00</td>
<td>-</td>
<td>-14.00</td>
</tr>
<tr>
<td>Senior Deputy City Attorney</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Department Total FTE</strong></td>
<td><strong>30.00</strong></td>
<td><strong>30.00</strong></td>
<td><strong>39.00(^1)</strong></td>
<td><strong>42.00</strong></td>
<td><strong>3.00</strong></td>
</tr>
</tbody>
</table>

\(^1\)FY 2021 included the centralization of 8.00 FTEs from Police.
City Clerk

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>Percent Change FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Licenses, Fees, Fines</td>
<td>$47,273</td>
<td>$45,357</td>
<td>$45,000</td>
<td>$55,000</td>
<td>22.2 %</td>
</tr>
<tr>
<td>Charges to Current Services</td>
<td>$6,400</td>
<td>$4,800</td>
<td>$400</td>
<td>$5,000</td>
<td>1,150.0 %</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$53,673</td>
<td>$50,157</td>
<td>$45,400</td>
<td>$60,000</td>
<td>32.2 %</td>
</tr>
</tbody>
</table>

|                  |                |                |                 |                  |                        |
| **Expenditures** |                |                |                 |                  |                        |
| Personnel Services | $620,949       | $723,864       | $805,570        | $832,536         | 3.3 %                  |
| Operating Expenses | $150,850       | $143,335       | $166,862        | $194,699         | 16.7 %                 |
| **Total Expenditures** | $771,799      | $867,199       | $972,432        | $1,027,235       | 5.6 %                  |
| **Net Expenditures** | $718,126       | $817,042       | $927,032        | $967,235         | 4.3 %                  |
### FY 2022 Adjustments

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

### Performance Measure Highlights

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

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

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Officer I</td>
<td>-</td>
<td>1.00</td>
<td>2.00</td>
<td>2.00</td>
<td>-</td>
</tr>
<tr>
<td>Administrative Officer III</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Administrative Officer IV</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>City Clerk</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Deputy City Clerk</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Office Assistant V</td>
<td>3.00</td>
<td>3.00</td>
<td>2.00</td>
<td>2.00</td>
<td>-</td>
</tr>
<tr>
<td><strong>Department Total FTE</strong></td>
<td>7.00</td>
<td>8.00</td>
<td>8.00</td>
<td>8.00</td>
<td>-</td>
</tr>
</tbody>
</table>
City Manager

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>FY 2021</th>
<th>FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel Services</td>
<td>$2,335,544</td>
<td>$2,477,338</td>
<td>$2,390,834</td>
<td>$2,510,688</td>
<td>5.0 %</td>
<td></td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$417,351</td>
<td>$279,031</td>
<td>$283,543</td>
<td>$295,392</td>
<td>4.2 %</td>
<td></td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$2,752,895</td>
<td>$2,756,369</td>
<td>$2,674,377</td>
<td>$2,806,080</td>
<td>4.9 %</td>
<td></td>
</tr>
</tbody>
</table>
## FY 2022 Adjustments

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

## Full-Time Equivalent (FTE) Position Summary

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>Change FY 2021 to FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant City Manager</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>-</td>
</tr>
<tr>
<td>Assistant to City Manager I</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Assistant to City Manager II</td>
<td>2.00</td>
<td>2.00</td>
<td>3.00</td>
<td>3.00</td>
<td>-</td>
</tr>
<tr>
<td>City Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Deputy City Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Executive Assistant to City Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Executive Assistant to City Manager's Office</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Intergovernmental Relations Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td><strong>Department Total FTE</strong></td>
<td><strong>11.00</strong></td>
<td><strong>11.00</strong></td>
<td><strong>11.00</strong></td>
<td><strong>11.00</strong></td>
<td><strong>-</strong></td>
</tr>
</tbody>
</table>
Communications

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

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

Organizational Chart

Budget Overview

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

### FY 2022 Adjustments

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

### Net Change

| Net Change | 3.00 | $232,590 |

---

62
# Communications

**Performance Measure Highlights**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Measure</th>
<th>2020 Actual</th>
<th>FY 2021 Target</th>
<th>FY 2022 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase effective citywide communication efforts</td>
<td>Percent increase of weekly media clips, inquiries, and records requests over prior fiscal years</td>
<td>10%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>Create consistent branding for the city</td>
<td>Percent increase in the number of creative solutions and graphic design projects</td>
<td>361 (baseline)</td>
<td>10% increase over FY 2020</td>
<td>10% increase over FY 2021</td>
</tr>
<tr>
<td>Create and host hands-on ADA training opportunities for citywide website content contributors</td>
<td>Percent of content contributors trained</td>
<td>New Measure</td>
<td>New Measure</td>
<td>80%</td>
</tr>
<tr>
<td>Improve the city’s website to be more ADA compliant, including improved global search, skip navigation and text increase/decrease menu options</td>
<td>Score for government websites</td>
<td>New Measure</td>
<td>New Measure</td>
<td>85/100</td>
</tr>
</tbody>
</table>

*Strategic Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)*
## Communications

### Full-Time Equivalent (FTE) Positions Summary

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

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

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

## FY 2022 Adjustments

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

### Performance Measure Highlights

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

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

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Officer I</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Administrative Officer IV</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Community Affairs Manager</td>
<td>-</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Community Programs Coordinator</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Community Relations Administrator</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Community Relations Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Community Relations Division Manager</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Community Relations Specialist</td>
<td>5.00</td>
<td>5.00</td>
<td>5.00</td>
<td>5.00</td>
<td>-</td>
</tr>
<tr>
<td>Deputy Community Relations Director</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Director of Community Relations</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td><strong>Department Total FTE</strong></td>
<td><strong>10.00</strong></td>
<td><strong>12.00</strong></td>
<td><strong>12.00</strong></td>
<td><strong>12.00</strong></td>
<td><strong>-</strong></td>
</tr>
</tbody>
</table>
Mission Statement
To make Charlotte the best place to do business today and in the future by generating equitable economic growth opportunities, building strategic partnerships, and maximizing resources. Collectively, the team advances the community through creating and sustaining great places, cultivating an environment where all businesses can innovate and prosper, and fostering a diversified talent pipeline with an ongoing focus to elevate efforts.

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

Organizational Chart

Budget Overview

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

### FY 2022 Adjustments

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

**Net Change** | - | $134,820
## Economic Development

### Performance Measure Highlights

<table>
<thead>
<tr>
<th>Objective</th>
<th>Measure</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Priority Area:</strong> Economic Development (Economy, Jobs, and Upward Mobility)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase business relocations and expansions</td>
<td>Dollar amount of private investment in the city</td>
<td>$300,000,000</td>
<td>$300,000,000</td>
<td>$300,000,000</td>
</tr>
<tr>
<td></td>
<td>Develop a strategic employment plan that maximizes the effectiveness and efficiency of Charlotte’s employment ecosystem to create jobs, fill jobs and build a more inclusive and resilient employment market</td>
<td>New Measure</td>
<td>New Measure</td>
<td>Finalize strategic employment growth framework before end of FY 2022</td>
</tr>
<tr>
<td></td>
<td>The number of company announcements</td>
<td>7</td>
<td>≥8</td>
<td>≥8</td>
</tr>
<tr>
<td></td>
<td>Build out Open for Business platform and integrate with Charlotte Business Resources</td>
<td>New Measure</td>
<td>New Measure</td>
<td>Launch merged site by end of FY 2022</td>
</tr>
<tr>
<td>Leverage private investment in major redevelopment projects through public improvements</td>
<td>Leverage ratio of public to private investment (overall projects)</td>
<td>New Measure</td>
<td>New Measure</td>
<td>≥10:1</td>
</tr>
<tr>
<td></td>
<td>Leverage ratio of public to private investment (Corridors of Opportunity)</td>
<td>New Measure</td>
<td>New Measure</td>
<td>≥3:1</td>
</tr>
<tr>
<td>Support minority small businesses</td>
<td>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</td>
<td>32</td>
<td>≥30</td>
<td>≥30</td>
</tr>
</tbody>
</table>
# Economic Development

## Full-Time Equivalent (FTE) Position Summary

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Officer I</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Administrative Officer II</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Administrative Officer III</td>
<td>3.00</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>-</td>
</tr>
<tr>
<td>Assistant City Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Assistant Economic Development Director</td>
<td>-</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>-</td>
</tr>
<tr>
<td>Deputy Economic Development Director</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Economic Development Operations Manager Senior</td>
<td>3.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Economic Development Program Manager</td>
<td>4.00</td>
<td>7.00</td>
<td>7.00</td>
<td>7.00</td>
<td>-</td>
</tr>
<tr>
<td>Economic Development Program Manager Senior</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Economic Development Specialist Senior</td>
<td>4.00</td>
<td>4.00</td>
<td>3.00</td>
<td>3.00</td>
<td>-</td>
</tr>
<tr>
<td>Services Division Manager</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Department Total FTE</strong></td>
<td><strong>19.00</strong></td>
<td><strong>21.00</strong></td>
<td><strong>21.00</strong></td>
<td><strong>21.00</strong></td>
<td><strong>-</strong></td>
</tr>
</tbody>
</table>
Economic Development

FY 2022 Capital Investment Plan Projects

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

<table>
<thead>
<tr>
<th>Project/Program</th>
<th>FY 2022 Budget</th>
<th>Funding Type</th>
<th>Page Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support Economic Development and Jobs in Corridors of Opportunity</td>
<td>$7,000,000</td>
<td>PAYGO</td>
<td>263</td>
</tr>
<tr>
<td>Enhance Economic Development Programs</td>
<td>$1,000,000</td>
<td>PAYGO</td>
<td>263</td>
</tr>
<tr>
<td>Revitalize Business Corridors</td>
<td>$500,000</td>
<td>PAYGO</td>
<td>264</td>
</tr>
<tr>
<td>Build Minority, Women, Small Business Enterprise (MWSBE) Capacity</td>
<td>$250,000</td>
<td>PAYGO</td>
<td>264</td>
</tr>
<tr>
<td>Total</td>
<td>$8,750,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Mission Statement**

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

**Department Overview**

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

**Organizational Chart**

[Diagram of organizational chart]

**Budget Overview**

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$10,893,010</td>
<td>$8,260,128</td>
<td>$8,392,038</td>
<td>$8,564,413</td>
<td>2.1 %</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$5,231,211</td>
<td>$4,079,271</td>
<td>$4,168,623</td>
<td>$4,154,989</td>
<td>-0.3 %</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>$9,571</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Department Charges</td>
<td>-$86,866</td>
<td>-$362,334</td>
<td>-$482,903</td>
<td>-$134,706</td>
<td>72.1 %</td>
</tr>
<tr>
<td>Interfund Activity Support</td>
<td>$70,081</td>
<td>$72,671</td>
<td>$61,481</td>
<td>$61,481</td>
<td>0.0 %</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$16,117,007</strong></td>
<td><strong>$12,049,736</strong></td>
<td><strong>$12,139,239</strong></td>
<td><strong>$12,646,177</strong></td>
<td><strong>4.2 %</strong></td>
</tr>
<tr>
<td>Budget Action</td>
<td>FTE</td>
<td>Amount</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
<td>-----</td>
<td>---------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Eliminate vacant Customer/Revenue Service Assistant</strong></td>
<td>-1.00</td>
<td>-$53,244</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eliminate a vacant Customer/Revenue Service Assistant position in an effort to right-size the department’s workforce. The duties of the position will be absorbed by existing staff to minimize service level impacts.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Reduce non-essential department expenditures</strong></td>
<td>-</td>
<td>-$44,728</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjust discretionary non-personnel budget based on anticipated utilization. The discretionary budget for food and office supplies as well as general employee travel, training, and mileage will be reduced.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Transition position to support invoice processing duties</strong></td>
<td>-</td>
<td>-$107,187</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transition vacant position to support water invoice processing duties. This position will be reimbursed by Charlotte Water.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Provide funds for a citywide compensation increase</strong></td>
<td>-</td>
<td>$99,350</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support compensation increase for employees in FY 2022 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit pool and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Provide funds for strategic software</strong></td>
<td>-</td>
<td>$77,509</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide funds for the creation of digital workflow for invoices by removing manual paper mail processes and maintaining access to archived contracts.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Transition financial accounting positions to the city’s Cost Allocation Plan</strong></td>
<td>-</td>
<td>$336,248</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technical adjustment to transition three existing positions into the city's Cost Allocation Plan. This accounting action results in an increase in expenditure costs that will be primarily offset by revenue from the city's Cost Allocation Plan and does not result in a change to service levels.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Support software maintenance</strong></td>
<td>-</td>
<td>$40,328</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technical adjustment to provide funds for contractual increases to software maintenance for efficient collection services, payment processing, and utility bill management.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Update personnel expenditures</strong></td>
<td>-</td>
<td>$140,405</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2021 and a five percent reduction to employer healthcare costs. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees’ Retirement System of 1.2 percent.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
FY 2022 Adjustments (continued)

<table>
<thead>
<tr>
<th>Budget Action</th>
<th>FTE</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Update allocations for Internal Service Providers (ISPs)</td>
<td>-</td>
<td>$18,257</td>
</tr>
</tbody>
</table>

Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.

| Net Change | $506,938 |

Performance Measure Highlights

<table>
<thead>
<tr>
<th>Objective</th>
<th>Measure</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Target</th>
<th>FY 2022 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Priority Area:</strong> Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Follow Generally Accepted Accounting Principles to create an accurate Annual Financial Report</td>
<td>External auditor’s opinion</td>
<td>Achieved an unmodified opinion</td>
<td>Achieve an unmodified opinion</td>
<td>Achieve an unmodified opinion</td>
</tr>
<tr>
<td>Minimize the cost of incurring debt to finance capital projects</td>
<td>Credit rating from external rating agencies</td>
<td>Maintained AAA credit rating</td>
<td>Maintain AAA credit rating</td>
<td>Maintain AAA credit rating</td>
</tr>
<tr>
<td>Provide timely payment to city vendors</td>
<td>Percent of invoices paid within 30 days</td>
<td>72%</td>
<td>70%</td>
<td>70%</td>
</tr>
<tr>
<td>Improve diversity, equity, and inclusion (DEI) within the Finance Department and for external customers by improving the design and implementation of policies or processes in order to eliminate barriers, address unintended impacts, and increase DEI awareness</td>
<td>Updated policy and process documentation</td>
<td>New Measure</td>
<td>New Measure</td>
<td>Implement a minimum of two policy or process updates</td>
</tr>
<tr>
<td>Position Title</td>
<td>FY 2019</td>
<td>FY 2020</td>
<td>FY 2021</td>
<td>FY 2022 Proposed</td>
</tr>
<tr>
<td>--------------------------------------------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Accountant I</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Accountant II</td>
<td>4.00</td>
<td>6.00</td>
<td>5.00</td>
<td>5.00</td>
</tr>
<tr>
<td>Accountant III</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
</tr>
<tr>
<td>Accountant IV</td>
<td>4.00</td>
<td>5.00</td>
<td>5.00</td>
<td>5.00</td>
</tr>
<tr>
<td>Accounting Specialist Senior</td>
<td>9.00</td>
<td>7.00</td>
<td>7.00</td>
<td>7.00</td>
</tr>
<tr>
<td>Accounting Technician</td>
<td>10.00</td>
<td>11.00</td>
<td>11.00</td>
<td>11.00</td>
</tr>
<tr>
<td>Administrative Officer I</td>
<td>4.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Administrative Officer II</td>
<td>2.00</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
</tr>
<tr>
<td>Administrative Officer III</td>
<td>3.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Administrative Officer IV</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Administrative Officer V</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Administrative Secretary I</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Assistant Chief Accountant</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Assistant Finance Director</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Assistant Financial Services Manager</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
</tr>
<tr>
<td>Business Systems Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Business Systems Specialist</td>
<td>-</td>
<td>-</td>
<td>2.00</td>
<td>2.00</td>
</tr>
<tr>
<td>Business System Specialist Associate</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Business System Specialist Intermediate</td>
<td>5.00</td>
<td>5.00</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Business Systems Specialist Lead</td>
<td>1.00</td>
<td>1.00</td>
<td>2.00</td>
<td>2.00</td>
</tr>
<tr>
<td>Business System Specialist Senior</td>
<td>1.00</td>
<td>1.00</td>
<td>3.00</td>
<td>3.00</td>
</tr>
<tr>
<td>Central Cashier</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Chief Accountant</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Chief Financial Officer</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>City Treasurer</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Construction Contracts Admin Coordinator</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Contract Coordinator</td>
<td>7.00</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Contracts Admin Specialist</td>
<td>3.00</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Contracts Admin Specialist Lead</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Customer/Revenue Service Assistant Senior</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
</tr>
<tr>
<td>Customer/Revenue Service Assistant</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
<td>3.00</td>
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<tr>
<td>Customer/Revenue Service Specialist</td>
<td>3.00</td>
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<tr>
<td>Debt Manager</td>
<td>1.00</td>
<td>1.00</td>
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<tr>
<td>Deputy Director II</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
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<tr>
<td>Division Manager</td>
<td>-</td>
<td>-</td>
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<td>1.00</td>
</tr>
<tr>
<td>Economic Development Program Manager</td>
<td>2.00</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Finance Director</td>
<td>1.00</td>
<td>1.00</td>
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</tr>
<tr>
<td>Financial Accountant I</td>
<td>2.00</td>
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<tr>
<td>Financial Accountant II</td>
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</table>
### Full-Time Equivalent (FTE) Position Summary (continued)

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

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

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

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

| Net Change  | 1.00   | $6,833,692 |
# Fire

## Performance Measure Highlights

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

#### Public Safety

<table>
<thead>
<tr>
<th>Position</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Battalion Fire Chief</td>
<td>37.00</td>
<td>37.00</td>
<td>37.00</td>
<td>38.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Deputy Fire Chief</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>-</td>
</tr>
<tr>
<td>Division Fire Chief</td>
<td>6.00</td>
<td>7.00</td>
<td>7.00</td>
<td>7.00</td>
<td>-</td>
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<tr>
<td>Fire Captain</td>
<td>248.00</td>
<td>252.00</td>
<td>253.00</td>
<td>252.00</td>
<td>-1.00</td>
</tr>
<tr>
<td>Fire Captain - Special Assignment</td>
<td>5.00</td>
<td>5.00</td>
<td>7.00</td>
<td>7.00</td>
<td>-</td>
</tr>
<tr>
<td>Fire Chief</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
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</tr>
<tr>
<td>Fire Fighter Engineer</td>
<td>198.00</td>
<td>201.00</td>
<td>201.00</td>
<td>201.00</td>
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</tr>
<tr>
<td>Fire Fighter I</td>
<td>201.00</td>
<td>242.00</td>
<td>211.00</td>
<td>224.00</td>
<td>13.00</td>
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<tr>
<td>Fire Fighter II</td>
<td>373.00</td>
<td>353.00</td>
<td>384.00</td>
<td>371.00</td>
<td>-13.00</td>
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<tr>
<td><strong>Public Safety Total FTE</strong></td>
<td><strong>1,072.00</strong></td>
<td><strong>1,101.00</strong></td>
<td><strong>1,104.00</strong></td>
<td><strong>1,104.00</strong></td>
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#### General Employees

<table>
<thead>
<tr>
<th>Position</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Officer I</td>
<td>2.00</td>
<td>4.00</td>
<td>3.00</td>
<td>4.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Administrative Officer II</td>
<td>4.00</td>
<td>3.00</td>
<td>2.00</td>
<td>3.00</td>
<td>1.00</td>
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<tr>
<td>Administrative Officer III</td>
<td>1.00</td>
<td>2.00</td>
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<td>4.00</td>
<td>1.00</td>
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<tr>
<td>Administrative Officer IV</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Administrative Officer V</td>
<td>3.00</td>
<td>3.00</td>
<td>2.00</td>
<td>1.00</td>
<td>-1.00</td>
</tr>
<tr>
<td>Administrative Secretary I</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Applications Administrator</td>
<td>1.00</td>
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<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Building Maintenance Assistant</td>
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<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Business Systems Specialist Intermediate</td>
<td>3.00</td>
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<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Business Systems Specialist Lead</td>
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<td>1.00</td>
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<td>-</td>
</tr>
<tr>
<td>Business Systems Specialist Senior</td>
<td>-</td>
<td>1.00</td>
<td>-</td>
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<td>-</td>
</tr>
<tr>
<td>Business Systems Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Business Systems Program Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Chief Fire Inspector</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Chief Fire Investigator</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Emergency Management Planner</td>
<td>3.00</td>
<td>3.00</td>
<td>5.00</td>
<td>5.00</td>
<td>-</td>
</tr>
<tr>
<td>Emergency Management Planning Coordinator</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Facilities Services Coordinator</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
<td>-</td>
</tr>
<tr>
<td>Fire Communication Services Supervisor</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Fire EMS Instructor Coordinator</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Fire Equipment Technician</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>-</td>
</tr>
<tr>
<td>Fire Inspector</td>
<td>12.00</td>
<td>11.00</td>
<td>7.00</td>
<td>10.00</td>
<td>3.00</td>
</tr>
<tr>
<td>Fire Inspector Certified</td>
<td>21.00</td>
<td>23.00</td>
<td>27.00</td>
<td>24.00</td>
<td>-3.00</td>
</tr>
<tr>
<td>Fire Inspector Senior</td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
<td>-</td>
</tr>
<tr>
<td>Fire Investigator Certified</td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
<td>-</td>
</tr>
<tr>
<td>Fire Investigator Senior</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>-</td>
</tr>
<tr>
<td>Fire Marshall</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
</tbody>
</table>
## Full-Time Equivalent (FTE) Position Summary (continued)

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Telecommunicator I</td>
<td>24.00</td>
<td>24.00</td>
<td>24.00</td>
<td>24.00</td>
<td>-</td>
</tr>
<tr>
<td>Fire Telecommunicator I Lead</td>
<td>7.00</td>
<td>7.00</td>
<td>7.00</td>
<td>7.00</td>
<td>-</td>
</tr>
<tr>
<td>Fire Telecommunicator II</td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
<td>-</td>
</tr>
<tr>
<td>Fire Telecommunicator III</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>-</td>
</tr>
<tr>
<td>GIS Analyst</td>
<td>2.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>GIS Supervisor</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Management Analyst</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Management Analyst Senior</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Office Assistant V</td>
<td>5.00</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>-</td>
</tr>
<tr>
<td>Software Developer Intermediate</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Software Developer Senior</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Storekeeper</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>-</td>
</tr>
<tr>
<td>Stores Supervisor</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td><strong>General Employee Total FTE</strong></td>
<td><strong>135.00</strong></td>
<td><strong>136.00</strong></td>
<td><strong>128.00</strong></td>
<td><strong>129.00</strong></td>
<td>1.00</td>
</tr>
<tr>
<td><strong>Department Total FTE</strong></td>
<td><strong>1,207.00</strong></td>
<td><strong>1,237.00</strong></td>
<td><strong>1,232.00</strong></td>
<td><strong>1,233.00</strong></td>
<td>1.00</td>
</tr>
</tbody>
</table>
**FY 2022 Capital Investment Plan Projects**

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

<table>
<thead>
<tr>
<th>Project/Program</th>
<th>FY 2022 Budget</th>
<th>Funding Type</th>
<th>Page Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support Firefighter Lifecycle Management</td>
<td>$1,000,000</td>
<td>PAYGO</td>
<td>268</td>
</tr>
<tr>
<td>Construct Fire Facilities</td>
<td>$2,700,000</td>
<td>Other Sources</td>
<td>305</td>
</tr>
<tr>
<td>Total</td>
<td>$3,700,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## General Services

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

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

### Organizational Chart

![Organizational Chart](chart.png)

### Budget Overview

<table>
<thead>
<tr>
<th></th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>FY 2021</th>
<th>FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Licenses, Fees, and Fines</td>
<td>$4,271,768</td>
<td>$3,028,761</td>
<td>$2,895,880</td>
<td>$1,113,500</td>
<td></td>
<td>-61.5%</td>
</tr>
<tr>
<td>Intergovernmental-Federal</td>
<td>$6,192</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Intergovernmental-Local</td>
<td>$2,263,076</td>
<td>$3,184,646</td>
<td>$3,054,357</td>
<td>$3,240,223</td>
<td>6.1%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Charges for Current Services</td>
<td>$712,116</td>
<td>$669,051</td>
<td>$829,000</td>
<td>$862,255</td>
<td>4.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$781,706</td>
<td>$744,476</td>
<td>$1,024,000</td>
<td>$1,024,000</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Administrative charges</td>
<td>$23,119</td>
<td>$695,917</td>
<td>$700,000</td>
<td>$750,000</td>
<td>7.1%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>$15,000</td>
<td>$15,000</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Private Contributions</td>
<td>-</td>
<td>$5,000</td>
<td>-</td>
<td>-</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Sales of assets</td>
<td>$358,885</td>
<td>$960,503</td>
<td>$920,000</td>
<td>$930,000</td>
<td>1.1%</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$8,416,862</strong></td>
<td><strong>$9,288,354</strong></td>
<td><strong>$9,438,237</strong></td>
<td><strong>$7,934,978</strong></td>
<td></td>
<td>-15.9%</td>
</tr>
</tbody>
</table>

| **Expenditures**        |                |                |                 |                  |          |          |
| Personal Services       | $38,383,324    | $42,319,189    | $44,580,767     | $44,998,629      | 0.9%     |          |
| Operating Expenses      | $20,714,957    | $26,530,270    | $27,401,715     | $27,872,256      | 1.7%     |          |
| Capital Outlay          | $54,423        | $82,751        | $174,000        | $100,000         | -42.5%   |          |
| Departmental Charges    | -$40,842,928   | -$44,444,164   | -$48,122,466    | -$48,298,282     | -0.4%    |          |
| **Total Expenditures**  | **$18,309,776** | **$24,488,046** | **$24,034,016** | **$24,672,603**  |          | 2.7%     |
| **Net Expenditures**    | **$9,892,914**  | **$15,199,692** | **$14,595,779** | **$16,737,625**  |          | 14.7%    |

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

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

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

| Net Change | -7.00 | $638,587 |
## Performance Measure Highlights

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

Full-Time Equivalent (FTE) Position Summary

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Officer I</td>
<td>12.00</td>
<td>14.00</td>
<td>13.00</td>
<td>13.00</td>
<td>-</td>
</tr>
<tr>
<td>Administrative Officer II</td>
<td>11.00</td>
<td>13.00</td>
<td>14.00</td>
<td>14.00</td>
<td>-</td>
</tr>
<tr>
<td>Administrative Officer III</td>
<td>7.00</td>
<td>9.00</td>
<td>10.00</td>
<td>9.00</td>
<td>-1.00</td>
</tr>
<tr>
<td>Administrative Officer IV</td>
<td>3.00</td>
<td>5.00</td>
<td>5.00</td>
<td>5.00</td>
<td>-</td>
</tr>
<tr>
<td>Administrative Officer V</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>2.00</td>
<td>-1.00</td>
</tr>
<tr>
<td>Administrative Secretary I</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Administrative Services Manager</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Arborist</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
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<td>Change FY 2021 to FY 2022</td>
</tr>
<tr>
<td>--------------------------------------------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
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</tr>
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<td>Resilience &amp; Sustainability Officer</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
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</tr>
<tr>
<td>Safety Coordinator</td>
<td>-</td>
<td>1.00</td>
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<tr>
<td>Safety Supervisor</td>
<td>1.00</td>
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<tr>
<td>Senior Engineer</td>
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<tr>
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<td>Service Order Specialist</td>
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<tr>
<td>Small Business Program Manager</td>
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<td>Small Business Program Specialist</td>
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<tr>
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<tr>
<td>Survey Mapping Manager</td>
<td>-</td>
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<td>Survey Technician</td>
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<td>6.00</td>
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<tr>
<td>Systems Maintenance Mechanic Senior</td>
<td>8.00</td>
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<td>9.00</td>
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<tr>
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<td>-</td>
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<tr>
<td>Tree Trimmer</td>
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<td>7.00</td>
<td>-</td>
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<tr>
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<td>1.00</td>
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<td>Water Quality Program Admin</td>
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<td>1.00</td>
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<tr>
<td><strong>Department Total FTE</strong></td>
<td><strong>450.00</strong></td>
<td><strong>491.00</strong></td>
<td><strong>473.00</strong></td>
<td><strong>466.00</strong></td>
<td><strong>-7.00</strong></td>
</tr>
</tbody>
</table>

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

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

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

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

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

Organizational Chart

Budget Overview

<table>
<thead>
<tr>
<th></th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intergovernmental-Local</td>
<td>$1,287,932</td>
<td>$1,335,207</td>
<td>$1,277,684</td>
<td>$1,267,903</td>
<td>-0.8 %</td>
</tr>
<tr>
<td>Licenses, Fees, and Fines</td>
<td>$367,523</td>
<td>$407,365</td>
<td>$366,000</td>
<td>$410,000</td>
<td>12.0 %</td>
</tr>
<tr>
<td>Charges for Current Services</td>
<td>$930,821</td>
<td>$712,827</td>
<td>$920,000</td>
<td>$790,000</td>
<td>-14.1 %</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$2,586,276</strong></td>
<td><strong>$2,455,399</strong></td>
<td><strong>$2,563,684</strong></td>
<td><strong>$2,467,903</strong></td>
<td><strong>-3.7 %</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$17,047,296</td>
<td>$17,635,696</td>
<td>$18,709,129</td>
<td>$19,251,563</td>
<td>2.9 %</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$3,924,051</td>
<td>$3,703,800</td>
<td>$4,029,415</td>
<td>$4,201,196</td>
<td>4.3 %</td>
</tr>
<tr>
<td>Department Charges</td>
<td>-$2,149,580</td>
<td>-$2,013,828</td>
<td>-$2,796,449</td>
<td>-$2,926,402</td>
<td>-4.6 %</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$18,821,767</strong></td>
<td><strong>$19,325,668</strong></td>
<td><strong>$19,942,095</strong></td>
<td><strong>$20,526,357</strong></td>
<td><strong>2.9 %</strong></td>
</tr>
<tr>
<td><strong>Net Expenditures</strong></td>
<td><strong>$16,235,491</strong></td>
<td><strong>$16,870,269</strong></td>
<td><strong>$17,378,411</strong></td>
<td><strong>$18,058,454</strong></td>
<td><strong>3.9 %</strong></td>
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</table>
## Housing and Neighborhood Services

### FY 2022 Adjustments

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

### FY 2022 Adjustments (continued)

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

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

<table>
<thead>
<tr>
<th>Objective</th>
<th>Measure</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Target</th>
<th>FY 2022 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide excellent customer service to residents</td>
<td>Percent of 311 calls answered within 30 seconds</td>
<td>60%</td>
<td>70%</td>
<td>70%</td>
</tr>
<tr>
<td></td>
<td>Percent of all calls abandoned by the caller</td>
<td>11.0%</td>
<td>≤5%</td>
<td>≤5%</td>
</tr>
<tr>
<td></td>
<td>Percent of 311 customers surveyed that are satisfied with their service</td>
<td>N/A&lt;sup&gt;1&lt;/sup&gt;</td>
<td>≥85%</td>
<td>≥85%</td>
</tr>
</tbody>
</table>

<sup>1</sup> Survey not completed due to COVID-19.
<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
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</thead>
<tbody>
<tr>
<td>311 Contact Center Representative</td>
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<td>311 Contact Center Program Analyst</td>
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<tr>
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<tr>
<td>Administrative Officer V</td>
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<td>Assistant Director</td>
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<td>Business Systems Specialist Intermediate</td>
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<tr>
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<tr>
<td>Business Systems Program Manager</td>
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<tr>
<td>Code Enforcement Coordinator</td>
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<tr>
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<tr>
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<td>11.00</td>
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<tr>
<td>Code Enforcement Supervisor</td>
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<td>-</td>
<td>5.00</td>
<td>5.00</td>
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<tr>
<td>Code Process Specialist</td>
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<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>-1.00</td>
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<tr>
<td>Community &amp; Commerce Specialist</td>
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<td>13.00</td>
<td>10.00</td>
<td>1.00</td>
<td>-9.00</td>
</tr>
<tr>
<td>Community Engagement Specialist</td>
<td>-</td>
<td>-</td>
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<td>8.00</td>
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<td>-</td>
<td>-</td>
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<td>5.00</td>
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</tr>
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<td>Community Relations Manager</td>
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</tr>
<tr>
<td>Community Relations Specialist</td>
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</tr>
<tr>
<td>Content Webmaster</td>
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<tr>
<td>Customer/Revenue Service Specialist</td>
<td>5.00</td>
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<td>Deputy Director I</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Division Training Specialist</td>
<td>2.00</td>
<td>1.00</td>
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</tr>
<tr>
<td>Economic Development Program Manager</td>
<td>4.00</td>
<td>5.00</td>
<td>4.00</td>
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<td>-</td>
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<tr>
<td>Economic Development Specialist</td>
<td>1.00</td>
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</tr>
<tr>
<td>Housing Area Supervisor</td>
<td>10.00</td>
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<td>1.00</td>
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<td>Housing and Neighborhood Services Director</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Housing Services Division Manager</td>
<td>3.00</td>
<td>3.00</td>
<td>5.00</td>
<td>5.00</td>
<td>-</td>
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<tr>
<td>Housing Services Supervisor</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Operations Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>2.00</td>
<td>2.00</td>
<td>-</td>
</tr>
<tr>
<td>Position Title</td>
<td>FY 2019</td>
<td>FY 2020</td>
<td>FY 2021</td>
<td>FY 2022 Proposed</td>
<td>Change FY 2021 to FY 2022</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td>------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>Operations Manager Senior</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Program Coordinator</td>
<td>3.00</td>
<td>3.00</td>
<td>6.00</td>
<td>6.00</td>
<td>-</td>
</tr>
<tr>
<td>Management Analyst</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Neighborhood Development Specialist</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>-</td>
</tr>
<tr>
<td>Office Assistant IV</td>
<td>10.00</td>
<td>10.00</td>
<td>9.00</td>
<td>9.00</td>
<td>-</td>
</tr>
<tr>
<td>Office Assistant V</td>
<td>4.00</td>
<td>4.00</td>
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<td>-</td>
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<tr>
<td>Public Information Specialist Senior</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Public Service Coordinator</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Training Specialist</td>
<td>3.00</td>
<td>3.00</td>
<td>2.00</td>
<td>2.00</td>
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</tr>
<tr>
<td><strong>Department Total FTE</strong></td>
<td><strong>235.75</strong></td>
<td><strong>236.75</strong></td>
<td><strong>226.75</strong></td>
<td><strong>226.75</strong></td>
<td>-</td>
</tr>
</tbody>
</table>
Housing and Neighborhood Services

FY 2022 Capital Investment Plan Projects

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

<table>
<thead>
<tr>
<th>Project/Program</th>
<th>FY 2022 Budget</th>
<th>Funding Type</th>
<th>Page Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support Housing and Neighborhood Stabilization in Corridors of Opportunity</td>
<td>$7,000,000</td>
<td>PAYGO</td>
<td>266</td>
</tr>
<tr>
<td>Support Innovative Housing</td>
<td>$3,200,000</td>
<td>PAYGO</td>
<td>266</td>
</tr>
<tr>
<td>Support Neighborhood Grants</td>
<td>$400,000</td>
<td>PAYGO</td>
<td>266</td>
</tr>
<tr>
<td>Offer In Rem Remedy - Residential</td>
<td>$600,000</td>
<td>PAYGO</td>
<td>269</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$11,200,000</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Human Resources

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

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

Organizational Chart

Budget Overview

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

**FY 2022 Funding Adjustments**

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

### Performance Measure Highlights

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

#### Full-Time Equivalent (FTE) Positions Summary

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

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

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

FY 2022 Adjustments (continued)

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

#### FY 2022 Adjustments (continued)

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


## Innovation and Technology

### Performance Measure Highlights

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

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

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountant IV</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Active Directory Administrator</td>
<td>1.00</td>
<td>2.00</td>
<td>2.00</td>
<td>1.00</td>
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<tr>
<td>Active Directory Specialist</td>
<td>1.00</td>
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<td>1.00</td>
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<tr>
<td>Administrative Officer I</td>
<td>3.00</td>
<td>3.00</td>
<td>1.00</td>
<td>-</td>
<td>-1.00</td>
</tr>
<tr>
<td>Administrative Officer II</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>2.00</td>
<td>2.00</td>
</tr>
<tr>
<td>Administrative Officer III</td>
<td>-</td>
<td>-</td>
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<td>4.00</td>
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</tr>
<tr>
<td>Administrative Officer IV</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Administrative Officer V</td>
<td>1.00</td>
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<td>-</td>
<td>-</td>
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</tr>
<tr>
<td>Administrative Secretary I</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
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</tr>
<tr>
<td>Administrative Services Manager</td>
<td>1.00</td>
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<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Application Administrator</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
<td>7.00</td>
<td>6.00</td>
</tr>
<tr>
<td>Application Administrator Associate</td>
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<td>-</td>
<td>1.00</td>
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</tr>
<tr>
<td>Application Administrator Lead</td>
<td>-</td>
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<tr>
<td>Application Administrator Senior</td>
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<td>-</td>
<td>17.00</td>
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<tr>
<td>Application Development Support Manager</td>
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<tr>
<td>Application Development Support Supervisor</td>
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<td>7.00</td>
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<tr>
<td>Application Development Manager</td>
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<tr>
<td>Application Services Manager</td>
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<tr>
<td>Business Systems Analyst</td>
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</tr>
<tr>
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<td>-</td>
<td>-</td>
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<tr>
<td>Business Systems Associate</td>
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<tr>
<td>Business Systems Coordinator</td>
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<tr>
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<tr>
<td>Business Systems Manager Senior</td>
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<tr>
<td>Business Systems Program Manager</td>
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<td>Business Systems Specialist</td>
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<tr>
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<td>3.00</td>
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<tr>
<td>Chief Information Officer</td>
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<td>1.00</td>
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<tr>
<td>Communications Technician</td>
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<tr>
<td>Content Webmaster</td>
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<tr>
<td>Contracts Admin Specialist</td>
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</tr>
<tr>
<td>Corporate Project Management Office Mgr</td>
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<tr>
<td>Corporate Technology Program Manager</td>
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<tr>
<td>Cyber Security Analyst</td>
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<tr>
<td>Cyber Security Analyst Lead</td>
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<td>2.00</td>
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</tbody>
</table>
### Full-Time Equivalent (FTE) Position Summary (continued)

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cyber Security Analyst Senior</td>
<td>-</td>
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<tr>
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<tr>
<td>Data Analytics Manager</td>
<td>-</td>
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<td>1.00</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Data Analytics Specialist</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2.00</td>
<td>2.00</td>
</tr>
<tr>
<td>Data Analytics Specialist Lead</td>
<td>-</td>
<td>1.00</td>
<td>-</td>
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<td>-</td>
</tr>
<tr>
<td>Data Analytics Specialist Senior</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Data Center Coordinator</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Data Center Services Manager</td>
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<td>1.00</td>
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</tr>
<tr>
<td>Data Center Specialist</td>
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<tr>
<td>Database Administration Manager</td>
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<tr>
<td>Database Administrator</td>
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<td>2.00</td>
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## Full-Time Equivalent (FTE) Position Summary (continued)

<table>
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<tr>
<th>Position Title</th>
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<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
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### Full-Time Equivalent (FTE) Position Summary (continued)

<table>
<thead>
<tr>
<th>Position Title</th>
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<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
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<td><strong>Department Total FTE</strong></td>
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<td><strong>220.00</strong></td>
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1 FY 2021 included the centralization of 74.00 FTEs from departments and 2.00 FTEs to the Department of Human Resources. Aside from this change, the FY 2021 position total was 146.00, a change of -2.00 FTEs from FY 2020.
Innovation and Technology

FY 2022 Capital Investment Plan Projects

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

<table>
<thead>
<tr>
<th>Project/Program</th>
<th>FY 2022 Budget</th>
<th>Funding Type</th>
<th>Page Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upgrade Business System Software</td>
<td>$1,978,286</td>
<td>PAYGO</td>
<td>274</td>
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<tr>
<td>Enhance Innovation and Technology Assets</td>
<td>$1,000,000</td>
<td>PAYGO</td>
<td>275</td>
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<td><strong>Total</strong></td>
<td><strong>$2,978,286</strong></td>
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Mission Statement
To provide reasonable assurance the city has an operating and effective system of internal controls.

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

Organizational Chart

Budget Overview

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>Percent Change</th>
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<td>Personnel Services</td>
<td>$1,112,353</td>
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<td>$1,358,435</td>
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<td>Operating Expenses</td>
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<td>$118,637</td>
<td>$116,889</td>
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<td>Total Expenditures</td>
<td>$1,348,105</td>
<td>$1,348,883</td>
<td>$1,477,072</td>
<td>$1,575,074</td>
<td>6.6 %</td>
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### FY 2022 Adjustments

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

### Performance Measure Highlights

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<td><strong>Strategic Priority Area:</strong> Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)</td>
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<table>
<thead>
<tr>
<th>Measure</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Target</th>
<th>FY 2022 Target</th>
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<tr>
<td>Percent of recommendations implemented</td>
<td>62%</td>
<td>75%</td>
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<tr>
<td>Percent of recommendations implemented within 6 months</td>
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<tr>
<td>Completion of a Two-Year Strategic Audit Plan</td>
<td>New Measure</td>
<td>New Measure</td>
<td>100%</td>
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<tr>
<td>Percent of staff participation in equity training exercises</td>
<td>New Measure</td>
<td>New Measure</td>
<td>95%</td>
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<tr>
<td>Number of audits issued</td>
<td>7</td>
<td>12</td>
<td>12</td>
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<tr>
<td>Deliver competitive audit services to facilitate a well-managed government</td>
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</table>

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

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deputy Internal Audit Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Internal Audit Manager</td>
<td>1.00</td>
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<td>1.00</td>
<td>1.00</td>
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</tr>
<tr>
<td>Internal Audit Supervisor</td>
<td>1.00</td>
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<tr>
<td>Internal Audit Supervisor IT</td>
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<tr>
<td>Internal Auditor</td>
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<td>-</td>
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<td>Internal Auditor Senior</td>
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<td>-</td>
</tr>
<tr>
<td><strong>Department Total FTE</strong></td>
<td><strong>10.00</strong></td>
<td><strong>11.00</strong></td>
<td><strong>11.00</strong></td>
<td><strong>11.00</strong></td>
<td><strong>-</strong></td>
</tr>
</tbody>
</table>
Mission Statement

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

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

Department Overview

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

Budget Overview

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

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

Full-Time Equivalent (FTE) Position Summary

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council Member</td>
<td>11.00</td>
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<td>11.00</td>
<td>-</td>
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<tr>
<td>Mayor</td>
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<td>1.00</td>
<td>1.00</td>
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</tr>
<tr>
<td>Department Total FTE</td>
<td>12.00</td>
<td>12.00</td>
<td>12.00</td>
<td>12.00</td>
<td>-</td>
</tr>
</tbody>
</table>
Planning, Design, and Development

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

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

Organizational Chart

Budget Overview

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

### FY 2022 Adjustments

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

**Net Change** 5.00 $836,052
## Planning, Design, and Development

### Performance Measure Highlights

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

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Officer I</td>
<td>3.00</td>
<td>4.00</td>
<td>4.00</td>
<td>5.00</td>
<td>1.00</td>
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<tr>
<td>Administrative Officer II</td>
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<tr>
<td>Administrative Officer III</td>
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<tr>
<td>Administrative Officer IV</td>
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<tr>
<td>Administrative Officer V</td>
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<tr>
<td>Administrative Services Manager</td>
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<td>Area Supervisor</td>
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<tr>
<td>Assistant Planner</td>
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<tr>
<td>Associate Planner</td>
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<td>Business Systems Specialist Intermediate</td>
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<td>Business System Specialist Senior</td>
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<tr>
<td>Chief Urban Forester</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Code Enforcement Inspector</td>
<td>4.00</td>
<td>4.00</td>
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<tr>
<td>Code Enforcement Inspector Lead</td>
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<tr>
<td>Code Process Specialist</td>
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<tr>
<td>Construction Inspector</td>
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<td>4.00</td>
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<tr>
<td>Construction Inspector Senior</td>
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<tr>
<td>Construction Supervisor</td>
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<tr>
<td>Deputy Planning Director</td>
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<tr>
<td>Engineering Services Investigator</td>
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<td>Office Assistant V</td>
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<tr>
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<td>-11.00</td>
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</tr>
<tr>
<td>Planning Director</td>
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<tr>
<td>Planning Division Manager</td>
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<tr>
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<td>Planning Project Coordinator</td>
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<td>Planning Project Manager</td>
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<tr>
<td>Planning Project Manager Senior</td>
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<td>-</td>
<td>7.00</td>
<td>7.00</td>
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<tr>
<td>Plan Review Engineer</td>
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<tr>
<td>Plans Reviewer</td>
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<td>-1.00</td>
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<tr>
<td>Principal Planner</td>
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<tr>
<td>Public Information Specialist</td>
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<td>-</td>
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</tr>
</tbody>
</table>
## Full-Time Equivalent (FTE) Position Summary (continued)

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Planning Coordinator</td>
<td>5.00</td>
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</tr>
<tr>
<td>Senior Principal Planner</td>
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<td>9.00</td>
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<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Urban Forestry Specialist</td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
<td>-</td>
</tr>
<tr>
<td>Urban Forestry Supervisor</td>
<td>1.00</td>
<td>2.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td><strong>Department Total FTE</strong></td>
<td><strong>97.00</strong></td>
<td><strong>108.00</strong></td>
<td><strong>104.00</strong></td>
<td><strong>109.00</strong></td>
<td><strong>5.00</strong></td>
</tr>
</tbody>
</table>
The table below provides a summary of all Proposed FY 2022 capital investments associated with the department. The table includes the project or program name, the Proposed FY 2022 Budget, the funding type, and the page number from the Capital Investment Plan section where additional information about the project or program can be found. The city proposes a General Obligation (GO) Bond voter-approved referendum every other year. FY 2022 is not a GO Bond year, so no GO Bonds are listed as a funding type. Other funding types include cash from Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation and cash from the Municipal Debt Service Fund.

<table>
<thead>
<tr>
<th>Project/Program</th>
<th>FY 2022 Budget</th>
<th>Funding Type</th>
<th>Page Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance Placemaking Citywide</td>
<td>$250,000</td>
<td>PAYGO</td>
<td>269</td>
</tr>
<tr>
<td>Total</td>
<td>$250,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Mission Statement
The Charlotte-Mecklenburg Police Department builds problem-solving partnerships with residents to prevent the next crime and enhance the quality of life throughout the community, while treating people with fairness and respect.

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

Organizational Chart

Budget Overview

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

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

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

#### Performance Measure Highlights

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

<table>
<thead>
<tr>
<th>Law Enforcement Officers</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police Chief</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Deputy Police Chief</td>
<td>5.00</td>
<td>5.00</td>
<td>5.00</td>
<td>5.00</td>
<td>-</td>
</tr>
<tr>
<td>Police Major</td>
<td>14.00</td>
<td>14.00</td>
<td>14.00</td>
<td>14.00</td>
<td>-</td>
</tr>
<tr>
<td>Police Captain</td>
<td>35.00</td>
<td>35.00</td>
<td>35.00</td>
<td>35.00</td>
<td>-</td>
</tr>
<tr>
<td>Police Lieutenant</td>
<td>45.00</td>
<td>45.00</td>
<td>45.00</td>
<td>45.00</td>
<td>-</td>
</tr>
<tr>
<td>Police Sergeant</td>
<td>157.00</td>
<td>157.00</td>
<td>157.00</td>
<td>157.00</td>
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</tr>
<tr>
<td>Police Officer</td>
<td>1,725.00</td>
<td>1,725.00</td>
<td>1,725.00</td>
<td>1,722.00</td>
<td>-3.00</td>
</tr>
<tr>
<td><strong>Sworn Total</strong></td>
<td>1,982.00</td>
<td>1,982.00</td>
<td>1,982.00</td>
<td>1,979.00</td>
<td>-3.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>General Employees</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>311 Contact CTE Program Analyst</td>
<td></td>
<td></td>
<td>2.00</td>
<td>2.00</td>
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</tr>
<tr>
<td>911 Program Analyst</td>
<td>2.00</td>
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<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Administrative Officer I</td>
<td>19.00</td>
<td>21.00</td>
<td>18.00</td>
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<tr>
<td>Administrative Officer II</td>
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<td>13.00</td>
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<td>Administrative Officer III</td>
<td>6.00</td>
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<td>7.00</td>
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<tr>
<td>Administrative Officer IV</td>
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<td>Administrative Officer V</td>
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<td>1.00</td>
<td>-1.00</td>
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<tr>
<td>Administrative Secretary I</td>
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<tr>
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<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Animal Control Bureau Manager</td>
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<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Animal Control Officer</td>
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<td>21.00</td>
<td>21.00</td>
<td>20.00</td>
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<tr>
<td>Animal Control Officer-Lead</td>
<td>11.00</td>
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<td>11.00</td>
<td>11.00</td>
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<tr>
<td>Animal Control Officer-Senior</td>
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<tr>
<td>Animal Control Officer-Supervisor</td>
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<td>-1.00</td>
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<tr>
<td>Animal Health Technician</td>
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<td>5.00</td>
<td>5.00</td>
<td>-</td>
</tr>
<tr>
<td>Animal Services Officer</td>
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<td></td>
<td></td>
<td>1.00</td>
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<tr>
<td>Animal Shelter Manager</td>
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<td>1.00</td>
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<td>-</td>
</tr>
<tr>
<td>Animal Trainer</td>
<td>1.00</td>
<td>1.00</td>
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<td>-</td>
</tr>
<tr>
<td>Assistant City Attorney II</td>
<td>2.00</td>
<td>3.00</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Business Services Manager</td>
<td></td>
<td></td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Business Systems Specialist</td>
<td></td>
<td></td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Business Systems Specialist Senior</td>
<td></td>
<td></td>
<td></td>
<td>-</td>
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</tr>
<tr>
<td>Business System Specialist Lead</td>
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<td>-</td>
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</tr>
<tr>
<td>Business Systems Program Manager</td>
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<td>-</td>
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<td>-</td>
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<td>-</td>
</tr>
<tr>
<td>Chief Criminalist</td>
<td>3.00</td>
<td>3.00</td>
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<td>-</td>
</tr>
<tr>
<td>Community Relations Manager</td>
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<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>-</td>
</tr>
<tr>
<td>General Employees</td>
<td>FY 2019</td>
<td>FY 2020</td>
<td>FY 2021</td>
<td>FY 2022 Proposed</td>
<td>Change FY 2021 to FY 2022</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td>-----------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>Community Relations Specialist</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>-</td>
</tr>
<tr>
<td>Construction Contracts Admin Coordinator Lead</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Content Webmaster</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Contract Technician</td>
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<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Contracts Admin Coordinator</td>
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<td>1.00</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Crime Lab Technician</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Crime Laboratory Director</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Crime Scene Technician</td>
<td>28.00</td>
<td>28.00</td>
<td>28.00</td>
<td>28.00</td>
<td>-</td>
</tr>
<tr>
<td>Crime Scene Technician Senior</td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
<td>-</td>
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<tr>
<td>Criminalist DNA Analyst</td>
<td>4.00</td>
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<td>4.00</td>
<td>4.00</td>
<td>-</td>
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## Full-Time-Equivalent (FTE) Position Summary (continued)

<table>
<thead>
<tr>
<th>General Employees</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
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<td>Network Communications Integrator</td>
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<td>Police Aircraft Mechanic</td>
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<td>Polygraph Examiner</td>
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<td>Public Services Division Manager</td>
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<td>Psychologist</td>
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<td>Quality Assurance Analyst</td>
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<td>Questioned Documents Specialist</td>
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<td>Recreation Specialist</td>
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<td>Safety Coordinator</td>
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<td>Senior Assistant City Attorney</td>
<td>3.00</td>
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<td>Software Developer Intermediate</td>
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<tr>
<td>Software Developer Senior</td>
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<tr>
<td>Senior Business Systems Manager</td>
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<td>Technical Systems Specialist</td>
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<td>Veterinary Technician</td>
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<td><strong>Non-LEO Total FTE</strong></td>
<td>522.50</td>
<td>516.50</td>
<td>473.50</td>
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<td><strong>Department Total FTE</strong></td>
<td>2,504.50</td>
<td>2,498.50</td>
<td>2,455.50</td>
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</table>
FY 2022 Capital Investment Plan Projects

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

<table>
<thead>
<tr>
<th>Project/Program</th>
<th>FY 2022 Budget</th>
<th>Funding Type</th>
<th>Page Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase Police Technology</td>
<td>$2,000,000</td>
<td>PAYGO</td>
<td>268</td>
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<tr>
<td>Renovate Animal Care and Control Facility</td>
<td>$5,000,000</td>
<td>Other Sources</td>
<td>303</td>
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<tr>
<td>Complete the Northwest Police Station</td>
<td>$2,570,000</td>
<td>Reappropriation of Prior Authorization</td>
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<tr>
<td>Total</td>
<td>$9,570,000</td>
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**Solid Waste Services**

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

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

**Organizational Chart**

**Budget Overview**

<table>
<thead>
<tr>
<th></th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>Percent Change FY 2022</th>
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<tr>
<td><strong>Revenues</strong></td>
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<tr>
<td>Intergovernmental-state</td>
<td>$733,357</td>
<td>$667,679</td>
<td>$585,000</td>
<td>$615,000</td>
<td>5.1 %</td>
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<tr>
<td>Licenses, fees, fines</td>
<td>$16,112,935</td>
<td>$20,892,695</td>
<td>$24,385,230</td>
<td>$27,458,887</td>
<td>12.6 %</td>
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<tr>
<td>Miscellaneous</td>
<td>$150,569</td>
<td>$40,296</td>
<td>$120,000</td>
<td>$40,000</td>
<td>-66.7 %</td>
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<tr>
<td><strong>Total Revenues</strong></td>
<td>$16,996,861</td>
<td>$21,600,670</td>
<td>$25,090,230</td>
<td>$28,113,887</td>
<td>12.1 %</td>
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</table>

| **Expenditures**     |                |                |                 |                  |                        |
| Personnel Services   | $22,398,083    | $23,546,185    | $23,668,752     | $24,354,474      | 2.9 %                  |
| Operating Expenses   | $41,116,879    | $41,703,182    | $44,978,543     | $47,342,018      | 5.3 %                  |
| Capital Outlay       | $27,848        | -              | -               | -                | 0.0 %                  |
| Department Charges   | -$1,530,754    | -$1,663,496    | -$972,839       | -$948,378        | 2.5 %                  |
| **Total Expenditures** | $62,012,056 | $63,585,871 | $67,674,456 | $70,748,114 | 4.5 %                  |
| Net Expenditures     | $45,015,195    | $41,985,201    | $42,584,226     | $42,634,227      | 0.1 %                  |
## FY 2022 Adjustments

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

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

**Net Change**: -1.00 $3,073,658
## Solid Waste Services

### Performance Measure Highlights

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

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
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<tr>
<td>Administrative Officer III</td>
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<td>Administrative Officer IV</td>
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<td>-</td>
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<tr>
<td>Administrative Officer V</td>
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<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>-</td>
</tr>
<tr>
<td>Business System Specialist Senior</td>
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<td>2.00</td>
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</tr>
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<td>1.00</td>
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<tr>
<td>Facilities/Property Supervisor</td>
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<tr>
<td>GIS Analyst</td>
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<tr>
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<td>Laborer</td>
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<tr>
<td>Office Assistant IV</td>
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<tr>
<td>Office Assistant V</td>
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<td>4.00</td>
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<tr>
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<td>5.00</td>
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<td>Public Information Specialist Senior</td>
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<td>1.00</td>
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<td>Public Service Coordinator</td>
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<td>1.00</td>
<td>1.00</td>
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<td>Safety Coordinator</td>
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<td>Sanitation Team Leader</td>
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<td>Sanitation Technician Senior</td>
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<tr>
<td>Solid Waste Services Director</td>
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<td>-</td>
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<tr>
<td>Solid Waste Services Operations Manager</td>
<td>-</td>
<td>-</td>
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<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Storekeeper</td>
<td>-</td>
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<td>-</td>
<td>1.00</td>
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<tr>
<td>Storekeeper Senior</td>
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<td>1.00</td>
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</table>
## Full-Time Equivalent (FTE) Position Summary

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training Specialist</td>
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<td>1.00</td>
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<td>Department Total FTE</td>
<td>314.00</td>
<td>316.00</td>
<td>309.00</td>
<td>308.00</td>
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</table>
Mission Statement
To prepare a balanced annual budget that prioritizes community and organizational needs while supporting the goals of the city and to increase efficiencies of city services through research, policy analysis, and long-range planning strategies.

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

Organizational Chart

Budget Overview

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

Office of the Director

Strategic Planning
Budget and Policy Analysis
Council Agenda Production
Economic Forecasting

Percent Change: 1.4 %, -6.4 %, 0.0 %, 0.8 %
Strategy and Budget

FY 2022 Adjustments

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

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

143
<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Officer II</td>
<td>-</td>
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<tr>
<td>Administrative Services Manager</td>
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<tr>
<td>Business Systems Supervisor</td>
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<td>-</td>
</tr>
<tr>
<td>Business Systems Specialist Lead</td>
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<tr>
<td>Economist</td>
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<tr>
<td>Management Analyst</td>
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<tr>
<td>Financial Process Manager</td>
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<td>Special Assistant To City Manager</td>
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<td><strong>Department Total FTE</strong></td>
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<td><strong>16.00</strong></td>
<td><strong>16.00</strong></td>
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</table>
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

<table>
<thead>
<tr>
<th></th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Intergovernmental - State</td>
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<td>$452,955</td>
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<td>$875,000</td>
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<td>Licenses, Fees, Fines</td>
<td>$3,538,943</td>
<td>$3,605,553</td>
<td>$3,297,475</td>
<td>$3,387,395</td>
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<td>Charges for Current Services</td>
<td>$2,174,652</td>
<td>$2,423,164</td>
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<td>Miscellaneous</td>
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<td>$6,000</td>
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<td>Other</td>
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<td>$22,750</td>
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<td><strong>Total Revenues</strong></td>
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<td>$6,910,265</td>
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<table>
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<tr>
<th></th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Personnel Services</td>
<td>$31,096,609</td>
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<td>$33,519,843</td>
<td>$34,662,549</td>
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<td>$10,445,656</td>
<td>$10,758,732</td>
<td>$10,653,661</td>
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<tr>
<td>Capital Outlay</td>
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<td>Department Charges</td>
<td>-$16,820,080</td>
<td>-$17,756,027</td>
<td>-$16,747,600</td>
<td>-$16,747,600</td>
<td>0.0 %</td>
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<tr>
<td><strong>Total Expenditures</strong></td>
<td>$24,760,290</td>
<td>$25,609,795</td>
<td>$27,530,975</td>
<td>$28,568,610</td>
<td>3.8 %</td>
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<tr>
<td>Net Expenditures</td>
<td>$18,395,763</td>
<td>$19,073,887</td>
<td>$20,620,710</td>
<td>$21,720,370</td>
<td>5.3 %</td>
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## Transportation

### FY 2022 Adjustments

<table>
<thead>
<tr>
<th>Budget Action</th>
<th>FTE</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reduce non-essential department expenditures</strong></td>
<td></td>
<td>-$186,597</td>
</tr>
<tr>
<td>Adjust discretionary non-personnel budget based on anticipated utilization. The discretionary budget in travel, training, mileage, food, printing, and office supplies will be reduced.</td>
<td></td>
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</tr>
<tr>
<td><strong>Provide funds for implementation of the Legacy Commission recommendations</strong></td>
<td></td>
<td>$40,000</td>
</tr>
<tr>
<td>Support Legacy Commission recommendations including changing street names and reimagining civic spaces to create landscape that is both representative of the dynamic and diverse city Charlotte has become and reflective of the inclusive vision it strives to achieve.</td>
<td></td>
<td>----------</td>
</tr>
<tr>
<td><strong>Provide funds for a citywide compensation increase</strong></td>
<td></td>
<td>$439,644</td>
</tr>
<tr>
<td>Support compensation increase for employees in FY 2022 which includes: a three percent merit pool for salaried employees; a 1.5 percent merit pool and 1.5 percent market increase for hourly employees; and a 1.5 percent market increase and step increase (2.5 to five percent) for eligible public safety pay plan employees.</td>
<td></td>
<td>----------</td>
</tr>
<tr>
<td><strong>Centralize communication duties in Communications</strong></td>
<td>-2.0</td>
<td>-$197,508</td>
</tr>
<tr>
<td>Centralize the management and administration of communication services by transferring two positions to Communications. This action will increase efficiencies by standardizing operations and eliminating potential duplication of work. A corresponding entry can be found in Communications.</td>
<td></td>
<td>----------</td>
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<tr>
<td><strong>Reconcile funds from Innovation and Technology according to service needs</strong></td>
<td></td>
<td>-$186,489</td>
</tr>
<tr>
<td>Realign funding from Innovation and Technology in accordance with the Innovation and Technology and Transportation Service Agreement, which was produced as part of the technology centralization that began in FY 2021. This action reconciles the total funding transfer based on Transportation's current service level needs.</td>
<td></td>
<td>----------</td>
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<tr>
<td><strong>Transfer GIS Technician from General Services</strong></td>
<td>1.00</td>
<td>$79,979</td>
</tr>
<tr>
<td>Transfer GIS Technician position from General Services to consolidate duties and responsibilities related to the city's Powell Bill-funded street maintenance activities. A corresponding entry can be found in General Services</td>
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<td>----------</td>
</tr>
<tr>
<td><strong>Update personnel expenditures</strong></td>
<td></td>
<td>$820,591</td>
</tr>
<tr>
<td>Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2021 and a five percent reduction to employer healthcare costs. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees’ Retirement System of 1.2 percent.</td>
<td></td>
<td>----------</td>
</tr>
<tr>
<td><strong>Update allocations for Internal Service Providers (ISPs)</strong></td>
<td></td>
<td>$228,015</td>
</tr>
<tr>
<td>Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.</td>
<td></td>
<td>----------</td>
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</tbody>
</table>

**Net Change** -1.00 $1,037,635
## Transportation

### Performance Measure Highlights

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

147
Performance Measure Highlights (continued)

<table>
<thead>
<tr>
<th>Objective</th>
<th>Measure</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Target</th>
<th>FY 2022 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Priority Area:</strong> Well-Managed Government</td>
<td>(Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Encourage a safety conscious culture for employees</td>
<td>Implement a new safety program by June 2022</td>
<td>New Measure</td>
<td>New Measure</td>
<td>Evaluate current safety culture and implement a safety program that encourages and support a safety conscious culture for all employees.</td>
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</table>
## Full-Time Equivalent (FTE) Position Summary

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
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<tbody>
<tr>
<td>Administrative Officer I</td>
<td>7.00</td>
<td>7.00</td>
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</table>

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

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
</tr>
</thead>
<tbody>
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<td>Office Assistant V</td>
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<td>Special Events Coordinator</td>
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<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Transportation Analyst</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>-</td>
</tr>
<tr>
<td>Transportation Electronics Technician II</td>
<td>5.00</td>
<td>5.00</td>
<td>5.00</td>
<td>5.00</td>
<td>-</td>
</tr>
<tr>
<td>Transportation Electronics Technician II Lead</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>-</td>
</tr>
<tr>
<td>Transportation Electronics Supervisor</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
<td>-</td>
<td>-1.00</td>
</tr>
<tr>
<td>Transportation Engineering Manager</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
<td>-</td>
</tr>
<tr>
<td>Transportation Planner I</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Transportation Planner II</td>
<td>5.00</td>
<td>5.00</td>
<td>5.00</td>
<td>5.00</td>
<td>-</td>
</tr>
<tr>
<td>Transportation Planner III</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>-</td>
</tr>
<tr>
<td>Transportation Planning Division Manager</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Transportation Planning Program Manager</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>3.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Travel Demand Modeler</td>
<td>2.00</td>
<td>2.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Travel Demand Modeler Senior</td>
<td>1.00</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>-</td>
</tr>
<tr>
<td>Travel Demand Modeling Program Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td><strong>Department Total FTE</strong></td>
<td><strong>423.75</strong></td>
<td><strong>424.75</strong></td>
<td><strong>412.75</strong></td>
<td><strong>411.75</strong></td>
<td><strong>-1.00</strong></td>
</tr>
</tbody>
</table>
The table below provides a summary of all Proposed FY 2022 capital investments associated with the department. The table includes the project or program name, the Proposed FY 2022 Budget, the funding type, and the page number from the Capital Investment Plan section where additional information about the project or program can be found. The city proposes a General Obligation (GO) Bond voter-approved referendum every other year. FY 2022 is not a GO Bond year, so no GO Bonds are listed as a funding type. Other funding types include cash from Pay-As-You-Go (PAYGO) and Other Sources including Certificates of Participation and cash from the Municipal Debt Service Fund.

<table>
<thead>
<tr>
<th>Project/Program</th>
<th>FY 2022 Budget</th>
<th>Funding Type</th>
<th>Page Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resurface Streets</td>
<td>$1,261,000</td>
<td>PAYGO</td>
<td>270</td>
</tr>
<tr>
<td>Complete Traffic Studies</td>
<td>$400,000</td>
<td>PAYGO</td>
<td>271</td>
</tr>
<tr>
<td>Purchase Transportation Equipment</td>
<td>$200,000</td>
<td>PAYGO</td>
<td>271</td>
</tr>
<tr>
<td>Complete the Cross Charlotte Trail</td>
<td>$1,700,000</td>
<td>Other Sources</td>
<td>321</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$3,561,000</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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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

<table>
<thead>
<tr>
<th></th>
<th>FY 2020 Actual</th>
<th>FY 2021 Budget</th>
<th>FY 2022 Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Alliance Center for Education (formerly The Bethlehem Center)</strong></td>
<td>-</td>
<td>-</td>
<td>$90,000</td>
</tr>
<tr>
<td>The Alliance Center for Education, formerly known as The Bethlehem Center, provides out-of-school time services to low-income children and youth and serves grades K-12 year-round. For FY 2022 these funds were transferred from the Community Development Block Grant.</td>
<td>$90,000</td>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>

**Arts and Science Council**

Supports cultural and arts agencies throughout the city by providing educational programs, cultural planning, grant making, public art, and workshops for the cultural community. In FY 2022 the Arts and Science Council is anticipated to receive $800,000 in support indirectly from the city's Arts and Culture Contribution.

**Arts and Culture Contribution**

Funds added in FY 2022 to support cultural and arts agencies throughout the city and expand cultural arts programs and education. These funds are expected to be matched with $2 million in American Rescue Plan Act Funds and $6 million in private-sector support to provide a total of $12 million in support of arts and culture initiatives.

**Cable Access Television Support**

The city receives sales tax revenue from the state, some of which is required to support the Charlotte Mecklenburg Public Access Corporation, as well as public, educational, or governmental access channels provided by CPCC, UNCC, and the city.

**Charlotte-Mecklenburg Historic Landmarks Commission**

One-time contribution in FY 2021 to the Charlotte-Mecklenburg Historic Landmarks Commission's revolving fund.

**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.

1Reduction attributed to projected decrease in occupancy tax collections. Additional money from the Convention Center fund balance will be utilized.
<table>
<thead>
<tr>
<th>Community Investments (continued)</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Budget</th>
<th>FY 2022 Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charlotte Regional Business Alliance</td>
<td>$161,526</td>
<td>$164,085</td>
<td>$166,553</td>
</tr>
<tr>
<td>Supports business and economic development as well as regional marketing. FY 2022 increase is based on a $0.30 per capita formula.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CIAA Men’s Basketball Tournament</td>
<td>$300,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Funds previously used to host the CIAA Men’s Basketball Tournament.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Citizens Review Board</td>
<td>$112,717</td>
<td>$80,000</td>
<td>$80,000</td>
</tr>
<tr>
<td>Supports operating expenses for the volunteer committee, which reviews police-related incident complaints.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Burials</td>
<td>-</td>
<td>$3,400</td>
<td>-</td>
</tr>
<tr>
<td>Funds burials in city-owned cemeteries for indigent citizens.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>City Participation in Regional Grants and Organizations</td>
<td>$322,181</td>
<td>$348,000</td>
<td>$451,000</td>
</tr>
<tr>
<td>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.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Building Initiative</td>
<td>$50,000</td>
<td>$50,000</td>
<td>$50,000</td>
</tr>
<tr>
<td>Serves as a community resource providing strategic assistance in promoting racial and ethnic inclusion and equity.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Digital Divide</td>
<td>-</td>
<td>$35,000</td>
<td>-</td>
</tr>
<tr>
<td>One-time funding in FY 2021 to assist with the creation of a pilot program related to the digital divide.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elections Office</td>
<td>$2,679,329</td>
<td>$2,245,229</td>
<td>$2,596,892</td>
</tr>
<tr>
<td>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.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Greater Enrichment of Charlotte</td>
<td>-</td>
<td>-</td>
<td>$200,000</td>
</tr>
<tr>
<td>The Greater Enrichment Program provides out of school time programming for low-income K-6th grade students and their parents and has multiple sites across Charlotte through partnerships within the community and Charlotte-Mecklenburg Schools. For FY 2022 these funds were transferred from the Community Development Block Grant.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Library</td>
<td>$2,500</td>
<td>$2,500</td>
<td>$2,500</td>
</tr>
<tr>
<td>Provides funding for maintenance for the Charlotte-Mecklenburg Library.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Community Investments (continued)

<table>
<thead>
<tr>
<th>Project Description</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Budget</th>
<th>FY 2022 Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mecklenburg Towns’ Tourism Subsidy</strong></td>
<td>$4,299,843</td>
<td>$3,430,417</td>
<td>$3,319,906</td>
</tr>
<tr>
<td>Distributes a portion of the occupancy and prepared food and beverage taxes to</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mecklenburg County’s six towns. The annual amount and distribution are determined</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>per North Carolina General Statute.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>My Brother’s Keeper Charlotte-Mecklenburg</strong></td>
<td>$25,000²</td>
<td>$50,000</td>
<td>$50,000</td>
</tr>
<tr>
<td>My Brother’s Keeper CLT-Meck program was launched to address persistent opportunity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>gaps faced by boys and young men of color and to help ensure all young people can</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>reach their full potential.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Safe Alliance</strong></td>
<td>$492,676</td>
<td>$397,038</td>
<td>$397,038</td>
</tr>
<tr>
<td>Provides counseling and guidance for crime victims and their families.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SAFE Charlotte Civilian Response</strong></td>
<td>-</td>
<td>-</td>
<td>$1,150,000</td>
</tr>
<tr>
<td>Support alternative civilian response model based on recommendations from the City</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Council adopted SAFE Charlotte Plan. This pilot program is intended to divert low-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>risk, low-priority calls for service, and mental health and homelessness dispatches</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>toward civilian response teams.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SAFE Charlotte Grant Supplement</strong></td>
<td>-</td>
<td>-</td>
<td>$120,040</td>
</tr>
<tr>
<td>Provide local funds to complement $879,960 in Community Development Block Grant</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>funding for a total $1,000,000 in funding to Charlotte-based nonprofits addressing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>violence in the community.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TreesCharlotte</strong></td>
<td>-</td>
<td>-</td>
<td>$100,000</td>
</tr>
<tr>
<td>Public / private nonprofit collaboration aimed at achieving 50 percent tree canopy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>coverage throughout the city. For FY 2022 these funds were moved from PAYGO.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>UNC Charlotte Urban Institute for Social Capital</strong></td>
<td>-</td>
<td>-</td>
<td>$250,000</td>
</tr>
<tr>
<td>One-time funding to support data infrastructure improvements to assist with data</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>analysis for SAFE Charlotte and other city initiatives.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Women’s Business Center of Charlotte</strong></td>
<td>$50,000</td>
<td>$50,000</td>
<td>$50,000</td>
</tr>
<tr>
<td>Provides substantive training for women interested in starting businesses or</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>managing current business through impactful educational training opportunities that</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>stimulate growth.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Community Investments</strong></td>
<td>$18,545,379</td>
<td>$15,674,294</td>
<td>$17,765,293</td>
</tr>
</tbody>
</table>

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

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

³ In FY 2021 Sales Tax was directly appropriated to the PAYGO Fund.
⁴ In FY 2021 Street Resurfacing funding was provided directly by the PAYGO Fund and Capital Investment Plan.
## Organizational Investments

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2020 Actual</th>
<th>FY 2021 Budget</th>
<th>FY 2022 Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Synthetic Tax Increment Grant</td>
<td>$1,291,024</td>
<td>$1,291,024</td>
<td>$1,291,024</td>
</tr>
</tbody>
</table>

Provides funding from the equivalent of property tax revenues generated from public/private investment to support the Levine Center for the Arts which includes the Mint Museum of Art, the Bechtler Museum of Modern Art, the Knight Theater, and the Harvey B. Gantt Center for African-American Art + Culture.

| Undesignated Balance     |                | $1,270         | $150,000         |

Operating contingency funds used to mitigate risk associated with unforeseen challenges which may occur during the fiscal year.

| Total Organizational Investments | $28,627,690 | $28,211,266 | $29,382,356 |

## EMPLOYEE INVESTMENTS

| Enhanced General Employee Compensation |                | $107,526     | $450,000     |

Funds to support an increase in the full-time regular salary to $38,090, and for the Career Training Academy, a six-month training program that prepares participants for entry-level positions.

| Charlotte-Mecklenburg Government Center (CMGC) Parking | $485,869     | $417,617     | $419,503     |

Supports operations, utilities, and maintenance of the CMGC parking deck. This is a shared cost between the city and Mecklenburg County.

| Health Care Premium Relief Program | $100,000     | $100,000     | $100,000     |

Funds for a rebate incentive for city employees if their family income is below $55,000 and they are not able to elect the city's basic PPO plan at their enrollment tier without spending more than 9.83 percent of their weekly salary.

| Transit Passes for City Employees | $374,484     | $374,484     | $378,246     |

Provide all access transit passes to all city employees for an employee contribution of $33 per employee.

| Total Employee Investments | $960,353     | $999,627     | $1,347,749   |

| Total Non-Departmental     | $93,973,485  | $54,562,474  | $58,187,804  |
NONGENERAL 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 cost.

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

Organizational Chart

Budget Overview

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

### Budget Overview (continued)

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

1Passenger Facility Charge and Customer Facility Charge are included.
### FY 2022 Adjustments

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

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


## Performance Measure Highlights

### Strategic Priority Area: Economic Development
(Economy, Jobs, and Upward Mobility)

<table>
<thead>
<tr>
<th>Objective</th>
<th>Measure</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide access to job training and employment opportunities for youth and adults</td>
<td>Number of apprentices in Aviation's Apprenticeship Program</td>
<td>6</td>
<td>≥ 6</td>
<td>≥ 6</td>
</tr>
<tr>
<td></td>
<td>Number of students in summer and/or year-long internship opportunities</td>
<td>7</td>
<td>≥ 8</td>
<td>≥ 6</td>
</tr>
</tbody>
</table>

### Strategic Priority Area: Safe Communities
(Safe, Healthy, and Inclusive Communities)

<table>
<thead>
<tr>
<th>Objective</th>
<th>Measure</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engage with and support the community</td>
<td>Meetings with Aviation Neighborhood Committee</td>
<td>Achieved</td>
<td>Meet quarterly with the Aviation Neighborhood Committee</td>
<td>Meet quarterly with the Aviation Neighborhood Committee</td>
</tr>
<tr>
<td></td>
<td>Translate important documents on the CLT Airport website into Spanish</td>
<td>New measure</td>
<td>New measure</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Number of residents completing the Aviation Academy (8-month program)</td>
<td>27</td>
<td>≥25</td>
<td>≥25</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Objective</th>
<th>Measure</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure growth that provides access to the Charlotte Douglas International Airport</td>
<td>Progress on studies and land acquisitions</td>
<td>Studies finalized. Acquisition of land complete.</td>
<td>Continue implementation of the Central area of the Destination District. Begin procurement process to select a development partner.</td>
<td>Continue implementation of the Central area of the Destination District. Begin procurement process to select a development partner.</td>
</tr>
<tr>
<td>Maintain and support Charlotte's transportation assets</td>
<td>Progress to provide fully operational electric transit fleet services</td>
<td>Buses delivered and infrastructure complete</td>
<td>Increase use of electric transit fleet at Airport</td>
<td>Convert 10% of transit fleet to electric</td>
</tr>
</tbody>
</table>
## Performance Measure Highlights (continued)

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

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

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountant II</td>
<td>4.00</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>-</td>
</tr>
<tr>
<td>Accountant III</td>
<td>1.00</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>-</td>
</tr>
<tr>
<td>Accountant IV</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Accounting Technician</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>-</td>
</tr>
<tr>
<td>Administrative Officer I</td>
<td>10.00</td>
<td>10.00</td>
<td>11.00</td>
<td>11.00</td>
<td>-</td>
</tr>
<tr>
<td>Administrative Officer II</td>
<td>15.00</td>
<td>18.00</td>
<td>19.00</td>
<td>18.00</td>
<td>-1.00</td>
</tr>
<tr>
<td>Administrative Officer III</td>
<td>11.00</td>
<td>14.00</td>
<td>15.00</td>
<td>14.00</td>
<td>-1.00</td>
</tr>
<tr>
<td>Administrative Officer IV</td>
<td>4.00</td>
<td>4.00</td>
<td>7.00</td>
<td>7.00</td>
<td>-</td>
</tr>
<tr>
<td>Administrative Officer V</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
<td>-</td>
</tr>
<tr>
<td>Administrative Services Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Airfield Maintenance Crew Chief</td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
<td>-</td>
</tr>
<tr>
<td>Airfield Maintenance Technician I</td>
<td>13.00</td>
<td>13.00</td>
<td>11.00</td>
<td>11.00</td>
<td>-</td>
</tr>
<tr>
<td>Airfield Maintenance Technician II</td>
<td>9.00</td>
<td>9.00</td>
<td>9.00</td>
<td>9.00</td>
<td>-</td>
</tr>
<tr>
<td>Airfield Maintenance Technician III</td>
<td>9.00</td>
<td>9.00</td>
<td>13.00</td>
<td>13.00</td>
<td>-</td>
</tr>
<tr>
<td>Airport Business Revenue Manager</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>-</td>
</tr>
<tr>
<td>Airport Development Manager</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>-</td>
</tr>
<tr>
<td>Airport Division Manager</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Airport Electronics Technician Lead</td>
<td>3.00</td>
<td>2.00</td>
<td>1.00</td>
<td>-</td>
<td>-1.00</td>
</tr>
<tr>
<td>Airport Electronics Technician Senior</td>
<td>9.00</td>
<td>9.00</td>
<td>10.00</td>
<td>-</td>
<td>-10.00</td>
</tr>
<tr>
<td>Airport Engineer</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>-</td>
</tr>
<tr>
<td>Airport Financial Services Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Airport Manager I</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>15.00</td>
<td>15.00</td>
</tr>
<tr>
<td>Airport Manager III</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Airport Operations Manager I</td>
<td>15.00</td>
<td>15.00</td>
<td>17.00</td>
<td>2.00</td>
<td>-15.00</td>
</tr>
<tr>
<td>Airport Operations Manager II</td>
<td>7.00</td>
<td>8.00</td>
<td>8.00</td>
<td>8.00</td>
<td>-</td>
</tr>
<tr>
<td>Airport Operations Manager III</td>
<td>1.00</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>-</td>
</tr>
<tr>
<td>Airport Operations Officer I</td>
<td>18.00</td>
<td>23.00</td>
<td>23.00</td>
<td>23.00</td>
<td>-</td>
</tr>
<tr>
<td>Airport Operations Officer II</td>
<td>38.00</td>
<td>41.00</td>
<td>41.00</td>
<td>41.00</td>
<td>-</td>
</tr>
<tr>
<td>Airport Operations Officer III</td>
<td>33.00</td>
<td>38.00</td>
<td>39.00</td>
<td>39.00</td>
<td>-</td>
</tr>
<tr>
<td>Airport Operations Supervisor I</td>
<td>15.00</td>
<td>16.00</td>
<td>15.00</td>
<td>15.00</td>
<td>-</td>
</tr>
<tr>
<td>Airport Operations Supervisor II</td>
<td>15.00</td>
<td>17.00</td>
<td>18.00</td>
<td>18.00</td>
<td>-</td>
</tr>
<tr>
<td>Airport Shuttlebus Dispatcher</td>
<td>6.00</td>
<td>6.00</td>
<td>7.00</td>
<td>7.00</td>
<td>-</td>
</tr>
<tr>
<td>Airport Shuttlebus Driver</td>
<td>105.00</td>
<td>104.00</td>
<td>104.00</td>
<td>103.00</td>
<td>-1.00</td>
</tr>
<tr>
<td>Airport Technology Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>-1.00</td>
</tr>
<tr>
<td>Airports Services Representative</td>
<td>30.00</td>
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<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Storekeeper</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>4.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Storekeeper Senior</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>-</td>
</tr>
<tr>
<td>Stores Supervisor</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Superintendent of Airport Facilities</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Superintendent of Airport Operations</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Systems Maintenance Mechanic Senior</td>
<td>10.00</td>
<td>12.00</td>
<td>12.00</td>
<td>5.00</td>
<td>-7.00</td>
</tr>
<tr>
<td>Systems Maintenance Mechanic</td>
<td>23.00</td>
<td>23.00</td>
<td>24.00</td>
<td>8.00</td>
<td>-16.00</td>
</tr>
<tr>
<td>Systems Maintenance Mechanic Lead</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Technical Systems Specialist</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>-1.00</td>
</tr>
<tr>
<td>Technology Services Officer</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Technology Support Specialist</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>4.00</td>
<td>4.00</td>
</tr>
<tr>
<td>Technology Support Supervisor</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Position Title</td>
<td>FY 2019</td>
<td>FY 2020</td>
<td>FY 2021</td>
<td>FY 2022 Proposed</td>
<td>Change FY 2021 to FY 2022</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td>------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>Training Specialist</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Transit Maintenance Assistant</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2.00</td>
<td>2.00</td>
</tr>
<tr>
<td>Transportation Planning Division Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Web Content Administrator</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td><strong>Department Total FTE</strong></td>
<td><strong>659.00</strong></td>
<td><strong>708.00</strong></td>
<td><strong>708.00</strong></td>
<td><strong>714.00</strong></td>
<td><strong>6.00</strong></td>
</tr>
</tbody>
</table>
Consolidated Aviation
Debt Service Funds

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

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

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

Organizational Chart

Budget Overview

<table>
<thead>
<tr>
<th></th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>Percent Change FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong>&lt;sup&gt;1&lt;/sup&gt;</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Article 43 Sales Tax</td>
<td>$107,535,197</td>
<td>$107,778,981</td>
<td>$105,980,101</td>
<td>$108,235,200</td>
<td>2.1 %</td>
</tr>
<tr>
<td>Federal Grants</td>
<td>$14,937,942</td>
<td>$19,238,185</td>
<td>$17,581,481</td>
<td>$27,760,747</td>
<td>57.9 %</td>
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<tr>
<td>Interlocal Agreements</td>
<td>$211,508</td>
<td>$211,508</td>
<td>$211,508</td>
<td>$211,508</td>
<td>0.0 %</td>
</tr>
<tr>
<td>State Grants</td>
<td>$8,041,566</td>
<td>$9,736,656</td>
<td>$11,284,406</td>
<td>$11,288,452</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Advertising</td>
<td>$2,101,150</td>
<td>$2,846,062</td>
<td>$2,672,971</td>
<td>$2,469,160</td>
<td>-7.6 %</td>
</tr>
<tr>
<td>Other Charges</td>
<td>$1,506,515</td>
<td>$1,879,588</td>
<td>$1,715,299</td>
<td>$1,797,135</td>
<td>4.8 %</td>
</tr>
<tr>
<td>Passenger Fares</td>
<td>$26,687,287</td>
<td>$20,294,403</td>
<td>$23,552,867</td>
<td>$22,011,110</td>
<td>-6.5 %</td>
</tr>
<tr>
<td>Interest Earnings</td>
<td>$4,350,202</td>
<td>$1,234,108</td>
<td>$1,463,595</td>
<td>$3,302,194</td>
<td>125.6 %</td>
</tr>
<tr>
<td>Miscellaneous Revenue</td>
<td>$713,010</td>
<td>$478,454</td>
<td>$2,171,931</td>
<td>$1,036,978</td>
<td>-52.3 %</td>
</tr>
<tr>
<td>Private Contribution</td>
<td>-</td>
<td>$15,000</td>
<td>-</td>
<td>$10,000</td>
<td>100.0 %</td>
</tr>
<tr>
<td>Sale of Assets</td>
<td>$262,303</td>
<td>$25,653</td>
<td>$400</td>
<td>$400</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Transit Pay-Go Transfer</td>
<td>$23,360,492</td>
<td>$24,101,575</td>
<td>$26,719,155</td>
<td>$27,687,083</td>
<td>3.6 %</td>
</tr>
<tr>
<td>CATS Control Account</td>
<td>$992,121</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.0 %</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$190,699,293</td>
<td>$187,840,173</td>
<td>$193,353,714</td>
<td>$205,810,147</td>
<td>6.4 %</td>
</tr>
<tr>
<td>Expenditures</td>
<td>FY 2019 Actual</td>
<td>FY 2020 Actual</td>
<td>FY 2021 Adopted</td>
<td>FY 2022 Proposed</td>
<td>Percent Change</td>
</tr>
<tr>
<td>--------------</td>
<td>----------------</td>
<td>----------------</td>
<td>------------------</td>
<td>------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Personnel Services</td>
<td>$98,875,437</td>
<td>$102,650,877</td>
<td>$110,422,650</td>
<td>$112,044,469</td>
<td>1.5 %</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$52,837,773</td>
<td>$51,460,919</td>
<td>$59,521,160</td>
<td>$65,405,273</td>
<td>9.9 %</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>$272</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.0 %</td>
</tr>
<tr>
<td>City Administrative Costs</td>
<td>$4,880,357</td>
<td>$5,924,749</td>
<td>$5,761,271</td>
<td>$8,387,205</td>
<td>45.6 %</td>
</tr>
<tr>
<td>Department Charges</td>
<td>-$2,816,593</td>
<td>-$1,139,477</td>
<td>-$106,057</td>
<td>-</td>
<td>100.0 %</td>
</tr>
<tr>
<td>Transfer to CIP</td>
<td>$294,705</td>
<td>$981,600</td>
<td>-</td>
<td>-</td>
<td>0.0 %</td>
</tr>
<tr>
<td><strong>Subtotal Operating</strong></td>
<td><strong>$154,071,951</strong></td>
<td><strong>$159,878,668</strong></td>
<td><strong>$175,599,024</strong></td>
<td><strong>$185,836,947</strong></td>
<td><strong>5.8 %</strong></td>
</tr>
<tr>
<td>Transfer to Debt Service</td>
<td>$18,224,238</td>
<td>$17,410,943</td>
<td>$16,975,589</td>
<td>$16,939,110</td>
<td>-0.2 %</td>
</tr>
<tr>
<td>Transfer to Control Account</td>
<td>$18,403,104</td>
<td>$10,550,562</td>
<td>$779,101</td>
<td>$3,034,090</td>
<td>289.4 %</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$190,699,293</strong></td>
<td><strong>$187,840,173</strong></td>
<td><strong>$193,353,714</strong></td>
<td><strong>$205,810,147</strong></td>
<td><strong>6.4 %</strong></td>
</tr>
</tbody>
</table>

1Both CATS operating and Sales Tax Consolidation funds are included.
**Charlotte Area Transit System**

**FY 2022 Adjustments**

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

### FY 2022 Adjustments (continued)

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

<table>
<thead>
<tr>
<th><strong>Net Change</strong></th>
<th>1.00</th>
<th>$12,456,433</th>
</tr>
</thead>
</table>


## Performance Measure Highlights

<table>
<thead>
<tr>
<th>Objective</th>
<th>Measure</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Target</th>
<th>FY 2022 Target</th>
</tr>
</thead>
</table>

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

<table>
<thead>
<tr>
<th>Financial Stability</th>
<th>Percentage of total operating cost subsidized by taxpayers</th>
<th>83%</th>
<th>≤80%</th>
<th>≤80%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net debt service coverage ratio</td>
<td>1.49</td>
<td>≥1.15</td>
<td>≥1.15</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Provide Transportation choices</th>
<th>Ridership (Light Rail, Bus, Streetcar, Vanpool and STS)</th>
<th>18,118,756</th>
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<td>On-time Performance (Bus)</td>
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### Service Effectiveness

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<td>Passengers per revenue hour (bus)</td>
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<td>Passengers per revenue hour (light rail)</td>
<td>110.66</td>
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### Strategic Priority Area: Well-Managed Government
(Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)

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<th>Customer Focused</th>
<th>Overall customer satisfaction</th>
<th>83%</th>
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<td>Net Promoter Score¹</td>
<td>57%</td>
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| Provide riders with frequent access to key destinations including major employment centers, hospitals, and grocery stores | Percentage of riders with 15-minute or better service frequency | New Measure | New Measure | 24% |

¹The percentage of customers who promote service compared to those who do not promote.
## Full-Time Equivalent (FTE) Position Summary

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

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### Charlotte Area Transit System

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

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<td>-</td>
</tr>
<tr>
<td>Transit Procure &amp; eContracts Administrator</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>-1.00</td>
</tr>
<tr>
<td>Transit Project Development Manager</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>-</td>
</tr>
<tr>
<td>Transit Quality Assurance Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Transit Rail Operations Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Transit Safety &amp; Security Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Transit Scheduling Analyst</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Transit Scheduling Manager</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>-</td>
</tr>
<tr>
<td>Transportation Electronics Technician II</td>
<td>17.00</td>
<td>19.00</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transportation Electronics Technician II Lead</td>
<td>4.00</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transportation Planner I</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>-</td>
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<tr>
<td>Transportation Planner II</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
<td>-</td>
</tr>
<tr>
<td>Transportation Planner III</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>-</td>
</tr>
</tbody>
</table>

| Department Total FTE                        | 534.75  | 582.75  | 582.75  | 583.75  | 1.00 |
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.

<table>
<thead>
<tr>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>Percent Change FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfers from CATS Operating</td>
<td>$18,224,238</td>
<td>$17,410,943</td>
<td>$16,975,589</td>
<td>$16,939,110</td>
</tr>
<tr>
<td>Transfers from CATS Capital</td>
<td>$100,000,000</td>
<td>$15,000,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Federal Grants</td>
<td>$6,563,156</td>
<td>$4,888,713</td>
<td>$8,539,875</td>
<td>$3,549,340</td>
</tr>
<tr>
<td>State Grants</td>
<td>$1,597,050</td>
<td>$1,006,825</td>
<td>$25,346,850</td>
<td>$41,637,850</td>
</tr>
<tr>
<td>Interest on Investments</td>
<td>$1,217,000</td>
<td>$163,985</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$127,601,444</td>
<td>$38,470,466</td>
<td>$50,862,314</td>
<td>$62,126,300</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Proposed</th>
<th>FY 2022 Proposed</th>
<th>Percent Change FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Principal Payments</td>
<td>$108,806,000</td>
<td>$24,148,288</td>
<td>$39,455,194</td>
<td>$51,214,000</td>
</tr>
<tr>
<td>Interest Payments</td>
<td>$16,548,000</td>
<td>$14,292,699</td>
<td>$11,293,120</td>
<td>$10,798,300</td>
</tr>
<tr>
<td>Other Fees</td>
<td>$39,000</td>
<td>$29,479</td>
<td>$114,000</td>
<td>$114,000</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$125,393,000</td>
<td>$38,470,466</td>
<td>$50,862,314</td>
<td>$62,126,300</td>
</tr>
<tr>
<td>Reserved for Future Years</td>
<td>$2,208,444</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

CATS Debt Service Reserve Fund

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

<table>
<thead>
<tr>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>Percent Change FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfer from CATS Operating</td>
<td>$18,403,104</td>
<td>$10,550,562</td>
<td>$779,101</td>
<td>$3,034,090</td>
</tr>
<tr>
<td>Interest on Investments</td>
<td>$1,215,010</td>
<td>$1,618,608</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Fund Balance</td>
<td>-</td>
<td>$28,467,162</td>
<td>$31,526,056</td>
<td>10.7 %</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$19,618,114</td>
<td>$12,169,170</td>
<td>$29,246,263</td>
<td>$34,560,146</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Proposed</th>
<th>FY 2022 Proposed</th>
<th>Percent Change FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfer to CATS CIP</td>
<td>$13,225,752</td>
<td>$11,444,036</td>
<td>$28,467,162</td>
<td>$31,526,056</td>
</tr>
<tr>
<td>Reserved for Future Years</td>
<td>$6,392,362</td>
<td>$725,134</td>
<td>$779,101</td>
<td>$3,034,090</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$19,618,114</td>
<td>$12,169,170</td>
<td>$29,246,263</td>
<td>$34,560,146</td>
</tr>
</tbody>
</table>
Charlotte Water

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
## Charlotte Water

### Budget Overview

<table>
<thead>
<tr>
<th>Revenues</th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>Percent Change FY 2021 FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volumetric user charges - water</td>
<td>$122,818,498</td>
<td>$121,309,565</td>
<td>$132,532,506</td>
<td>$139,777,343</td>
<td>5.5 %</td>
</tr>
<tr>
<td>Volumetric user charges - sewer</td>
<td>$168,294,239</td>
<td>$179,522,010</td>
<td>$196,635,243</td>
<td>$206,993,234</td>
<td>5.3 %</td>
</tr>
<tr>
<td>Fixed user charges - water</td>
<td>$13,716,508</td>
<td>$14,881,869</td>
<td>$13,546,149</td>
<td>$13,679,535</td>
<td>1.0 %</td>
</tr>
<tr>
<td>Fixed user charges - sewer</td>
<td>$15,234,220</td>
<td>$16,477,109</td>
<td>$14,863,802</td>
<td>$15,203,900</td>
<td>2.3 %</td>
</tr>
<tr>
<td>Availability fee - water</td>
<td>$15,959,956</td>
<td>$7,415,618</td>
<td>$6,960,351</td>
<td>$6,914,941</td>
<td>-0.7 %</td>
</tr>
<tr>
<td>Availability fee - sewer</td>
<td>$35,181,534</td>
<td>$40,487,543</td>
<td>$42,090,900</td>
<td>$41,986,121</td>
<td>-0.2 %</td>
</tr>
<tr>
<td>Connection fees - water</td>
<td>$15,203,900</td>
<td>$15,203,900</td>
<td>$15,203,900</td>
<td>$15,203,900</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Connection fees - sewer</td>
<td>$5,638,158</td>
<td>$5,162,477</td>
<td>$5,300,000</td>
<td>$5,300,000</td>
<td>-11.3 %</td>
</tr>
<tr>
<td>System development fees - water</td>
<td>$11,677,080</td>
<td>$366,105</td>
<td>$366,105</td>
<td>$366,105</td>
<td>100.0 %</td>
</tr>
<tr>
<td>System development fees - sewer</td>
<td>$12,297,584</td>
<td>$16,632,407</td>
<td>$12,500,000</td>
<td>$12,500,000</td>
<td>-28.0 %</td>
</tr>
<tr>
<td>BOD, SS, &amp; IW surcharges</td>
<td>$5,638,158</td>
<td>$5,162,477</td>
<td>$5,300,000</td>
<td>$5,300,000</td>
<td>-11.3 %</td>
</tr>
<tr>
<td>Interest Earnings</td>
<td>$7,387,366</td>
<td>$3,477,578</td>
<td>$659,039</td>
<td>$659,039</td>
<td>-81.0 %</td>
</tr>
<tr>
<td>Specific service charges</td>
<td>$5,638,158</td>
<td>$4,598,458</td>
<td>$3,663,500</td>
<td>$3,663,500</td>
<td>-30.4 %</td>
</tr>
<tr>
<td>Other operating revenue</td>
<td>$5,564,181</td>
<td>$4,586,039</td>
<td>$4,425,000</td>
<td>$4,425,000</td>
<td>-18.3 %</td>
</tr>
<tr>
<td>Union County Operations</td>
<td>$234,893</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Uncollectable Revenue</td>
<td>-$2,114,604</td>
<td>-$1,737,591</td>
<td>-$2,500,000</td>
<td>-$2,000,000</td>
<td>20.0 %</td>
</tr>
<tr>
<td>Other non-operating revenue</td>
<td>$3,588,164</td>
<td>$5,173,035</td>
<td>$2,897,000</td>
<td>$2,962,500</td>
<td>2.3 %</td>
</tr>
<tr>
<td>Fund Balance</td>
<td>$4,511,800</td>
<td>-</td>
<td>-</td>
<td>$32,131,701</td>
<td>100.0 %</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$439,847,396</td>
<td>$446,622,014</td>
<td>$461,495,529</td>
<td>$502,286,814</td>
<td>8.8 %</td>
</tr>
</tbody>
</table>

## Expenditures

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>Percent Change FY 2021 FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Services</td>
<td>$64,334,967</td>
<td>$73,688,692</td>
<td>$83,949,586</td>
<td>$88,246,167</td>
<td>5.1 %</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>$69,262,637</td>
<td>$75,021,209</td>
<td>$87,034,359</td>
<td>$89,580,570</td>
<td>2.9 %</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>$1,194,798</td>
<td>$1,485,389</td>
<td>$588,500</td>
<td>$169,000</td>
<td>-71.3 %</td>
</tr>
<tr>
<td>Department Charges</td>
<td>-$16,013,374</td>
<td>-$17,246,862</td>
<td>-$18,876,899</td>
<td>-$21,345,085</td>
<td>-13.1 %</td>
</tr>
<tr>
<td>City Administrative Support</td>
<td>$15,507,990</td>
<td>$17,329,237</td>
<td>$19,752,742</td>
<td>$21,476,687</td>
<td>8.7 %</td>
</tr>
<tr>
<td>Transfer to Debt Service Funds</td>
<td>$149,565,066</td>
<td>$149,632,468</td>
<td>$149,181,136</td>
<td>$139,119,475</td>
<td>-6.7 %</td>
</tr>
<tr>
<td>Transfer to Capital Projects Fund</td>
<td>$155,995,312</td>
<td>$135,034,800</td>
<td>$139,500,000</td>
<td>$185,040,000</td>
<td>32.6 %</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$439,847,396</td>
<td>$434,944,934</td>
<td>$461,129,424</td>
<td>$502,286,814</td>
<td>8.9 %</td>
</tr>
<tr>
<td>Reserved for Future Years</td>
<td>-</td>
<td>$11,677,080</td>
<td>$366,105</td>
<td>-</td>
<td>-100.0 %</td>
</tr>
</tbody>
</table>
### Charlotte Water

#### FY 2022 Adjustments

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

<table>
<thead>
<tr>
<th>Budget Action</th>
<th>FTE</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Support environmental initiatives</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Add two positions including a Biosolids Engineering Assistant and Environmental Program Inspector in support of environmental health.</td>
<td>2.00</td>
<td>$145,912</td>
</tr>
<tr>
<td><strong>Enhance Charlotte Water’s customer service and response time</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Add seven positions, including a Labor Crew Chief II, Customer/Revenue Service Specialist, Meter Services Supervisor, and four Water Service Technicians. The positions will provide tailored, reliable, responsive and affordable customer service and outreach to customers.</td>
<td>7.00</td>
<td>$417,776</td>
</tr>
<tr>
<td><strong>Update costs for General Fund</strong></td>
<td></td>
<td>$1,986,189</td>
</tr>
<tr>
<td>Technical adjustment to update the reimbursement for central support services provided by the General Fund.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Update personnel expenditures</strong></td>
<td></td>
<td>$2,212,261</td>
</tr>
<tr>
<td>Technical adjustment to update department costs for personnel services. The update includes: the full annual cost of salary actions approved in FY 2021 and a five percent reduction to employer healthcare costs. The update also includes an increase in the employer rate to the North Carolina Local Governmental Employees’ Retirement System of 1.2 percent.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Update allocations for Internal Service Providers (ISPs)</strong></td>
<td></td>
<td>$870,742</td>
</tr>
<tr>
<td>Technical adjustment to update funds needed to support ISPs based on anticipated cost of services. ISPs provide services to other city departments, and includes: fleet management; building maintenance; rent; landscape management; radio services; insurance liabilities; insurance premiums; and risk administration.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Change</strong></td>
<td>22.0</td>
<td><strong>$41,157,390</strong></td>
</tr>
</tbody>
</table>

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## Charlotte Water

### Performance Measure Highlights

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

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<td>Service Dispatcher</td>
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<td>Stores Supervisor</td>
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</table>
## Full-Time-Equivalent (FTE) Position Summary (continued)

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
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<td>Water Quality Program Administrator</td>
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## Full-Time-Equivalent (FTE) Position Summary (continued)

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
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<tr>
<td>Water Quality Technician II</td>
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<td><strong>Department Total FTE</strong></td>
<td><strong>958.00</strong></td>
<td><strong>997.00</strong></td>
<td><strong>997.00</strong></td>
<td><strong>1,019.00</strong></td>
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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.

<table>
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<tr>
<th>Operating Revenues</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>FY 2021</th>
<th>FY 2022</th>
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<tr>
<td>Transfer from CLT Water Operating</td>
<td>$149,565,066</td>
<td>$149,632,468</td>
<td>$149,131,135</td>
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<td>Transfer from CLT Water Capital</td>
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<td>$528,016</td>
<td>$301,595</td>
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<td>Premium from Sale of Bonds</td>
<td>$1,922,149</td>
<td>$14,995,293</td>
<td>$50,000</td>
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<td>-100.0 %</td>
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<td>Proceeds-Lease Purchases</td>
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<td>Proceeds from Refunding</td>
<td>$26,920,000</td>
<td>$58,750,000</td>
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<td>Interest on Investments</td>
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<td>Other Interest</td>
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<td><strong>Total Revenue</strong></td>
<td>$183,217,367</td>
<td>$223,968,040</td>
<td>$149,482,730</td>
<td>$139,421,070</td>
<td>-6.7 %</td>
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<table>
<thead>
<tr>
<th>Operating Expenditures</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>FY 2021</th>
<th>FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bond Retirement</td>
<td>$82,872,873</td>
<td>$77,909,097</td>
<td>$76,763,305</td>
<td>$70,391,007</td>
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<td>Interest on Bonds</td>
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<td>$62,990,003</td>
<td>$58,920,699</td>
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<td>Bank Charges</td>
<td>$711,721</td>
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<td>$812,920</td>
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<td>Cost of Bond Sales</td>
<td>$404,259</td>
<td>$499,675</td>
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<td>$210,000</td>
<td>320.0 %</td>
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<td>Equipment Lease - Purchase Principal</td>
<td>$3,106,720</td>
<td>$5,932,277</td>
<td>$6,880,408</td>
<td>$7,113,358</td>
<td>3.4 %</td>
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<td>Equipment Lease - Purchase Interest</td>
<td>$629,960</td>
<td>$608,380</td>
<td>$584,116</td>
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<td>-2.7 %</td>
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<td>State Revolving Loan Principal</td>
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<td>$131,516</td>
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<td>-15.5 %</td>
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<td>Payment to Escrow Agent</td>
<td>$28,413,921</td>
<td>$73,275,000</td>
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<td>0.0 %</td>
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<tr>
<td><strong>Total Expenditures</strong></td>
<td>$183,217,367</td>
<td>$222,169,876</td>
<td>$149,482,730</td>
<td>$139,421,070</td>
<td>-6.7 %</td>
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<td>Reserved for Future Years</td>
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<td>$1,798,164</td>
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Storm Water

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

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

Organizational Chart

Budget Overview

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<thead>
<tr>
<th></th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed¹</th>
<th>FY 2021 FY 2022</th>
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<tr>
<td>Revenues</td>
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<td>Charges for Storm Water Fees</td>
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<td>$72,475,347</td>
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<td>Investment Earnings</td>
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<td>Expedited Plan Review</td>
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<td>Other</td>
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<td>$9,601,061</td>
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<td>Total Revenues</td>
<td>$73,498,966</td>
<td>$83,690,933</td>
<td>$84,507,305</td>
<td>$85,558,153</td>
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</tbody>
</table>

| Expenditures            |                |                |                 |                   |                |
| Personnel Services      | $12,454,177    | $14,216,778    | $17,963,498     | $22,578,819       | 25.7           |
| Operating Expenses      | $6,792,079     | $7,775,326     | $8,896,425      | $12,047,151       | 35.4           |
| Department Charges      | -$10,136,616   | -$12,670,984   | -$11,560,265    | -$12,262,229      | -6.1           |
| Transfer to CIP         | $47,000,000    | $61,000,000    | $55,000,000     | $45,000,000       | -18.2          |
| Transfer to Debt Service| $13,105,728    | $13,369,813    | $14,207,647     | $18,194,412       | 28.1           |
| Total Expenditures      | $69,215,368    | $83,690,933    | $84,507,305     | $85,558,153       | 1.2            |
| Reserved for Future Years | $4,283,598    | -              | -               | -                 | 0.0            |

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

### FY 2022 Adjustments

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

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

| Net Change | 33.00 | $1,050,848 |

198
## Storm Water

### Performance Measure Highlights

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

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Officer I</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Administrative Officer II</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>-1.00</td>
</tr>
<tr>
<td>Administrative Officer III</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>2.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Administrative Officer IV</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Administrative Officer V</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Arborist</td>
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<td>1.00</td>
<td>2.00</td>
<td>2.00</td>
<td>-</td>
</tr>
<tr>
<td>Business System Specialist Associate</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Business System Specialist Intermediate</td>
<td>2.00</td>
<td>2.00</td>
<td>-</td>
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<tr>
<td>Business Systems Specialist</td>
<td>-</td>
<td>-</td>
<td>2.00</td>
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<td>-</td>
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<tr>
<td>Business Systems Specialist Lead</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
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<td>-</td>
</tr>
<tr>
<td>Business Systems Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
<td>-1.00</td>
</tr>
<tr>
<td>CCTV Crew Chief</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>2.00</td>
<td>1.00</td>
</tr>
<tr>
<td>CCTV Technician</td>
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<td>1.00</td>
<td>1.00</td>
<td>2.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Contract Admin Specialist</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
<td>-</td>
<td>-1.00</td>
</tr>
<tr>
<td>Construction Inspector</td>
<td>33.00</td>
<td>34.00</td>
<td>33.00</td>
<td>32.00</td>
<td>-1.00</td>
</tr>
<tr>
<td>Construction Inspector Senior</td>
<td>9.00</td>
<td>10.00</td>
<td>10.00</td>
<td>11.00</td>
<td>1.00</td>
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<tr>
<td>Construction Manager</td>
<td>2.00</td>
<td>4.00</td>
<td>4.00</td>
<td>5.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Construction Supervisor</td>
<td>7.00</td>
<td>7.00</td>
<td>7.00</td>
<td>7.00</td>
<td>-</td>
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<tr>
<td>Deputy Director II</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Drainage Specialist</td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
<td>6.00</td>
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<tr>
<td>Engineer Plan Review¹</td>
<td>-</td>
<td>-</td>
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<td>3.00</td>
<td>3.00</td>
</tr>
<tr>
<td>Engineering Contracts Specialist</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Engineering Services Investigator</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Engineering Assistant</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
<td>5.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Engineering Division Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>2.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Engineering Program Manager¹</td>
<td>5.00</td>
<td>5.00</td>
<td>5.00</td>
<td>6.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Engineering Project Coordinator</td>
<td>9.00</td>
<td>10.00</td>
<td>10.00</td>
<td>10.00</td>
<td>-</td>
</tr>
<tr>
<td>Engineering Project Manager</td>
<td>31.00</td>
<td>33.00</td>
<td>33.00</td>
<td>42.00</td>
<td>9.00</td>
</tr>
<tr>
<td>Erosion Coordinator¹</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>6.00</td>
<td>6.00</td>
</tr>
<tr>
<td>GIS Coordinator</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>GIS Supervisor</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>GIS Technician</td>
<td>5.00</td>
<td>5.00</td>
<td>5.00</td>
<td>5.00</td>
<td>-</td>
</tr>
<tr>
<td>Planner</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Public Information Specialist Senior</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>3.00</td>
<td>-</td>
</tr>
<tr>
<td>Public Service Coordinator</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Real Estate Agent II</td>
<td>-</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Senior Engineer¹</td>
<td>1.00</td>
<td>7.00</td>
<td>7.00</td>
<td>12.00</td>
<td>5.00</td>
</tr>
<tr>
<td>Senior Engineering Project Manager</td>
<td>12.00</td>
<td>13.00</td>
<td>14.00</td>
<td>15.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Water Quality Modeler</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
</tbody>
</table>
### Full-Time Equivalent (FTE) Position Summary (continued)

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water Quality Program Administrator¹</td>
<td>3.00</td>
<td>3.00</td>
<td>5.00</td>
<td>6.00</td>
<td>1.00</td>
</tr>
<tr>
<td>Water Quality Program Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Water Quality Program Specialist</td>
<td>3.00</td>
<td>5.00</td>
<td>3.00</td>
<td>3.00</td>
<td>-</td>
</tr>
<tr>
<td>Web Content Administrator</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Wetland Specialist</td>
<td>1.00</td>
<td>1.00</td>
<td>2.00</td>
<td>3.00</td>
<td>1.00</td>
</tr>
<tr>
<td><strong>Department Total FTE</strong></td>
<td><strong>153.00</strong></td>
<td><strong>171.00</strong></td>
<td><strong>175.00</strong></td>
<td><strong>208.00¹</strong></td>
<td><strong>33.00</strong></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>Percent Change FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contribution from Storm Water Operating</td>
<td>$13,105,728</td>
<td>$13,369,813</td>
<td>$14,207,647</td>
<td>$18,194,412</td>
<td>28.1%</td>
</tr>
<tr>
<td>Transfer from Storm Water Capital</td>
<td>-</td>
<td>$112,158</td>
<td>-</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>Premium on Sale of Debt</td>
<td>-</td>
<td>-</td>
<td>$200,000</td>
<td>$200,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Fund Balance</td>
<td>$47,003</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$13,152,731</td>
<td>$13,481,971</td>
<td>$14,407,647</td>
<td>$18,394,412</td>
<td>27.7%</td>
</tr>
</tbody>
</table>

|                          |                |                |                 |                  |                       |
| **Expenditures**         |                |                |                 |                  |                       |
| Bond Retirement          | $6,611,024     | $6,482,026     | $6,797,519     | $9,144,472      | 34.5%                |
| Interest on Bonds        | $6,524,680     | $6,923,608     | $7,380,128     | $8,992,940      | 21.9%                |
| Cost of Bond Sale        | -              | -              | $200,000       | $200,000        | 0.0%                 |
| Fees                     | $17,027        | $17,943        | $30,000        | $57,000         | 90.0%                |
| **Total Expenditures**   | $13,152,731    | $13,423,578    | $14,407,647    | $18,394,412    | 27.7%                |
| Reserved for Future Years| -              | -              | $58,392        | -               | 0.0%                 |
NONGENERAL FUNDS

INTERNAL SERVICE FUNDS
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Health and Life Fund

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

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>FY 2021 Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Revenues</td>
<td>$26,381,617</td>
<td>$26,392,814</td>
<td>$26,324,085</td>
<td>$28,566,512</td>
<td>8.5 %</td>
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<td>Fund Balance</td>
<td>$2,119</td>
<td>$3,075,007</td>
<td>$3,247,000</td>
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</tr>
<tr>
<td>Total Revenues</td>
<td>$26,381,617</td>
<td>$27,011,280</td>
<td>$29,399,092</td>
<td>$31,813,512</td>
<td>8.2 %</td>
</tr>
</tbody>
</table>

| Expenditures         |                |                |                 |                  |                        |
| Operating Expenditures| $26,379,498   | $27,011,280    | $29,399,092     | $31,813,512      | 8.2 %                  |
| Total Expenditures   | $26,379,498   | $27,011,280    | $29,399,092     | $31,813,512      | 8.2 %                  |
| Reserved for Future Years | $2,119 | -             | -               | -                | 0.0 %                  |
## Risk Management Fund

### FY 2022 Adjustments

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

| Net Change                                                               | -   | $2,414,420   |
## Full-Time-Equivalent (FTE) Position Summary

<table>
<thead>
<tr>
<th>Position Title</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022 Proposed</th>
<th>Change FY 2021 to FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting Technician</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Administrative Officer I</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Chief Risk Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Claims Assistant</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
<td>-</td>
</tr>
<tr>
<td>Claims Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Claims Representative Senior</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
<td>4.00</td>
<td>-</td>
</tr>
<tr>
<td>Contracts Admin Specialist</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Insurance &amp; Risk Coordinator</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>2.00</td>
<td>-</td>
</tr>
<tr>
<td>Risk Management Financial Coordinator</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Safety Coordinator</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Safety Coordinator Senior</td>
<td>4.00</td>
<td>4.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td>Safety Supervisor</td>
<td>1.00</td>
<td>1.00</td>
<td>4.00</td>
<td>4.00</td>
<td>-</td>
</tr>
<tr>
<td>Workers' Compensation Claim Manager</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>-</td>
</tr>
<tr>
<td><strong>Department Total FTE</strong></td>
<td><strong>23.00</strong></td>
<td><strong>23.00</strong></td>
<td><strong>23.00</strong></td>
<td><strong>23.00</strong></td>
<td>-</td>
</tr>
</tbody>
</table>
NONGENERAL FUNDS

SPECIAL REVENUE FUNDS
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Municipal Debt Service Fund

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

<table>
<thead>
<tr>
<th>Revenues</th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>FY 2021 Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Tax</td>
<td>$93,985,593</td>
<td>$96,817,061</td>
<td>$100,741,274</td>
<td>$102,242,297</td>
<td>1.5 %</td>
</tr>
<tr>
<td>Sales Tax</td>
<td>$21,733,581</td>
<td>$22,784,592</td>
<td>$20,596,000</td>
<td>$25,232,578</td>
<td>22.5 %</td>
</tr>
<tr>
<td>Interest on Investments</td>
<td>$6,312,408</td>
<td>$4,554,690</td>
<td>$2,187,686</td>
<td>$1,606,217</td>
<td>-26.6 %</td>
</tr>
<tr>
<td>Contribution from Other Funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Fund - Equipment</td>
<td>$19,529,452</td>
<td>$19,065,411</td>
<td>$19,065,411</td>
<td>$19,665,411</td>
<td>3.1 %</td>
</tr>
<tr>
<td>General Fund - Public Safety</td>
<td>$1,684,200</td>
<td></td>
<td></td>
<td>$1,544,000</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Communications</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Powell Bill Fund - Equipment</td>
<td>$2,066,358</td>
<td>$2,500,651</td>
<td>$2,983,437</td>
<td>$4,203,351</td>
<td>40.9 %</td>
</tr>
<tr>
<td>Pay-As-You-Go Fund</td>
<td>-</td>
<td>-</td>
<td>$1,200,000</td>
<td>$1,200,000</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Proceeds from Lease Purchases</td>
<td>-</td>
<td>$350,715,683</td>
<td>$750,000</td>
<td>$750,000</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Other</td>
<td>$1,953,310</td>
<td>$2,159,367</td>
<td>$347,000</td>
<td>$1,544,000</td>
<td>345.0 %</td>
</tr>
<tr>
<td>Fund Balance</td>
<td>-</td>
<td>$85,785,235</td>
<td>$4,546,576</td>
<td>-</td>
<td>-100.0 %</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$147,264,902</strong></td>
<td><strong>$584,382,690</strong></td>
<td><strong>$152,417,384</strong></td>
<td><strong>$156,443,854</strong></td>
<td><strong>2.6 %</strong></td>
</tr>
</tbody>
</table>

| Expenditures      |                  |                |                 |                  |                        |
| Bonds             |                  |                |                 |                  |                        |
| Principal         | $47,707,182      | $52,973,877    | $54,414,175     | $64,762,852      | 19.0 %                 |
| Interest          | $29,384,958      | $31,415,628    | $33,058,688     | $34,446,989      | 4.2 %                  |
| Certificates of Participation |              |                |                 |                  |                        |
| Principal         | $32,247,875      | $10,515,047    | $10,220,000     | $6,610,000       | -35.3 %                |
| Interest          | $7,064,683       | $8,259,052     | $9,668,950      | $10,531,716      | 8.9 %                  |
| Bank Charges and Other | $141,602      | $134,028       | $2,839,539      | $3,118,241       | 9.8 %                  |
| Contribution to 1,2 |                  |                |                 |                  |                        |
| General Fund      | $122,859         | $122,859       | $122,859        | $122,859         | 0.0 %                  |
| General Equipment | $25,021,740      | $25,086,235    | $21,979,175     | $24,261,090      | 10.4 %                 |
| Powell Bill Equipment | $3,480,410  | $3,665,000     | $4,259,710      | $1,764,970       | -58.6 %                |
| Capital Projects Fund | -              | $101,951,235 | -               | $1,700,000       | 100.0 %                |
| Cultural Facilities Operating | $319,564    | $319,564       | $321,288        | $321,288         | 0.0 %                  |
| Fund              |                  |                |                 |                  |                        |
| OPEB              | -                | -              | $15,533,000     | -                | -100.0 %               |
| Lease Purchase Cost | -              | $349,940,165 | -               | -                | 0.0 %                  |
| **Total Expenditures** | **$145,490,873** | **$584,382,690** | **$152,417,384** | **$147,640,005** | **-3.1 %**             |
| Reserved for Future Years | $1,774,030 | -              | -               | $8,803,849       | 100.0 %                |

1 The Municipal Debt Service Fund purchases vehicles and technology. The cost of the vehicles is then reimbursed by the General Fund, PAYGO Fund, and Powell Bill Fund over five years.
2 For accuracy these numbers have been added to FY 2019-FY 2020 actuals, as well as the budgets for FY 2021 and FY 2022.
# Convention Center Tax Fund

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

<table>
<thead>
<tr>
<th>Revenues</th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>Percent Change FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Taxes</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Occupancy</td>
<td>$24,227,840</td>
<td>$18,127,929</td>
<td>$19,183,410</td>
<td>$15,536,873</td>
<td>-19.0 %</td>
</tr>
<tr>
<td>Prepared Food &amp; Beverage Tax</td>
<td>$35,680,061</td>
<td>$31,650,169</td>
<td>$30,294,291</td>
<td>$32,446,938</td>
<td>7.1 %</td>
</tr>
<tr>
<td><strong>Total Taxes</strong></td>
<td>$59,907,901</td>
<td>$49,778,098</td>
<td>$49,477,701</td>
<td>$47,983,811</td>
<td>-3.0 %</td>
</tr>
<tr>
<td>Lease of city funded Bank of America Stadium Improvements</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Interest on Investments</td>
<td>$1,712,238</td>
<td>$1,359,249</td>
<td>$669,418</td>
<td>$517,370</td>
<td>-22.7 %</td>
</tr>
<tr>
<td>Fund Balance</td>
<td>-</td>
<td>$11,944,474</td>
<td>$5,484,109</td>
<td>$9,344,803</td>
<td>70.4 %</td>
</tr>
<tr>
<td><strong>Total Revenues and Fund Balance</strong></td>
<td>$62,620,139</td>
<td>$64,081,821</td>
<td>$56,631,228</td>
<td>$58,845,984</td>
<td>3.9 %</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion and Marketing</td>
<td>$8,261,521</td>
<td>$8,997,611</td>
<td>$10,172,636</td>
<td>$11,511,788</td>
<td>13.2 %</td>
</tr>
<tr>
<td>Business Development</td>
<td>$2,203,967</td>
<td>$2,270,086</td>
<td>$2,338,189</td>
<td>$2,408,334</td>
<td>3.0 %</td>
</tr>
<tr>
<td>Contributions for Convention Center:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Allocation</td>
<td>$8,424,010</td>
<td>$8,726,612</td>
<td>$9,309,443</td>
<td>$9,759,715</td>
<td>4.8 %</td>
</tr>
<tr>
<td>Capital Items</td>
<td>$5,000,000</td>
<td>-</td>
<td>$1,975,000</td>
<td>$2,225,000</td>
<td>12.7 %</td>
</tr>
<tr>
<td>Bank of America Stadium Maintenance Contribution</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Maintenance of City Funded Bank of America Stadium Improvements</td>
<td>$900,000</td>
<td>$900,000</td>
<td>$900,000</td>
<td>$900,000</td>
<td>0.0 %</td>
</tr>
<tr>
<td>2019 NBA All-Star Game</td>
<td>$1,500,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Transfer to Other Funds:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Convention Center Debt Service</td>
<td>$30,169,322</td>
<td>$37,637,670</td>
<td>$27,005,543</td>
<td>$27,471,241</td>
<td>1.7 %</td>
</tr>
<tr>
<td>General Fund-General Tourism</td>
<td>$4,183,129</td>
<td>$4,549,843</td>
<td>$3,430,417</td>
<td>$3,319,906</td>
<td>-3.2 %</td>
</tr>
<tr>
<td>General Fund-Stadium Traffic Control1</td>
<td>-</td>
<td>-</td>
<td>$500,000</td>
<td>$250,000</td>
<td>-50.0 %</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>$61,641,949</td>
<td>$64,081,822</td>
<td>$56,631,228</td>
<td>$58,845,984</td>
<td>3.9 %</td>
</tr>
<tr>
<td>Reserved for Future Years</td>
<td>$978,190</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.0 %</td>
</tr>
</tbody>
</table>

1 FY 2019 transfer was delayed to FY 2021
The Convention Center Debt Service Fund is used to account for the accumulation of resources for the payment of principal, interest and related costs for long-term debt associated with the Convention Center. Revenue is provided primarily through a transfer of room occupancy tax and prepared food and beverage tax revenue from the Convention Center Tax Fund.

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>Percent Change FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contribution from Convention Center Tax Fund</td>
<td>$30,169,322</td>
<td>$37,637,670</td>
<td>$27,005,543</td>
<td>$27,471,241</td>
<td>1.7 %</td>
</tr>
<tr>
<td>Debt Proceeds</td>
<td>-</td>
<td>-</td>
<td>$250,000</td>
<td>-</td>
<td>-100.0 %</td>
</tr>
<tr>
<td>Fund Balance</td>
<td>$129,701</td>
<td>$47,068</td>
<td>-</td>
<td>-</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$30,299,022</td>
<td>$37,684,738</td>
<td>$27,255,543</td>
<td>$27,471,241</td>
<td>0.8 %</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>Percent Change FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debt Retirement</td>
<td>$26,133,083</td>
<td>$28,892,472</td>
<td>$19,435,000</td>
<td>$20,055,000</td>
<td>3.2 %</td>
</tr>
<tr>
<td>Interest on Debt</td>
<td>$4,134,422</td>
<td>$8,772,258</td>
<td>$7,485,793</td>
<td>$7,331,491</td>
<td>-2.1 %</td>
</tr>
<tr>
<td>Bank Charges and Other</td>
<td>$31,517</td>
<td>$20,007</td>
<td>$334,750</td>
<td>$84,750</td>
<td>-74.7 %</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$30,299,022</td>
<td>$37,684,738</td>
<td>$27,255,543</td>
<td>$27,471,241</td>
<td>0.8 %</td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>Revenues</th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>Percent Change FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupancy Tax</td>
<td>$13,225,356</td>
<td>$9,819,540</td>
<td>$10,471,731</td>
<td>$8,059,652</td>
<td>-23.0 %</td>
</tr>
<tr>
<td>Rental Car Tax</td>
<td>$3,981,457</td>
<td>$3,206,800</td>
<td>$3,152,486</td>
<td>$3,497,061</td>
<td>10.9 %</td>
</tr>
<tr>
<td>Interest on Investments</td>
<td>$2,048,801</td>
<td>$2,047,000</td>
<td>$892,735</td>
<td>$757,029</td>
<td>-15.2 %</td>
</tr>
<tr>
<td>Mint Museum Energy Repayment</td>
<td>$83,333</td>
<td>$100,000</td>
<td>$83,000</td>
<td>$83,000</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Contribution from Charlotte Hornets1,2</td>
<td>$1,048,964</td>
<td>$1,071,412</td>
<td>$1,095,000</td>
<td>$1,119,732</td>
<td>2.3 %</td>
</tr>
<tr>
<td>Contribution from Center City Partners</td>
<td>$50,694</td>
<td>$50,694</td>
<td>$50,694</td>
<td>$50,694</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Transfers from General Capital Pay-As-You-Go3</td>
<td>$10,001,665</td>
<td>$8,499,470</td>
<td>$7,450,368</td>
<td>$8,185,288</td>
<td>9.9 %</td>
</tr>
<tr>
<td>Transfers for Synthetic TIG:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Fund</td>
<td>$1,291,024</td>
<td>$1,291,024</td>
<td>$1,290,373</td>
<td>$1,290,373</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Municipal Debt Service Fund</td>
<td>$319,564</td>
<td>$319,564</td>
<td>$321,288</td>
<td>$321,288</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Pay-As-You-Go Fund</td>
<td>$41,412</td>
<td>$41,412</td>
<td>$40,339</td>
<td>$34,644</td>
<td>-14.1 %</td>
</tr>
<tr>
<td>Contribution from County4</td>
<td>$2,948,040</td>
<td>$2,948,040</td>
<td>$2,948,040</td>
<td>$2,948,040</td>
<td>0.0 %</td>
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<tr>
<td>miscellaneous</td>
<td>$756,581</td>
<td>$2,242,366</td>
<td>-</td>
<td>-</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Fund Balance</td>
<td>-</td>
<td>$1,528,000</td>
<td>$4,498,149</td>
<td>$5,636,597</td>
<td>25.3 %</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$35,796,891</td>
<td>$33,165,322</td>
<td>$32,294,204</td>
<td>$31,983,398</td>
<td>-1.0 %</td>
</tr>
</tbody>
</table>

| Expenditures | | | |
| Contributions to Tourism Capital: | | | |
| Baseball Stadium - City Share | $632,088      | $632,088      | $632,088       | $632,088        | 0.0 %                 |
| Baseball Stadium - Center City Partners | $50,694       | $50,694       | $50,694        | $50,694         | 0.0 %                 |
| Arena Maintenance Reserve | $2,099,000    | $2,144,000    | $2,191,000     | $2,240,705      | 2.3 %                 |
| Ovens/Bojangles Maintenance | $400,000      | $400,000      | $2,200,000     | $2,150,000      | -2.3 %                |
| Cultural Facilities Maintenance | $1,966,910    | $2,771,000    | $3,787,000     | $3,867,456      | 2.1 %                 |
| Special Projects | $641,436      | $1,785,000    | $79,000        | $79,000         | 0.0 %                 |
| Contributions to Debt Service: | | | |
| Tourism Debt Service Fund | $15,260,921   | $17,741,493   | $15,648,272    | $15,256,305     | -2.5 %                |
| Cultural Facilities Debt Service Fund | $9,176,914    | $7,641,047    | $7,706,150     | $7,707,150      | 0.0 %                 |
| Total Expenditures | $30,227,963   | $33,165,322   | $32,294,204    | $31,983,398     | -1.0 %                |
| Reserved for Future Years | $5,568,928    | -             | -              | -              | 0.0 %                 |

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

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

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

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

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

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

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

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>FY 2021 FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tourism Operating Fund</td>
<td>$9,176,914</td>
<td>$7,641,047</td>
<td>$7,706,150</td>
<td>$7,707,150</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Debt Proceeds</td>
<td>$116,228,489</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Fund Balance</td>
<td>-</td>
<td>$1,000</td>
<td>-</td>
<td>-</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$125,405,404</td>
<td>$7,642,047</td>
<td>$7,706,150</td>
<td>$7,707,150</td>
<td>0.0 %</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debt Retirement</td>
<td>$3,395,000</td>
<td>$2,970,000</td>
<td>$3,080,000</td>
<td>$3,235,000</td>
<td>5.0 %</td>
</tr>
<tr>
<td>Interest on Debt</td>
<td>$5,821,401</td>
<td>$4,665,445</td>
<td>$4,556,150</td>
<td>$4,402,150</td>
<td>-3.4 %</td>
</tr>
<tr>
<td>Cost of Sale</td>
<td>$116,181,501</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Bank Charges and Other</td>
<td>$7,502</td>
<td>$6,603</td>
<td>$70,000</td>
<td>$70,000</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$125,405,404</td>
<td>$7,642,047</td>
<td>$7,706,150</td>
<td>$7,707,150</td>
<td>0.0 %</td>
</tr>
</tbody>
</table>
The Hall of Fame Tax Fund accounts for room occupancy tax and private contribution revenues to be used for the NASCAR Hall of Fame.

<table>
<thead>
<tr>
<th>Revenues</th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupancy Tax</td>
<td>$16,001,340</td>
<td>$12,043,912</td>
<td>$12,669,733</td>
<td>$10,237,673</td>
<td>-19.2 %</td>
</tr>
<tr>
<td>Interest on Investments</td>
<td>$815,352</td>
<td>$707,930</td>
<td>$313,126</td>
<td>$254,490</td>
<td>-18.7 %</td>
</tr>
<tr>
<td>Fund Balance</td>
<td>$3,937,453</td>
<td>$288,182</td>
<td>$2,599,390</td>
<td>$4,003,187</td>
<td>54.0 %</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$20,754,145</strong></td>
<td><strong>$13,040,024</strong></td>
<td><strong>$15,582,249</strong></td>
<td><strong>$14,495,350</strong></td>
<td><strong>-7.0 %</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfer to Debt Service</td>
<td>$9,302,024</td>
<td>$8,559,310</td>
<td>$10,637,249</td>
<td>$9,770,350</td>
<td>-8.1 %</td>
</tr>
<tr>
<td>Transfer to Capital Projects</td>
<td>$7,750,148</td>
<td>-</td>
<td>$1,500,000</td>
<td>$1,500,000</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Contributions:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance &amp; Repair Allocation</td>
<td>$3,201,973</td>
<td>$3,980,714</td>
<td>$3,445,000</td>
<td>$3,225,000</td>
<td>-6.4 %</td>
</tr>
<tr>
<td>Maintenance &amp; Repair Reserve Deposit</td>
<td>$500,000</td>
<td>$500,000</td>
<td>-</td>
<td>-</td>
<td>0.0 %</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$20,754,145</strong></td>
<td><strong>$13,040,024</strong></td>
<td><strong>$15,582,249</strong></td>
<td><strong>$14,495,350</strong></td>
<td><strong>-7.0 %</strong></td>
</tr>
</tbody>
</table>
# Hall of Fame Debt Service Fund

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>Percent Change FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hall of Fame Tax Fund</td>
<td>$9,302,024</td>
<td>$8,559,310</td>
<td>$10,637,249</td>
<td>$9,770,350</td>
<td>-8.1%</td>
</tr>
<tr>
<td>Fund Balance</td>
<td>-</td>
<td>$730,714</td>
<td>-</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$9,302,024</td>
<td>$9,290,024</td>
<td>$10,637,249</td>
<td>$9,770,350</td>
<td>-8.1%</td>
</tr>
</tbody>
</table>

| **Expenditures**         |                |                |                 |                  |                        |
| Debt Retirement          | $3,115,000     | $3,280,000     | $3,475,000      | $3,665,000       | 5.5%                   |
| Interest on Debt         | $5,648,750     | $5,147,700     | $5,984,249      | $4,980,350       | -16.8%                 |
| Bank Charges and Other   | $538,274       | $862,324       | $1,178,000      | $1,125,000       | -4.5%                  |
| **Total Expenditures**   | $9,302,024     | $9,290,024     | $10,637,249     | $9,770,350       | -8.1%                  |
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.

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

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

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

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

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

<table>
<thead>
<tr>
<th>Revenues</th>
<th>FY 2019 Actuals</th>
<th>FY 2020 Actuals</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>Percent Change FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>NC 911 Fund Distribution</td>
<td>$3,094,732</td>
<td>$2,735,351</td>
<td>$2,800,000</td>
<td>$2,500,000</td>
<td>-10.7 %</td>
</tr>
<tr>
<td>Interest Earnings</td>
<td>$89,724</td>
<td>$131,697</td>
<td>$55,000</td>
<td>$50,000</td>
<td>-9.1 %</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$3,184,456</td>
<td>$2,867,048</td>
<td>$2,855,000</td>
<td>$2,550,000</td>
<td>-10.7 %</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures</th>
<th>FY 2019</th>
<th>FY 2020</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>Percent Change FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>911 Line Charges and Equipment</td>
<td>$750,032</td>
<td>$838,590</td>
<td>$800,000</td>
<td>$750,000</td>
<td>-6.3 %</td>
</tr>
<tr>
<td>Software</td>
<td>$674,823</td>
<td>$871,632</td>
<td>$750,000</td>
<td>$750,000</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Hardware</td>
<td>$218,480</td>
<td>$195,751</td>
<td>$250,000</td>
<td>$225,000</td>
<td>-10.0 %</td>
</tr>
<tr>
<td>Training</td>
<td>$16,910</td>
<td>$15,480</td>
<td>$20,000</td>
<td>$20,000</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Implementation of Projects</td>
<td>$228,828</td>
<td>$229,754</td>
<td>$227,000</td>
<td>$230,000</td>
<td>1.3 %</td>
</tr>
<tr>
<td>Charlotte Fire Secondary PSAP</td>
<td>$149,653</td>
<td>$29,321</td>
<td>$150,000</td>
<td>$42,000</td>
<td>-72.0 %</td>
</tr>
<tr>
<td>County Medic Secondary PSAP</td>
<td>$339,923</td>
<td>$472,821</td>
<td>$350,000</td>
<td>$333,000</td>
<td>-4.9 %</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$2,378,649</td>
<td>$2,653,349</td>
<td>$2,547,000</td>
<td>$2,350,000</td>
<td>-7.7 %</td>
</tr>
<tr>
<td>Reserved for Future Years</td>
<td>$805,807</td>
<td>$213,699</td>
<td>$308,000</td>
<td>$200,000</td>
<td>-35.1 %</td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th></th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Budget</th>
<th>FY 2022 Proposed</th>
<th>Percent Change FY 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>State Powell Bill Distribution</td>
<td>$20,537,251</td>
<td>$20,519,618</td>
<td>$20,503,333</td>
<td>$19,814,612</td>
<td>-3.4 %</td>
</tr>
<tr>
<td>Transfer from General Fund</td>
<td>$4,261,000</td>
<td>$4,261,000</td>
<td>-</td>
<td>-</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Interest on Investments</td>
<td>$285,298</td>
<td>$272,310</td>
<td>$62,000</td>
<td>$50,000</td>
<td>-19.4 %</td>
</tr>
<tr>
<td>Sale of Used Vehicles</td>
<td>$183,650</td>
<td>$254,350</td>
<td>-</td>
<td>-</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Sale of Salvage</td>
<td>$749</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Fund Balance</td>
<td>-</td>
<td>$373,094</td>
<td>$435,444</td>
<td>$650,000</td>
<td>49.3 %</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$25,267,948</td>
<td>$25,680,372</td>
<td>$21,000,777</td>
<td>$20,514,612</td>
<td>-2.3 %</td>
</tr>
</tbody>
</table>

|                        |                |                |                |                  |                       |
| **Expenditures**       |                |                |                |                  |                       |
| Contracted Resurfacing | $10,285,203    | $13,719,175    | $6,380,452     | $10,987,330      | 72.2 %                |
| Repairs by City Forces | $7,572,944     | $6,652,691     | $7,501,012     | $2,240,012       | -70.1 %               |
| Equipment Rent/Purchase| $1,010,518     | $961,142       | $1,151,957     | $750,000         | -34.9 %               |
| Street Drainage Maintenance | $50,024      | $50,024        | $160,860       | $160,860         | 0.0 %                 |
| Traffic Control Improvements | $623,786     | $623,786       | $623,786       | $623,786         | 0.0 %                 |
| Snow Removal            | $103,461       | $35,630        | $150,000       | -                | -100.0 %              |
| Physical Inventory of Streets | -            | $12,000        | $12,000        | $12,000          | 0.0 %                 |
| Pavement Management System | $705,482    | -              | $400,000       | $400,000         | 0.0 %                 |
| Wheelchair Ramps        | $905,852       | -              | $500,000       | -                | -100.0 %              |
| Storm Water Program Fees | $1,137,273    | $1,137,273     | $1,137,273     | $1,137,273       | 0.0 %                 |
| Lease Purchase Contribution | $2,066,358   | $2,500,651     | $2,983,437     | $4,203,351       | 40.9 %                |
| **Total Expenditures**  | $24,410,877    | $25,680,372    | $21,000,777    | $20,514,612      | -2.3 %                |
| Reserved for Future Years | $857,071     | -              | -              | -                | 0.0 %                 |

Following the city’s budget adoption in FY 2021, the State of North Carolina implemented a one-time reduction in Powell Bill funding to the City of Charlotte. Actual FY 2021 revenues and expenditures will be reduced correspondingly.
The Proposed FY 2022 Budget includes funding for the five Municipal Service Districts (MSDs) within the City of Charlotte. These special tax districts are designed to enhance the economic vitality and quality of life in the central business district or other commercial areas. Three of the MSDs are located in the Center City area, the fourth is located in the South End area, and the fifth is located in the University City area. All MSD revenues are generated through ad valorem property tax paid by the property owners (residential and commercial) in the designated districts and must be spent on programs and services that enhance the quality of the districts.

<table>
<thead>
<tr>
<th></th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
<th>Percent Change FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property Taxes</td>
<td>$5,988,228</td>
<td>$6,809,790</td>
<td>$6,900,671</td>
<td>$7,395,394</td>
<td>7.2 %</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$5,988,228</td>
<td>$6,809,790</td>
<td>$6,900,671</td>
<td>$7,395,394</td>
<td>7.2 %</td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractual Services</td>
<td>$5,957,977</td>
<td>$6,963,842</td>
<td>$6,868,577</td>
<td>$7,362,337</td>
<td>7.2 %</td>
</tr>
<tr>
<td>City Services</td>
<td>$30,251</td>
<td>$30,251</td>
<td>$32,094</td>
<td>$33,057</td>
<td>3.0 %</td>
</tr>
<tr>
<td>Total Expenditures</td>
<td>$5,988,228</td>
<td>$6,994,093</td>
<td>$6,900,671</td>
<td>$7,395,394</td>
<td>7.2 %</td>
</tr>
</tbody>
</table>

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

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

District 1 (Center City)
Assessed value for FY 2022 is $13,295,361,255. The proposed budget includes an MSD tax rate of 1.36¢ per $100 assed valuation.

<table>
<thead>
<tr>
<th>Budget Summary</th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property Taxes</td>
<td>$1,710,621</td>
<td>$1,685,647</td>
<td>$1,710,889</td>
<td>$1,790,087</td>
</tr>
<tr>
<td>Total Municipal Service District 1 Revenues</td>
<td>$1,710,621</td>
<td>$1,685,647</td>
<td>$1,710,889</td>
<td>$1,790,087</td>
</tr>
<tr>
<td>Expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractual Services</td>
<td>$1,710,621</td>
<td>$1,740,530</td>
<td>$1,710,889</td>
<td>$1,790,087</td>
</tr>
<tr>
<td>Total Municipal Service District 1 Expenditures</td>
<td>$1,710,621</td>
<td>$1,740,530</td>
<td>$1,710,889</td>
<td>$1,790,087</td>
</tr>
</tbody>
</table>

District 2 (Center City)
Assessed value for FY 2022 is $5,681,523,978. The proposed budget includes an MSD tax rate of 2.27¢ per $100 assed valuation.

<table>
<thead>
<tr>
<th>Budget Summary</th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property Taxes</td>
<td>$1,011,636</td>
<td>$1,166,041</td>
<td>$1,213,282</td>
<td>$1,276,809</td>
</tr>
<tr>
<td>Total Municipal Service District 2 Revenues</td>
<td>$1,011,636</td>
<td>$1,166,041</td>
<td>$1,213,282</td>
<td>$1,276,809</td>
</tr>
<tr>
<td>Expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractual Services</td>
<td>$1,011,636</td>
<td>$1,295,461</td>
<td>$1,213,282</td>
<td>$1,276,809</td>
</tr>
<tr>
<td>Total Municipal Service District 2 Expenditures</td>
<td>$1,011,636</td>
<td>$1,295,461</td>
<td>$1,213,282</td>
<td>$1,276,809</td>
</tr>
</tbody>
</table>

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

District 3 (Center City)
Assessed value for FY 2022 is $5,653,596,986. The proposed budget includes an MSD tax rate of 3.38¢ per $100 assessed valuation.

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

District 4 (South End)
Assessed value for FY 2022 is $3,299,918,252. The proposed budget includes an MSD tax rate of 3.90¢ per $100 assessed valuation.

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

District 5 (University City)
Assessed value for FY 2022 is $4,209,090,632. The proposed budget includes an MSD tax rate of 2.79¢ per $100 assessed valuation.

<table>
<thead>
<tr>
<th>Budget Summary</th>
<th>FY 2019 Actual</th>
<th>FY 2020 Actual</th>
<th>FY 2021 Adopted</th>
<th>FY 2022 Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property Taxes</td>
<td>$792,329</td>
<td>$1,088,543</td>
<td>$1,090,489</td>
<td>$1,162,593</td>
</tr>
<tr>
<td>Total Municipal Service District 5 Revenues</td>
<td>$792,329</td>
<td>$1,088,543</td>
<td>$1,090,489</td>
<td>$1,162,593</td>
</tr>
<tr>
<td>Expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contractual Services</td>
<td>$792,329</td>
<td>$1,088,543</td>
<td>$1,090,489</td>
<td>$1,162,593</td>
</tr>
<tr>
<td>Total Municipal Service District 5 Expenditures</td>
<td>$792,329</td>
<td>$1,088,543</td>
<td>$1,090,489</td>
<td>$1,162,593</td>
</tr>
</tbody>
</table>
Synthetic Tax Increment Grants

Synthetic Tax Increment Grant (STIG) Program

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

City Council Approved Projects

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
<th>FY 2025</th>
<th>FY 2026</th>
<th>5-Yr. Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Est. property tax increment</td>
<td>$1,835,556</td>
<td>$1,835,556</td>
<td>$1,835,556</td>
<td>$1,835,556</td>
<td>$1,835,556</td>
<td>$9,177,780</td>
</tr>
<tr>
<td>Est. STIG Payment</td>
<td>$1,652,000</td>
<td>$1,652,000</td>
<td>$1,652,000</td>
<td>$1,652,000</td>
<td>$1,652,000</td>
<td>$8,260,000</td>
</tr>
</tbody>
</table>

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

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

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

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

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

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

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
<th>FY 2025</th>
<th>FY 2026</th>
<th>5-Yr. Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Est. property tax increment</td>
<td>$582,000</td>
<td>$611,100</td>
<td>$641,655</td>
<td>-</td>
<td>-</td>
<td>$1,834,755</td>
</tr>
<tr>
<td>Est. STIG Payment</td>
<td>$523,800</td>
<td>$549,990</td>
<td>$577,490</td>
<td>-</td>
<td>-</td>
<td>$1,651,280</td>
</tr>
</tbody>
</table>
Synthetic Tax Increment Grants

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
<th>FY 2025</th>
<th>FY 2026</th>
<th>5-Yr. Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Est. property tax increment</td>
<td>$180,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$180,000</td>
</tr>
<tr>
<td>Est. STIG Payment</td>
<td>$162,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$162,000</td>
</tr>
</tbody>
</table>

STIG Projects Combined Total

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

Est. Total STIG Payment by Fund

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

The following projects are approved STIG programs; however, the anticipated reimbursement amounts are not projected in the five year total: Ballantyne Reimagined, Midtown/Pearl Park and River District.
CAPITAL INVESTMENT PLAN
FY 2022 – 2026

Capital Investment Plan

Background

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

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

Guiding Principles

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

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

General CIP Process

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

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

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

Highlights of the General FY 2022 – 2026 CIP

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

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

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

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

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

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

- Planning the third consecutive $50,000,000 allocation to create and preserve affordable housing,
- More than tripling the 2020 Bond funding for the Sidewalk and Pedestrian Safety program, from $15,000,000 to $50,000,000,
- Supporting economic development partnerships with $19,800,000,
- Investing $10,000,000 for infrastructure improvements in the Corridors of Opportunity,
- Improving traffic flow and reducing congestion in the Steele Creek, University City, and South Charlotte areas with $10,000,000, and
- Doubling the 2020 Bond totals for the Bike Program, from $4,000,000 to $8,000,000, and the Transportation Safety (Vision Zero) program, from $2,000,000 to $4,000,000.
Highlights of the General FY 2022 - 2026 CIP (continued)

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

Funding the CIP

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

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

General Capital Projects:

- **General Obligation (GO) Bond**: Long-term financing tool that is paid by a portion of property tax revenue in exchange for borrowed debt. This type of bond requires voter approval and occurs in November of even-numbered calendar years. Residents do not vote on specific projects or programs but rather descriptions of the types of projects that may be funded within the bond categories: Housing, Neighborhood Improvements, and Transportation.

- **Other Debt**: This debt may include Limited Obligation Bonds (LOBs)/Certificates of Participation (COPs) and Special Obligation Bonds. These are long-term financing tools that pledge an asset in exchange for borrowed debt (similar to a home mortgage). This type of funding is traditionally used for facility construction or renovation. This debt does not require voter approval and does not follow the same biennial schedule as GO Bonds.

- **Reappropriation of Prior Authorization**: Funds available from projects identified through the formal project close-out process.

- **Grants**: Funds received from outside parties including non-profits, private entities, and state agencies such as the North Carolina Department of Transportation (NCDOT).

- **Cash**: Cash may be used as available to support completion of capital projects or pay-off existing debt funding. Cash may be available from Pay-As-You-Go funds or may come from other sources such as the Municipal Debt Service Fund Balance.

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

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

- **Sales Tax**: Dollars represent 0.25¢ of the city’s portion of total sales tax that is dedicated to the PAYGO program.

- **Other Revenue**: Funds collected from other sources including the sale of city-owned property, interest earnings, General Fund surplus, and nongeneral fund contributions for technology programs and services.
FY 2022 – 2026

Capital Investment Plan

Funding the CIP (continued)

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

Nongeneral Fund Projects:
Projects funded with the sources outlined below are supported by nongeneral fund revenues, which are not levied across all city taxpayers. Similar to General capital projects, nongeneral fund capital projects may also be funded through the reappropriation of prior authorization, refunding savings from outstanding debt, or other cash.
- **Airport Revenue Bonds:** Debt is supported by the revenue generated by CLT Airport. Funds are pledged to be repaid from user fees.
- **Passenger Facility Charges:** Dollars generated from user fees charged to airline travelers.
- **Customer Facility Charges:** Dollars generated from rental car businesses at CLT Airport per the terms of the concession agreement.
- **Aviation PAYGO:** Dollars represent a portion of the total user fees collected from Aviation tenants and customers.
- **Charlotte Area Transit System (CATS) Transfer from Control Account:** One-time transfer as a result of dedicated ½ cent sales tax collection above projections.
- **Charlotte Water Revenue Bonds:** Debt is supported by the revenue generated from Charlotte Water system user fees. Charlotte Water Revenue Bonds are issued for Water or Sewer.
- **Charlotte Water PAYGO:** Dollars represent a portion of the total user fees collected from Charlotte Water customers.
- **Storm Water Revenue Bonds:** Debt is supported by the revenue generated by the Storm Water system. Funds are pledged to be repaid from user fees.
- **Storm Water PAYGO:** Dollars represent a portion of the total storm water fees collected from city residents.
- **Storm Water Program Income:** Interest earnings generated from fund balance investments.
- **Grants:** Funds received from outside parties including non-profits, private entities, state agencies such as NCDOT, and federal agencies such as the Federal Aviation Administration or the Federal Transit Administration.
## FY 2022 - 2026 Capital Investment Plan

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

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Fund</th>
<th>Page</th>
<th>FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Economic Development</strong></td>
<td></td>
<td></td>
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<tr>
<td>Improve Cultural Facilities</td>
<td>General</td>
<td>263</td>
<td>$8,185,288</td>
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<tr>
<td>Support Economic Development and Jobs in Corridors of Opportunity</td>
<td>General</td>
<td>263</td>
<td>$7,000,000</td>
</tr>
<tr>
<td>Enhance Economic Development Programs</td>
<td>General</td>
<td>263</td>
<td>$1,000,000</td>
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<tr>
<td>Revitalize Business Corridors</td>
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<td>Build Minority, Women, and Small Business Enterprise (MWSBE) Capacity</td>
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<td>Complete MWSBE Study</td>
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<tr>
<td>Fund Synthetic Tax Increment Grant (STIG) Cultural Projects</td>
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<td>Support STIG Developer Payments</td>
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<td>$29,802</td>
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<td><strong>Great Neighborhoods</strong></td>
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<td>Support Housing and Neighborhood Stabilization in Corridors of Opportunity</td>
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<tr>
<td>Support Innovative Housing</td>
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<td>Support Neighborhood Grants</td>
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<td>Renovate Median Landscapes</td>
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<td>Provide HOME Grant Match</td>
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<td>Purchase Police Technology</td>
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<td>Trim and Remove Trees</td>
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<td>Support Firefighter Lifecycle Management</td>
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<tr>
<td>Offer In Rem Remedy - Residential</td>
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<td>Enhance Placemaking Citywide</td>
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<td><strong>Transportation, Planning, and Environment</strong></td>
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<td>Resurface Streets</td>
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<td>Support Environmental Services Program</td>
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<td>Improve Energy Efficiency in Buildings</td>
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### FY 2022 - 2026 Capital Investment Plan (continued)

#### General PAYGO and Transit PAYGO (continued)

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<tbody>
<tr>
<td><strong>Transportation, Planning, and Environment (continued)</strong></td>
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<tr>
<td>Complete Traffic Studies</td>
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<td>Purchase Transportation Equipment</td>
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<td>Support Americans with Disabilities Act (ADA) Program</td>
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<tr>
<td>Transfer Maintenance of Effort (MOE) to CATS</td>
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<td>273</td>
<td>$24,007,826</td>
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<tr>
<td>Contribute to CityLYNX Gold Line Operating Costs</td>
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<td>$3,679,257</td>
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<td>Allocate Proportional U-Drive-It Rental Tax to County and Towns</td>
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<td>$579,187</td>
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<tr>
<td>Maintain City-Owned Facilities</td>
<td>General</td>
<td>274</td>
<td>$4,178,150</td>
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<td>Upgrade Business System Software</td>
<td>General</td>
<td>274</td>
<td>$1,978,286</td>
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<td>Purchase Municipal Equipment</td>
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<td>274</td>
<td>$1,200,000</td>
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<tr>
<td>Enhance Innovation and Technology Assets</td>
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<tr>
<td>Repair City-Owned Parking Lots and Parking Decks</td>
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<td>Maintain Government Center Parking Deck</td>
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<td><strong>Sub-Total General PAYGO and Transit PAYGO</strong></td>
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## FY 2022 - 2026 Capital Investment Plan (continued)

### Economic Development

**(Economy, Jobs, and Upward Mobility)**

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<th>Project Title</th>
<th>Fund</th>
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<tr>
<td>Promote Public/Private Partnerships</td>
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<td>287</td>
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<td>Support Ballantyne Reimagined Infrastructure</td>
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<td>Renovate Airport Terminal</td>
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<td>$247,986,167</td>
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<td>Enhance Airfield Capacity</td>
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<td>Enhance Airport Services Facilities</td>
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<td>Expand Ground Transportation Capacity</td>
<td>Aviation</td>
<td>292</td>
<td>$6,030,000</td>
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<tr>
<td>Improve Private Aircraft Area</td>
<td>Aviation</td>
<td>293</td>
<td>$2,880,750</td>
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<tr>
<td>Install and Expand New Water and Sewer Service</td>
<td>Charlotte Water</td>
<td>294</td>
<td>$30,406,937</td>
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<tr>
<td>Construct Dixie Berryhill Water and Sewer Projects</td>
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<td><strong>Sub-Total Economic Development</strong></td>
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### Great Neighborhoods

**(Affordable and Sustainable Neighborhoods)**

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<tr>
<th>Project Title</th>
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</thead>
<tbody>
<tr>
<td>Create and Preserve Affordable Housing</td>
<td>General</td>
<td>299</td>
<td>-</td>
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<tr>
<td>Invest in Corridors of Opportunity</td>
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<tr>
<td><strong>Sub-Total Great Neighborhoods</strong></td>
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</table>

### Safe Communities

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

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Fund</th>
<th>Page</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Renovate Animal Care and Control Facility</td>
<td>General</td>
<td>303</td>
<td>$5,000,000</td>
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<tr>
<td>Complete the Northwest Police Station</td>
<td>General</td>
<td>304</td>
<td>$2,570,000</td>
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<tr>
<td>Construct Fire Facilities</td>
<td>General</td>
<td>305</td>
<td>$2,700,000</td>
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<tr>
<td>Enhance Transportation Safety (Vision Zero)</td>
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<td>306</td>
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<tr>
<td>Rehabilitate and Improve Wastewater Infrastructure</td>
<td>Charlotte Water</td>
<td>307</td>
<td>$115,100,000</td>
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<td>Rehabilitate and Improve Water Infrastructure</td>
<td>Charlotte Water</td>
<td>308</td>
<td>$52,713,000</td>
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<td>Construct Stowe Regional Water Resource Recovery Facility</td>
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<td>Improve McAlpine Creek Wastewater Treatment Plant</td>
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<td>310</td>
<td>$20,400,000</td>
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<td>Expand Mallard Creek Wastewater Treatment Plant</td>
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<td>Improve Wastewater Treatment Plants</td>
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<tr>
<td>Upgrade Water Treatment Plants</td>
<td>Charlotte Water</td>
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<td>$13,000,000</td>
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<tr>
<td>Improve Franklin Water Treatment Plant</td>
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<td>$2,000,000</td>
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<tr>
<td>Upgrade McDowell Creek Wastewater Treatment Plant</td>
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<td><strong>Sub-Total Safe Communities</strong></td>
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<tr>
<td>Project Title</td>
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<tr>
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<tr>
<td>Increase Building Sustainability</td>
<td>General</td>
<td>319</td>
<td>$4,000,000</td>
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<tr>
<td>Implement ADA Transition Plan in Facilities</td>
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<td>320</td>
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<tr>
<td>Complete the Cross Charlotte Trail</td>
<td>General</td>
<td>321</td>
<td>$1,700,000</td>
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<tr>
<td>Improve Sidewalks and Pedestrian Safety</td>
<td>General</td>
<td>322</td>
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<tr>
<td>Improve Eastway Drive/Shamrock Drive Intersection</td>
<td>General</td>
<td>323</td>
<td>-</td>
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<tr>
<td>Mitigate Congestion</td>
<td>General</td>
<td>324</td>
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<td>Connect Bicycle Facilities</td>
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<td>Resurface Streets</td>
<td>General</td>
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<td>Connect Northeast Corridor Infrastructure</td>
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<td>Construct Improvements with Bonus Allocation Funding</td>
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<td>328</td>
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<td>Repair and Replace Bridges</td>
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<td>329</td>
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<td>Upgrade Traffic Control Devices</td>
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<td>330</td>
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<tr>
<td>Maintain Intelligent Transportation Systems</td>
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<tr>
<td>Construct Road #1 from Advanced Planning Program</td>
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<tr>
<td>Plan and Design Silver Line Light Rail</td>
<td>CATS</td>
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<tr>
<td>Develop Transit Systems</td>
<td>CATS</td>
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<td>Design South End Light Rail Station</td>
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<td>Purchase New Transit Support Systems</td>
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<td>Construct Hambright Park and Ride</td>
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<td>Enhance Safety and Security on Transit</td>
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<td>Purchase Vehicles for CATS</td>
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<td>$704,320</td>
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<td>Recover Resources and Biosolids</td>
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<td>Relocate Water and Wastewater Infrastructure</td>
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<td>Improve Drainage for Storm Water</td>
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<td>Enhance Storm Water Mitigation Programs</td>
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<td>Mitigate Impacts to Streams and Wetlands</td>
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<td><strong>Sub-Total Transportation, Planning, and Environment</strong></td>
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### Well-Managed Government
(Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)

<table>
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<th>Project Title</th>
<th>Fund</th>
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<tr>
<td>Replace Government Center Heating, Ventilation, and Air Conditioning (HVAC)</td>
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<td>Construct Capital Building Improvements</td>
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<td>Reserved for Projects from Advanced Planning Program</td>
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<td>Maintain Transit Vehicles</td>
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<td>Maintain Transit Facilities</td>
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<td>Replace and Upgrade Field and Administrative Facilities</td>
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<td>$18,150,000</td>
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<td>Enhance Security and Technology</td>
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<td><strong>Sub-Total Well-Managed Government</strong></td>
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### FY 2022 - 2026 Capital Investment Plan (continued)

#### Summary of Projects by Fund

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<td><strong>TOTAL Capital Investment Plan</strong></td>
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# General CIP Sources and Uses

## Funding Sources and Uses Summary

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<th>2024 Bond</th>
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<td>FY 2023</td>
<td>FY 2024</td>
<td>FY 2025</td>
<td>FY 2026</td>
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<td>GO Bonds</td>
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### Funding Uses

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<td>FY 2023</td>
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## Nongeneral CIP Sources and Uses

### Funding Sources and Uses Summary

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## Funding Sources and Uses Summary (continued)

### FUNDING USES

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<td>Renovate Airport Terminal</td>
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<td>Enhance Airfield Capacity</td>
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<td>Expand Ground Transportation Capacity</td>
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<td>Improve Private Aircraft Area</td>
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<td>Design South End Light Rail Station</td>
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<td>Purchase New Transit Support Systems</td>
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<td>Construct Hambright Park and Ride</td>
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<td>Enhance Safety and Security on Transit</td>
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<td>Purchase Vehicles for CATS</td>
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<td>Install and Expand New Water and Sewer Service</td>
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<td>Construct Stove Regional Water Resource Recovery Facility</td>
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<tr>
<td><strong>Charlotte Water Sub-Total</strong></td>
<td>$360,589,937</td>
<td>$523,554,977</td>
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<td><strong>STORM WATER SERVICES</strong></td>
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<td>Improve Drainage for Storm Water</td>
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<td>Mitigate Impacts to Streams and Wetlands</td>
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## General CIP

### PAYGO Summary Schedule

### Pay-As-You-Go (PAYGO) Summary

#### REVENUES

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#### EXPENDITURES

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<td>Economic Development</td>
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<td>Improve Cultural Facilities</td>
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<td>Support Economic Development and Jobs in Corridors of Opportunity</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$7,000,000</td>
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<td>Enhance Economic Development Programs</td>
<td>$1,000,000</td>
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<td>-</td>
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<td>Revitalize Business Corridors</td>
<td>$500,000</td>
<td>$750,000</td>
<td>$750,000</td>
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<td>$750,000</td>
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<td>Build Minority, Women, Small Business Enterprise (MWSBE) Capacity</td>
<td>$250,000</td>
<td>$250,000</td>
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<td>Complete MWSBE Study</td>
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<td>Fund Synthetic Tax Increment Grants (STIGs)</td>
<td>$34,644</td>
<td>$34,644</td>
<td>$34,644</td>
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<td>Support STIG Developer Payments</td>
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<td>Great Neighborhoods</td>
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<tr>
<td>Support Housing and Neighborhood Stabilization in Corridors of Opportunity</td>
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<td>Support Innovative Housing Programs</td>
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<td>$3,200,000</td>
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<td>Renovate Median Landscapes</td>
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<td>Provide HOME Grant Match</td>
<td>-</td>
<td>$810,302</td>
<td>$810,302</td>
<td>$810,302</td>
<td>$810,302</td>
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<tr>
<td>Safe Communities</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Purchase Police Technology</td>
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<td>-</td>
<td>-</td>
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<td>-</td>
<td>$2,000,000</td>
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<tr>
<td>Trim and Remove Trees</td>
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<td>$1,625,000</td>
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<td>Support Firefighter Lifecycle Management</td>
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<td>-</td>
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<td>-</td>
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<td>Offer In Rem Remedy - Residential</td>
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<td>$600,000</td>
<td>$600,000</td>
<td>$600,000</td>
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<td>Enhance Placemaking Citywide</td>
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<td>$250,000</td>
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<td>$1,250,000</td>
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<tr>
<td>Transportation, Planning, and Environment</td>
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<tr>
<td>Resurface Streets</td>
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<td>$1,261,000</td>
<td>$1,261,000</td>
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<td>$1,261,000</td>
<td>$6,305,000</td>
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<td>Support Environmental Services Program</td>
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<td>$1,000,000</td>
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<tr>
<td>Replace Trees</td>
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<td>$900,000</td>
<td>$900,000</td>
<td>$900,000</td>
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<td>Improve Energy Efficiency in Buildings</td>
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<td>$250,000</td>
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<td>$250,000</td>
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<tr>
<td>Complete Traffic Studies</td>
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<td>$400,000</td>
<td>$400,000</td>
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<tr>
<td>Purchase Traffic Control Equipment</td>
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<td>$200,000</td>
<td>$200,000</td>
<td>$200,000</td>
<td>$200,000</td>
<td>$1,000,000</td>
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<tr>
<td>Support Americas with Disabilities Act Program</td>
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<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$4,000,000</td>
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<tr>
<td>Well-Managed Government</td>
<td></td>
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<td></td>
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<td></td>
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<tr>
<td>Maintain City-Owned Facilities</td>
<td>$4,178,150</td>
<td>$4,659,226</td>
<td>$4,174,380</td>
<td>$5,191,831</td>
<td>$5,954,964</td>
<td>$24,158,551</td>
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<tr>
<td>Upgrade Business System Software</td>
<td>$1,978,286</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
<td>$3,000,000</td>
<td>$3,000,000</td>
<td>$11,978,286</td>
</tr>
<tr>
<td>Purchase Municipal Equipment</td>
<td>$1,200,000</td>
<td>$1,200,000</td>
<td>$1,200,000</td>
<td>-</td>
<td>-</td>
<td>$3,600,000</td>
</tr>
<tr>
<td>Enhance Innovation and Technology Assets</td>
<td>$1,000,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Repair City-Owned Parking Lots/Decks</td>
<td>$700,000</td>
<td>$350,000</td>
<td>$350,000</td>
<td>$350,000</td>
<td>$350,000</td>
<td>$2,100,000</td>
</tr>
<tr>
<td>Maintain Government Center Parking Deck</td>
<td>$200,000</td>
<td>$200,000</td>
<td>$200,000</td>
<td>$200,000</td>
<td>$200,000</td>
<td>$1,000,000</td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURES PAYGO</strong></td>
<td><strong>$47,342,170</strong></td>
<td><strong>$29,831,927</strong></td>
<td><strong>$29,759,169</strong></td>
<td><strong>$30,996,597</strong></td>
<td><strong>$31,963,420</strong></td>
<td><strong>$169,893,283</strong></td>
</tr>
</tbody>
</table>

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

243
## PAYGO Summary (continued)

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

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

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

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

### Revenues

<table>
<thead>
<tr>
<th></th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
<th>FY 2025</th>
<th>FY 2026</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicle Rental Tax (U-Drive-It)</td>
<td>$10,357,795</td>
<td>$10,875,685</td>
<td>$11,419,469</td>
<td>$11,990,442</td>
<td>$12,589,965</td>
<td>$57,233,356</td>
</tr>
<tr>
<td>Motor Vehicle License</td>
<td>$16,031,860</td>
<td>$16,512,816</td>
<td>$17,008,200</td>
<td>$17,518,446</td>
<td>$18,044,000</td>
<td>$85,115,322</td>
</tr>
<tr>
<td>PAYGO Available Cash Balance</td>
<td>$1,876,615</td>
<td>$1,000,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$2,876,615</td>
</tr>
<tr>
<td>Sales Tax Partial Transfer from PAYGO</td>
<td>-</td>
<td>$1,499,541</td>
<td>$2,369,178</td>
<td>$2,246,35</td>
<td>$2,064,973</td>
<td>$9,158,327</td>
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<tr>
<td><strong>TOTAL REVENUE TRANSIT PAYGO</strong></td>
<td>$28,266,270</td>
<td>$29,888,042</td>
<td>$30,796,847</td>
<td>$31,733,523</td>
<td>$32,698,938</td>
<td>$153,383,620</td>
</tr>
</tbody>
</table>

### Expenditures

<table>
<thead>
<tr>
<th></th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
<th>FY 2025</th>
<th>FY 2026</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfer Maintenance of Effort (MOE) to CATS</td>
<td>$24,007,826</td>
<td>$24,728,061</td>
<td>$25,469,903</td>
<td>$26,234,000</td>
<td>$27,021,020</td>
<td>$127,460,810</td>
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<tr>
<td>Allocate U-Drive-It Tax to County/Towns</td>
<td>$579,187</td>
<td>$608,146</td>
<td>$638,554</td>
<td>$670,482</td>
<td>$704,005</td>
<td>$3,200,374</td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURES TRANSIT PAYGO</strong></td>
<td>$28,266,270</td>
<td>$29,888,042</td>
<td>$30,796,847</td>
<td>$31,733,523</td>
<td>$32,698,938</td>
<td>$153,383,620</td>
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</tbody>
</table>

### Use Categories

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<thead>
<tr>
<th></th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
<th>FY 2025</th>
<th>FY 2026</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Payments</td>
<td>$579,187</td>
<td>$608,146</td>
<td>$638,554</td>
<td>$670,482</td>
<td>$704,005</td>
<td>$3,200,374</td>
</tr>
<tr>
<td>Transfer to CATS</td>
<td>$27,687,083</td>
<td>$29,279,896</td>
<td>$30,158,293</td>
<td>$31,063,041</td>
<td>$31,994,933</td>
<td>$150,183,246</td>
</tr>
<tr>
<td><strong>TOTAL USES TRANSIT PAYGO</strong></td>
<td>$28,266,270</td>
<td>$29,888,042</td>
<td>$30,796,847</td>
<td>$31,733,523</td>
<td>$32,698,938</td>
<td>$153,383,620</td>
</tr>
</tbody>
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## General CIP
### Other Sources Summary of Changes

#### Summary of Other Sources Changes from FY 2021 to FY 2022

<table>
<thead>
<tr>
<th>PROJECT/PROGRAM</th>
<th>FY 2021 Planned</th>
<th>FY 2022 Proposed</th>
<th>Change in Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renovate Animal Care and Control Facility</td>
<td>-</td>
<td>$5,000,000</td>
<td>$5,000,000</td>
</tr>
<tr>
<td>Construct Fire Facilities ¹</td>
<td>$10,800,000</td>
<td>$2,700,000</td>
<td>($8,100,000)</td>
</tr>
<tr>
<td>Increase Building Sustainability</td>
<td>$2,000,000</td>
<td>$4,000,000</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Install Sustainable Infrastructure</td>
<td>$1,000,000</td>
<td>-</td>
<td>($1,000,000)</td>
</tr>
<tr>
<td>Implement the Americans with Disabilities Act (ADA) Transition Plan in Facilities ²</td>
<td>$1,000,000</td>
<td>-</td>
<td>($1,000,000)</td>
</tr>
<tr>
<td>Replace Government Center HVAC</td>
<td>$5,800,000</td>
<td>$5,800,000</td>
<td>-</td>
</tr>
<tr>
<td>Construct Capital Building Improvements</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
<td>-</td>
</tr>
<tr>
<td>Complete the Cross Charlotte Trail</td>
<td>-</td>
<td>$1,700,000</td>
<td>$1,700,000</td>
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</tbody>
</table>

**TOTAL OTHER SOURCERS CHANGES** | **$22,600,000** | **$21,200,000** | **($1,400,000)**

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

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

### OTHER SOURCES (Do Not Require Voter Approval)

<table>
<thead>
<tr>
<th>Source</th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
<th>FY 2025</th>
<th>FY 2026</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificates of Participation (COPs)</td>
<td>$19,500,000</td>
<td>$27,100,000</td>
<td>$37,600,000</td>
<td>$7,000,000</td>
<td>$19,000,000</td>
<td>$110,200,000</td>
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<tr>
<td>Municipal Debt Service Fund Cash (MDS)</td>
<td>$1,700,000</td>
<td>$1,700,000</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
<td>$13,100,000</td>
<td>$20,500,000</td>
</tr>
<tr>
<td><strong>TOTAL OTHER SOURCES REVENUES</strong></td>
<td>$21,200,000</td>
<td>$28,800,000</td>
<td>$39,600,000</td>
<td>$9,000,000</td>
<td>$32,100,000</td>
<td>$130,700,000</td>
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</table>

### PROJECTS FUNDED WITH COPs

<table>
<thead>
<tr>
<th>Category</th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
<th>FY 2025</th>
<th>FY 2026</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Safe Communities (Safe, Healthy, and Inclusive Communities)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Renovate Animal Care and Control Facility</td>
<td>$5,000,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$5,000,000</td>
</tr>
<tr>
<td>Construct Fire Facilities</td>
<td>$2,700,000</td>
<td>$14,000,000</td>
<td>$24,200,000</td>
<td>-</td>
<td>-</td>
<td>$40,900,000</td>
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<tr>
<td><strong>TOTAL COPs</strong></td>
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<td>$27,100,000</td>
<td>$37,600,000</td>
<td>$7,000,000</td>
<td>$19,000,000</td>
<td>$110,200,000</td>
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### PROJECTS FUNDED WITH MDS

<table>
<thead>
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<th>FY 2023</th>
<th>FY 2024</th>
<th>FY 2025</th>
<th>FY 2026</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Transportation, Planning, and Environment (Accessibility, Mobility, and Connectivity)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Replace Government Center HVAC</td>
<td>$5,800,000</td>
<td>$6,100,000</td>
<td>$6,400,000</td>
<td>-</td>
<td>-</td>
<td>$18,300,000</td>
</tr>
<tr>
<td>Construct Capital Building Improvements</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
<td>$10,000,000</td>
</tr>
<tr>
<td>Reserved for Projects from Advanced Planning Program</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$12,000,000</td>
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<tr>
<td><strong>Sub-Total MDS</strong></td>
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<td>$1,700,000</td>
<td>$2,000,000</td>
<td>$2,000,000</td>
<td>$13,100,000</td>
<td>$20,500,000</td>
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</table>

### TOTAL OTHER SOURCES EXPENDITURES

<table>
<thead>
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<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
<th>FY 2025</th>
<th>FY 2026</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>$21,200,000</td>
<td>$28,800,000</td>
<td>$39,600,000</td>
<td>$9,000,000</td>
<td>$32,100,000</td>
<td>$130,700,000</td>
</tr>
</tbody>
</table>

Total Other Sources Revenues: $130,700,000

Total Other Sources Expenditures: $130,700,000
The FY 2022 - 2026 Capital Investment Plan includes two bond referendums, one in FY 2023 (November 2022) and one in FY 2025 (November 2024). The upcoming fiscal year, FY 2022, does not have a bond referendum. Projects planned for each referendum are outlined in the table below but are not official until City Council adopts them as part of the FY 2023 and FY 2025 Annual Budget processes. Additional planned bond referendums in FY 2027 and FY 2029 are shown in the table below to illustrate how projects from the Advanced Planning Program align with bond capacity.

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

#### Annual Operating Impacts of FY 2022 Capital Expenditures

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

**TOTAL ANNUAL OPERATING IMPACTS OF FY 2022 CAPITAL EXPENDITURES**: $2,150,480

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

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

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

<table>
<thead>
<tr>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
<th>FY 2025</th>
<th>FY 2026</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PUBLIC ART REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Obligation (GO) Bonds</td>
<td>-</td>
<td>$163,000</td>
<td>-</td>
<td>$98,000</td>
<td>-</td>
</tr>
<tr>
<td>Other Sources</td>
<td>-</td>
<td>-</td>
<td>$148,560</td>
<td>-</td>
<td>$123,000</td>
</tr>
<tr>
<td><strong>TOTAL PUBLIC ART REVENUES</strong></td>
<td>-</td>
<td>$163,000</td>
<td>$148,560</td>
<td>$98,000</td>
<td>$123,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
<th>FY 2025</th>
<th>FY 2026</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PUBLIC ART EXPENDITURES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Construct Fire Facilities</td>
<td>-</td>
<td>-</td>
<td>$148,560</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Invest in Corridors of Opportunity</td>
<td>-</td>
<td>$60,000</td>
<td>-</td>
<td>$60,000</td>
<td>-</td>
</tr>
<tr>
<td>Enhance Transportation Safety (Vision Zero)</td>
<td>-</td>
<td>$4,000</td>
<td>-</td>
<td>$4,000</td>
<td>-</td>
</tr>
<tr>
<td>Complete the Cross Charlotte Trail</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$123,000</td>
</tr>
<tr>
<td>Improve Sidewalks and Pedestrian Safety</td>
<td>-</td>
<td>$50,000</td>
<td>-</td>
<td>$20,000</td>
<td>-</td>
</tr>
<tr>
<td>Connect Bicycle Facilities</td>
<td>-</td>
<td>$8,000</td>
<td>-</td>
<td>$8,000</td>
<td>-</td>
</tr>
<tr>
<td>Connect Northeast Corridor Infrastructure</td>
<td>-</td>
<td>$36,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Repair and Replace Bridges</td>
<td>-</td>
<td>$5,000</td>
<td>-</td>
<td>$6,000</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL PUBLIC ART EXPENDITURES</strong></td>
<td>-</td>
<td>$163,000</td>
<td>$148,560</td>
<td>$98,000</td>
<td>$123,000</td>
</tr>
</tbody>
</table>

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

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

### AVIATION REVENUES

<table>
<thead>
<tr>
<th></th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
<th>FY 2025</th>
<th>FY 2026</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue Bonds</td>
<td>$317,633,000</td>
<td>$300,071,000</td>
<td>$202,025,000</td>
<td>$36,521,000</td>
<td>$24,926,000</td>
<td>$811,176,000</td>
</tr>
<tr>
<td>Aviation Pay-As-You-Go</td>
<td>$56,917,192</td>
<td>$20,438,486</td>
<td>$10,712,067</td>
<td>$14,752,649</td>
<td>$11,751,814</td>
<td>$122,572,208</td>
</tr>
<tr>
<td>Passenger Facility Charges</td>
<td>$20,000,000</td>
<td>$1,000,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$21,000,000</td>
</tr>
<tr>
<td>Federal Grants</td>
<td>$13,000,000</td>
<td>$33,344,000</td>
<td>$5,016,000</td>
<td>$8,560,000</td>
<td>-</td>
<td>$59,920,000</td>
</tr>
<tr>
<td>Customer Facility Charges</td>
<td>$8,000,000</td>
<td>$9,000,000</td>
<td>$9,000,000</td>
<td>$9,000,000</td>
<td>-</td>
<td>$35,000,000</td>
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<tr>
<td><strong>TOTAL AVIATION REVENUES</strong></td>
<td><strong>$415,550,192</strong></td>
<td><strong>$363,853,486</strong></td>
<td><strong>$234,753,067</strong></td>
<td><strong>$68,833,649</strong></td>
<td><strong>$36,677,814</strong></td>
<td><strong>$1,119,668,208</strong></td>
</tr>
</tbody>
</table>

### AVIATION EXPENDITURES

<table>
<thead>
<tr>
<th></th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
<th>FY 2025</th>
<th>FY 2026</th>
<th>TOTAL</th>
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</thead>
<tbody>
<tr>
<td>Renovate Airport Terminal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Terminal Lobby Expansion</td>
<td>$115,763,298</td>
<td>$120,272,858</td>
<td>$50,017,684</td>
<td>$29,717,471</td>
<td>-</td>
<td>$315,771,311</td>
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<tr>
<td>Concourse A North Expansion Phase 2</td>
<td>$86,355,746</td>
<td>$72,897,561</td>
<td>$28,130,693</td>
<td>-</td>
<td>-</td>
<td>$187,384,000</td>
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<tr>
<td>Passenger Boarding Plane Replacements</td>
<td>$20,000,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$20,000,000</td>
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<tr>
<td>Terminal Lobby Canopy</td>
<td>$12,678,795</td>
<td>$24,508,638</td>
<td>$24,377,373</td>
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<td>-</td>
<td>$61,564,806</td>
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<tr>
<td>Atrium Life Safety</td>
<td>$8,191,828</td>
<td>$64,289</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$8,256,117</td>
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<tr>
<td>Terminal Building Sprinkler and Voice Evacuation</td>
<td>$3,619,539</td>
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<td>$3,619,539</td>
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<tr>
<td>Central Energy Plant</td>
<td>$1,376,961</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$1,376,961</td>
</tr>
<tr>
<td><strong>Sub-Total Airport Terminal</strong></td>
<td><strong>$247,986,167</strong></td>
<td><strong>$217,743,346</strong></td>
<td><strong>$102,525,750</strong></td>
<td><strong>$29,717,471</strong></td>
<td>-</td>
<td><strong>$597,972,734</strong></td>
</tr>
</tbody>
</table>

| Enhance Airfield Capacity      |          |          |          |          |          |             |
| Taxiway F Extension, Deice Pad, and Taxiway SCF | $64,400,376 | $51,686,502 | $50,673,293 | -         | -         | $166,760,171 |
| North EAT and Relos (Old Dowd, Overlook, RTR, ASOS) | $56,572,451 | $60,685,872 | $52,841,605 | $24,364,178 | $24,925,814 | $219,689,920 |
| Concourse E Dual Taxianes      | $5,000,000  | $12,000,000 | $10,000,000 | -         | -         | $27,000,000  |
| Operating Capital - Airfield Maintenance | $4,300,000  | $4,300,000  | $4,300,000  | $4,300,000  | $4,300,000  | $21,500,000  |
| West Ramp Expansion Phase 2 and Fuel Station | $3,236,201  | -         | -         | -         | -         | $3,236,201   |
| Miscellaneous Airfield Projects | $166,667   | $166,666  | -         | -         | -         | $333,333     |
| Center Airfield Lighting Vault Relocation | -         | $4,000,000 | -         | -         | -         | $4,000,000   |
| **Sub-Total Airfield Capacity** | **$133,675,695** | **$133,139,040** | **$117,814,898** | **$28,664,178** | **$29,225,814** | **$442,519,625** |

| Enhance Airport Services Facilities |          |          |          |          |          |             |
| Architectural Consultation and Programming Services | $9,647,000  | $1,199,100 | -         | -         | -         | $10,846,100  |
| Technology Projects              | $4,429,211  | $1,500,000  | $1,500,000  | $1,500,000  | $1,500,000  | $10,429,211  |
| Capital Building Maintenance     | $3,800,000  | $3,800,000  | $3,800,000  | $3,800,000  | $3,800,000  | $19,000,000  |
| Fire Station 41 Bay Expansion    | $3,756,756  | -         | -         | -         | -         | $3,756,756   |
| CLT Center Phase 14              | $2,090,000  | -         | -         | -         | -         | $2,090,000   |
| CLT Center Phase 12              | $660,000    | -         | -         | -         | -         | $660,000     |
| Perimeter Fence Upgrade Phase 1  | $594,613    | -         | -         | -         | -         | $594,613     |
| **Sub-Total Airport Services Facilities** | **$24,977,580** | **$6,499,100** | **$5,300,000** | **$5,300,000** | **$5,300,000** | **$47,376,680** |

| Expand Ground Transportation Capacity |          |          |          |          |          |             |
| Bus Acquisition                   | $5,300,000  | $4,270,000  | $4,270,000  | -         | -         | $14,070,000  |
| Capital Fleet Maintenance         | $500,000    | $500,000    | $500,000    | $500,000   | $500,000   | $2,500,000   |
| **Sub-Total Ground Transportation Capacity** | **$6,030,000** | **$4,770,000** | **$4,770,000** | **$500,000** | **$500,000** | **$16,570,000** |

| Improve Private Aircraft Area     |          |          |          |          |          |             |
| Capital Maintenance              | $1,652,000  | $1,652,000  | $1,652,000  | $1,652,000  | $1,652,000  | $8,260,000   |
| FBO Fuel Line Repairs            | $1,228,750  | -         | -         | -         | -         | $1,228,750   |
| FBO Ramp Expansion               | -         | $50,000    | $2,690,419  | -         | -         | $2,740,419   |
| **Sub-Total Private Aircraft Area** | **$2,880,750** | **$1,702,000** | **$4,342,419** | **$4,652,000** | **$1,652,000** | **$15,229,169** |

| **TOTAL AVIATION EXPENDITURES** | **$415,550,192** | **$363,853,486** | **$234,753,067** | **$68,833,649** | **$36,677,814** | **$1,119,668,208** |
## Charlotte Area Transit System (CATS) Summary

### CATS REVENUES

<table>
<thead>
<tr>
<th></th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
<th>FY 2025</th>
<th>FY 2026</th>
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<td><strong>$15,972,823</strong></td>
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### CATS EXPENDITURES

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<th>FY 2026</th>
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<td><strong>348,897</strong></td>
<td><strong>326,136</strong></td>
<td><strong>696,339</strong></td>
<td><strong>686,339</strong></td>
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### Purchase Vehicles for CATS

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<th>FY 2026</th>
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## Cats Summary (continued)

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### Total Cats Expenditures

| Total Cats Expenditures                      | $62,126,392 | $28,734,753 | $18,145,039 | $17,425,005 | $15,972,823 | $142,404,012 |
# Nongeneral Funds
## Project Summary Schedules

### Charlotte Water Summary

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<th></th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
<th>FY 2025</th>
<th>FY 2026</th>
<th>TOTAL</th>
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**TOTAL CHARLOTTE WATER REVENUES**

|                      | $368,589,937 | $523,554,977 | $478,132,977 | $446,878,991 | $570,060,294 | $2,379,217,176 |

### Charlotte Water Expenditures

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<th>Project Description</th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
<th>FY 2025</th>
<th>FY 2026</th>
<th>TOTAL</th>
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### Construct Dixie Berryhill Water and Sewer Projects

- Beaver Dam Creek Lift Improvements New Pump Station: $2,000,000
- Beaver Dam Creek West Branch Outfall Phase 2: -
- Sub-Total Dixie Berryhill Water and Sewer Projects: $2,000,000

### Rehabilitate and Improve Wastewater Infrastructure

- Sanitary Sewer Rehabilitation: $20,000,000
- Mallard Creek Basin Sanitary Sewer Improvements: $12,000,000
- Irwin Creek Tributaries to Dewitt Lane and Yeoman Road Sewer: $10,000,000
- Little Hope Creek Sanitary Sewer Improvements: $9,000,000
- Dairy Branch Tributary Sewer Improvements: $8,000,000
- Derita Branch Tributary Sewer Improvements: $7,000,000
- Paw Creek Pump Station Improvements: $6,500,000
- McMullen Creek Basin Sanitary Sewer Improvements: $6,000,000
- Upper Little Sugar Creek Trunk Sewer: $5,900,000
- Lift Station Improvements: $5,500,000
- Sewer Capacity Improvements: $5,000,000
- Taggart Creek Outfall Flow Diversion Structure: $4,500,000
- Large Diameter Sanitary Sewer Rehabilitation: $4,000,000
- Trunk Sewer Stream Bank Repairs: $3,500,000
- Briar Creek Relief Sewer Phase 4: $3,100,000
- Little Sugar Creek Tributary to Central Business District Sewer: $3,000,000
- Sanitary Sewer Capacity Assurance Support: $2,000,000
- Sewer Lift Station FM Replacement and Rehabilitation: $100,000
- Irwin Basin Tributary to Remount Road: -
- Wallace Neal Road Force Main: -
- Toby Creek Basin Sewer Improvements: -
- Davidson South Street Sewer Replacement: -
- Mallard Connector Main: -
- Goose Creek Sewer Extension to Crestrail Drive: -
- WSACC Wastewater Expansion: -
- McDowell Basin Trunk Sewers: -
- Upper Clear Creek Tributary Sewer: -
- Duck Creek Basin Pump Station: -
- Moores Chapel Gravity Sewer Life Station and Force Main: -
- Campus Ridge Road Gravity Sewer: -

**TOTAL** $2,379,217,176
## Charlotte Water Summary (continued)

### Charlotten Water Expenditures

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
<th>FY 2025</th>
<th>FY 2026</th>
<th>TOTAL</th>
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<tr>
<td><strong>Rehabilitate and Improve Wastewater Infrastructure (continued)</strong></td>
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<td>Davidson Western Rocky River Sewer Outfall</td>
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<td>Charlotte Water Summary (continued)</td>
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**CHARLOTTE WATER EXPENDITURES**

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<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
<th>FY 2025</th>
<th>FY 2026</th>
<th>TOTAL</th>
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</table>

**Improve WWTPs**

- **WWTP Rehabilitation and Upgrades**: $7,000,000, $9,800,000, $14,800,000, $7,800,000, $7,800,000, $47,200,000
- **Site Work at all WWTPs**: $2,400,000, $1,750,000, $750,000, $500,000, $250,000, $5,650,000
- **Ultraviolet Disinfection System Improvements**: $2,000,000, $3,800,000, $1,800,000, $550,000, $4,500,000, $12,650,000
- **Ashe Plantation WWTP Upgrade**: $1,750,000, $500,000, - , - , - , $2,250,000
- **Vacuum Truck Debris Receiving Stations**: $500,000, - , - , - , - , $500,000
- **Sugar Creek IPS/Preliminary Treatment Reliability**: - , - , $2,000,000, $6,500,000, $6,500,000, $15,000,000

**Sub-Total WWTPs**: $13,650,000, $15,850,000, $19,350,000, $15,350,000, $19,050,000, $83,250,000

**Upgrade Water Treatment Plants (WTPs)**

- **Catawba Pump Station Rehabilitation and Upgrades**: $6,000,000
- **WTP Rehabilitation and Upgrades**: $5,000,000, $2,000,000, $2,000,000, $2,000,000, $2,000,000, $13,000,000
- **Dunes WTP Reliability Improvements Project**: $2,000,000, $750,000, $1,000,000, $650,000, - , $4,400,000
- **Catawba River Pump Station Expansion Project**: - , $1,000,000, $1,000,000, $1,000,000, $1,000,000, $4,000,000
- **Water Distribution Flow Monitoring**: - , - , $1,000,000, - , - , $1,000,000
- **WTP Residuals**: - , - , $4,000,000, - , - , $4,000,000
- **Water Treatment BPS Improvements**: - , - , - , $100,000, $100,000, $200,000

**Sub-Total WTPs**: $13,000,000, $3,750,000, $9,000,000, $3,750,000, $3,100,000, $32,600,000

**Improve Franklin WTP**

- **Reliability Improvement Project**: $2,000,000, - , - , $7,000,000, $10,000,000, $19,000,000
- **Water Quality Improvement**: - , $7,000,000, - , $7,000,000, $6,590,303, $20,590,303
- **Main Building Renovation**: - , - , - , $4,000,000, $4,000,000, $8,000,000

**Sub-Total Franklin WTP**: $2,000,000, $7,000,000, - , $18,000,000, $20,590,303, $47,590,303

**Upgrade and Maintain McDowell Creek WWTP**

- - , - , - , $13,500,000, - , $13,500,000

**Recover Resources and Biosolids**

- **Biosolids Program**: $17,000,000, $22,100,000, $28,400,000, $29,700,000, $37,400,000, $134,600,000
- **Nutrient Harvesting at WWTPs**: - , $5,000,000, $5,000,000, $5,000,000, - , $15,000,000

**Sub-Total Reuse**: $17,000,000, $27,100,000, $33,400,000, $34,700,000, $37,400,000, $149,600,000

**Relocate Water and Wastewater Infrastructure**

- **NCDOT Widening - Water**: $4,000,000, $4,000,000, $4,000,000, $8,000,000, $8,000,000, $28,000,000
- **NCDOT Widening - Sewer**: $4,000,000, $4,000,000, $4,000,000, $4,000,000, $4,000,000, $20,000,000
- **Water Lines for Street Improvements**: $4,000,000, $4,000,000, $4,000,000, $4,000,000, $4,000,000, $20,000,000
- **Sewer in Streets to be Widened**: $3,500,000, $3,500,000, $3,500,000, $3,500,000, $5,000,000, $19,000,000
- **Sewer Mains for Transit Projects**: - , $2,000,000, $2,000,000, $1,000,000, $500,000, $5,500,000
- **Water Mains for Transit Projects**: - , $2,000,000, $2,000,000, $1,000,000, $500,000, $5,500,000

**Sub-Total Water and Wastewater Infrastructure**: $15,500,000, $19,500,000, $19,500,000, $21,500,000, $22,000,000, $98,000,000

**Replace and Upgrade Field and Administrative Facilities**

- **Zone 4 Field Operations Center**: $14,750,000, $3,500,000, - , - , - , $18,250,000
- **Paving/Patching at Charlotte Water Facilities**: $3,000,000, $3,000,000, $3,000,000, $3,000,000, $3,000,000, $15,000,000
- **Building and Facility Support**: $400,000, $400,000, $400,000, $400,000, $400,000, $2,000,000
- **Primary Building Capital Improvements and ADA Improvements**: - , $1,200,000, $1,200,000, $1,200,000, $900,000, $4,500,000

**Sub-Total Field and Administrative Facilities**: $18,150,000, $8,100,000, $4,600,000, $4,600,000, $4,300,000, $39,750,000

**Enhance Security and Technology**

- **GIS Facilities Mapping**: $1,625,000, $1,515,000, $1,515,000, $1,620,000, $1,515,000, $7,790,000
- **Automatic Meter Reading Replacement Program**: $1,620,000, $12,200,000, $16,200,000, $16,200,000, $16,200,000, $62,420,000
- **Utility Management System**: $1,000,000, $4,000,000, $1,000,000, $2,000,000, $24,000,000, $32,000,000
- **Technology Improvements**: $500,000, $1,000,000, $1,000,000, $1,000,000, $1,000,000, $4,500,000
- **Real Estate and Asset Management**: $150,000, $150,000, $150,000, $150,000, $150,000, $750,000
- **Laboratory Information Management System Program**: $75,000, $50,000, $50,000, $50,000, $50,000, $275,000
## Charlotte Water Summary (continued)

### CHARLOTTE WATER EXPENDITURES

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### TOTAL CHARLOTTE WATER EXPENDITURES

- $360,589,937
- $523,554,977
- $478,132,977
- $446,878,991
- $570,060,294
- $2,379,217,176
Nongeneral Funds
Project Summary Schedules
Storm Water Services Summary
STORM WATER SERVICES REVENUES
Storm Water Pay-As-You-Go
Revenue Bonds

FY 2022

FY 2023

FY 2024

FY 2025

FY 2026

$45,000,000
$25,000,000

$47,000,000
$75,000,000

$49,000,000
$80,000,000

$46,000,000
$70,000,000

$48,000,000
$35,000,000

$7,000,000
$77,000,000

STORM WATER SERVICES EXPENDITURES

FY 2022

FY 2023

FY 2024

FY 2025

FY 2026

Improve Drainage for Storm Water
Minor Storm Water Projects

$20,670,000

$35,325,000

$22,625,000

$29,410,500

$39,834,000

$147,864,500

$4,600,000

$3,300,000

-

-

-

$7,900,000

$1,850,000
$1,000,000

$2,500,000

$3,000,000

$3,500,000

$1,500,000

$1,850,000
$11,500,000

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$1,000,000

$7,900,000
$1,400,000

$3,300,000
$4,600,000

$3,400,000

$16,500,000
$11,100,000

-

-

Area Improvements
Hinsdale/Tinkerbell Storm Drainage Improvement
Project (SDIP)
Chandworth SDIP

Eaglewood Ave SDIP
Edgewater/Rosecrest SDIP
East 4th Street SDIP
Foxrun/Burtonwood SDIP
Hill Street Phase 1 SDIP
Raleigh SDIP
Barrington SDIP
Toomey Avenue SDIP
Litchfield SDIP
Laurel SDIP

Manor SDIP
Valleybrook SDIP

6th and Graham SDIP
Queens/Westfield SDIP
Elvis Drive SDIP
Craighead SDIP

Sunview/Telfair SDIP
Farmer Street/Romare Bearden SDIP
Beckwith Meadow SDIP Phase 1
Perth/Milton SDIP

Magnolia/Winthrop SDIP
Camp Greene/Freedom Drive SDIP
Eastway SDIP
Valleyview/Bayswater SDIP
Bonlyn SDIP
Shamrock Gardens SDIP
Shamrock Drive SDIP
Queens SDIP

Westbourne SDIP
Lorna/Laburnum SDIP

Princeton/Hastings SDIP
Reece SDIP

Bonwood Drive SDIP
Beckwith Meadow SDIP Phase 3 (Hampshire
Place)
East

35th

SDIP

Cricketeer SDIP

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$500,000

$3,500,000
$1,000,000
$950,000
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$700,000
$625,000
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$150,000

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$300,000

$125,000
$100,000

$700,000
$2,200,000

$100,000
$100,000

$650,000
$400,000

$2,000,000
$131,000,000

$10,000,000
$500,000

-

$2,500,000
$5,700,000
$1,500,000
$4,000,000
$2,350,000
$1,800,000

$2,000,000
$118,000,000

$20,784,500
$500,000

-

$5,600,000
$2,000,000
$3,900,000

$2,400,000
$2,800,000

$1,000,000

$1,250,000

-

$5,250,000
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$2,300,000
$1,600,000

$1,800,000
$2,200,000

$775,000
-

$2,000,000
$85,000,000

$235,000,000
$285,000,000

Program Income
TOTAL STORM WATER SERVICES REVENUES

Major Storm Water Projects
Comprehensive Neighborhood Improvement
Program Projects

$2,000,000
$124,000,000

TOTAL

TOTAL

$23,786,000
$500,000

-

$5,500,000
$12,500,000
$5,625,000
$9,100,000
$4,250,000
$3,400,000
$3,600,000
$4,800,000

$3,675,000
$4,800,000

$2,300,000
$1,600,000

$400,000
$3,700,000

-

$6,200,000

-

-

$850,000
$1,100,000
$400,000
$950,000

$2,500,000

$12,025,000
$5,400,000

$1,000,000
$1,500,000

$600,000
$1,800,000

$95,555,500

-

$2,100,000
$3,600,000

$1,750,000
$600,000

$15,000,000
$535,000,000

-

$2,100,000
$2,030,000
$5,500,000
$5,800,000
$2,850,000
$2,690,000
$4,080,000
$6,850,000
$1,225,000
$3,250,000

$1,500,000
$1,100,000

$1,600,000
$4,200,000

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$3,000,000

$2,000,000

$3,900,000
$10,400,000

$50,000

$250,000
$200,000

$1,000,000

$1,700,000
$800,000

$4,800,000
$400,000

-

$6,850,000
$1,500,000

-

$200,000

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$50,000

-

$500,000
$300,000

258

$850,000
$650,000
$500,000
$700,000

$1,500,000
-

-

$1,250,000

$1,250,000

$350,000

-

-

-

$750,000
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$1,700,000
$3,550,000
$1,300,000
$1,350,000


## STORM WATER SERVICES EXPENDITURES

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<th>FY 2024</th>
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<th>FY 2026</th>
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## Enhance Storm Water Mitigation Programs

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## Mitigate Impacts to Streams and Wetlands

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<tr>
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## TOTAL STORM WATER SERVICES EXPENDITURES

<table>
<thead>
<tr>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
<th>FY 2025</th>
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CAPITAL INVESTMENT PLAN

PAY-AS-YOU-GO

(PAYGO)
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PAYGO Economic Development

Improve Cultural Facilities

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

Budget Overview

<table>
<thead>
<tr>
<th>Funding Category</th>
<th>Proposed</th>
<th>Planned</th>
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Enhance Economic Development and Jobs in Corridors of Opportunity

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

Budget Overview

<table>
<thead>
<tr>
<th>Funding Category</th>
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<tr>
<td>Total</td>
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</table>

Enhance Economic Development Programs

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

Budget Overview

<table>
<thead>
<tr>
<th>Funding Category</th>
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</thead>
<tbody>
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<td>FY 2023</td>
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<tr>
<td>PAYGO</td>
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<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>$1,000,000</td>
<td>-</td>
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</table>
Revitalize Business Corridors

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

Budget Overview

<table>
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<th>Funding Category</th>
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<th>Planned</th>
<th>Planned</th>
<th>Planned</th>
<th>Planned</th>
<th>TOTAL</th>
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</thead>
<tbody>
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<td></td>
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<td>FY 2023</td>
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<td>$750,000</td>
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<td>$750,000</td>
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</table>

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

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

Budget Overview

<table>
<thead>
<tr>
<th>Funding Category</th>
<th>Proposed</th>
<th>Planned</th>
<th>Planned</th>
<th>Planned</th>
<th>Planned</th>
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<td>$250,000</td>
<td>$250,000</td>
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</table>

Complete MWSBE Study

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

Budget Overview

<table>
<thead>
<tr>
<th>Funding Category</th>
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<th>Planned</th>
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<td></td>
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<td>FY 2026</td>
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</table>
PAYGO

Economic Development

Fund Synthetic Tax Increment Grant (STIG) Cultural Projects

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

Budget Overview

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<th>Funding Category</th>
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Support STIG Developer Payments

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

Budget Overview

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<th>Paygo</th>
<th>Planned</th>
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$123,232
Support Housing and Neighborhood Stabilization in Corridors of Opportunity

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

### Budget Overview

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<tr>
<th>Funding Category</th>
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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

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<th>Planned FY 2024</th>
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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

<table>
<thead>
<tr>
<th>Funding Category</th>
<th>Proposed</th>
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<th>Planned FY 2025</th>
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<td>$400,000</td>
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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

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<th>Funding Category</th>
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Provide HOME Grant Match

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

Budget Overview

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</tbody>
</table>
Safe Communities

**Purchase Police Technology**

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

**Budget Overview**

<table>
<thead>
<tr>
<th>Funding Category</th>
<th>Proposed</th>
<th>Planned</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td>FY 2023</td>
</tr>
<tr>
<td>PAYGO</td>
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<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>$2,000,000</td>
<td>-</td>
</tr>
</tbody>
</table>

**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**

<table>
<thead>
<tr>
<th>Funding Category</th>
<th>Proposed</th>
<th>Planned</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY 2022</td>
<td>FY 2023</td>
</tr>
<tr>
<td>PAYGO</td>
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<td>$1,625,000</td>
</tr>
<tr>
<td>Total</td>
<td>$1,625,000</td>
<td>$1,625,000</td>
</tr>
</tbody>
</table>

**Support Firefighter Lifecycle Management**

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

**Budget Overview**

<table>
<thead>
<tr>
<th>Funding Category</th>
<th>Proposed</th>
<th>Planned</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY 2022</td>
<td>FY 2023</td>
</tr>
<tr>
<td>PAYGO</td>
<td>$1,000,000</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>$1,000,000</td>
<td>-</td>
</tr>
</tbody>
</table>
PAYGO

Safe Communities

Offer In Rem Remedy – Residential

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

Budget Overview

<table>
<thead>
<tr>
<th>Funding Category</th>
<th>Proposed</th>
<th>Planned</th>
</tr>
</thead>
<tbody>
<tr>
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<td>FY 2023</td>
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<tr>
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<tr>
<td>Total</td>
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<td>$600,000</td>
</tr>
</tbody>
</table>

Enhance Placemaking Citywide

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

Budget Overview

<table>
<thead>
<tr>
<th>Funding Category</th>
<th>Proposed</th>
<th>Planned</th>
</tr>
</thead>
<tbody>
<tr>
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<td>FY 2023</td>
</tr>
<tr>
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</tr>
<tr>
<td>Total</td>
<td>$250,000</td>
<td>$250,000</td>
</tr>
</tbody>
</table>
Transportation, Planning, and Environment

Resurface Streets

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

Budget Overview

<table>
<thead>
<tr>
<th>Funding Category</th>
<th>Proposed FY 2022</th>
<th>Proposed FY 2023</th>
<th>Proposed FY 2024</th>
<th>Proposed FY 2025</th>
<th>Proposed FY 2026</th>
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</thead>
<tbody>
<tr>
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<td>$1,261,000</td>
<td>$1,261,000</td>
<td>$1,261,000</td>
<td>$1,261,000</td>
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<td>$1,261,000</td>
<td>$1,261,000</td>
<td>$1,261,000</td>
<td>$1,261,000</td>
<td>$6,305,000</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Funding Category</th>
<th>Proposed FY 2022</th>
<th>Proposed FY 2023</th>
<th>Proposed FY 2024</th>
<th>Proposed FY 2025</th>
<th>Proposed FY 2026</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAYGO</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$5,000,000</td>
</tr>
<tr>
<td>Total</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$5,000,000</td>
</tr>
</tbody>
</table>

Replace Trees

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

Budget Overview

<table>
<thead>
<tr>
<th>Funding Category</th>
<th>Proposed FY 2021</th>
<th>Proposed FY 2022</th>
<th>Proposed FY 2023</th>
<th>Proposed FY 2024</th>
<th>Proposed FY 2025</th>
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</thead>
<tbody>
<tr>
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<td>$900,000</td>
<td>$900,000</td>
<td>$900,000</td>
<td>$900,000</td>
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<tr>
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<td>$900,000</td>
<td>$900,000</td>
<td>$900,000</td>
<td>$900,000</td>
<td>$4,500,000</td>
</tr>
</tbody>
</table>
Transportation, Planning, and Environment

Improve Energy Efficiency in Buildings

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

Budget Overview

<table>
<thead>
<tr>
<th>Funding Category</th>
<th>Proposed</th>
<th>Planned</th>
</tr>
</thead>
<tbody>
<tr>
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</tr>
<tr>
<td>Total</td>
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<td>$750,000</td>
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</table>

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

<table>
<thead>
<tr>
<th>Funding Category</th>
<th>Proposed</th>
<th>Planned</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAYGO</td>
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</tr>
<tr>
<td>Total</td>
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</table>

Purchase Transportation Equipment

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

Budget Overview

<table>
<thead>
<tr>
<th>Funding Category</th>
<th>Proposed</th>
<th>Planned</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAYGO</td>
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<td>$200,000</td>
</tr>
<tr>
<td>Total</td>
<td>FY 2022</td>
<td>$200,000</td>
</tr>
</tbody>
</table>
Support Americans with Disabilities Act Program

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

Budget Overview

<table>
<thead>
<tr>
<th>Funding Category</th>
<th>Proposed FY 2022</th>
<th>Planned FY 2023</th>
<th>Planned FY 2024</th>
<th>Planned FY 2025</th>
<th>Planned FY 2026</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAYGO</td>
<td>-</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$4,000,000</td>
</tr>
<tr>
<td>Total</td>
<td>-</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$4,000,000</td>
</tr>
</tbody>
</table>
Transfer Maintenance of Effort (MOE) to CATS

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

Budget Overview

<table>
<thead>
<tr>
<th>Funding Category</th>
<th>Proposed FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
<th>FY 2025</th>
<th>FY 2026</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAYGO</td>
<td>$24,007,826</td>
<td>$24,728,061</td>
<td>$25,469,903</td>
<td>$26,234,000</td>
<td>$27,021,020</td>
<td>$127,460,810</td>
</tr>
<tr>
<td>Total</td>
<td>$24,007,826</td>
<td>$24,728,061</td>
<td>$25,469,903</td>
<td>$26,234,000</td>
<td>$27,021,020</td>
<td>$127,460,810</td>
</tr>
</tbody>
</table>

Contribute to CityLYNX Gold Line Operating Costs

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

Budget Overview

<table>
<thead>
<tr>
<th>Funding Category</th>
<th>Proposed FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
<th>FY 2025</th>
<th>FY 2026</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAYGO</td>
<td>$4,419,257</td>
<td>$4,551,835</td>
<td>$4,688,390</td>
<td>$4,829,041</td>
<td>$4,973,913</td>
<td>$23,462,436</td>
</tr>
<tr>
<td>Total</td>
<td>$4,419,257</td>
<td>$4,551,835</td>
<td>$4,688,390</td>
<td>$4,829,041</td>
<td>$4,973,913</td>
<td>$23,462,436</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Funding Category</th>
<th>Proposed FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
<th>FY 2025</th>
<th>FY 2026</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAYGO</td>
<td>$579,187</td>
<td>$608,146</td>
<td>$638,554</td>
<td>$670,482</td>
<td>$704,005</td>
<td>$3,200,374</td>
</tr>
<tr>
<td>Total</td>
<td>$579,187</td>
<td>$608,146</td>
<td>$638,554</td>
<td>$670,482</td>
<td>$704,005</td>
<td>$3,200,374</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Funding Category</th>
<th>Proposed FY 2022</th>
<th>Proposed FY 2023</th>
<th>Proposed FY 2024</th>
<th>Proposed FY 2025</th>
<th>Proposed FY 2026</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAYGO</td>
<td>$4,178,150</td>
<td>$4,659,226</td>
<td>$4,174,380</td>
<td>$5,191,831</td>
<td>$5,954,964</td>
<td>$24,158,551</td>
</tr>
<tr>
<td>Total</td>
<td>$4,178,150</td>
<td>$4,659,226</td>
<td>$4,174,380</td>
<td>$5,191,831</td>
<td>$5,954,964</td>
<td>$24,158,551</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Funding Category</th>
<th>Proposed FY 2022</th>
<th>Proposed FY 2023</th>
<th>Proposed FY 2024</th>
<th>Proposed FY 2025</th>
<th>Proposed FY 2026</th>
<th>TOTAL</th>
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</thead>
<tbody>
<tr>
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<td>$3,000,000</td>
<td>$3,000,000</td>
<td>$11,978,286</td>
</tr>
<tr>
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<td>$1,978,286</td>
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<td>$2,000,000</td>
<td>$3,000,000</td>
<td>$3,000,000</td>
<td>$11,978,286</td>
</tr>
</tbody>
</table>

Purchase Municipal Equipment

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

Budget Overview

<table>
<thead>
<tr>
<th>Funding Category</th>
<th>Proposed FY 2022</th>
<th>Proposed FY 2023</th>
<th>Proposed FY 2024</th>
<th>Proposed FY 2025</th>
<th>Proposed FY 2026</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAYGO</td>
<td>$1,200,000</td>
<td>$1,200,000</td>
<td>$1,200,000</td>
<td>-</td>
<td>-</td>
<td>$3,600,000</td>
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<tr>
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<td>$1,200,000</td>
<td>$1,200,000</td>
<td>-</td>
<td>-</td>
<td>$3,600,000</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Funding Category</th>
<th>Proposed</th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
<th>FY 2025</th>
<th>FY 2026</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAYGO</td>
<td>$1,000,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$1,000,000</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Funding Category</th>
<th>Proposed</th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
<th>FY 2025</th>
<th>FY 2026</th>
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</tr>
</thead>
<tbody>
<tr>
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<td>$350,000</td>
<td>$350,000</td>
<td>$350,000</td>
<td>$350,000</td>
<td>$350,000</td>
<td>$2,100,000</td>
</tr>
<tr>
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<td>$350,000</td>
<td>$350,000</td>
<td>$350,000</td>
<td>$350,000</td>
<td>$350,000</td>
<td>$2,100,000</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Funding Category</th>
<th>Proposed</th>
<th>FY 2022</th>
<th>FY 2023</th>
<th>FY 2024</th>
<th>FY 2025</th>
<th>FY 2026</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAYGO</td>
<td>$200,000</td>
<td>$200,000</td>
<td>$200,000</td>
<td>$200,000</td>
<td>$200,000</td>
<td>$200,000</td>
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</tr>
<tr>
<td>Total</td>
<td>$200,000</td>
<td>$200,000</td>
<td>$200,000</td>
<td>$200,000</td>
<td>$200,000</td>
<td>$200,000</td>
<td>$1,000,000</td>
</tr>
</tbody>
</table>
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CAPITAL INVESTMENT PLAN

ADVANCED PLANNING AND DESIGN PROGRAM
Program Description

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

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

Program Funding

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

Project Selection Process

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

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

Transportation Projects

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

Project Selection Process (continued)

Facility Projects

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

Economic Development Projects

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

Status of Existing Projects

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

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Council District</th>
<th>Year Added</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cross Charlotte Trail (Segments 10 and 11)</td>
<td>District 4</td>
<td>FY 2020</td>
<td>• 30% Design complete on Segment 10</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• 30% Design estimated to be complete for Segment 11 in September 2021</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Funding proposed in Other Sources schedule</td>
</tr>
<tr>
<td>Ashley Road/Tuckaseegee Road/Freedom Drive</td>
<td>District 3</td>
<td>FY 2020</td>
<td>• 30% Design estimated to be complete in December 2021</td>
</tr>
<tr>
<td>Intersection</td>
<td></td>
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<td>• Placeholder funding available in 2026 and 2028 Bonds</td>
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<td>Eastway Drive/Shamrock Drive Intersection</td>
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<td>• 30% Design complete</td>
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<td>• Funding proposed in 2022 and 2024 Bonds</td>
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<td>Bryant Farms Road Extension (Rea Road to Ardrey Kell Road)</td>
<td>District 7</td>
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<td>Robinson Church Road (Harris Boulevard to Hood Road)</td>
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### Advanced Planning and Design Program

#### Status of Existing Projects (continued)

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Council District</th>
<th>Year Added</th>
<th>Status</th>
</tr>
</thead>
</table>
| Construct and Renovate Fire Stations             | District 4       | FY 2020    | • Originally included to explore two things:  
  1. Fire's highest priority infill Fire Station  
  2. Renovations to existing Fire Stations including female locker rooms, weight rooms, and/or dormitory expansions  
  • Fire's highest priority infill Fire Station is the Hidden Valley Neighborhood Station  
  1. Property acquired  
  2. Funding proposed in Other Sources schedule  
  • Planning for possible fire station renovations is underway |
| Upgrade Existing Animal Care and Control Facility | District 3       | FY 2020    | • Planning and design work complete  
  • Funding proposed in Other Sources schedule |
| Complete Police Division Stations                 | District 6       | FY 2020    | • Originally included to explore the construction of two new Police Stations, which would create two entirely new divisions: Park South and Northeast  
  • No land has been acquired  
  • Projects on hold due to other facility priorities |
| Providence Road/Wendover Road Intersection       | District 6       | FY 2021    | • Project on hold due to timing and funding limitations |
| West W.T. Harris Boulevard (Reames Road to Mt. Holly-Huntersville Road) | District 2       | FY 2021    | • Project on hold due to timing and funding limitations |
| South Charlotte Congestion Mitigation Projects in Partnership with the North Carolina Department of Transportation (NCDOT) | District 7       | FY 2021    | • Initial feasibility work led to the submission and approval of the Rea Road (I-485 to Williams Pond Lane) widening project to NCDOT for Bonus Allocation funding  
  • 30% Design estimated to be complete in December 2021  
  • Placeholder funding available in 2022 Bond |
FY 2022 Proposed Additions

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

Construct Fire Facilities

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

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

Council District: 1 and 3
Relocate the Asset Recovery and Disposal/Commissioning and Decommissioning Facility

The Asset Recovery and Disposal/Commissioning and Decommissioning facility is a co-location of two separate but related operations: the Asset Recovery and Disposal (ARD) function facilitates the storage and ultimate disposal of surplus property and rolling stock for the city, Mecklenburg County, Emergency Management, and INLIVIAN; and the Commissioning and Decommissioning (CDC) function prepares recently-acquired vehicles for service and also strips vehicles of specialized technology and decals prior to disposal. The current property, located at 5550 Wilkinson Boulevard, has been purchased by Aviation and is a critical property in the Airport Area Strategic Development Plan, which aims to embrace target economic sectors and facilitate development connected to CLT Airport.

The city is currently looking to acquire land to construct a new ARD/CDC facility or to purchase property with existing facilities that can be repurposed for the ARD/CDC operations. The addition of this facility to the Advanced Planning and Design Program allows for planning and design work to begin as soon as an appropriate property is identified.

Council District: 3

The Loop

The Loop is a three-mile urban trail that is intended to create and connect great places in the SouthPark area. The Loop will accommodate bicycles and pedestrians, creating a healthy, vibrant, and convenient activity center. Construction of The Loop is intended to be completed primarily by private developers with the city completing any in-between connector sections. In July 2020, City Council authorized the City Manager to negotiate and execute infrastructure reimbursement agreements with developers for up to $1.5 million for public infrastructure improvements related to The Loop. Negotiations are ongoing with several developers.

Funding from the SouthPark Comprehensive Neighborhood Improvement Program allowed for the completion of a Framework Plan and cost estimate. No additional planning work is required at this time; however, adding this project to the Advanced Planning and Design Program allows for design to immediately begin, if necessary, on any in-between connector sections of The Loop that the city will need to construct.

Council District: 6
Gateway Station Development

The Gateway Station project, which is a critical element of Charlotte’s 2030 Transit Corridor System Plan, is a multi-modal station that will consolidate public transit and intercity transportation modes at Trade Street and Graham Street in Uptown Charlotte. The signature multimodal station will anchor the larger Charlotte Gateway District development. The Gateway Station is being implemented through a partnership between the City of Charlotte, the North Carolina Department of Transportation, regional stakeholders, and a private developer.

The Gateway Station project is broken into two phases: Phase One includes construction of the bridges, tracks, signals, and platform infrastructure; and Phase Two includes the Amtrak Station, CATS’ Bus Facility, and the Primary Development. The Primary Development, in which the city will partner with a private developer, is being coordinated by the Economic Development department and is still in the early planning phase. By adding the Primary Development to the Advanced Planning and Design Program, funding is available to explore early-stage development needs that could include utility relocation, contracted work for financial analysis or legal consultation, or similar activities.

Council District: 2

Enhanced Sidewalk and Pedestrian Safety Funding

The planned 2022 Bond (occurring in November of FY 2023) includes $50,000,000 for the Sidewalk and Pedestrian Safety Program, which is more than triple the 2020 Bond total of $15,000,000. Twenty percent of the funding will be reserved to construct sidewalks in suburban areas.

Adding the Sidewalk and Pedestrian Safety Program to the Advanced Planning and Design Program allows the city to explore potential projects in anticipation of the 2022 Bond funding. By exploring projects more than a year in advance of the funding, the city will be well positioned to act quickly and begin constructing projects as soon as the 2022 Bond funding becomes available.

Council District: To be determined
CAPITAL INVESTMENT PLAN
ECONOMIC DEVELOPMENT
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Promote Public/Private Partnerships

Project Description

The city’s Economic Development department works to attract private companies to Charlotte, or expand existing operations in Charlotte, to foster economic growth within the city. Recruitment of employment-generating businesses often includes promoting Charlotte’s skilled workforce, advertising the low cost of doing business in the region, offering targeted incentives, and committing to building and maintaining quality infrastructure.

This funding is available for opportunities that arise in the future to leverage private funding in order to enhance public infrastructure. This funding could be utilized to construct or reimburse road improvements, pedestrian connectivity improvements, or other public infrastructure improvements near future private development sites associated with business relocations or expansions.

Department Economic Development
Location To be determined (TBD)
Council District TBD
Priority Area Economic Development
(Economy, Jobs, and Upward Mobility)

Budget Overview

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Support

Ballantyne Reimagined Infrastructure

Project Description

Ballantyne Reimagined is a 454-acre private development site located in south Charlotte that will provide a unique live-work-play planned community for office, retail, hotel, and a variety of residential uses. These improvements support the city’s goals of increasing the local tax base, improving the road network, and creating placemaking opportunities. The total private investment in this project is estimated around $1.5 billion.

On June 8, 2020, City Council adopted a Ballantyne Infrastructure Reimbursement Plan, which outlined that the city would reimburse the private developer through the Capital Investment Plan for the cost of public infrastructure improvements up to $17.5 million. Additionally, a Tax Increment Grant is available to reimburse an additional $25 million of public infrastructure improvement costs.

The $17.5 million of Capital Investment Plan funding is anticipated to reimburse a new roadway and intersection improvements between Johnston Road and North Community House Road, improvements to the I-485 ramps, and improvements to the following four intersections: Johnston Road and North Community House Road; Ballantyne Commons Parkway and North Community House Road; Old Lancaster Road and Ballantyne Commons Parkway; and Johnston Road and Ballantyne Commons Parkway.

Department
Economic Development

Location
Ballantyne

Council District
7

Priority Area
Economic Development (Economy, Jobs, and Upward Mobility)

Budget Overview

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**Renovate Airport Terminal**

**Project Description**
Terminal renovation projects provide for the expansion, rehabilitation, and improvement of the terminal building. This is the main thoroughfare passengers use to drop-off and pick-up luggage, navigate to a flight, and shop in a concession space.

**Department**  
Aviation

**Location**  
CLT Airport

**Council District**  
3

**Priority Area**  
Economic Development  
(Economy, Jobs, and Upward Mobility)

**Budget Overview**

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Five-Year Prior Program Appropriations  
$248,988,805

Grand Total  
$846,961,539
Enhance Airfield Capacity

Project Description

These projects provide for capacity and safety enhancements to the multiple runways at CLT Airport. These improvements facilitate the ability for more aircraft to fly to and out of CLT. The fourth parallel runway and related projects will enable more take-offs and landings and provide more space for aircraft to move quickly to and from gates.

Department
Aviation

Location
CLT Airport

Council District
3

Priority Area
Economic Development
(Economy, Jobs, and Upward Mobility)

Budget Overview

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Five-Year Prior Program Appropriations $108,957,936

Grand Total $551,477,561
**Enhance Airport Services Facilities**

**Project Description**

These projects provide for growth in technology infrastructure as well as supportive facilities that house employees and other partners. The various projects will modernize the CLT Airport, improving passenger safety and security.

**Department**  
Aviation

**Location**  
CLT Airport

**Council District**  
3

**Priority Area**  
Economic Development  
(Economy, Jobs, and Upward Mobility)

---

**Budget Overview**

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**Five-Year Prior Program Appropriations**  
$28,264,266

**Grand Total**  
$75,640,946
Expand Ground Transportation Capacity

Project Description

These projects provide for the replacement of the shuttle bus fleet and the implementation of a new parking and revenue control system. This project will provide local passengers with options for online booking, quicker payment, and more flexible parking choices.

Department
Aviation

Location
CLT Airport

Council District
3

Priority Area
Economic Development (Economy, Jobs, and Upward Mobility)

Budget Overview

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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

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<th>Funding Category</th>
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Five-Year Prior Program Appropriations
$7,733,416

Grand Total
$22,962,585
Install and Expand

New Water and Sewer Service

Project Description
These projects provide for the installation of residential or commercial water and sewer connections, water and sewer extensions, and meter installations. Developer reimbursable projects are identified for the construction of water and sewer mains that benefit the developer and provide service for future growth.

Department       Charlotte Water
Location          Citywide
Council District  Citywide
Priority Area     Economic Development
                  (Economy, Jobs, and Upward Mobility)

Budget Overview

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Five-Year Prior Program Appropriations $153,924,126

Grand Total $311,582,999
Construct Dixie Berryhill

Water and Sewer Projects

Project Description

In 2003, City Council adopted the Dixie Berryhill Strategic Plan, a detailed economic development, land use, and design plan for the area west of CLT Airport (between the Catawba River and I-485) to encourage "high quality mixed-use development" and support transit.

Charlotte Water’s Dixie Berryhill projects include various water and sewer pipeline and pump station projects, all in support of additional development expected in the area in the future.

Department Charlotte Water
Location Various
Council District Adjacent to 3
Priority Area Economic Development (Economy, Jobs, and Upward Mobility)

Budget Overview

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Five-Year Prior Program Appropriations $7,900,000

Grand Total $12,800,000
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Create and Preserve

Affordable Housing

Project Description

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

Department
Housing and Neighborhood Services

Location
TBD

Council District
TBD

Priority Area
Great Neighborhoods
(Affordable and Sustainable Neighborhoods)

Budget Overview

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Invest in

Corridors of Opportunity

Project Description

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

The bond funding outlined in the table below is dedicated to infrastructure improvements, which may include intersection enhancements, sidewalks, or transportation safety improvements to support the Vision Zero philosophy. This funding is supplemented with PAYGO funding for non-infrastructure needs such as housing, neighborhood stabilization, community engagement, placemaking, job planning, and business development.

Department
Transportation and Economic Development

Location
Beatties Ford/Rozzelles Ferry Corridor
Central/Albemarle Corridor
Freedom/Wilkinson Corridor
I-85/West Sugar Creek Corridor
North Tryon/Graham Corridor
West Boulevard Corridor

Council District
1, 2, 3, 4, 5

Priority Area
Great Neighborhoods (Affordable and Sustainable Neighborhoods)

Budget Overview

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Invest in Corridors of Opportunity

CAPITAL INVESTMENT PLAN

SAFE COMMUNITIES
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Renovate
Animal Care and Control Facility

Project Description
The current Animal Care and Control facility, located at 8315 Byrum Drive, was constructed in the early 1990s and has undergone limited renovations in its nearly thirty-year history. In the last five years, $5 million of renovations have been funded at the facility to help bring the facility up to industry standards and into compliance with the North Carolina Department of Agriculture standards.

In FY 2020, the facility was added to the Advanced Planning and Design Program to assess whether any additional upgrades were required. As a result of the planning work, it was determined that an additional $5 million was required for various improvements, with the largest portion being dedicated to the addition of eight heating, ventilation, and air conditioning units.

Department
Police

Location
8315 Byrum Drive

Council District
3

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

Budget Overview

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Complete the Northwest Police Station

Project Description

In 2010, the Police Department completed a Strategic Facilities Plan, which outlined facility goals through 2025 and prioritized the transition from leased division offices to city-owned stations in an effort to become more visible and permanent community members. The North Police Division, which operates out of a leased facility off of Harris Oaks Boulevard, was identified in the Strategic Facilities Plan.

In FY 2014, a six police station construction program was initially approved to complete the recommendations from the Police Strategic Facilities Plan. The program funding totals $81,350,000 to construct the following six Police Stations: Hickory Grove, Independence, Northwest, South, University City, and Westover. All stations are complete and in operation except for Northwest.

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

Department
Police

Location
1800/1818 Mt Holly-Huntersville Road

Council District
2

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

Budget Overview

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</table>
Construct Fire Facilities

Project Description

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

This multi-year program is intended to construct three fire stations. Based on Fire's current priorities, the three fire stations are: a new infill fire station in the Hidden Valley neighborhood; a replacement of Fire Station 11, currently located at 620 West 28th Street; and a replacement of Fire Station 30, currently located at 4707 Belle-Oaks Drive. Land for the Hidden Valley Fire Station was recently acquired at 5800 North Tryon Street and planning has begun in the Advanced Planning and Design Program. Station 11 and Station 30 will be added to the Advanced Planning and Design Program in FY 2022 so that land needs can be assessed and planning can begin. Costs for construction of each facility are anticipated to be finalized once the appropriate planning and design have occurred. Based on the final cost estimates of the three stations, program funding may remain available to construct training infrastructure.

Department
Fire

Location
Station 11 Replacement; Station 30 Replacement; New Infill Station in the Hidden Valley Neighborhood at 5800 North Tryon Street

Council District
1, 3, 4

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

Budget Overview

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Enhance Transportation Safety (Vision Zero)

Project Description
The Transportation Safety program aims to make the city's transportation system as safe as possible for all users. This funding supports Charlotte's Vision Zero Action Plan, which is based on the global Vision Zero strategy to eliminate all traffic-related deaths and severe injuries, while increasing safety, health, and mobility for all. Vision Zero focuses on how people naturally behave; people make mistakes, but mistakes should not be fatal. Projects within this program could include new or enhanced streetlighting, speed humps, pedestrian crossing signals, or contributions to other capital projects that support Vision Zero goals.

The proposed 2022 and 2024 Bonds include $4,000,000 of funding in each bond, which is double the previous bond funding of $2,000,000 in the 2018 and 2020 bonds. This additional funding will be utilized to install new or enhanced streetlighting on high-injury network streets or to connect neighborhoods to transit, schools, parks, greenways, and other important destinations.

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

Budget Overview

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As a community, it’s our responsibility to eliminate traffic deaths and serious injuries for all who share Charlotte streets by 2030.
- Vision Zero Commitment
Rehabilitate and Improve Wastewater Infrastructure

Project Description

These projects prioritize and renew critical infrastructure, which will protect resident and environmental health by preventing sanitary sewer overflows, reducing maintenance costs, and accommodating future growth.

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

Budget Overview

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Five-Year Prior Program Appropriations |
                                      $399,219,959

Grand Total                      |
                                      $1,162,784,959
Rehabilitate and Improve
Water Infrastructure

Project Description
These projects prioritize and renew critical water infrastructure, which will enable the city to reliably distribute an adequate supply of high-quality water and accommodate future growth.

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

Budget Overview

| Funding Category                      | Proposed FY 2022 | Proposed FY 2023 | Proposed FY 2024 | Proposed FY 2025 | Proposed FY 2026 | TOTAL
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Construct Stowe Regional Water Resource Recovery Facility

Project Description

Wastewater from this area is currently pumped 27 miles to the McAlpine Wastewater Treatment Plant. Charlotte Water has identified the need for a new water resource recovery facility to support expected growth and provide a cost-effective, regional solution for wastewater treatment for not only western Mecklenburg County, but for the Belmont and Mount Holly communities. This project was previously referred to as the Long Creek Wastewater Treatment Plant.

Department
Charlotte Water

Location
Hawfield Road

Council District
Adjacent to 2 and 3

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

Budget Overview

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Prior Project Appropriations

$102,279,421

Grand Total

$463,624,421
Improve McAlpine Creek

Wastewater Treatment Plant

Project Description

These projects will rehabilitate and upgrade critical equipment at the wastewater treatment plant which serves southern and western Mecklenburg County to accommodate growth, maintain regulatory compliance, and reduce maintenance costs.

Department  Charlotte Water

Location  Lancaster Highway

Council District  7

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

Budget Overview

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Prior Project Appropriations  $125,101,673

Grand Total  $191,231,673
Expand Mallard Creek Wastewater Treatment Plant

Project Description

Infrastructure improvements will be made to add capacity and rehabilitate equipment critical to the Mallard Creek Wastewater Treatment Plant. The plant was built in 1979 and handles wastewater treatment for residents and businesses in the Mallard Creek and Back Creek basins.

Over the past few years, the Mallard Creek Wastewater Treatment Plant has operated close to its allowed capacity due to increased growth in the area aligned with the extension of the Blue Line from Uptown to UNC Charlotte. Expanding the plant’s capacity is critical to supporting future development in the area.

Improvements to the plant will increase its treatment capacity in a phased approach and replace equipment related to ultraviolet disinfection, filtration, and final clarification.

Department Charlotte Water
Location 12400 U.S. Highway 29
Council District Adjacent to 4
Priority Area Safe Communities
(Safe, Healthy, and Inclusive Communities)

Budget Overview

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**Improve**

**Wastewater Treatment Plants**

**Project Description**

These projects will provide improvements and rehabilitate components at various wastewater treatment plants. Projects include new tanks for waste-activated sludge, odor scrubbers, improvements to a clarifier tank, and roof repairs at five wastewater treatment plants which will protect critical electrical and mechanical equipment inside the plants.

**Department**  
Charlotte Water

**Location**  
Irwin Creek, Mallard Creek, McAlpine Creek, McDowell Creek, and Sugar Creek Wastewater Treatment Plants

**Council District**  
3, 4, 6, adjacent to 2 and 7

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

**Budget Overview**

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Upgrade

Water Treatment Plants

Project Description

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

Department  Charlotte Water

Location  Catawba River Pump Station, Franklin, Lee S. Dukes, and Vest Water Treatment Plants

Council District  2, adjacent to 2 and 4

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

Budget Overview

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Five-Year Prior Program Appropriations  $58,738,013
Grand Total  $91,338,013
**Improve**

**Franklin Water Treatment Plant**

**Project Description**

The Franklin Water Treatment Plant was built in 1959 and has undergone multiple expansions to provide an average of over 100,000,000 gallons of water a day to much of Mecklenburg County. These projects will rehabilitate and upgrade critical equipment and processes at the water treatment plant to accommodate growth, maintain regulatory compliance, and reduce maintenance costs.

**Department**  
Charlotte Water

**Location**  
Brookshire Boulevard

**Council District**  
2

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

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**Budget Overview**

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| Prior Project Appropriations | $8,422,422 |
| Grand Total                 | $56,012,725 |
Upgrade McDowell Creek Wastewater Treatment Plant

Project Description

Upgrades to the McDowell Creek Wastewater Treatment Plant will allow for the treatment process to continue while original treatment process equipment is taken out of service and rehabilitated or replaced. Equipment to be rehabilitated or replaced includes motors, pumps, pipelines, aeration systems, and electrical and control systems.

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

Department Charlotte Water

Location Neck Road

Council District Adjacent to 2

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

Budget Overview

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CAPITAL INVESTMENT PLAN
TRANSPORTATION, PLANNING, AND ENVIRONMENT
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Increase

Building Sustainability

Project Description

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

Department
General Services

Location
Various City-Owned Facilities

Council District
TBD

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

Budget Overview

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Five-Year Prior Program Appropriations

$2,000,000

Grand Total

$14,000,000
Implement ADA Transition Plan in Facilities

Project Description
The city is currently undergoing a third-party assessment of city-owned facilities for compliance with the Federal Americans with Disabilities Act (ADA) standards. The assessment will produce an inventory of city-owned facilities that may pose barriers to ADA compliance. Projects will be prioritized in the city's Transition Plan, which is anticipated to be completed in summer 2021.

This program is intended to remediate identified barriers to ADA compliance within the consultant’s recommended timeline of fifteen years. This funding will be utilized in city-owned facilities occupied by General Fund departments; additional funding will be provided by Enterprise Funds and hospitality funds to remediate barriers in their respective city-owned facilities. No new funding is proposed in FY 2022 because more than $3,700,000 is currently available from prior ADA appropriations to begin the highest priority ADA improvements.

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

Budget Overview

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Complete the Cross Charlotte Trail

Project Description

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

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

Department: Transportation

Location: Ballantyne, through Pineville, Uptown, UNC Charlotte, to near the Cabarrus County line

Council District: 1, 4, 6, 7

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

Budget Overview

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**Improve**

**Sidewalks and Pedestrian Safety**

**Project Description**

The sidewalk and pedestrian safety program aims to make Charlotte a more walkable city by creating a pedestrian experience that is safe, useful, and inviting. The work funded through this program is guided by the City Council-adopted Charlotte WALKS Pedestrian Plan and the Transportation Action Plan. Projects within this program complete critical sidewalk gaps, make strategic sidewalk connections, and leverage other walkability and safety goals, including installing pedestrian crossings, refuge islands, and pedestrian signals. Projects in this program also include accessibility improvements in public rights-of-way and removal of barriers to compliance with the Americans with Disabilities Act.

The proposed 2022 Bond funding of $50,000,000 more than triples the 2020 Bond funding of $15,000,000. Twenty percent of the funding will be reserved to construct sidewalks in suburban areas.

**Department** Transportation

**Location** Citywide

**Council District** Citywide

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

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**Budget Overview**

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**Five-Year Prior Program Appropriations** $60,000,000

**Grand Total** $130,000,000
**Project Description**

In FY 2020, the Advanced Planning Program was established to evaluate high-priority locations for potential projects. Advanced planning and design work helps to define project scopes, which results in more precise cost estimates and more informed project selections.

The Eastway Drive/Shamrock Drive/Frontenac Drive intersection was added to the Advanced Planning Program in FY 2020 and has reached thirty percent design. This intersection is part of the high injury network and a redesign of the intersection is important to reduce the number of crashes and protect drivers, pedestrians, and bicyclists. New “connector streets” will be constructed to remove left turn lanes from the intersection, making it more efficient. The project will also add a multi-use path along Eastway Drive, buffered bike lanes, sidewalks, and a planting strip on Shamrock Drive that will tie into the Shamrock Drive Streetscape project.

The total construction estimate is $39 million, with $8 million anticipated from the North Carolina Department of Transportation (NCDOT).

**Department**

Transportation

**Location**

Eastway Drive/ Shamrock Drive/ Frontenac Avenue Intersection

**Council District**

1

**Priority Area**

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

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**Budget Overview**

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**Prior Project Appropriations**

$0

**NCDOT Funding**

$8,000,000

**Grand Total**

$39,000,000
Mitigate Congestion

Project Description

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

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

Department
Transportation

Location
South Charlotte, Steele Creek, and University City

Council District
3, 4, 6, 7

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

Budget Overview

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Five-Year Prior Program Appropriations
$14,312,000

Grand Total
$34,312,000
Connect

Bicycle Facilities

Project Description

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

The proposed 2022 and 2024 Bonds include $8,000,000 of funding in each bond, which is double the previous bond funding of $4,000,000 in the 2018 and 2020 bonds.

Department

Transportation

Location

TBD

Council District

TBD

Priority Area

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

Budget Overview

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Resurface Streets

Project Description

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

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

Budget Overview

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Five-Year Prior Program Appropriations: $8,000,000
FY 2022 PAYGO Supplement: $1,261,000
Grand Total: $25,261,000
Connect Northeast Corridor

Infrastructure

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

Based on a projection of cash flow, a portion of the originally planned 2020 Bond funding in FY 2021 was deferred until the 2022 Bond.

Department
General Services

Location
Area around the CATS Blue Line Extension

Council District
1 and 4

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

Budget Overview

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Prior Project Appropriations
$99,600,000

Grand Total
$105,600,000
Construct Improvements with Bonus Allocation Funding

Project Description

In response to the city’s participation in the high-occupancy managed lane project on I-485 from Westinghouse Boulevard to Independence Boulevard, the North Carolina Department of Transportation (NCDOT) is making up to $26,700,000 of Bonus Allocation funding available to the city and the Town of Matthews. This funding is required to be used on congestion mitigation projects located in the same corridor as the managed lane project.

In FY 2021, three projects were added to the Advanced Planning and Design Program to determine which project(s) should be submitted to the state for Bonus Allocation funding. Following the completion of initial feasibility work, the Rea Road widening project, the city’s highest priority project, was submitted to NCDOT and approved for funding.

The project is not at 30 percent design yet but is anticipated to be prior to the 2022 Bond. The planned 2022 Bond funding is a placeholder estimate representing the 20 percent required local match and will be updated following completion of 30 percent design.

Department          Transportation

Location            Rea Road from I-485 to Williams Pond Lane

Council District 7

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

Budget Overview

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Repair and Replace Bridges

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

Department
Transportation

Location
TBD

Council District
TBD

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

Budget Overview

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Five-Year Prior Program Appropriations $10,000,000

Grand Total $21,000,000
Upgrade Traffic Control Devices

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

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

Budget Overview

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Five-Year Prior Program Appropriations $12,000,000
Grand Total $21,500,000
Maintain

Intelligent Transportation Systems

Project Description

This program provides for new installations, maintenance, and replacements of outdated equipment, such as fiber-optic cable and real-time traffic management cameras. New installations are prioritized based on the Traffic Signal Communications Master Plan. Work completed through this program promotes balanced traffic flow, walkability, and sustainable communities.

Department: Transportation

Location: Citywide

Council District: Citywide

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

Budget Overview

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Grand Total: $18,000,000
Construct Road #1 from Advanced Planning Program

Project Description

In FY 2020, the Advanced Planning Program was established to evaluate high-priority locations for potential projects. Advanced planning and design work help to define project scopes, which results in more precise cost estimates and more informed project selections. A well-informed project budget can be established after about thirty percent design has been completed on a project.

Two road projects were added to the Advanced Planning Program in FY 2020: Bryant Farms Road Extension from Rea Road to Ardrey Kell Road, and Robinson Church Road from Harris Boulevard to Hood Road. Neither project is at thirty percent design yet but are anticipated to be prior to the 2022 Bond. Based on planning and design work completed to date, $70 million is about the average cost to construct one road. This funding is a placeholder for the first road project from the Advanced Planning Program. The budget is anticipated to be updated following completion of thirty percent design.

Department
Transportation

Location
TBD

Council District
TBD

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

Budget Overview

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Plan and Design
Silver Line Light Rail

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

Department
Charlotte Area Transit System

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

Council District
1, 2, 3, 5, 6

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

Budget Overview

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Develop Transit Systems

Project Description

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

Department
Charlotte Area Transit System

Location
Mecklenburg County/Citywide

Council District
Citywide

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

Budget Overview

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Five-Year Prior Program Appropriations
$11,584,095

Grand Total
$17,684,095
Design South End
Light Rail Station

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

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

Budget Overview

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</table>
Purchase New Transit Support Systems

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

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

Budget Overview

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</table>
Project Description

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

Department
Charlotte Area Transit System

Location
Town of Huntersville at Hambright Road and I-77

Council District
Adjacent to 2

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

Budget Overview

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</table>
Enhance Safety and Security on Transit

Project Description
These projects promote safe, reliable, and equitable transit service throughout the system. Investments protect passengers, employees, revenues, and property. Projects include mobile video replacement on existing vehicles, guard stations/bollards at CATS’ facilities and along the alignment, and cameras on the LYNX Blue Line Extension.

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

Budget Overview

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Purchase Vehicles for CATS

Project Description

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

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

Budget Overview

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Recover

Resources and Biosolids

Project Description

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

Department
Charlotte Water

Location
Irwin Creek, Mallard Creek, McAlpine Creek, McDowell Creek, Stowe Regional, and Sugar Creek Wastewater Treatment Plants

Council District
Citywide

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

Budget Overview

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Five-Year Prior Program Appropriations

Grand Total

$156,340,775

$6,740,775
Relocate

Water and Wastewater Infrastructure

Project Description

These projects move water and wastewater lines when local, state, or federal agencies make road improvements, while also taking advantage of these opportunities to address identified future improvements to Charlotte Water infrastructure.

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

Budget Overview

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Five-Year Prior Program Appropriations  $36,750,000
Grand Total  $134,750,000
Improve Drainage for Storm Water

Project Description

Storm Water Services ensures that runoff from rain drains safely into streams. Storm Drainage Improvement Projects replace and rehabilitate failing infrastructure within city streets and rights-of-way. Improvements reduce the risk of street flooding and protect the traveling public. Major and minor projects range in scope and include varying pipe sizes, construction areas, and levels of property owner involvement.

Department
Storm Water Services

Location
Citywide

Council District
Citywide

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

Budget Overview

<table>
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Five-Year Prior Program Appropriations  $420,546,500

Grand Total  $897,066,500
Enhance Storm Water Mitigation Programs

Project Description

Storm Water Services ensures that the City of Charlotte meets Federal Clean Water Act requirements. The majority of streams in Charlotte-Mecklenburg are designated by the state as “impaired”, meaning that they are not clean enough to support swimming, fishing, or diverse and abundant aquatic life. Through water quality management programs that include stream restoration and stormwater control measures, Storm Water Services ensures runoff is as clean as possible before reaching waterways and works to improve the quality and usability of surface waters such as streams and lakes.

**Department**  
Storm Water Services

**Location**  
Citywide

**Council District**  
Citywide

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

Budget Overview

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<td>$11,275,000</td>
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Five-Year Prior Program Appropriations  

| Grand Total            | $24,756,000      |

| Grand Total            | $68,236,000      |
Mitigate Impacts to Streams and Wetlands

Project Description

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

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

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

Budget Overview

<table>
<thead>
<tr>
<th>Funding Category</th>
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</table>
CAPITAL INVESTMENT PLAN
WELL-MANAGED
GOVERNMENT
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Government Center HVAC

Project Description

This funding will design, purchase, and install four major air handling units and associated duct work to serve the Charlotte-Mecklenburg Government Center (CMGC). The current heating, ventilation, and air condition (HVAC) equipment is beyond its useful life and must be replaced to ensure proper heating, cooling, and air flow throughout the building.

Mecklenburg County is anticipated to reimburse the city for a portion of the total cost of the project per a CMGC contract that outlines responsibilities related to building improvements.

Department: General Services
Location: 600 East 4th Street
Council District: 1
Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)

Budget Overview

<table>
<thead>
<tr>
<th>Funding Category</th>
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<td>-</td>
<td>-</td>
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<tr>
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<td>$5,800,000</td>
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<td>$5,800,000</td>
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<td>$6,400,000</td>
<td>-</td>
<td>-</td>
<td>$25,260,000</td>
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</tbody>
</table>
Construct

Capital Building Improvements

Project Description

This program provides funding for capital building maintenance such as the replacement of roofs and mechanical systems, as well as facility expansions and capital renovations. These projects support the priority area of Well-Managed Government by ensuring city-owned facilities are well-maintained, operating efficiently, and comfortable places for employees to work. PAYGO funding is available for other, non-capital building maintenance needs such as carpet replacement and painting.

Department  General Services
Location  TBD
Council District  TBD
Priority Area  Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)

Budget Overview

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<th>FY 2023</th>
<th>FY 2024</th>
<th>FY 2025</th>
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<td></td>
<td></td>
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<td>$16,000,000</td>
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</table>
Reserved for

Projects from Advanced Planning Program

Project Description

This funding is reserved to construct facility projects once they have been explored through the Advanced Planning and Design Program. The funding source for the $12,000,000 in FY 2026 is Certificates of Participation, so this funding will be dedicated to the construction of new facilities, renovation of existing facilities, or other asset-producing projects.

Department  General Services

Location  TBD

Council District  TBD

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

Budget Overview

<table>
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<td>-</td>
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</table>

Five-Year Prior Program Appropriations  $0

Grand Total  $12,000,000
Maintain Transit Vehicles

Project Description
Maintaining transit vehicles may include bus replacements, Special Transportation Services vehicle replacements, vanpool replacements, or fleet expansions. Well-maintained, reliable transit vehicles help ensure safe, dependable, and accessible services for residents. These maintenance and replacement efforts support the State of Good Repair required by the Federal Transit Administration.

Department: Charlotte Area Transit System
Location: Mecklenburg County/Citywide
Council District: Citywide
Priority Area: Well-Managed Government (Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)

Budget Overview

<table>
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<tr>
<td>Grand Total</td>
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</table>
Maintain Transit
Facilities

Project Description
Ensuring well-maintained facilities supports safe and dependable environments for residents, employees, and equipment. Projects could include new bus shelters, HVAC replacement, lighting upgrades at both rail and bus facilities, and contingency for emerging needs. These maintenance efforts support the State of Good Repair required by the Federal Transit Administration.

Department
Charlotte Area Transit System

Location
Mecklenburg County/ Citywide

Council District
Citywide

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

Budget Overview

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<th></th>
<th></th>
<th>TOTAL</th>
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<td>$9,689,986</td>
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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

<table>
<thead>
<tr>
<th>Funding Category</th>
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<td>FY 2023</td>
<td>FY 2024</td>
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<td>Grand Total</td>
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</table>
Enhance

Security and Technology

Project Description

These projects provide for various technology improvements, including projects which will help Charlotte Water manage its capital assets. Projects include software for digitally mapping infrastructure, software and hardware at water treatment plants, and software and hardware to implement a system to increase the efficiency of Charlotte Water’s fleet and meter reading program.

Department  Charlotte Water
Location  Citywide
Council District  Citywide
Priority Area  Well-Managed Government
(Efficient, Effective, Accountable, Responsive, Inclusive, and Customer Focused)

Budget Overview

<table>
<thead>
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<th>Funding Category</th>
<th>Proposed FY 2022</th>
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<th>FY 2024</th>
<th>FY 2025</th>
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<td><strong>$44,115,000</strong></td>
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Five-Year Prior Program Appropriations  $21,445,700

Grand Total  $134,260,700
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USER FEES
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Proposed FY 2022 User Fees

User fees are costs charged to those who receive certain governmental services or use governmental facilities. These fees are categorized as regulatory or non-regulatory:

Regulatory user fees recoup costs associated with providing specific services that are required by law. These fees are associated with regulatory programs such as land use permits, subdivision reviews, dance hall licenses, and hazardous chemical permits.

- Effective July 1, 2005, City Council adopted a cost recovery policy in which the rate for each regulatory user fee should cover 100 percent of the cost to perform the service. The fully allocated cost recovery model includes direct and indirect costs. Staff time is an example of direct costs. Facility cost is an example of indirect costs.

- Included in the Proposed FY 2022 Budget is the continuation of the City Council's Regulatory User Fee Policy of a fully allocated cost recovery rate of 100 percent for regulatory user fees. It includes a provision to allow the City Manager to recommend exceptions to the 100 percent regulatory user fee recovery for specific services as part of the annual budget process in order to:
  1. Avoid significant jumps in price from year to year
  2. Ensure regulatory compliance
  3. Account for service costs that may include or be dedicated to public involvement

- Regulatory user fees are calculated based on the annual operating budget and are primarily driven by the complexity of the service and amount of staff time spent on each service and number of occurrences. Regulatory user fees may fluctuate from year to year because they are based on the annual operating budget.

- The appendix at the end of the User Fee section includes a detailed step-by-step example of the regulatory user fee cost recovery calculation.

Proposed FY 2022 Regulatory User Fee Highlights

The city’s User Fee Ordinance requires the City Manager to notify City Council of any new or increased fees through the budget process. In accordance with City Council’s cost recovery policy, the Proposed FY 2022 User Fee schedule recovers 100 percent of costs for the majority of regulatory fees. The average cost recovery for the combined regulatory user fees increased from 92.7 percent to 93.1 percent. The Proposed FY 2022 User Fees include a General Fund subsidy of 6.9 percent.

<table>
<thead>
<tr>
<th>Department/Regulatory Service</th>
<th>FY 2020 Recovery Rate</th>
<th>FY 2021 Recovery Rate</th>
<th>FY 2022 Recovery Rate</th>
<th>FY 2022 Subsidy Rate</th>
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<td>1 Storm Water Services: Land Development</td>
<td>100%</td>
<td>93.0%</td>
<td>N/A₁</td>
<td>N/A₁</td>
</tr>
<tr>
<td>2 Transportation: Land Development &amp; Right-of-Way</td>
<td>99.0%</td>
<td>85.7%</td>
<td>76.7%</td>
<td>23.3%</td>
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<tr>
<td>3 Planning, Design &amp; Development: Land Development, Rezoning, Subdivision, and Zoning Administration</td>
<td>97.9%</td>
<td>91.5%</td>
<td>97.4%</td>
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<tr>
<td>4 Fire: Fire Code and Plans Review</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>0.0%</td>
</tr>
<tr>
<td>5 Police: Adult Businesses, Carnival, Dance Halls, and Passenger Vehicle For Hire</td>
<td>65.1%</td>
<td>59.5%</td>
<td>49.7%</td>
<td>50.3%</td>
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<tr>
<td>6 City Clerk’s Office: Legal Advertisements-Rezoning</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total Percentage (based on revenue projections)</strong></td>
<td><strong>97.8%</strong></td>
<td><strong>92.7%</strong></td>
<td><strong>93.1%</strong></td>
<td><strong>6.9%</strong></td>
</tr>
</tbody>
</table>

₁Beginning in FY 2022, these fees will be collected in the Storm Water Operating Fund.

The Proposed FY 2022 User Fees, along with the percentage of General Fund subsidy for regulatory fees, are included in the User Fee Schedule by department. New or restructured regulatory fees include the following:

- Land development services transferring from General Services to Storm Water Services
- Transportation created multiple fees to better recover costs related to the services the department provides, including reviews of plan revisions, as well as restructured right-of-way encroachment fees
- Planning, Design & Development restructured Commercial Zoning Plan Review fees

Non-regulatory user fees recoup costs associated with all other city services or facilities that are unrelated to regulations. These fees are associated with programs such as city-owned cemeteries and airport landing fees.

The fees associated with non-regulatory services are calculated using different methods than regulatory fees because City Council’s policy does not require non-regulatory fees to recover a specific percentage of the costs incurred by the city agency in the provision of the service. Aviation fees, for example, are based on negotiated contracts or to comply with federal requirements for the Airport to be financially self-sufficient. The goal for cemetery fees is to be competitive in the market while providing quality, affordable services, and stable perpetual care.
Proposed FY 2022 User Fees

New non-regulatory fees include a new Internal Clinic Services fee to recover the costs of providing care to animals entering the city’s Animal Care and Control system and a new fee for Land Development Expedited Review Revision for Transportation.

The following pages detail the rates for regulatory and non-regulatory user fees. This section also includes storm water fees and select water and sewer fees.

**Regulatory Fees**

1. **Charlotte Department of Transportation - Land Development and Right-of-Way**
   - FY 2022 User Fees include:
     - Ten new user fees to improve the alignment of fees with the costs of providing services, including:
       - Fees for transportation impact studies for Urban Plan reviews associated with the Transit-Oriented Development ordinance and submitting revisions/amendments to plans, which require additional resources to provide;
       - Application fees for festivals and parades to capture the staff time dedicated to initially reviewing application. This is also benefits applicants by delaying the payment of the full amount of the permit for a festival or parade until the application is approved;
       - A separate fee for right-of-way encroachment for single-family lots to capture the lower cost of providing these reviews compared to commercial right-of-way encroachments.

2. **Planning, Design and Development Department - Land Development, Rezoning, Subdivision, and Zoning Administration**
   - FY 2022 User Fees include:
     - One new Construction Inspector position
     - Restructured Commercial Zoning Plan Review Fees
     - No new fees

3. **Charlotte Fire Department - Fire Code and Plans Review**
   - No new fees, and fees recover 100 percent of fully allocated costs

4. **Charlotte-Mecklenburg Police Department - Adult Business, Carnival, Dance Hall, and Passenger Vehicle for Hire permits**
   - No new fees, and all fees remain unchanged from FY 2021

5. **City Clerk’s Office - Legal Advertisements for Rezoning Petitions**
   - No new fees and an increase of 27.6 percent for Legal Advertisements to fully recover cost for Spanish advertisements

6. **Storm Water Services - Land Development**
   - Transition from the Department of General Services in the General Fund to the Storm Water Services enterprise fund to centralize the management and administration of land development services related to storm water infrastructure and regulation
   - FY 2022 User Fees include no new fees

7. **Charlotte Water - Back Flow and Subdivision Plans Review/Inspection**
   - FY 2022 User Fees include:
     - One new Senior Engineer position and one new Plans Review Engineer position

8. **Charlotte Area Transit System - Plans Review & Right-of-Way Management Fees**
   - No new fees, and fees recover 100 percent of fully allocated costs

358
9. Aviation
   • Airline fees are based on Aviation’s cost-recovery model. FY 2022 non-regulatory fees include the following:
     o Airline Fees:
       ▪ Terminal rental rates decrease by one percent
       ▪ Landing fees, federal inspection service (international), and loading bridge fees decrease from FY 2021
       ▪ Common use gate/holdroom, common use ticket counter, and baggage fees increase from FY 2021
     o Ground Transportation Operators:
       ▪ Fees remain unchanged from FY 2021
     o Parking Fees:
       ▪ Hourly Deck rate daily maximum increases by 20 percent and changes from a per half hour to a per hour billing basis
       ▪ Daily Deck and Daily North maximum rate increases by 20 percent
       ▪ Long Term Lots and Business Valet fees increase by 42.9 percent and 14.3 percent respectively
     o Rental Rates:
       ▪ Ground and office rental rates remain unchanged from FY2021
       ▪ Warehouse/Office rental rates changed by a range of a decline of seven percent to an increase of 48 percent
       ▪ The minimum FBO Hangar rental rate declined by seven percent
     o Tenant Fees:
       ▪ Employee parking adds two new tiers of parking cards, Premium and Premier, in addition to the Standard parking card

10. City Clerk’s Office
    • Voluntary Annexation Petition fee remains at $400
    • Passport Fees remain the same as in FY 2021

11. General Services
    • Multiple cemetery fees (including cremations and opening and closing fees for adults) increase, while several perpetual care charges are reduced. These adjustments are to ensure cemetery fees remain aligned with private providers.
    • No new fees
    • Public parking rates at the Charlotte Mecklenburg Parking Deck remain the same as in FY 2021
    • Telecommunication tower fees remain the same as in FY 2021

12. Storm Water Services - Land Development
    • Transition from the Department of General Services in the General Fund to the Storm Water Services enterprise fund to centralize the management and administration of land development services related to storm water infrastructure and regulation.
    • No new fees, and fees remain the same as in FY 2021

13. Planning, Design & Development - Land Development
    • Fees remain the same as in FY 2021

14. Charlotte-Mecklenburg Police Department – Animal Care and Control
    • Adoption fees remain unchanged from FY 2021 to encourage animal adoptions
    • A new Internal Clinic Services fee is created to recover the costs of providing care to animals entering the city’s Animal Care and Control system

15. Solid Waste Services
    • Fees for annual solid waste collection and disposal for multi-family and single-family residences increase by $7.36, from $67.66 to $75.02 annually
    • Small Business Solid Waste fee remains unchanged
Proposed FY 2022 User Fees

Non-regulatory Fees (continued)

16. Charlotte Department of Transportation
   • A new Land Development Expedited Review Revision fee is created to improve the alignment of fees with the cost of providing services including submitting revisions to plans, which require additional resources to review
   • Inclusion of the city's existing E-scooter Permit fee, which the city has been piloting, in the user fee schedule

17. Charlotte Water
   • Charlotte Water Land Development Expedited Review remains at $6,810

Other Fees

18. Storm Water Fees
   • Storm Water fees increase by an average of 3.2 percent from FY 2021 across all tiers

19. Charlotte Water – Water and Sewer Fees
   • The fixed billing fee per month remains unchanged at $4.22 for both water and sewer service
   • The availability fee charge per month remains unchanged at $1.29 for water and $8.70 for sewer service
   • Each water volume tier and the non-residential water volumetric rate slightly increase approximately five percent
   • The sewer volumetric rate increases from $5.19 to $5.43 for all sewer customers, while the industrial rate remains unchanged at $0.27
   • The connection fee increases from $2,933 to $3,020 for residential water and from $4,005 to $4,383 for residential sewer
   • The system development fee increases from $846 to $1,000 for residential water and from $2,618 to $3,214 for residential sewer
   • The typical monthly total water and sewer bill for residential customers is estimated to be $70.39 in FY 2022, an average increase of $2.33 per month
   • The typical bill assumes 5,236 gallons or seven ccf used each month. Based on the current rate structure, users consuming more than the typical level of consumption are charged a higher rate to encourage conservation and responsible use of this resource
## Proposed FY 2022 User Fees

### Transportation

#### A. Land Development Permits and Fees:

<table>
<thead>
<tr>
<th>Service Description</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
<th>% Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial Building/Driveway Permit/Site Plan¹</td>
<td>$655</td>
<td>$470</td>
<td>-28.2%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Commercial Plan Revision</td>
<td>N/A</td>
<td>$475</td>
<td>N/A</td>
<td>0.0%</td>
</tr>
<tr>
<td>Rezoning - Conventional</td>
<td>$605</td>
<td>$850</td>
<td>40.5%</td>
<td>40.0%</td>
</tr>
<tr>
<td>Rezoning - Conditional (Minor)¹</td>
<td>$605</td>
<td>$850</td>
<td>40.5%</td>
<td>22.1%</td>
</tr>
<tr>
<td>Rezoning - Conditional (Major)¹</td>
<td>$5,500</td>
<td>$6,335</td>
<td>15.2%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Subdivision Processing¹</td>
<td>$1,160</td>
<td>$870</td>
<td>-25.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Subdivision Plan Revision</td>
<td>N/A</td>
<td>$495</td>
<td>N/A</td>
<td>0.0%</td>
</tr>
<tr>
<td>Subdivision Sketch Review</td>
<td>N/A</td>
<td>$480</td>
<td>N/A</td>
<td>0.0%</td>
</tr>
<tr>
<td>Urban Reviews</td>
<td>$1,420</td>
<td>$1,205</td>
<td>-15.1%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Urban Plan Review-Major</td>
<td>N/A</td>
<td>$2,100</td>
<td>N/A</td>
<td>0.0%</td>
</tr>
<tr>
<td>Urban Plan Revision</td>
<td>N/A</td>
<td>$725</td>
<td>N/A</td>
<td>0.0%</td>
</tr>
<tr>
<td>Minor Site Review/Administrative Fee</td>
<td>N/A</td>
<td>$675</td>
<td>N/A</td>
<td>41.5%</td>
</tr>
</tbody>
</table>

#### B. Right-of-Way Permits:

##### Festival Permits:

<table>
<thead>
<tr>
<th>Service Description</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
<th>% Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Festival Permit Application</td>
<td>N/A</td>
<td>$100</td>
<td>N/A</td>
<td>75.5%</td>
</tr>
<tr>
<td>Single Day (&lt;300 attendees)</td>
<td>$865</td>
<td>$100</td>
<td>-88.4%</td>
<td>92.4%</td>
</tr>
<tr>
<td>Single Day (≥300 attendees)</td>
<td>$865</td>
<td>$1,100</td>
<td>27.2%</td>
<td>41.1%</td>
</tr>
<tr>
<td>Multi-Day (a permit is required for each day for the duration of the event)</td>
<td>$2,200</td>
<td>$2,500</td>
<td>13.6%</td>
<td>77.3%</td>
</tr>
</tbody>
</table>

##### Parade Permits:

<table>
<thead>
<tr>
<th>Service Description</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
<th>% Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parade Permit Application</td>
<td>N/A</td>
<td>$100</td>
<td>N/A</td>
<td>46.6%</td>
</tr>
<tr>
<td>Small (&lt; 1,000 attendees)</td>
<td>$325</td>
<td>$450</td>
<td>38.5%</td>
<td>30.9%</td>
</tr>
<tr>
<td>Large (≥1,000 attendees)</td>
<td>$2,300</td>
<td>$3,000</td>
<td>30.4%</td>
<td>20.7%</td>
</tr>
</tbody>
</table>

##### Right-of-Way (ROW):

<table>
<thead>
<tr>
<th>Service Description</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
<th>% Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Right-of-Way Abandonment Pre-Submittal Administrative Fee</td>
<td>$250</td>
<td>$250</td>
<td>0.0%</td>
<td>87.4%</td>
</tr>
<tr>
<td>Right-of-Way Abandonment (one street/alleyway)</td>
<td>$4,330</td>
<td>$5,720</td>
<td>32.1%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Right-of-Way Abandonment (additional street/alleyway)</td>
<td>$2,000</td>
<td>$2,000</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Commercial Right-of-Way Encroachment</td>
<td>$2,005</td>
<td>$2,505</td>
<td>24.9%</td>
<td>25.0%</td>
</tr>
<tr>
<td>Commercial Right-of-Way Encroachment Amendment</td>
<td>N/A</td>
<td>$1,500</td>
<td>N/A</td>
<td>92.3%</td>
</tr>
<tr>
<td>Single-Family Lot Encroachment</td>
<td>N/A</td>
<td>$750</td>
<td>N/A</td>
<td>89.0%</td>
</tr>
</tbody>
</table>

##### Temporary Infrastructure Permit:

<table>
<thead>
<tr>
<th>Service Description</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
<th>% Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parklets, art, decorative items, and signal cabinet wraps</td>
<td>$150</td>
<td>$150</td>
<td>0.0%</td>
<td>97.0%</td>
</tr>
<tr>
<td>Food trucks</td>
<td>$300</td>
<td>$300</td>
<td>0.0%</td>
<td>88.7%</td>
</tr>
<tr>
<td>Sidewalk Dining Permit</td>
<td>$1,350</td>
<td>$1,350</td>
<td>0.0%</td>
<td>69.5%</td>
</tr>
</tbody>
</table>

##### Valet Parking Permits:

<table>
<thead>
<tr>
<th>Service Description</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
<th>% Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Annual Permit</td>
<td>$500</td>
<td>$500</td>
<td>0.0%</td>
<td>83.6%</td>
</tr>
<tr>
<td>Permit Renewals</td>
<td>$200</td>
<td>$250</td>
<td>25.0%</td>
<td>80.0%</td>
</tr>
<tr>
<td>Temporary Permit</td>
<td>$150</td>
<td>$250</td>
<td>66.7%</td>
<td>65.6%</td>
</tr>
</tbody>
</table>

¹Transportation’s portion; additional fees collected by Planning, Design and Development
## Proposed FY 2022 User Fees

### Planning, Design, and Development

#### 2. Regulatory Fees: Rezoning, Land Development, Subdivision, and Zoning Administration

<table>
<thead>
<tr>
<th>Service</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
<th>% Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Rezoning:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conventional</td>
<td>$2,750</td>
<td>$2,955</td>
<td>7.5 %</td>
<td>15.0 %</td>
</tr>
<tr>
<td>Conditional (Minor)</td>
<td>$4,850</td>
<td>$5,120</td>
<td>5.6 %</td>
<td>15.0 %</td>
</tr>
<tr>
<td>Conditional (Major)</td>
<td>$8,900</td>
<td>$9,415</td>
<td>5.8 %</td>
<td>15.0 %</td>
</tr>
<tr>
<td>Text Amendment</td>
<td>$1,700</td>
<td>$1,695</td>
<td>-0.3 %</td>
<td>15.0 %</td>
</tr>
<tr>
<td>Administrative Options</td>
<td>$280</td>
<td>$290</td>
<td>3.6 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td><strong>B. Subdivision and Commercial Reviews and Inspections:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minor Administrative</td>
<td>$280</td>
<td>$290</td>
<td>3.6 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Commercial Inspection</td>
<td>$1,085</td>
<td>$1,330</td>
<td>22.6 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Detention Inspection</td>
<td>$115</td>
<td>$130</td>
<td>13.0 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Commercial Tree Ordinance Review and Inspection</td>
<td>$1,430</td>
<td>$1,700</td>
<td>18.9 %</td>
<td>2.3 %</td>
</tr>
<tr>
<td>Residential Tree Ordinance and Preservation Review and Inspection</td>
<td>$1,220</td>
<td>$1,435</td>
<td>17.6 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Single Family Hold Release Inspection</td>
<td>$70</td>
<td>$80</td>
<td>14.3 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Preliminary Single-Family (Streets) and Inspections</td>
<td>$6,400</td>
<td>$7,235</td>
<td>13.0 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Preliminary Non-Residential and Inspections</td>
<td>$3,830</td>
<td>$4,385</td>
<td>14.5 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Preliminary Plan Revisions and Inspections</td>
<td>$1,040</td>
<td>$1,115</td>
<td>7.2 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Final Plats</td>
<td>$1,170</td>
<td>$1,360</td>
<td>16.2 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Final Plats Revision</td>
<td>$750</td>
<td>$825</td>
<td>10.0 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Not Subject Plats</td>
<td>$450</td>
<td>$470</td>
<td>4.4 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Planned Multi-Family Review and Inspection</td>
<td>$5,095</td>
<td>$6,070</td>
<td>19.1 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Planned Multi-Family Zoning Review and Inspection</td>
<td>$2,530</td>
<td>$2,470</td>
<td>-2.4 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Sketch Plan Review</td>
<td>$710</td>
<td>$730</td>
<td>2.8 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Commercial Zoning Plan Review¹</td>
<td>N/A</td>
<td>$820</td>
<td>N/A</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Minor Commercial Zoning Plan Review¹</td>
<td>N/A</td>
<td>$155</td>
<td>N/A</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Street Exceptions</td>
<td>$580</td>
<td>$580</td>
<td>0.0 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Variances &amp; Appeals</td>
<td>$5,000</td>
<td>$5,000</td>
<td>0.0 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Urban Plan Review and Inspection</td>
<td>$3,960</td>
<td>$3,870</td>
<td>-2.3 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td><strong>C. Zoning Administration:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appeals (Residential)</td>
<td>$335</td>
<td>$365</td>
<td>9.0 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Appeals (Non-Residential)</td>
<td>$1,620</td>
<td>$1,925</td>
<td>18.8 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Variances (Residential)</td>
<td>$780</td>
<td>$840</td>
<td>7.7 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Variances (Non-Residential)</td>
<td>$1,720</td>
<td>$1,840</td>
<td>7.0 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Administrative Deviation (Residential)</td>
<td>$310</td>
<td>$320</td>
<td>3.2 %</td>
<td>1.4 %</td>
</tr>
<tr>
<td>Administrative Deviation (Non-Residential)</td>
<td>$600</td>
<td>$575</td>
<td>-4.2 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Residential Single-Family Reviews</td>
<td>$90</td>
<td>$65</td>
<td>-27.8 %</td>
<td>2.2 %</td>
</tr>
<tr>
<td>Sign Permits</td>
<td>$180</td>
<td>$130</td>
<td>-27.8 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Verification Letters</td>
<td>$190</td>
<td>$230</td>
<td>21.1 %</td>
<td>17.2 %</td>
</tr>
<tr>
<td>Zoning Use Permits</td>
<td>$250</td>
<td>$255</td>
<td>2.0 %</td>
<td>1.3 %</td>
</tr>
<tr>
<td>Amended Site Plan Approval</td>
<td>$600</td>
<td>$435</td>
<td>-27.5 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Parking Reductions</td>
<td>$250</td>
<td>$250</td>
<td>0.0 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Sign Flex</td>
<td>$280</td>
<td>$280</td>
<td>0.0 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td><strong>D. Historic District Review:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minor Review</td>
<td>$610</td>
<td>$775</td>
<td>27.0 %</td>
<td>24.9 %</td>
</tr>
<tr>
<td>Major Review</td>
<td>$1,155</td>
<td>$1,200</td>
<td>3.9 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Major Review (with survey)</td>
<td>$1,065</td>
<td>$1,100</td>
<td>3.3 %</td>
<td>75.4 %</td>
</tr>
</tbody>
</table>

¹The city plans to transition Commercial Zoning reviews from Mecklenburg County beginning July 1, 2021 and to implement these fees. If the transition is delayed, the current FY 2021 fees will continue to be collected by Mecklenburg County until the transition is complete. The current FY 2021 fees are: Construction costs of $1 to $3,000=$210; $3,001 to $50,000=$340; $50,001 to $100,000=$815; $100,001 to $1,000,000=$1,705; over $1,000,000=$1,790. RTAP/RTAC=$330; CTAC=$175.
Proposed FY 2022 User Fees

## Fire

### 3. Regulatory Fees: Fire Code and Plans Review

<table>
<thead>
<tr>
<th>Service Description</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
<th>% Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Fire Code Permits:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ABC Inspection/Permit</td>
<td>$135</td>
<td>$135</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Aerosol Products</td>
<td>$135</td>
<td>$135</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Carbon Dioxide Beverage &gt; 100 pounds</td>
<td>$135</td>
<td>$135</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Combustible Dust Producing Operations/Pulverized Particles</td>
<td>$135</td>
<td>$135</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Combustible Liquids Class 2 and 3 (25-60 gallons on property)</td>
<td>$135</td>
<td>$135</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Covered Mall Buildings – Display-liquid or gas-fired equipment</td>
<td>$135</td>
<td>$135</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Covered Mall Buildings – Retail Fixtures/Concessions</td>
<td>$135</td>
<td>$135</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Covered Mall Buildings – Use of open flame producing equipment</td>
<td>$135</td>
<td>$135</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Day Care/Group Homes – Renewable</td>
<td>$135</td>
<td>$135</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Day Care/Group Homes – Non-Renewable</td>
<td>$135</td>
<td>$135</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Dispensing of Flammable/Combustibles including service stations</td>
<td>$135</td>
<td>$135</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Dry Cleaning Plants</td>
<td>$135</td>
<td>$135</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Flammable Liquids Class 1 (5-50 gallons inside/10-50 outside)</td>
<td>$135</td>
<td>$135</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Fuel Vehicle in Assembly Building</td>
<td>$135</td>
<td>$135</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Fumigation and Thermal Insecticide Fogging</td>
<td>$135</td>
<td>$135</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Hazardous Chemicals ≤110 gallons; 1,000 pounds</td>
<td>$135</td>
<td>$135</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Hazardous Location Close Out</td>
<td>$135</td>
<td>$135</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Heliport/Helisport</td>
<td>$135</td>
<td>$135</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Lumber Storage/Yards and Woodworking Plants</td>
<td>$135</td>
<td>$135</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Non-Mandated Inspection Fee</td>
<td>$135</td>
<td>$135</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Re-inspection Fee (3rd Inspection)</td>
<td>$135</td>
<td>$135</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Repair Garages</td>
<td>$135</td>
<td>$135</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Temporary Membrane Structures, Tents, Canopies</td>
<td>$135</td>
<td>$135</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Waste Handling (Junk Yards, Wrecking Yards)</td>
<td>$135</td>
<td>$135</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>B. Fire Code Permits:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amusement Buildings</td>
<td>$205</td>
<td>$205</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Carnivals and Fairs</td>
<td>$205</td>
<td>$205</td>
<td>0.0%</td>
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</tr>
<tr>
<td>Combustible Fibers</td>
<td>$205</td>
<td>$205</td>
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<tr>
<td>Combustible Liquids Class 2 and 3 (61-500 gallons)</td>
<td>$205</td>
<td>$205</td>
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</tr>
<tr>
<td>Combustible Storage Permit (over 2,500 cubic foot)</td>
<td>$205</td>
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<tr>
<td>Compressed Gas</td>
<td>$205</td>
<td>$205</td>
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<td>0.0%</td>
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<tr>
<td>Cryogenic Fluids</td>
<td>$205</td>
<td>$205</td>
<td>0.0%</td>
<td>0.0%</td>
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<tr>
<td>Exhibits and Trade Shows</td>
<td>$205</td>
<td>$205</td>
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<tr>
<td>Explosives (Fireworks Indoors)</td>
<td>$205</td>
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<tr>
<td>Explosives (Fireworks Sales)</td>
<td>$205</td>
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<td>0.0%</td>
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</tr>
<tr>
<td>Flammable Liquids Class 1 (51-500 gallons on property)</td>
<td>$205</td>
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<td>0.0%</td>
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</tr>
<tr>
<td>Hazardous Chemicals 111-1,100 gallons; 1,001-10,000 pounds</td>
<td>$205</td>
<td>$205</td>
<td>0.0%</td>
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<tr>
<td>High Pile Storage</td>
<td>$205</td>
<td>$205</td>
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<td>0.0%</td>
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<tr>
<td>Places of Assembly</td>
<td>$205</td>
<td>$205</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Spraying or Dipping Operations</td>
<td>$205</td>
<td>$205</td>
<td>0.0%</td>
<td>0.0%</td>
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</table>
### Proposed FY 2022 User Fees

#### Fire

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>C. Fire Code Permits:</strong></td>
<td></td>
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<tr>
<td>Aviation Facilities</td>
<td>$235</td>
<td>$235</td>
<td>0.0 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Combustible Liquids Class 2 and 3A (501-5,000 gallons on property)</td>
<td>$235</td>
<td>$235</td>
<td>0.0 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Flammable and Combustible Liquids (Change type of contents in tank to a greater hazard than tank’s design)</td>
<td>$235</td>
<td>$235</td>
<td>0.0 %</td>
<td>0.0 %</td>
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<tr>
<td>Flammable and Combustible Liquids (Dispensing from tank vehicles into motor vehicles)</td>
<td>$235</td>
<td>$235</td>
<td>0.0 %</td>
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</tr>
<tr>
<td>Flammable and Combustible Liquids (Install, alter, remove, abandon tanks - AG/BG tank removal)</td>
<td>$235</td>
<td>$235</td>
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</tr>
<tr>
<td>Flammable and Combustible Liquids (Manufacture, process, blend/refine)</td>
<td>$235</td>
<td>$235</td>
<td>0.0 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Flammable and Combustible Liquids (Operate tank vehicles, tanks, plants, terminals, wells, refineries)</td>
<td>$235</td>
<td>$235</td>
<td>0.0 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Flammable Liquids Class 1 (501-5,000 gallons on property)</td>
<td>$235</td>
<td>$235</td>
<td>0.0 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Hazardous Chemicals 1,101-5,500 gallons; 10,001-50,000 pounds</td>
<td>$235</td>
<td>$235</td>
<td>0.0 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Tire Rebuilding Plant</td>
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<td>$235</td>
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<td>0.0 %</td>
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<tr>
<td><strong>D. Fire Code Permits:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bulk Terminal Operations (Includes 3-5 permits for permit categories 13, 14, 15, and 18)</td>
<td>$2,200</td>
<td>$2,200</td>
<td>0.0 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Combustible Liquids Class 2 and 3A &gt; 5,000</td>
<td>$270</td>
<td>$270</td>
<td>0.0 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Explosives – (Manufacture, storage, handling, and sale)</td>
<td>$270</td>
<td>$270</td>
<td>0.0 %</td>
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</tr>
<tr>
<td>Explosives – Blasting Operations</td>
<td>$270</td>
<td>$270</td>
<td>0.0 %</td>
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<tr>
<td>Explosives – Fireworks (Outdoors)</td>
<td>$270</td>
<td>$270</td>
<td>0.0 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Flammable Liquids Class 1 (&gt;5,000 gallons, on property)</td>
<td>$270</td>
<td>$270</td>
<td>0.0 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Hazardous Chemicals &gt;5,500 gallons; &gt;50,000 pounds</td>
<td>$270</td>
<td>$270</td>
<td>0.0 %</td>
<td>0.0 %</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>---------</td>
<td>---------</td>
<td>-----------</td>
<td>----------</td>
</tr>
<tr>
<td><strong>E. Plans Review:</strong></td>
<td></td>
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</tr>
<tr>
<td>Fire Alarm Plans (Shop drawings)</td>
<td>$100</td>
<td>$100</td>
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</tr>
<tr>
<td>Fire Sprinkler Plans (Shop drawings)</td>
<td>$135</td>
<td>$135</td>
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</tr>
<tr>
<td>Interactive Review</td>
<td>$70</td>
<td>$70</td>
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<td>0.0%</td>
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<tr>
<td>Hydrant Test</td>
<td>$170</td>
<td>$170</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Multi-family/ Commercial Building Land Develop</td>
<td>$270</td>
<td>$270</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Performance Tests - Automatic fire-extinguishing systems (Hood systems, halon systems, pre-action systems in computer rooms or alternatives)</td>
<td>$100</td>
<td>$100</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Performance Tests - Fire Alarm (Shell) (Smoke evacuation, atriums, and smoke detection systems)</td>
<td>$100</td>
<td>$100</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Performance Tests - Fire Alarm (Upfit)</td>
<td>$100</td>
<td>$100</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Performance Tests - Fire pumps</td>
<td>$135</td>
<td>$135</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Performance Tests - Private fire hydrants</td>
<td>$70</td>
<td>$70</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Performance Tests - Sprinkler System (13R, drain test, etc.)</td>
<td>$100</td>
<td>$100</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Performance Tests - Standpipe system tests</td>
<td>$100</td>
<td>$100</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Plans Review-Construction - &lt;50,000</td>
<td>$205</td>
<td>$205</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Plans Review-Construction - $50,001 to $100,000</td>
<td>$235</td>
<td>$235</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Plans Review-Construction - $100,001 to $500,000</td>
<td>$270</td>
<td>$270</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Plans Review-Construction - $500,001 to $1,000,000</td>
<td>$340</td>
<td>$340</td>
<td>0.0%</td>
<td>0.0%</td>
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<tr>
<td>Plans Review-Construction - $1,000,001 to $5,000,000</td>
<td>$575</td>
<td>$575</td>
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<tr>
<td>Plans Review-Construction - $5,000,001 to $10,000,000</td>
<td>$880</td>
<td>$880</td>
<td>0.0%</td>
<td>0.0%</td>
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<tr>
<td>Plans Review-Construction - &gt; than $10,000,000</td>
<td>$1,350</td>
<td>$1,350</td>
<td>0.0%</td>
<td>0.0%</td>
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<tr>
<td>Mega/HCDT (Phased, Mixed-Use, and Design Build Projects)</td>
<td>$2,700</td>
<td>$2,700</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Rezoning - Conventional</td>
<td>$35</td>
<td>$35</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Rezoning - Conditional (Major)</td>
<td>$70</td>
<td>$70</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Rezoning - Conditional (Minor)</td>
<td>$35</td>
<td>$35</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>F. State-Mandated Inspections (by square foot):</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0 - 2,499 square feet</td>
<td>$55</td>
<td>$55</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>2,500 - 4,499 square feet</td>
<td>$75</td>
<td>$75</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>4,500 - 7,999 square feet</td>
<td>$80</td>
<td>$80</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>8,000 - 15,999 square feet</td>
<td>$95</td>
<td>$95</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>16,000 - 49,999 square feet</td>
<td>$135</td>
<td>$135</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>50,000 - 99,999 square feet</td>
<td>$155</td>
<td>$155</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>100,000 - 499,999 square feet</td>
<td>$225</td>
<td>$225</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>500,000 + square feet</td>
<td>$225</td>
<td>$225</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Apartment Building with Direct Egress</td>
<td>$35</td>
<td>$35</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Interior Suite or Floor</td>
<td>$70</td>
<td>$70</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Parking Decks</td>
<td>$90</td>
<td>$90</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>First Reinspection Fee</td>
<td>$25</td>
<td>$25</td>
<td>0.0%</td>
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</tr>
<tr>
<td>Vacant Buildings</td>
<td>$50</td>
<td>$50</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>
## Proposed FY 2022 User Fees

### Police

<table>
<thead>
<tr>
<th>4. Regulatory Fees: Adult Business, Carnival, Dance Hall, and Passenger Vehicle for Hire</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
<th>% Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A. Adult Business Fees:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Application Fee</td>
<td>$3,830</td>
<td>$3,830</td>
<td>0.0%</td>
<td>34.4%</td>
</tr>
<tr>
<td>Background Check Fee</td>
<td>$30</td>
<td>$30</td>
<td>0.0%</td>
<td>54.6%</td>
</tr>
<tr>
<td>Building Design Change Fee</td>
<td>$1,535</td>
<td>$1,535</td>
<td>0.0%</td>
<td>56.5%</td>
</tr>
<tr>
<td>License Fee</td>
<td>$1,380</td>
<td>$1,380</td>
<td>0.0%</td>
<td>34.1%</td>
</tr>
<tr>
<td><strong>B. Carnival Permit Fee:</strong></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Carnival Permit Fee</td>
<td>$1,060</td>
<td>$1,060</td>
<td>0.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td><strong>C. Dance Hall License Fees:</strong></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Application/Renewal Fee</td>
<td>$3,170</td>
<td>$3,170</td>
<td>0.0%</td>
<td>66.3%</td>
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<tr>
<td>License Fee</td>
<td>$1,120</td>
<td>$1,120</td>
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<td>68.2%</td>
</tr>
<tr>
<td>Background Check Fee</td>
<td>$40</td>
<td>$40</td>
<td>0.0%</td>
<td>27.3%</td>
</tr>
<tr>
<td>Building Design Change Fee</td>
<td>$1,535</td>
<td>$1,535</td>
<td>0.0%</td>
<td>56.5%</td>
</tr>
<tr>
<td><strong>D. Passenger Vehicle for Hire Fees:</strong></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Company Certifications Fees:</strong></td>
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<tr>
<td>Company Permit Fee</td>
<td>$585</td>
<td>$585</td>
<td>0.0%</td>
<td>33.4%</td>
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<tr>
<td>Late Renewal Charge (per day)(^1)</td>
<td>$100</td>
<td>$100</td>
<td>0.0%</td>
<td>0.0%</td>
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<tr>
<td><strong>Driver/Chauffeur Fees:</strong></td>
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</tr>
<tr>
<td>Driver Application (New/Renewal)</td>
<td>$80</td>
<td>$80</td>
<td>0.0%</td>
<td>32.6%</td>
</tr>
<tr>
<td>Driver/Chauffeur Permit Fee(^2)</td>
<td>$15</td>
<td>$15</td>
<td>0.0%</td>
<td>84.3%</td>
</tr>
<tr>
<td>Transfer/Add/Replace/Duplication Fee</td>
<td>$90</td>
<td>$90</td>
<td>0.0%</td>
<td>81.2%</td>
</tr>
<tr>
<td>Reinstatement of Permit Fee</td>
<td>$165</td>
<td>$165</td>
<td>0.0%</td>
<td>51.8%</td>
</tr>
<tr>
<td><strong>Vehicle Fees:</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vehicle Permit Fee</td>
<td>$20</td>
<td>$20</td>
<td>0.0%</td>
<td>30.0%</td>
</tr>
<tr>
<td>Replace Vehicle Permit/Decals</td>
<td>$60</td>
<td>$60</td>
<td>0.0%</td>
<td>98.3%</td>
</tr>
<tr>
<td>Transfer Vehicle Permit</td>
<td>$180</td>
<td>$180</td>
<td>0.0%</td>
<td>81.7%</td>
</tr>
</tbody>
</table>

\(^1\) Penalty; not a regulatory fee

\(^2\) Fee regulated by North Carolina General Statutes

### City Clerk’s Office

<table>
<thead>
<tr>
<th>5. Regulatory Fees: Legal Advertisements</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
<th>% Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal Advertisements for Rezoning Petitions(^1)</td>
<td>$290</td>
<td>$370</td>
<td>27.6%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

\(^1\) Clerk’s legal advertisement fee is currently charged per petitioner. Fee also applies for reposting of advertisement, after second deferral. Fee is collected by Planning, Design, & Development.
## Proposed FY 2022 User Fees

### Storm Water Services

<table>
<thead>
<tr>
<th>6. Regulatory Fees: Land Development</th>
<th>Basis</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
<th>% Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td>As-Built for Subdivisions &gt; 2 years from approval date</td>
<td>Per As-Built</td>
<td>$375</td>
<td>$500</td>
<td>33.3%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Commercial Plan Review</td>
<td>Per project</td>
<td>$1,125</td>
<td>$1,220</td>
<td>8.4%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Detention/Drainage Plan Review</td>
<td>Per project + denuded acre</td>
<td>$620 + $90</td>
<td>$315 + $100</td>
<td>-23.8%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Grading/Erosion Control Permit</td>
<td>Per permit + per denuded acre per permit</td>
<td>$3,230 + $90</td>
<td>$2,415 + $100</td>
<td>-17.3%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Major Commercial Subdivision Review</td>
<td>Per project + denuded acre</td>
<td>$1,625 + $90</td>
<td>$2,060 + $100</td>
<td>23.4%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Major Residential Subdivision Review</td>
<td>Per project + per acre</td>
<td>$3,175 + $90</td>
<td>$4,900 + $100</td>
<td>49.0%</td>
<td>15.9%</td>
</tr>
<tr>
<td>Single Family Subdivision Review</td>
<td>Per project</td>
<td>$1,700</td>
<td>$2,750</td>
<td>61.8%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Minor Residential Subdivision (without streets) and Final Plat</td>
<td>Per project</td>
<td>$565</td>
<td>$240</td>
<td>-57.5%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Revision to Approved Plan</td>
<td>Per project</td>
<td>$695</td>
<td>$815</td>
<td>17.3%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Rezoning Staff Review</td>
<td>Per project</td>
<td>$30</td>
<td>$175</td>
<td>483.3%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Sketch Plan Review</td>
<td>Per project</td>
<td>$125</td>
<td>$170</td>
<td>36.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Urban Design Plan Review and Inspection</td>
<td>Per As-Built</td>
<td>$980</td>
<td>$1,285</td>
<td>31.1%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

1 Grading, 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.

3 Major subdivision costs are based on total acreage; commercial subdivision based on denuded acreage.
## Charlotte Water

### Proposed FY 2022 User Fees

#### 7. Regulatory Fees: Plans Review/Inspection Fees

<table>
<thead>
<tr>
<th></th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
<th>% Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Backflow Review: Plan Review</td>
<td>$280</td>
<td>$294</td>
<td>5.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Backflow Inspection: Per Inspection</td>
<td>$193</td>
<td>$183</td>
<td>-5.2%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Subdivision Review: Project Initiation</td>
<td>$409</td>
<td>$418</td>
<td>2.2%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Subdivision Plan Review: Per Linear Foot</td>
<td>$1.74</td>
<td>$2.46</td>
<td>41.4%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Subdivision Inspection: Per Linear Foot</td>
<td>$4.70</td>
<td>$4.02</td>
<td>-14.5%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

## Charlotte Area Transit System

### Proposed FY 2022 User Fees

#### 8. Regulatory Fees: Plans Review & Right-of-Way Management Fees

<table>
<thead>
<tr>
<th></th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
<th>% Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Development Plans Review</td>
<td>$970</td>
<td>$1,055</td>
<td>8.8%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Rezoning Petitions</td>
<td>$490</td>
<td>$530</td>
<td>8.2%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Right-of-Way/Property Agreements (includes property transfers, easement and access agreements, &amp; joint use agreements)</td>
<td>$7,245</td>
<td>$7,965</td>
<td>9.9%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>
**Proposed FY 2022 User Fees**

### Aviation

#### 9. Non-Regulatory Fees:

<table>
<thead>
<tr>
<th>Aviation Fees</th>
<th>Basis</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Airline Fees:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Landing Fees</td>
<td>Per 1,000 pounds total landing weight</td>
<td>$1.25</td>
<td>$1.17</td>
<td>-6.4%</td>
</tr>
<tr>
<td>Terminal Rental Rates</td>
<td>Per square foot</td>
<td>$43.49</td>
<td>$43.20</td>
<td>-0.7%</td>
</tr>
<tr>
<td><strong>Common Use Gate /Holdroom:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Signatory Carrier</td>
<td>Per available seat delivered</td>
<td>$1.19</td>
<td>$1.53</td>
<td>28.6%</td>
</tr>
<tr>
<td>Non-Signatory Carrier</td>
<td>Per available seat delivered</td>
<td>$1.57</td>
<td>$2.21</td>
<td>40.8%</td>
</tr>
<tr>
<td>Common Use Ticket Counter</td>
<td>Per hour used</td>
<td>$32.71</td>
<td>$37.54</td>
<td>14.8%</td>
</tr>
<tr>
<td>Baggage Fee</td>
<td>Per bag</td>
<td>$1.17</td>
<td>$1.18</td>
<td>0.9%</td>
</tr>
<tr>
<td>International Facility Use</td>
<td>Per deplaned passenger</td>
<td>$9.74</td>
<td>$7.33</td>
<td>-24.7%</td>
</tr>
<tr>
<td>Loading Bridge Fee</td>
<td>Annual Fee</td>
<td>$46,634</td>
<td>$38,984</td>
<td>-16.4%</td>
</tr>
<tr>
<td><strong>Aircraft Ramp Parking:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0-3 hours</td>
<td>Up to 3 hours</td>
<td>$50.00</td>
<td>$50.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>&gt;3-24 hours</td>
<td>&gt;3 and up to 24 hours</td>
<td>$100.00</td>
<td>$100.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Cargo Ground Handling</td>
<td>% of gross revenue</td>
<td>8.00%</td>
<td>8.00%</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Ground Transportation Operators:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Off Airport Rent-A-Cars</td>
<td>% of gross revenue</td>
<td>10.00%</td>
<td>10.00%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Off Airport Parking</td>
<td>% of gross revenue</td>
<td>10.00%</td>
<td>10.00%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Rental Car Concessions</td>
<td>% of gross revenue</td>
<td>10.00%</td>
<td>10.00%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Hotel/Motel Courtesy Vans</td>
<td>Annually per vehicle</td>
<td>$500.00</td>
<td>$500.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Commercial Courier Vehicles</td>
<td>Per trip through lane</td>
<td>$1.50</td>
<td>$1.50</td>
<td>0.0%</td>
</tr>
<tr>
<td>Transportation Network Companies (TNCs)</td>
<td>Per trip through lane</td>
<td>$3.25</td>
<td>$3.25</td>
<td>0.0%</td>
</tr>
<tr>
<td>Contract Vans or Limos</td>
<td>Per trip through lane</td>
<td>$1.50</td>
<td>$1.50</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Parking Fees:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hourly Deck ($24.00 daily maximum) Free First Hour</td>
<td>Per hour</td>
<td>$2.00</td>
<td>$4.00</td>
<td>20.0%</td>
</tr>
<tr>
<td>Daily Deck and Daily North ($12.00 daily maximum)</td>
<td>0-1 hour</td>
<td>$1.00</td>
<td>$1.00</td>
<td>20.0%</td>
</tr>
<tr>
<td>Long Term Lots (15 minute grace period)</td>
<td>Flat fee</td>
<td>$7.00</td>
<td>$10.00</td>
<td>42.9%</td>
</tr>
<tr>
<td>Curbside Valet</td>
<td>Flat fee</td>
<td>$35.00</td>
<td>$35.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Express Deck/Business Valet</td>
<td>Flat fee</td>
<td>$14.00</td>
<td>$16.00</td>
<td>14.3%</td>
</tr>
</tbody>
</table>
# Proposed FY 2022 User Fees

## Aviation

<table>
<thead>
<tr>
<th></th>
<th>Basis</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Rental Rates:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ground Rent</td>
<td>Per acre</td>
<td>$12,500-$15,000</td>
<td>$12,500-$15,000</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Warehouse/Office Rent</td>
<td>Per square foot</td>
<td>$5.92-$7.46</td>
<td>$5.50-$11.00</td>
<td>-7.0 to 48.0 %</td>
</tr>
<tr>
<td>Office Rent</td>
<td>Per square foot</td>
<td>$14.33</td>
<td>$14.33</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Cargo Facility Rentals-Warehouse</td>
<td>Per square foot</td>
<td>$3.00-$7.70</td>
<td>$4.00-$7.70</td>
<td>0.0 to 33.0 %</td>
</tr>
<tr>
<td>Cargo Facility Rentals-Office</td>
<td>Per square foot</td>
<td>$8.25-$11.50</td>
<td>$8.25-$11.50</td>
<td>0.0 %</td>
</tr>
<tr>
<td>FBO Hangar Rentals</td>
<td>Per square foot</td>
<td>$9.00-$19.95</td>
<td>$8.38-$19.95</td>
<td>-7.0 to 0.0 %</td>
</tr>
<tr>
<td><strong>Tenant Fees:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Airport Identification Cards</td>
<td>Per card</td>
<td>$35.00</td>
<td>$35.00</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Background Check</td>
<td>Per Badge Issued</td>
<td>$13.00</td>
<td>$13.00</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Fingerprinting</td>
<td>Per Application</td>
<td>$32.00</td>
<td>$32.00</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Employee Parking Cards (Standard)</td>
<td>Per month</td>
<td>$35.00</td>
<td>$35.00</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Employee Parking Cards (Premium)</td>
<td>Per month</td>
<td>N/A</td>
<td>$70.00</td>
<td>N/A</td>
</tr>
<tr>
<td>Employee Parking Cards (Premier)</td>
<td>Per month</td>
<td>N/A</td>
<td>$200.00</td>
<td>N/A</td>
</tr>
</tbody>
</table>

## City Clerk’s Office

<table>
<thead>
<tr>
<th></th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Voluntary Annexation Petition:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Voluntary Annexation Petition Fee</td>
<td></td>
<td>$400</td>
<td>$400</td>
</tr>
<tr>
<td><strong>Passport Fees:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passport Processing Fee</td>
<td>$35</td>
<td>$35</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Passport Photo Fee</td>
<td>$15</td>
<td>$15</td>
<td>0.0 %</td>
</tr>
</tbody>
</table>
## Proposed FY 2022 User Fees

### General Services

<table>
<thead>
<tr>
<th>Proposed FY 2022 User Fees</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>11a. Non-Regulatory Fees: Cemetery Fees</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Opening and Closing Fees - Adult:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weekdays</td>
<td>$1,100</td>
<td>$1,300</td>
<td>18.2%</td>
</tr>
<tr>
<td>Weekdays after 3:30 p.m.</td>
<td>$1,600</td>
<td>$1,800</td>
<td>12.5%</td>
</tr>
<tr>
<td>Saturdays</td>
<td>$2,250</td>
<td>$2,500</td>
<td>11.1%</td>
</tr>
<tr>
<td>Sunday and Holidays</td>
<td>$2,500</td>
<td>$2,700</td>
<td>8.0%</td>
</tr>
<tr>
<td>Indigent (Catholic Social Services-Weekdays) Traditional</td>
<td>$400</td>
<td>$470</td>
<td>17.5%</td>
</tr>
<tr>
<td>Indigent (Catholic Social Services-Weekdays) Cremation</td>
<td>$200</td>
<td>$235</td>
<td>17.5%</td>
</tr>
<tr>
<td><strong>Opening and Closing Fees - Infant/Child (up to 3 feet):</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weekdays</td>
<td>$400</td>
<td>$400</td>
<td>0.0%</td>
</tr>
<tr>
<td>Weekdays after 3:30 p.m. and Saturday</td>
<td>$600</td>
<td>$600</td>
<td>0.0%</td>
</tr>
<tr>
<td>Sunday and Holidays</td>
<td>$800</td>
<td>$800</td>
<td>0.0%</td>
</tr>
<tr>
<td>Indigent (Catholic Social Services-Weekdays) Traditional</td>
<td>$200</td>
<td>$200</td>
<td>0.0%</td>
</tr>
<tr>
<td>Indigent (Catholic Social Services-Weekdays) Cremation</td>
<td>$100</td>
<td>$100</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Cremations (burial) (In-ground):</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Weekdays</td>
<td>$600</td>
<td>$700</td>
<td>16.7%</td>
</tr>
<tr>
<td>Weekdays after 3:30 p.m.</td>
<td>$700</td>
<td>$800</td>
<td>14.3%</td>
</tr>
<tr>
<td>Saturdays</td>
<td>$1,000</td>
<td>$1,100</td>
<td>10.0%</td>
</tr>
<tr>
<td>Sunday and Holidays</td>
<td>$1,250</td>
<td>$1,350</td>
<td>8.0%</td>
</tr>
<tr>
<td>Second Right of Interment</td>
<td>$750</td>
<td>$850</td>
<td>13.3%</td>
</tr>
<tr>
<td><strong>Disinterment:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adult</td>
<td>$3,000</td>
<td>$3,200</td>
<td>6.7%</td>
</tr>
<tr>
<td>Infant/Child (up to 3 feet)</td>
<td>$1,000</td>
<td>$1,000</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Reinterment:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adult</td>
<td>$1,100</td>
<td>$1,300</td>
<td>18.2%</td>
</tr>
<tr>
<td>Infant/Child (up to 3 feet)</td>
<td>$400</td>
<td>$400</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Sale of Grave Spaces:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sale of Grave-Adult (Oaklawn, North Pinewood, and West Pinewood)</td>
<td>$1,200</td>
<td>$1,400</td>
<td>16.7%</td>
</tr>
<tr>
<td>Sale of Grave-Adult (Elmwood, Ninth Street, and Pinewood)</td>
<td>$2,500</td>
<td>$2,700</td>
<td>8.0%</td>
</tr>
<tr>
<td>Sale of Grave-Adult (Evergreen)</td>
<td>$1,600</td>
<td>$1,800</td>
<td>12.5%</td>
</tr>
<tr>
<td>Sale of Grave-Infant</td>
<td>$600</td>
<td>$600</td>
<td>0.0%</td>
</tr>
<tr>
<td>Sale of Cremain Space In Ground (Elmwood, Ninth Street, and Pinewood)</td>
<td>$1,200</td>
<td>$1,400</td>
<td>16.7%</td>
</tr>
<tr>
<td>Sale of Cremain Space In Ground (Evergreen)</td>
<td>$900</td>
<td>$1,080</td>
<td>20.0%</td>
</tr>
<tr>
<td>Sale of Cremain Space In Ground (Oaklawn, North Pinewood, and West Pinewood)</td>
<td>$800</td>
<td>$1,000</td>
<td>25.0%</td>
</tr>
<tr>
<td>Sale of Cremain Single Space In Niche (Evergreen)</td>
<td>$1,000</td>
<td>$1,200</td>
<td>20.0%</td>
</tr>
<tr>
<td>Sale of Cremain Double Space in Niche (Evergreen)</td>
<td>$1,400</td>
<td>$1,600</td>
<td>14.3%</td>
</tr>
<tr>
<td>Perpetual Care Charge (one-time fee per grave space)-Adults (Oaklawn, West Pinewood, North Pinewood)</td>
<td>$240</td>
<td>$210</td>
<td>-12.5%</td>
</tr>
<tr>
<td>Perpetual Care Charge (one-time fee per grave space)-Adults (Evergreen)</td>
<td>$320</td>
<td>$270</td>
<td>-15.6%</td>
</tr>
<tr>
<td>Perpetual Care Charge (one-time fee per grave space)-Infants</td>
<td>$120</td>
<td>$90</td>
<td>-25.0%</td>
</tr>
<tr>
<td>Perpetual Care Charge (one-time fee per grave space)-Cremains (Oaklawn, West Pinewood, North Pinewood)</td>
<td>$160</td>
<td>$225</td>
<td>40.6%</td>
</tr>
<tr>
<td>Perpetual Care Charge (one-time fee per grave space)-Cremains (Evergreen)</td>
<td>$180</td>
<td>$160</td>
<td>-11.1%</td>
</tr>
<tr>
<td>Perpetual Care Charge (one-time fee per grave space)-Cremains (Elmwood, Ninth Street, Pinewood)</td>
<td>$240</td>
<td>$210</td>
<td>-12.5%</td>
</tr>
<tr>
<td>Perpetual Care Charge (one-time fee per grave space)-Single Niche (Evergreen)</td>
<td>$200</td>
<td>$180</td>
<td>-10.0%</td>
</tr>
<tr>
<td>Perpetual Care Charge (one-time fee per grave space)-Double Niche (Evergreen)</td>
<td>$280</td>
<td>$240</td>
<td>-14.3%</td>
</tr>
</tbody>
</table>
### General Services (continued)

<table>
<thead>
<tr>
<th>11a. Non-Regulatory Fees: Cemetery Fees</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perpetual Care Mausoleum Charge (per space)</td>
<td>50%</td>
<td>50%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Ossuary Burial for Cremation</td>
<td>$300</td>
<td>$300</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Amenities:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flower Vase Installation</td>
<td>$100</td>
<td>$120</td>
<td>20.0%</td>
</tr>
<tr>
<td>Non-Permanent Burial Container/Adult</td>
<td>$300</td>
<td>$360</td>
<td>20.0%</td>
</tr>
<tr>
<td>Lettering of Niche Cover - Evergreen (two lines/name-date)</td>
<td>$350</td>
<td>$420</td>
<td>20.0%</td>
</tr>
<tr>
<td>Tent, Chair, or Cremation Setup</td>
<td>$500</td>
<td>$500</td>
<td>0.0%</td>
</tr>
<tr>
<td>Sale and Installation of City Vase</td>
<td>$200</td>
<td>$200</td>
<td>0.0%</td>
</tr>
<tr>
<td>Monument Foundation Construction (per square inch)</td>
<td>$1.00</td>
<td>$1.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Marker Installation (per square inch)</td>
<td>$1.00</td>
<td>$1.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Special Request Maintenance (per hour)</td>
<td>$150</td>
<td>$150</td>
<td>0.0%</td>
</tr>
<tr>
<td>Transfer Burial Rights</td>
<td>$100</td>
<td>$100</td>
<td>0.0%</td>
</tr>
</tbody>
</table>
## Proposed FY 2022 User Fees

### General Services

<table>
<thead>
<tr>
<th>11b. Non-Regulatory: Public and Employee Parking Fees</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Parking</td>
<td>$25/Month</td>
<td>$25/Month</td>
<td>0.0%</td>
</tr>
<tr>
<td>Public Parking:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First 1/2 hour</td>
<td>$1.50</td>
<td>$1.50</td>
<td>0.0%</td>
</tr>
<tr>
<td>Additional time (1/2 hour increments)</td>
<td>$1.50</td>
<td>$1.50</td>
<td>0.0%</td>
</tr>
<tr>
<td>Maximum per day</td>
<td>$15.00</td>
<td>$15.00</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

### After Hours and Weekends:

- Weekends Fri 7 p.m. - Mon 7 a.m.: N/A Same as weekday

### General Services

<table>
<thead>
<tr>
<th>11c. Non-Regulatory Fees: Telecommunication Tower Lease</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>New lease:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Application Fee</td>
<td>$500</td>
<td>$500</td>
<td>0.0%</td>
</tr>
<tr>
<td>Installation/Inspection</td>
<td>$5,000</td>
<td>$5,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Closeout Documentation</td>
<td>$2,500</td>
<td>$2,500</td>
<td>0.0%</td>
</tr>
<tr>
<td>Lease Extension:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Application Fee</td>
<td>$500</td>
<td>$500</td>
<td>0.0%</td>
</tr>
<tr>
<td>Lease Extension</td>
<td>$5,000</td>
<td>$5,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Lease Amendment/Modification:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Application Fee</td>
<td>$500</td>
<td>$500</td>
<td>0.0%</td>
</tr>
<tr>
<td>Amendment/Modification</td>
<td>$5,000</td>
<td>$5,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Installation/Inspection</td>
<td>$5,000</td>
<td>$5,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Closeout Documentation</td>
<td>$2,500</td>
<td>$2,500</td>
<td>0.0%</td>
</tr>
<tr>
<td>Lease Termination:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lease Termination</td>
<td>$5,000</td>
<td>$5,000</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

### Storm Water Services

<table>
<thead>
<tr>
<th>12. Non-Regulatory Fees: Land Development</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Review Fee</td>
<td>$560 per project</td>
<td>$560 per project</td>
<td>0.0%</td>
</tr>
<tr>
<td>Expedited As-built Plan Review</td>
<td>$2,500 per project</td>
<td>$2,500 per project</td>
<td>0.0%</td>
</tr>
</tbody>
</table>
## Proposed FY 2022 User Fees

### Planning, Design and Development

<table>
<thead>
<tr>
<th>Non-Regulatory Fees: Land Development</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bond Administration Service</td>
<td>$650/per surety posted, renewal, replacement,</td>
<td>$650/per surety posted, renewal, replacement,</td>
<td>0.0%</td>
</tr>
<tr>
<td></td>
<td>adjustment or release</td>
<td>adjustment or release</td>
<td></td>
</tr>
<tr>
<td>Expedited Pre-submittal Meeting</td>
<td>$560 per meeting</td>
<td>$560 per meeting</td>
<td>0.0%</td>
</tr>
<tr>
<td>Expedited Minor Plat</td>
<td>$1,000</td>
<td>$1,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Expedited Revised Plat</td>
<td>$1,000</td>
<td>$1,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Expedited Final Plat</td>
<td>$1,000</td>
<td>$1,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Expedited Plan RTAP/Commercial</td>
<td>$5,000 per project</td>
<td>$5,000 per project</td>
<td>0.0%</td>
</tr>
<tr>
<td>Review</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enhanced Plan Review</td>
<td>$30,000 per project</td>
<td>$30,000 per project</td>
<td>0.0%</td>
</tr>
<tr>
<td>Tree Ordinance Tree Planting</td>
<td>$80,100 per acre</td>
<td>$80,100 per acre</td>
<td>0.0%</td>
</tr>
<tr>
<td>Payment in Lieu Fee</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tree Ordinance Tree Planting</td>
<td>$750 per tree in planting strip</td>
<td>$750 per tree in planting strip</td>
<td>0.0%</td>
</tr>
<tr>
<td>Payment in Lieu Fee</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tree Ordinance Tree Planting</td>
<td>$6,500 per tree in tree pit</td>
<td>$6,500 per tree in tree pit</td>
<td>0.0%</td>
</tr>
<tr>
<td>Payment in Lieu Fee</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transit Oriented Development (TOD)</td>
<td>$4.75 per square foot</td>
<td>$4.75 per square foot</td>
<td>0.0%</td>
</tr>
<tr>
<td>Payment in Lieu Fee</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Proposed FY 2022 User Fees

### Police

<table>
<thead>
<tr>
<th>Animal Control Adoption Fees:</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Dog/Cat</td>
<td>$30</td>
<td>$30</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Adult Dog/Cat for Senior Citizen 62 and older</td>
<td>No Charge</td>
<td>No Charge</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Puppy/Kitten</td>
<td>$30</td>
<td>$30</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Puppy/Kitten for Senior Citizen 62 and older</td>
<td>No Charge</td>
<td>No Charge</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Rescue Group Dog/Cat Approved Adoption</td>
<td>No Charge</td>
<td>No Charge</td>
<td>0.0 %</td>
</tr>
<tr>
<td>0 - 3 feet Snake</td>
<td>$25</td>
<td>$25</td>
<td>0.0 %</td>
</tr>
<tr>
<td>&gt; 3 - 6 feet Snake</td>
<td>$50</td>
<td>$50</td>
<td>0.0 %</td>
</tr>
<tr>
<td>&gt;6 feet Snake</td>
<td>$75</td>
<td>$75</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Small Pot Belly Pig</td>
<td>$25</td>
<td>$25</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Medium Pot Belly Pig</td>
<td>$15</td>
<td>$15</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Large Pot Belly Pig</td>
<td>$5</td>
<td>$5</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Rats</td>
<td>$2</td>
<td>$2</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Mice</td>
<td>$1</td>
<td>$1</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Hamster/Gerbil</td>
<td>$3</td>
<td>$3</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Chinchilla</td>
<td>$35</td>
<td>$35</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Guinea Pigs</td>
<td>$5</td>
<td>$5</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Rabbits</td>
<td>$5</td>
<td>$5</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Chickens</td>
<td>$2</td>
<td>$2</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Turkeys</td>
<td>$5</td>
<td>$5</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Ferrets</td>
<td>$25</td>
<td>$25</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Small Iguana</td>
<td>$25</td>
<td>$25</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Medium Iguana</td>
<td>$50</td>
<td>$50</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Large Iguana</td>
<td>$75</td>
<td>$75</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Finch</td>
<td>$5</td>
<td>$5</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Parakeet /Canary</td>
<td>$10</td>
<td>$10</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Parrot - Max Price</td>
<td>Market Rate</td>
<td>Market Rate</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Gray Cockatiel</td>
<td>$25</td>
<td>$25</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Lutino Cockatiel</td>
<td>$50</td>
<td>$50</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Peach Faced Lovebird</td>
<td>$25</td>
<td>$25</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Other Lovebird</td>
<td>$50</td>
<td>$50</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Horse/Cow</td>
<td>Auction Starting Price</td>
<td>Auction Starting Price</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Goats</td>
<td>$15</td>
<td>$15</td>
<td>0.0 %</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Animal Spay/Neuter Fees:</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Canine Spay</td>
<td>$70</td>
<td>$70</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Canine Neuter</td>
<td>$65</td>
<td>$65</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Feline Spay</td>
<td>$50</td>
<td>$50</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Feline Neuter</td>
<td>$45</td>
<td>$45</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Rabbit Spay</td>
<td>$45</td>
<td>$45</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Rabbit Neuter</td>
<td>$45</td>
<td>$45</td>
<td>0.0 %</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Internal Clinic Services</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Medical Veterinary Services and pharmaceuticals</td>
<td>N/A</td>
<td>Market Rate</td>
<td>N/A</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Animal Reclaim/Boarding/Rabies Shot/Microchip:</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Canine</td>
<td>$40/$15/$15/$8</td>
<td>$40/$15/$15/$8</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Feline</td>
<td>$25/$9/$15/$8</td>
<td>$25/$9/$15/$8</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Livestock</td>
<td>$55/$18/$0/$0</td>
<td>$55/$18/$0/$0</td>
<td>0.0 %</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Wildlife Processing Fee</th>
<th>$40</th>
<th>$40</th>
<th>0.0 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Animal Surrender</td>
<td>$10</td>
<td>$10</td>
<td>0.0 %</td>
</tr>
</tbody>
</table>
### Proposed FY 2022 User Fees

#### Solid Waste Services

15. Non-Regulatory Fees: Annual Solid Waste Fee

<table>
<thead>
<tr>
<th>Service Description</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential: Multi-Family</td>
<td>$67.66</td>
<td>$75.02</td>
<td>10.9%</td>
</tr>
<tr>
<td>Residential: Single Family</td>
<td>$67.66</td>
<td>$75.02</td>
<td>10.9%</td>
</tr>
<tr>
<td>Small Business (&lt;512 gallons/week)</td>
<td>$250.00</td>
<td>$250.00</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

Any complex can request a fee refund if the city could not service the complex or the complex chooses to contract for its own solid waste services.

#### Transportation

16. Non-Regulatory Fees: Land Development, Shared Mobility ROW Permits, Parking Permits & Off-Duty Police Officer Permit

<table>
<thead>
<tr>
<th>Service Description</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Development Expedited Review</td>
<td>$1,000</td>
<td>$1,000</td>
<td>0.0%</td>
</tr>
<tr>
<td>Land Development Expedited Review Revision</td>
<td>N/A</td>
<td>$780</td>
<td>N/A</td>
</tr>
<tr>
<td>Shared Mobility ROW Permits:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>eBikes/Bike Share (per unit)</td>
<td>$10</td>
<td>$10</td>
<td>0.0%</td>
</tr>
<tr>
<td>E-scooter Permit</td>
<td>N/A</td>
<td>Dynamic</td>
<td>N/A</td>
</tr>
<tr>
<td>Parking Meters (Per hour)</td>
<td>$1</td>
<td>$1</td>
<td>0.0%</td>
</tr>
<tr>
<td>Parking Permits:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parking Permits (4th Ward, 3rd Ward, etc.)</td>
<td>$30</td>
<td>$30</td>
<td>0.0%</td>
</tr>
<tr>
<td>Replacement Permits</td>
<td>$5</td>
<td>$5</td>
<td>0.0%</td>
</tr>
<tr>
<td>Off-Duty Police Officer Permit:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Permit</td>
<td>$50</td>
<td>$50</td>
<td>0.0%</td>
</tr>
<tr>
<td>Permit Renewal</td>
<td>$50</td>
<td>$50</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

1 A $3.50 transaction fee is charged in addition to the permit fee

#### Charlotte Water

17. Non-Regulatory Fees: Land Development

<table>
<thead>
<tr>
<th>Service Description</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charlotte Water Land Development Expedited Review</td>
<td>$6,810</td>
<td>$6,810</td>
<td>0.0%</td>
</tr>
</tbody>
</table>
## Storm Water Services

### Single-family:

<table>
<thead>
<tr>
<th>Tier Description</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tier I - &lt;2,000 square feet of impervious area</td>
<td>$5.85/month</td>
<td>$6.04/month</td>
<td>3.2 %</td>
</tr>
<tr>
<td>Tier II - 2,000 to &lt;3,000 square feet of impervious area</td>
<td>$8.62/month</td>
<td>$8.91/month</td>
<td>3.4 %</td>
</tr>
<tr>
<td>Tier III - 3,000 to &lt;5,000 square feet of impervious area</td>
<td>$12.76/month</td>
<td>$13.17/month</td>
<td>3.2 %</td>
</tr>
<tr>
<td>Tier IV - ≥5,000 square feet of impervious area</td>
<td>$21.11/month</td>
<td>$21.78/month</td>
<td></td>
</tr>
</tbody>
</table>

### Non-Detached Single-family and Commercial:

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Per Acre of Impervious Area</td>
<td>$152.35/month</td>
<td>$157.23/month</td>
<td>3.2 %</td>
</tr>
</tbody>
</table>

## Charlotte Water

### Water Rates:

#### Fixed:

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Billing Fee</td>
<td>$4.22</td>
<td>$4.22</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Availability Fee</td>
<td>$1.29</td>
<td>$1.29</td>
<td>0.0 %</td>
</tr>
</tbody>
</table>

#### Volume Rate:

<table>
<thead>
<tr>
<th>Tier Description</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tier I - (0-4 ccf)</td>
<td>$1.69</td>
<td>$1.77</td>
<td>4.7 %</td>
</tr>
<tr>
<td>Tier II - (5-8 ccf)</td>
<td>$2.18</td>
<td>$2.29</td>
<td>5.0 %</td>
</tr>
<tr>
<td>Tier III - (9-16 ccf)</td>
<td>$5.04</td>
<td>$5.29</td>
<td>5.0 %</td>
</tr>
<tr>
<td>Tier IV - (16+ ccf)</td>
<td>$9.55</td>
<td>$10.03</td>
<td>5.0 %</td>
</tr>
</tbody>
</table>

#### Non-Residential (ccf):

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water</td>
<td>$2.92</td>
<td>$3.07</td>
<td>5.1 %</td>
</tr>
</tbody>
</table>

### Sewer Rates:

#### Fixed:

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Billing Fee</td>
<td>$4.22</td>
<td>$4.22</td>
<td>0.0 %</td>
</tr>
<tr>
<td>Availability Fee</td>
<td>$8.70</td>
<td>$8.70</td>
<td>0.0 %</td>
</tr>
</tbody>
</table>

#### Volumetric - residential, commercial, others (ccf):

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial Waste</td>
<td>$0.27</td>
<td>$0.27</td>
<td>0.0 %</td>
</tr>
</tbody>
</table>

### Common Residential Connection Fee:

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water</td>
<td>$2,933</td>
<td>$3,020</td>
<td>3.0 %</td>
</tr>
<tr>
<td>Sewer</td>
<td>$4,005</td>
<td>$4,383</td>
<td>9.4 %</td>
</tr>
</tbody>
</table>

### Common Residential System Development Fee:

<table>
<thead>
<tr>
<th>Description</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water</td>
<td>$846</td>
<td>$1,000</td>
<td>18.2 %</td>
</tr>
<tr>
<td>Sewer</td>
<td>$2,618</td>
<td>$3,214</td>
<td>22.8 %</td>
</tr>
</tbody>
</table>

The typical monthly water and sewer bill for residential customers is estimated to be $70.39, an increase of $2.33 per month (3.42%). The typical bill assumes 5,236 gallons or 7 ccf used each month.

---

1 1 ccf = 748 gallons
2 Up to 16 ccf for residential customers
Proposed FY 2022 User Fees

User Fee Appendix

City of Charlotte Regulatory and Nonregulatory User Fee Ordinance

Chapter 2, Section 2-1 (a - e)

(a) Definitions. The following words, terms and phrases, when used in this section, shall have the meanings ascribed to them in this subsection, except where the context clearly indicates a different meaning:

**Nonregulatory user fees** means fees charged to those who receive governmental services or use governmental facilities. The term "nonregulatory user fees" does not include fees charged incident to a regulatory program except to the extent that fees are to defray the cost of providing a higher degree of service than is otherwise provided in conjunction with the regulatory program whether or not regulatory user fees are charged. For purposes of this section, nonregulatory user fees shall not include stormwater service charges established pursuant to chapter 18, article II, of this Code or water and sewer service user charges and other fees and charges established pursuant to chapter 23 of this Code.

**Regulatory user fees** means fees associated with or incident to a regulatory program. The purpose of regulatory user fees is to meet some or all of the costs occasioned by the regulated action.

(b) Regulatory user fees. The City Manager, or his designee, may establish and revise from time to time regulatory user fees in accordance with regulatory user fee policies established by the City Council, which policies shall be in accordance with generally accepted accounting principles.

(c) Nonregulatory user fees. The City Manager, or his designee, may establish and revise from time to time nonregulatory user fees. To the extent that the City Council has established policies regarding nonregulatory user fees, fees shall be in accordance with such policies.

(d) Notification of council of new or increased fees. The City Manager shall notify the Mayor and City Council of any new regulatory or nonregulatory fee or any increase in a regulatory or nonregulatory fee through the budget process or, if not part of the budget process, at least 30 days prior to the effective date of the new or increased fee.

(e) Schedule of fees. A complete schedule of regulatory user fees and nonregulatory user fees shall be available for inspection in the office of the City Clerk.

(Code 1985, § 2-4)

Regulatory User Fee Cost Recovery Example:

**Step 1:** Department's total direct and indirect budgeted costs = Fully Allocated Cost

<table>
<thead>
<tr>
<th>Direct &amp; Indirect Costs</th>
<th>Eligible Budget</th>
<th>Fee Activity 1</th>
<th>Fee Activity 2</th>
<th>Fee Activity 3</th>
<th>Non User Fee Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Member 1</td>
<td>$30,000</td>
<td>40 %</td>
<td>$12,000</td>
<td>25 %</td>
<td>$7,500</td>
</tr>
<tr>
<td>Staff Member 2</td>
<td>$35,000</td>
<td>15 %</td>
<td>$5,250</td>
<td>20 %</td>
<td>$3,000</td>
</tr>
<tr>
<td>Building Rent</td>
<td>$12,000</td>
<td>25 %</td>
<td>$3,000</td>
<td>20 %</td>
<td>$2,400</td>
</tr>
<tr>
<td>Fully Allocated Cost</td>
<td>$77,000</td>
<td>$20,250</td>
<td>$13,400</td>
<td>$23,050</td>
<td>$20,300</td>
</tr>
</tbody>
</table>

**Step 2:** Fully Allocated Cost divided by average number of units = Cost Per Unit

<table>
<thead>
<tr>
<th>Description</th>
<th>Fee Activity 1</th>
<th>Fee Activity 2</th>
<th>Fee Activity 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fully Allocated Cost</td>
<td>$20,250</td>
<td>$13,400</td>
<td>$23,050</td>
</tr>
<tr>
<td>Average # of permits/applications</td>
<td>500</td>
<td>40</td>
<td>24</td>
</tr>
<tr>
<td>100% Cost per Unit</td>
<td>$40.50</td>
<td>$335.00</td>
<td>$960.42</td>
</tr>
</tbody>
</table>

**Step 3:** Cost per Unit multiplied by cost recovery rate = Fee

<table>
<thead>
<tr>
<th>Direct &amp; Indirect Costs</th>
<th>Fee Activity 1</th>
<th>Fee Activity 2</th>
<th>Fee Activity 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>100% Cost to Applicant/Customer</td>
<td>$40</td>
<td>$335</td>
<td>$960</td>
</tr>
</tbody>
</table>
COMPENSATION
AND BENEFITS
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EXECUTIVE SUMMARY

Background

Human resource programs are developed and administered according to the Human Resources Philosophy adopted by the City Council. The City of Charlotte is committed to attracting and retaining qualified, productive, and motivated employees who will provide efficient and effective services to its citizens.

Compensation and benefits recommendations are guided by the mission to help employees THRIVE by creating a work environment that embraces diversity. The city recognizes and values the unique and changing needs of our workforce throughout their career life cycle.

FY 2022 guiding principles:

- Pay will be based on performance while considering market conditions.
- Base pay is the primary type of pay used to maintain market competitiveness. City Council’s approved policy is that market competitiveness for a specific job is based on the median of actual salaries paid in the applicable recruitment area for jobs of a similar nature.
- Employees may also be rewarded for attaining specific skills which make them more flexible and useful in helping the city meet its goals, such as language incentives.
- Benefits plans will provide an appropriate level of income protection against unexpected health, life and disability risks.
- Health care costs will be aggressively managed with employees sharing in the cost of benefits.
- Wellness initiatives will be integrated across human resources programs.

Survey of Market Conditions and Market Competitiveness

Market competitiveness is determined through ongoing surveys of the pay and benefits practices of other employers. Human Resources recently completed a review of local, regional and national pay increase trends, as well as a review of employer benefits practices. Competitive practice survey information was compiled and analyzed from several consulting firms representing a large number of employers. A summary of the average market movement can be found in Attachment A.

Survey Findings

- According to the World at Work’s 2020/2021 Salary Budget Survey, respondents project that salary budget increases for 2021 will remain steady, matching 2020 and holding at 2.9% (median: 3.0%).
- Mercer Consulting’s March 2021 U.S. Compensation Planning Pulse Survey reports the actual average increases delivered so far in 2021 was 2.9%, but that number dips to 2.6% when including those companies that did not deliver increases.
- AON Hewitt’s Salary Increase and Turnover Study – September 2020 reports that 84% of organizations
Compensation and Benefits

surveyed are projecting salary increases in 2021.

- Employees now have added financial concerns, with 61% reporting at least some new financial concerns due to the coronavirus, and 25% indicating a moderate or high degree of worry. Willis Towers Watson Insights: Impact of the Coronavirus on Employee Experience.

- According to the annual Mercer National Survey of Employer-Sponsored Health Plans for 2020, with the pandemic disrupting health care utilization and adding stress to employees’ lives, employers are focusing on supporting behavioral health; developing future-focused strategies for virtual health care; and seeking new ways to engage employees whether they are at worksites or remote.

Conclusions and Recommendations

- **Compensation**
  - In the Public Safety Pay Plan, the following is recommended:
    - Merit steps of 2.5 percent to five percent be funded.
    - Market adjustment to the pay steps funded at 1.5 percent effective July 3, 2021.
    - Revisions to Fire steps to better align with market competitiveness effective November 13, 2021.
    - Add one 2.5 percent step to the top of Firefighter II and one 2.5 percent step to the top of Firefighter Engineer effective November 13, 2021.
    - Adjust all Fire Captain steps by 3.75 percent effective November 13, 2021.
  - In the Salaried Pay Plan, the following is recommended:
    - Merit increase pool funded at 3.0 percent.
  - In the Hourly Pay Plan, the following is recommended:
    - Merit increase pool funded at 1.5 percent.
    - Market adjustment to the ranges of 1.5 percent effective December 4, 2021.
    - Increase annualized minimum pay to $38,090 by the end of the fiscal year.
  - For Mayor and City Council compensation the following is recommended:
    - Increase Mayor annual base salary to $39,646 and expense allowance to $20,222, aligning the Mayor to the Chairperson of the Mecklenburg County Board of Commissioners.
    - Increase City Council annual base salary to $32,638 and expense allowance to $19,806, aligning City Council to the Mecklenburg County Board of Commissioners.
Compensation and Benefits

- **Benefits**
  - At least a five percent reduction to employee medical plan premiums.
  - Decrease in-network individual deductibles by $250 across all medical plans (unless unallowable by IRS regulations).
  - Five percent reduction to retiree medical plan premiums for non-Medicare eligible retirees with 20 years of service.
  - Authorize the City Manager to implement plan enhancements in the dental plan dependent on the results of a bid process that is in progress.
  - Increase the city contribution to the 457 plan for employees in the Charlotte Firefighters' Retirement System by one percent.
FY 2022 COMPENSATION RECOMMENDATIONS

Public Safety Pay Plan

The city’s Public Safety Pay Plan, as shown in Attachments B and C, covers all Police classes below the rank of Police Lieutenant and all Fire classes below the rank of Battalion Fire Chief. There are two components to the Public Safety Pay Plan. The first is progression through the steps, and the second is market adjustments to the steps. The following recommendations are made:

- Merit steps of 2.5 percent to five percent be funded.
- Market adjustment to the pay steps funded at 1.5 percent effective July 3, 2021.
- Revisions to Fire steps effective November 13, 2021, to better align with market competitiveness.
  - Merge Firefighter II steps six and seven from two 2.5 percent steps to one five percent step.
  - Merge Firefighter Engineer steps three and four from two 2.5 percent steps to one five percent step.
  - Add a 2.5 percent step to the top of Firefighter II.
  - Add a 2.5 percent steps to the top of Firefighter Engineer.
  - Adjust Fire Captain steps by 3.75 percent each.

Salaried Pay Plan

The city’s Salaried Pay Plan covers all salaried exempt city employees. This pay plan consists of 26 traditional ranges, each with a minimum and maximum. There is no general pay (market) adjustment for employees in this pay plan like there is for employees in the Public Safety and the Hourly Pay Plans. Merit increases are based on the employee’s performance and the employee’s pay rate in relation to the competitive rate for their specific job. The following recommendations are made:

- Funding for a three percent merit pool. Departments are expected to manage within their department personnel services budget. Pay decisions will be based on an employee’s level of performance and a comparison of current salary to the competitive rate for their specific job. Increases may be awarded as base pay and/or lump sum on the employee’s merit date, with merit dates varying by employee throughout the year.
- A 1.5 percent market adjustment to the Salaried Pay Plan, as reflected in Attachment D. The impact of this recommendation will be to change the minimum and maximum rates in the pay grades. Because no employee salary falls below the minimum of their respective pay grade, no employee will receive an increase as a result of this recommendation.

Hourly Pay Plan

The city’s Hourly Pay Plan covers hourly employees in labor, trades, and administrative positions. This pay plan
Compensation and Benefits

consists of 20 traditional ranges, each with a minimum and maximum. Hourly employees typically receive an annual market adjustment. These employees also typically receive a merit increase each year. Merit increases are based on the employee’s performance and the employee’s pay rate in relation to the competitive rate for their specific job. The following recommendations are made:

- Funding for a 1.5 percent merit pool. Departments are expected to manage within their personnel services budget. Pay decisions will be based on an employee’s level of performance and a comparison of current salary to the midpoint for their specific job. Increases may be awarded as base pay or lump sum on the employee’s merit date, with merit dates varying by employee throughout the year.

- A 1.5 percent market adjustment to the Hourly Pay Plan, as reflected in Attachment E. Hourly employees will receive this increase effective December 4, 2021.

General Employees Currently Earning Below an Annualized Salary of $38,090 per year

In FY 2020, City Council brought the minimum starting pay for City of Charlotte employees to $16.00 per hour, or $33,280 per year. To continue to attract and retain employees in a competitive market, to remain an employer of choice, and to provide good paying jobs, it is recommended that the city’s minimum pay be increased to sixty percent of the Annual Median Household Income for the City of Charlotte, which is an annualized $38,090 by the end of FY 2022. The following recommendations are made:

- Funding to bring all non-intern/apprentice, non-rehired-retiree employees, with good performance, hired prior to July 3, 2021 making less than an annualized pay rate of $38,090, to the city’s minimum starting pay, effective the latter of the employee’s merit date or the December 3, 2021 market adjustment.

- Funding to bring all non-intern/apprentice, non-rehired-retiree employees, with good performance, hired on or after July 3, 2021, making less than an annualized pay rate of $38,090, to the city’s minimum pay by the end of FY 2022, through a market adjustment.

- Relieve pay compression in Charlotte Mecklenburg Police (Animal Control Officer), Solid Waste Services (Sanitation Technician Senior), Charlotte Area Transit (Special Transportation Driver), and Charlotte Water (Utilities Technicians I and II) created by the increase to minimum pay.

Mayor and City Council Compensation

After a review by the Citizen Advisory Committee on Governance, recommend the following to align the Mayor and City Council with the Mecklenburg County Board of Commissioners.

- Funding to increase the FY 2022 base salary of the Mayor to $39,646 and the FY 2022 base salary of City Council to $32,638, effective July 3, 2021. The Mayor’s expense allowances, as reflected in Attachment F, will reduce the annual expense allowance to $9,795, increase the auto allowance to $5,192, and increase the technology allowance to $5,235. The City Council’s expense allowances, as reflected in Attachment F, will increase the expense allowance to $9,795, increase the auto allowance to $4,776, and increase the technology allowance to $5,235. These funding adjustments will align City Council directly with the Mecklenburg County Board of Commissioners, and the Mayor with the Board Chairperson of the Mecklenburg County Board of Commissioners.
Compensation
and Benefits

FY 2022 BENEFITS RECOMMENDATIONS

Funding for Insurance Coverages

The following group insurance coverages are provided and consistent with the Human Resources Philosophy adopted by the City Council: medical, including prescription drug; medical stop-loss; life; dental; employee assistance program; and disability coverage.

Health Coverage

The city’s medical insurance program is self-insured for active employees and non-Medicare retirees. Stop-loss insurance is purchased by the city to cover catastrophic claims that exceed $500,000 per individual in a calendar year. Third-party claims administrators are retained to provide medical management services and pay medical and prescription drug claims. When budgeting for future costs, the two cost components for the medical insurance plan are the claims projected to incur and the administrative fees to be paid to the claims administrators. BlueCross BlueShield NC is the medical claims administrator and CVS Caremark is the prescription drug plan administrator. The city has a fully-insured medical and prescription drug plan administered by AmWINS for Medicare-eligible retirees.

From 2019-2021, employees have not experienced a medical premium increase. This further indicates the positive experience of the employee health clinic – MyClinic.

The following recommendations are being made:

Medical Plans

- Recommended plan design changes include:
  - Reduce the in-network individual deductible up to $250 in all medical plans (unless unallowable by IRS regulations).

- The city may be conducting a rebidding process for these services in FY22. It is recommended that the City Manager or his designee be authorized to select the vendor and execute the contract and further contract amendments upon completion of the rebidding process.

- Currently, telehealth services are provided by Teladoc. The city is conducting a bidding process for telehealth services. It is recommended that the City Manager or his designee be authorized select a vendor and execute the contract and further contract amendments with the selected vendor upon completion of the bidding process.

Prescription Drug Plan

- It is recommended to provide the City Manager or designee the authority to make plan design enhancements within the overall health insurance budget.

Active Employee Health Plan Premiums

- Effective January 1, 2022 reduce medical plan employee premiums by at least 5 percent in all plans and all tiers.
Compensation and Benefits

- Provide the City Manager or designee the authority to establish the wellness incentive design within the overall health insurance budget.

**Non-Medicare Retiree Health Plan Premiums**

- Effective, January 1, 2022 reduce medical plan retiree premiums by 5% for all plans, all tiers for retirees with 20 years of service.

**Medicare-Eligible Retiree Health Plan**

- This plan is fully insured and currently administered by AmWINS. Since these plans are fully insured, it is recommended that the City Manager or designee be authorized to approve rate adjustments, plan design changes and vendor contract renewals, and vendor changes as necessary to appropriately fund these plans upon receipt of renewal rates from the Administrator of the Medicare-eligible retiree coverage.

- No changes to the current cost share philosophy for retirees in this plan are recommended.

**Employee Assistance Program**

- They city currently offers an Employee Assistance Program (EAP) administered by McLaughlin Young. The initial three-year contract term expires December 31, 2022 with two one-year renewals. Upon receipt of renewal information, it may be necessary to rebid the EAP plan.

- It is recommended that the City Manager or designee be authorized to select a new vendor(s) and execute the contract and further contract amendments if a new vendor is selected.

**Dental Plan**

- A bidding process is currently underway for dental. As part of the bidding process, plan design enhancements will be reviewed. It is recommended that the City Manager or designee be authorized to make plan design enhancements and set employer contributions within the overall health insurance budget.

**Flexible Spending Account & Health Savings Account Administration**

- The Flexible Spending Accounts and Health Savings Accounts are administered by Health Equity. The current contract will expire December 31, 2022. The city will be conducting a rebidding process for administration of these plans.

- It is recommended that the City Manager or designee be authorized to select a new vendor(s) and execute the contract and further contract amendments if a new vendor is selected.

**Health Advocacy**

- Health advocacy services are administered by Health Advocate. The initial three-year contract term expires December 31, 2022 with two one-year renewals. Upon receipt of renewal information, it may be necessary to rebid health advocacy services.
Compensation and Benefits

- It is recommended that the City Manager or designee be authorized to select a new vendor(s) and execute the contract and further contract amendments if a new vendor is selected.

Short-Term Disability, Long-Term Disability and Family Medical Leave Administration (FMLA)

- The city currently contracts with Unum for short-term disability administration, long-term disability carrier and for FML administration.

- The city will be conducting a rebidding process for these services. It is recommended that the City Manager or his designee be authorized to establish the plan design, select a vendor and execute the contract(s) and further contract amendments with the selected vendor upon completion of the rebidding process.

Life Insurance

- Currently the group life insurance program is administered by Symetra. The current contract expires December 31, 2022.

- The city will be conducting a rebidding process for these services. It is recommended that the City Manager or his designee be authorized either to renew the current contract or select a new vendor, execute the contract and further contract amendments with the selected vendor, and to establish the plan design.

Stop Loss Insurance

- The city currently contracts with BlueCross BlueShield of North Carolina for stop-loss insurance to provide protection against catastrophic or unpredictable medical claims. The policy expires December 31, 2021.

- The city will be conducting a rebidding process for stop-loss insurance. It is recommended that the City Manager or designee be authorized to either renew the current contract or select a new vendor(s) and execute the contract and further contract amendments with the selected vendor(s) upon completion of the rebidding process.

Voluntary Benefits

- The city currently offers the following voluntary benefits Critical Illness, Hospital Indemnity, Accident Insurance and Group Legal with Identity Theft.

- The city will be conducting a rebidding process for these services. It is recommended that the City Manager or his designee be authorized either to renew the current contract or select a new vendor, execute the contract and further contract amendments with the selected vendor, and to establish the plan design.

Wellness

- The city currently contracts with CommonWealth to provide financial empowerment classes. Recommend the City Manager or designee be authorized to renew this contract.
Compensation and Benefits

- The city will be conducting a bidding process for financial wellness. It is recommended that the City Manager or his designee be authorized select a vendor and execute the contract(s) and further contract amendments with the selected vendor upon completion of the bidding process.

- The city will be conducting a bidding process for fitness services. It is recommended that the City Manager or his designee be authorized select a vendor and execute the contract and further contract amendments with the selected vendor upon completion of the bidding process.

- Currently, the city contracts with Livongo for prediabetes and diabetes monitoring supplies and services. This contract expires November 30, 2021. Recommend the City Manager or designee be authorized to renew this contract or rebid these services, select a vendor and execute the contract and further contract amendments with the selected vendor upon completion of the bidding process.

- The city is reviewing wellness solutions for behavioral health, food insecurity, stress and anxiety, tobacco cessation, and substance abuse. It is recommended that the City Manager or his designee be authorized to select a solution(s) and execute the contract and further contract amendments with the selected vendor upon completion of the bidding process.

Whole Life

- The city currently contracts with Unum for whole life insurance.

- The city will be conducting a rebidding process for these services. It is recommended that the City Manager or his designee be authorized to establish the plan design, select a vendor and execute the contract and further contract amendments with the selected vendor upon completion of the rebidding process.

Deferred Compensation

- It is recommended the City Manager or designee be authorized to increase the city contribution to the 457 plan for employees in the Charlotte Firefighters' Retirement System by one percent effective January 2022.
Compensation and Benefits

Attachments

Attachment A – Market Movement Summary

Attachment B – Recommended FY 2022 Public Safety Pay Plan Structure Effective July 3, 2021
New minimum, maximum and step rates in the Public Safety Pay Plan based on the 1.5 percent structural market adjustment recommended for FY 2022.

Attachment C – Recommended FY 2022 Public Safety Pay Plan Structure Effective November 13, 2021
Structural revisions to Public Safety Pay Plan recommended for FY 2022.

Attachment D – Recommended FY 2022 Salaried Pay Plan Structure
Twenty-six range Salaried Pay Plan recommended for FY 2022.

Attachment E – Recommended FY 2022 Hourly Pay Plan Structure
New minimum and maximum rates in the Hourly Pay Plan based on the 1.5 percent structural adjustment recommended for FY 2022.

Attachment F – Mayor and City Council Compensation
FY 2021 and Recommended FY 2022 Mayor and City Council Compensation
## Compensation and Benefits

### Attachment A

**Market Movement Summary**

*(Average Percent Change)*

<table>
<thead>
<tr>
<th>Source</th>
<th>2018 Actual Market Movement</th>
<th>2019 Actual Market Movement</th>
<th>2020 Actual Market Movement</th>
<th>2021 Actual Market Movement</th>
<th>2022 Projected Market Movement (to date)</th>
<th>5 Year Average Market Movement</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Statistics Provided by World at Work, Hewitt, Mercer</td>
<td>3.1</td>
<td>3.0</td>
<td>3.0</td>
<td>2.9</td>
<td>2.9</td>
<td>3.0</td>
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<tr>
<td>National Municipalities</td>
<td>3.0</td>
<td>2.5</td>
<td>3.0</td>
<td>1.6</td>
<td>0.5</td>
<td>2.1</td>
</tr>
<tr>
<td>Charlotte Area Municipalities</td>
<td>3.2</td>
<td>3.0</td>
<td>3.0</td>
<td>3.7</td>
<td>4.1</td>
<td>3.4</td>
</tr>
<tr>
<td>Large Charlotte Employers (private sector)</td>
<td>2.7</td>
<td>3.0</td>
<td>3.0</td>
<td>2.7</td>
<td>2.7</td>
<td>2.8</td>
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<td>Catapult (The Employers Association)</td>
<td>3.1</td>
<td>3.4</td>
<td>3.5</td>
<td>2.5</td>
<td>2.2</td>
<td>2.9</td>
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<tr>
<td>City of Charlotte Salaried Pay Plan</td>
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<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0 (Benchmark)</td>
<td>3.0</td>
</tr>
</tbody>
</table>
# Compensation and Benefits

## FY 2022 STEP RATES IN THE PUBLIC SAFETY PAY PLAN

Pay rates shown are weekly and annual rates

### POLICE DEPARTMENT

Initial increase at the end of recruit school and completion of field training (app 8 mos), then annually.

<table>
<thead>
<tr>
<th>New Hire</th>
<th>Step 1</th>
<th>Step 2</th>
<th>Step 3</th>
<th>Step 4</th>
<th>Step 5</th>
<th>Step 6</th>
<th>Step 7</th>
<th>Step 8</th>
<th>Step 9</th>
<th>Step 10</th>
<th>SPO I</th>
<th>SPO II</th>
</tr>
</thead>
<tbody>
<tr>
<td>POLICE OFFICER 3102</td>
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<td>$897.80</td>
<td>$984.69</td>
<td>$1,033.92</td>
<td>$1,085.62</td>
<td>$1,139.00</td>
<td>$1,196.90</td>
<td>$1,256.74</td>
<td>$1,319.58</td>
<td>$1,385.56</td>
<td>$1,454.84</td>
<td>$1,527.58</td>
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<td>POLICE SERGEANT 3110</td>
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<td>$2,071.57</td>
<td>$2,127.78</td>
<td>$2,184.80</td>
<td>$2,244.40</td>
<td>$2,304.10</td>
</tr>
</tbody>
</table>

### Fire Incentives

- 2nd Language, Haz-Mat, Search & Rescue, Dive, Aircraft Rescue 5%
- 2 Yr degree 5% (Serg and RAC not eligible)
- 4 Yr degree 10% (Serg and RAC not eligible)

Note: Response Area Commanders will remain seven percent above top Sergeant pay.
## Compensation and Benefits

Attachment C

### Recommended FY 2022 Public Safety Pay Plan Effective November 13, 2021

FY 2022 STEP RATES IN THE PUBLIC SAFETY PAY PLAN

Pay rates shown are weekly and annual rates

#### POLICE DEPARTMENT

<table>
<thead>
<tr>
<th>New Hire</th>
<th>Step 1</th>
<th>Step 2</th>
<th>Step 3</th>
<th>Step 4</th>
<th>Step 5</th>
<th>Step 6</th>
<th>Step 7</th>
<th>Step 8</th>
<th>Step 9</th>
<th>Step 10</th>
<th>SPO I</th>
<th>SPO II</th>
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</thead>
<tbody>
<tr>
<td>POLICE OFFICER 3102</td>
<td>$893.14</td>
<td>$937.80</td>
<td>$984.69</td>
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<td>$1,319.58</td>
<td>$1,385.56</td>
<td>$1,454.84</td>
<td>$1,527.58</td>
</tr>
<tr>
<td>$46,443</td>
<td>$48,766</td>
<td>$51,204</td>
<td>$53,764</td>
<td>$56,452</td>
<td>$59,275</td>
<td>$62,239</td>
<td>$65,350</td>
<td>$68,618</td>
<td>$72,049</td>
<td>$75,652</td>
<td>$79,434</td>
<td></td>
</tr>
</tbody>
</table>

| POLICE SERGEANT 3110 | $1,722.23 | $1,765.29 | $1,835.55 | $1,946.23 | $1,946.23 | $1,946.23 | $1,946.23 | $1,946.23 | $1,946.23 | $1,946.23 | $1,946.23 |
| $89,556          | $91,795 | $96,385 | $101,204 | $101,204 | $101,204 | $101,204 | $101,204 | $101,204 | $101,204 | $101,204 | $101,204 |

#### Fire Incentives

- 2nd Language, Training Officer 5%
- 2 Yr degree 5% (Srg and RAC not eligible)
- 4 Yr degree 10% (Srg and RAC not eligible)

#### Police Incentives

- 2nd Language, Training Officer 5%
- 2 Yr degree 5% (Srg and RAC not eligible)
- 4 Yr degree 10% (Srg and RAC not eligible)

Note: Response Area Commanders will remain seven percent above top Sergeant pay.

#### FIREFIGHTER I 3006

<table>
<thead>
<tr>
<th>New Hire</th>
<th>Step 1</th>
<th>Step 2</th>
<th>Step 3</th>
<th>Step 4</th>
<th>Step 5</th>
<th>Step 3</th>
<th>Step 4</th>
<th>Step 5</th>
<th>Step 6</th>
<th>Step 7</th>
<th>Step 8</th>
<th>Step 9</th>
<th>Step 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 1</td>
<td>$849.62</td>
<td>$892.09</td>
<td>$936.69</td>
<td>$983.52</td>
<td>$1,032.69</td>
<td>$1,084.33</td>
<td>$1,139.23</td>
<td>$1,196.91</td>
<td>$1,257.50</td>
<td>$1,319.58</td>
<td>$1,388.05</td>
<td>$1,454.84</td>
<td>$1,527.58</td>
</tr>
<tr>
<td>Step 2</td>
<td>$44,180</td>
<td>$48,766</td>
<td>$51,204</td>
<td>$53,764</td>
<td>$56,452</td>
<td>$59,275</td>
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<td>$68,618</td>
<td>$72,049</td>
<td>$75,652</td>
<td>$79,434</td>
<td></td>
</tr>
</tbody>
</table>

#### FIREFIGHTER II 3008

| Step 1         | $893.14 | $937.80 | $984.69 | $1,033.92 | $1,085.62 | $1,139.90 | $1,196.74 | $1,256.74 | $1,319.58 | $1,385.56 | $1,454.84 | $1,527.58 |
| Step 2         | $46,443 | $48,766 | $51,204 | $53,764 | $56,452 | $59,275 | $62,239 | $65,350 | $68,618 | $72,049 | $75,652 | $79,434 |

#### FF ENGINEER 3011

| Step 1         | $1,722.23 | $1,765.29 | $1,835.55 | $1,946.23 | $1,946.23 | $1,946.23 | $1,946.23 | $1,946.23 | $1,946.23 | $1,946.23 | $1,946.23 | $1,946.23 |
| Step 2         | $89,556 | $91,795 | $96,385 | $101,204 | $101,204 | $101,204 | $101,204 | $101,204 | $101,204 | $101,204 | $101,204 | $101,204 |

#### FIRE CAPTAIN 3016

| Step 1         | $893.14 | $937.80 | $984.69 | $1,033.92 | $1,085.62 | $1,139.90 | $1,196.74 | $1,256.74 | $1,319.58 | $1,385.56 | $1,454.84 | $1,527.58 |
| Step 2         | $46,443 | $48,766 | $51,204 | $53,764 | $56,452 | $59,275 | $62,239 | $65,350 | $68,618 | $72,049 | $75,652 | $79,434 |
### Recommended FY 2022

**Salaried Pay Plan Structure**

Effective July 3, 2021

<table>
<thead>
<tr>
<th>Range</th>
<th>Minimum</th>
<th>Midpoint</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Range 1</td>
<td>$46,054</td>
<td>$57,568</td>
<td>$71,960</td>
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<td>Range 2</td>
<td>$48,357</td>
<td>$60,446</td>
<td>$75,558</td>
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<tr>
<td>Range 3</td>
<td>$50,775</td>
<td>$63,469</td>
<td>$79,336</td>
</tr>
<tr>
<td>Range 4</td>
<td>$53,313</td>
<td>$66,642</td>
<td>$83,302</td>
</tr>
<tr>
<td>Range 5</td>
<td>$55,980</td>
<td>$69,975</td>
<td>$87,469</td>
</tr>
<tr>
<td>Range 6</td>
<td>$58,779</td>
<td>$73,474</td>
<td>$91,842</td>
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<tr>
<td>Range 7</td>
<td>$61,718</td>
<td>$77,147</td>
<td>$96,434</td>
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<td>Range 8</td>
<td>$64,803</td>
<td>$81,004</td>
<td>$101,255</td>
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<td>Range 9</td>
<td>$68,043</td>
<td>$85,054</td>
<td>$106,317</td>
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<tr>
<td>Range 10</td>
<td>$71,445</td>
<td>$89,307</td>
<td>$111,634</td>
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<td>Range 11</td>
<td>$75,018</td>
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<td>$119,680</td>
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<td>Range 17</td>
<td>$100,531</td>
<td>$125,664</td>
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<td>Range 18</td>
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<tr>
<td>Range 19</td>
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<td>Range 20</td>
<td>$116,377</td>
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<td>Range 21</td>
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<td>Range 22</td>
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<td>Range 24</td>
<td>$170,388</td>
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<td>$266,232</td>
</tr>
<tr>
<td>Range 25</td>
<td>$187,427</td>
<td>$234,284</td>
<td>$292,855</td>
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<tr>
<td>Range 26</td>
<td>$215,541</td>
<td>$269,427</td>
<td>$336,783</td>
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### Recommended FY 2022 Hourly Pay Plan Structure
**Effective December 4, 2021**

<table>
<thead>
<tr>
<th>Range</th>
<th>Minimum</th>
<th>Midpoint</th>
<th>Maximum</th>
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<tr>
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<td>$42,073</td>
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<td>$35,341</td>
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<td>Range 3</td>
<td>$33,280</td>
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</tr>
<tr>
<td>Range 4</td>
<td>$33,280</td>
<td>$38,963</td>
<td>$48,704</td>
</tr>
<tr>
<td>Range 5</td>
<td>$33,280</td>
<td>$40,912</td>
<td>$51,140</td>
</tr>
<tr>
<td>Range 6</td>
<td>$34,365</td>
<td>$42,957</td>
<td>$53,696</td>
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<tr>
<td>Range 7</td>
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<td>Range 8</td>
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<td>Range 9</td>
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<td>Range 10</td>
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<td>$65,268</td>
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<tr>
<td>Range 11</td>
<td>$43,861</td>
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<td>$68,533</td>
</tr>
<tr>
<td>Range 12</td>
<td>$46,054</td>
<td>$57,568</td>
<td>$71,960</td>
</tr>
<tr>
<td>Range 13</td>
<td>$48,357</td>
<td>$60,446</td>
<td>$75,558</td>
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<td>$55,980</td>
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<td>$91,842</td>
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<td>$81,004</td>
<td>$101,255</td>
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<tr>
<td>Range 20</td>
<td>$68,043</td>
<td>$85,054</td>
<td>$106,317</td>
</tr>
</tbody>
</table>

Note: Minimum pay will change to $38,090 by the end of FY 2022
### FY2021 Annual Compensation

<table>
<thead>
<tr>
<th></th>
<th>Salary</th>
<th>Expense Allowance</th>
<th>Auto Allowance</th>
<th>Technology Allowance</th>
<th>Total Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mayor</td>
<td>$28,012</td>
<td>$10,000</td>
<td>$4,800</td>
<td>$3,100</td>
<td>$45,912</td>
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<tr>
<td>Council Member</td>
<td>$21,646</td>
<td>$5,800</td>
<td>$4,000</td>
<td>$3,100</td>
<td>$34,546</td>
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</table>

### Recommended FY 2022 Annual Compensation Effective July 3, 2021

<table>
<thead>
<tr>
<th></th>
<th>Salary</th>
<th>Expense Allowance</th>
<th>Auto Allowance</th>
<th>Technology Allowance</th>
<th>Total Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mayor</td>
<td>$39,646</td>
<td>$9,795</td>
<td>$5,192</td>
<td>$5,235</td>
<td>$59,868</td>
</tr>
<tr>
<td>Council Member</td>
<td>$32,638</td>
<td>$9,795</td>
<td>$4,776</td>
<td>$5,235</td>
<td>$52,444</td>
</tr>
</tbody>
</table>
SUMMARY STATISTICS AND POLICIES
Charlotte City Profile

A leading city of the southeastern United States, Charlotte is the 15th most populous city in the U.S. and the most populous in North Carolina. Charlotte’s location, business-friendly climate, educational and health care resources, and recreational and cultural amenities reinforce its status as a growing regional center in the Southeast.

Charlotte is consistently ranked among the fastest-growing cities in the U.S. According to the Charlotte Planning, Design, and Development Department, Charlotte’s population increased 28.5 percent from 2011 (731,424 people) to 2022 (940,144 people).

This City Profile is a look into Charlotte’s high quality of life and the many attractions that continue to bring new residents, visitors and businesses to the city.

HISTORY AND LOCATION

⇒ Charlotte was incorporated in 1768 and became the county seat in 1774.
⇒ Referred to as the “Queen City”, Charlotte earned its name from the German born Queen Charlotte, wife of England’s King George III. The county earned its name from Queen Charlotte’s birthplace, Mecklenburg, Germany.
⇒ The city presently covers 311.2 square miles of the 546 square miles in Mecklenburg County. Charlotte lies in the Piedmont region, between the Appalachian Mountains and the Atlantic Ocean. It is the largest city between Baltimore Maryland and Jacksonville, Florida.

GOVERNMENT STRUCTURE

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

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

Location and infrastructure combine with a robust production workforce to make Charlotte an ideal region for transportation, distribution, and logistics operations. The Charlotte region is strategically located between major ports and inland cities, and is within a 12-hour drive of 53 percent of the nation’s population. Transportation assets in the region include the Charlotte Douglas International Airport, four interstate highways (I-85, I-77, I-485, and I-40), an inland terminal, and two intermodal facilities. Charlotte is also the center of the country’s largest consolidated rail system with two major rail roads, Norfolk Southern Railway and Chessie-Seaboard Merger (CSX) Transportation.

Foundational to the economic success of the Charlotte region, Charlotte Douglas International Airport (CLT) leads the state as the top economic engine among airports, according to the North Carolina Department of Transportation (NCDOT) Division of Aviation. For 2020, CLT ranked 6th nationwide in aircraft movements (397,983) and served 27.2 million passengers according to the Airports Council International.

BUSINESS CLIMATE

Charlotte enjoys a vibrant, active, and highly diversified economy that continuously supports business development and expansion for companies of all sizes. The city has become a key player in not only attracting new talent and innovative companies, but also focusing on supporting growing small businesses and startups. Charlotte is a city that works hard and plays even harder, with a booming business landscape that welcomes newcomers into an inclusive and resilient community.

- The region’s economy, which is the largest in the Carolinas, ranks 23rd in the U.S. and accounts for about 21 percent of the total output of the Carolinas.

- Seven Fortune 500 companies are headquartered in Charlotte, including:
  - Bank of America (25)
  - Lowe’s (44)
  - Honeywell (92)
  - Truist (92)
  - Duke Energy (123)
  - Sonic Automotive (301)
  - Brighthouse Financial (457)

- Charlotte is consistently ranked for being a top place to live, work and play:
  - #1 city for STEM job growth (RCLCO, 2020)
  - #2 city for population growth (LinkedIn, 2021)
  - #4 quality of life index (Numbeo, 2019)

- More than 1,000 foreign-owned firms regionwide employ more than 66,000 people from 45 different countries.
Charlotte City Profile

RECREATIONAL, VISITOR, AND CULTURAL EVENTS

Charlotte’s Venues
Charlotte’s eight percent hotel/motel and one percent prepared food and beverage taxes have provided a dedicated resource for the purpose of promoting the city as a destination for convention, business, and leisure travel.

Charlotte Regional Visitors Authority (CRVA), a component unit of the city, focuses on tourism promotions and facility management for venues such as: Bojangles’ Coliseum; Charlotte Convention Center; Ovens Auditorium; and Spectrum Center.

Additionally, CRVA operates the NASCAR Hall of Fame complex. The complex includes the NASCAR Hall of Fame; a 150,000 square foot museum; a 102,000 square foot expansion to the Convention Center, including 40,000 square foot ballroom and NASCAR Plaza; and a 19-story, 393,000 square foot Class A office tower.

Activities and Sporting Events
Charlotte hosts a variety of sporting events and tournaments each year, in addition to three major and two minor league sports franchises

- The Carolina Panthers of the National Football League (NFL) have played in Charlotte for more than 20 years. The Panthers play at Bank of America Stadium, a privately owned, 73,778-seat stadium in Uptown Charlotte.
- The Charlotte Hornets of the National Basketball Association play in Uptown Charlotte at the Spectrum Center.
- The Charlotte Knights of Minor League Baseball (MiLB), a Triple-A affiliate of the Chicago White Sox, play at the Truist Field in Uptown.
- The Charlotte Checkers of Minor League Hockey, a top-ranked minor league affiliate of the Carolina Hurricanes, play at the Bojangles’ Coliseum.
- The Charlotte Football Club of Major League Soccer will kick off its inaugural season in 2022 in a newly renovated Bank of America Stadium with soccer-specific upgrades.
- Professional soccer with the Charlotte Independence.

- Bank of America Stadium hosts the Atlantic Coast Conference (ACC) college football championship and the Duke’s Mayo Bowl; a post-season college football game featuring a matchup between an ACC and Southeastern Conference (SEC) team.
- In 2021, the Professional Golfer’s Association’s (PGA) Wells Fargo Championship will return to Quail Hollow in Charlotte.
- The U.S. National Whitewater Center, located on the Catawba River, is the world’s largest artificial whitewater river and the U.S. Olympic training site. The Whitewater Center includes 400 acres for activities including whitewater rafting, kayaking, mountain biking, rock climbing and rope courses.
Charlotte City Profile

Arts, Culture, and Science

Charlotte is the cultural hub of the region and offers a diverse selection of performances, art collections and interactive exhibits to engage residents and visitors of all ages.

- The Bechtler Museum of Modern Art opened in 2010 and features a collection of more than 1,400 works by the most important and influential artists of the mid-20th century.

- Blumenthal Performing Arts operates six theaters on three campuses in uptown Charlotte and is home to a number of arts organizations including the Charlotte Symphony Orchestra and Charlotte Ballet.

- The Harvey B. Gantt Center for African American Arts + Culture celebrates the contributions of Africans and African Americans to American culture and serves as a community epicenter for music, dance, theater, visual art, film, arts education programs, literature and community outreach.

- North Carolina’s first art museum, the Mint Museum is a leading, innovative cultural institution and museum of international art and design. With two locations — Mint Museum Randolph and Mint Museum Uptown — the Mint boasts one of the largest collections in the Southeast.

- Discovery Place is a network of four hands-on museums in three different cities, including the Discovery Place Science and Discovery Place Nature museums in Charlotte. Discovery Place brings together science, nature and design to enrich, educate and improve the community.
EDUCATIONAL INSTITUTIONS

Charlotte-Mecklenburg Schools (CMS)

- CMS is a consolidated city-county public school system with approximately 140,073 students. CMS students are educated in 179 schools that include magnet programs that develop the talents of students who have interests in talents in specific areas.

Higher Education

The greater Charlotte region is home to about three dozen institutions of higher learning, including the state’s fourth-largest university, the state’s biggest community college, and a premier culinary school.

- Central Piedmont Community College offers nearly 300 associate degree, diploma, and certificate programs at six campuses within Mecklenburg County.
- University of North Carolina at Charlotte, a public urban research institution offers bachelor, graduate, and doctoral degrees through eight professional colleges.
- Davidson College, a liberal arts college in Davidson, North Carolina, serves nearly 2,000 students.
- Queens University offers 44 majors and the student body represents 40 countries.
- Johnson & Wales University’s Charlotte campus, home to more than 1,800 students, offers degrees ranging from baking and pastry arts, to fashion merchandising and retailing, to corporate accounting and financial analysis.
- Johnson C. Smith University is a Historically Black College and University (HBCU) offering 26 undergraduate or graduate degrees.
- Pfeiffer University’s Charlotte campus offers adult learners the opportunity to earn both undergraduate and graduate degrees.
- Wake Forest University Charlotte Center continues to have a strong graduate school presence in Charlotte with several top-ranked MBA programs. In March of 2021, Wake Forest University announced, in collaboration with Atrium Health, its plans for a Wake Forest School of Medicine Charlotte campus.
- Northeastern University’s Charlotte campus has offered graduate programs in uptown Charlotte since 2011.

HEALTHCARE

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

- Atrium Health is one of the nation’s largest public hospital systems. It operates or manages more than 40 hospitals and more than 900 care locations across the Carolinas and Georgia. Atrium Health’s Carolinas Medical Center has been recognized as Charlotte’s top medical center by U.S. News and World report for four consecutive years. Atrium Health will partner with Wake Forest University to open a four-year medical school in Charlotte in 2024.
- With a 622-bed medical center and more than 700 physicians on staff, Novant Health Presbyterian Medical Center is one of the largest medical providers in the region.
**Charlotte City Profile**

(all figures represent FY2022 unless otherwise noted)

<table>
<thead>
<tr>
<th>Category</th>
<th>Figure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Full-Time-Equivalent Employees</td>
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<tr>
<td>Total Budget</td>
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</tr>
<tr>
<td>General Fund (net of transfers)</td>
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</tr>
<tr>
<td>General Bonded Debt per capita (FY 2020)</td>
<td>$694.4 million</td>
</tr>
<tr>
<td>General Bonded Debt % of Property Value (FY 2020)</td>
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<tr>
<td>Debt Service % of Non Capital Expenditures</td>
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<tr>
<td>Assessed value (2020)</td>
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<td>Land Area (square miles) (as of February 2021)</td>
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<tr>
<td>Retail Sales - Meck County (2020)</td>
<td>$23.7 billion</td>
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<td>General Obligation Bond Ratings</td>
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<tr>
<td>Mecklenburg County Building Permits (2020)</td>
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<tr>
<td>Population</td>
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<td>2010 Census</td>
<td>731,424</td>
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<td>2019</td>
<td>919,503</td>
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<td>Unemployment Rate (Mecklenburg County)</td>
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<td>2018 (as of February)</td>
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<td>Wells Fargo Bank</td>
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<tr>
<td>Duke Energy Corporation</td>
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<td>Bank of America</td>
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<tr>
<td>American Airlines/US Airways Group Incorporated</td>
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<tr>
<td>Parkway Properties</td>
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<tr>
<td>SouthPark Mall</td>
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</tr>
<tr>
<td>301 College Street</td>
<td>0.2%</td>
</tr>
<tr>
<td>AT&amp;T</td>
<td>0.2%</td>
</tr>
<tr>
<td>Piedmont Natural Gas</td>
<td>0.2%</td>
</tr>
<tr>
<td><strong>Fire Protection</strong></td>
<td></td>
</tr>
<tr>
<td>Fire Prevention Inspectors</td>
<td>40.00</td>
</tr>
<tr>
<td>Firefighters</td>
<td>1,104.00</td>
</tr>
<tr>
<td><strong>Police Protection</strong></td>
<td></td>
</tr>
<tr>
<td>Sworn Police Officers</td>
<td>1,979.00</td>
</tr>
<tr>
<td>Civilian</td>
<td>475.50</td>
</tr>
<tr>
<td><strong>Storm Water Rates</strong></td>
<td></td>
</tr>
<tr>
<td>Single Family (monthly) &lt; 2,000 sq feet</td>
<td>$6.04</td>
</tr>
<tr>
<td>Single Family (monthly) 2,000 to &lt;3,000 sq ft</td>
<td>$8.91</td>
</tr>
<tr>
<td>Single Family (monthly) 3,000 to &lt;5,000 sq ft</td>
<td>$13.17</td>
</tr>
<tr>
<td>Single Family (monthly) 5,000 sq ft &amp; up</td>
<td>$21.78</td>
</tr>
<tr>
<td>Commercial (monthly) per impervious acre</td>
<td>$157.23</td>
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<tr>
<td><strong>Utilities</strong></td>
<td></td>
</tr>
<tr>
<td>Water Accounts (projected)</td>
<td>300,235</td>
</tr>
<tr>
<td>Sewer Accounts (projected)</td>
<td>270,133</td>
</tr>
<tr>
<td>1 ccf = 748 gallons</td>
<td></td>
</tr>
<tr>
<td>Water Rates for ccf use (typical)</td>
<td>$13.95</td>
</tr>
<tr>
<td>Fixed Charge</td>
<td>$5.51</td>
</tr>
<tr>
<td><strong>Typical Total Water Rates</strong></td>
<td>$19.46</td>
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<tr>
<td>Sewer Rates</td>
<td>$38.01</td>
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<tr>
<td>Fixed Charge</td>
<td>$12.92</td>
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<tr>
<td><strong>Typical Total Sewer Rates</strong></td>
<td>$50.93</td>
</tr>
<tr>
<td>Typical Residential User's Monthly Fee</td>
<td>$70.39</td>
</tr>
<tr>
<td>Median Household Income - 2018</td>
<td>$63,483</td>
</tr>
<tr>
<td><strong>Charlotte Area’s Largest Employers (2020)</strong></td>
<td></td>
</tr>
<tr>
<td>Atrium Health</td>
<td>35,700</td>
</tr>
<tr>
<td>Wells Fargo &amp; Co.</td>
<td>23,500</td>
</tr>
<tr>
<td>Wal-Mart Stores, Incorporated</td>
<td>17,100</td>
</tr>
<tr>
<td>Bank of America Corp.</td>
<td>15,000</td>
</tr>
<tr>
<td>Novant Health Inc.</td>
<td>11,698</td>
</tr>
</tbody>
</table>
### Charlotte City Profile

#### Real Property Tax
- 1-cent on the property tax rate: $15,119,518
- General Fund: 27.31¢
- Muni Debt Service for Capital: 6.77¢
- Pay-As-You-Go Capital: 0.73¢

**Total Property Tax Rate (per $100 valuation):** 34.81¢

#### Local Sales Tax
- State: 4.75%
- Local: 2.00%
- Transit Tax - CATS: 0.50%

**Total (as of July 1, 2021):** 7.25%

#### Occupancy Tax (FY 2022)
- First 3-Percent: 3.0%
- Second 3-Percent: 3.0%
- NASCAR Hall of Fame Tax: 2.0%

**Total:** 8.0%

#### Prepared Food Tax (FY 2022)
- City/County: 1.0%

#### Municipal Service Districts (FY 2022)
- District 01 - Center City: 1.36¢
- District 02 - Center City: 2.27¢
- District 03 - Center City: 3.38¢
- District 04 - South End: 3.90¢
- District 05 - University City: 2.79¢

*per $100 valuation

#### Regional City and County Property Tax Rates
- Charlotte FY 2022 Proposed: 34.81¢
- Mecklenburg County FY 2021 Adopted: 61.69¢

#### FY 2021 Tax Rates for Towns/District
- Cornelius: 22.20¢
- Davidson: 29.00¢
- Huntersville: 24.00¢
- Matthews: 28.00¢
- Mint Hill: 25.50¢
- Pineville: 33.00¢
- Police Service District: 17.81¢
- Stallings: 21.50¢

#### Motor Vehicle Registration Fee (FY 2021)
- Charlotte: $30.00

#### Solid Waste Fees
- Charlotte
  - Single-Family & Mobile Homes: $75.02
  - Multiple Family: $75.02
- County
  - Single-Family & Mobile Homes: $39.50
  - Multiple Family: $39.50

#### Car Rental Taxes (FY 2022)
- Road Use Tax: 8.0%
- Charlotte Vehicle Rental Tax: 1.5%
- Mecklenburg Vehicle Rental Tax: 1.5%
- Airport Tax (If applicable): 10.0%
- U-Drive-it Vehicle Rental tax: 5.0%
Budget Principles

Using the framework set forth by North Carolina General Statute 159, the Local Government Budget and Fiscal Control Act, and the City Code of Ordinances that includes the city charter, the city will follow the principles outlined below. The development of the city’s annual operating budget will be a transparent process that includes community input and involvement.

1. The city will adopt a balanced budget. The budget process will begin by first evaluating available revenues. Funds for operating and capital expenditures will then be budgeted where there is the greatest community need.

2. Program funding will be approved in the overall context of competing priorities across city services. Anticipated future needs will play a prominent role in the prioritization process.

3. The city will have a structurally balanced budget. Ongoing costs will be funded with recurring revenues. One-time monies, such as certain federal grants, will be used for one-time expenses. New and significant expenses brought forward outside the budget process should be avoided, when feasible.

4. A budget will provide funding to ensure that compensation and benefits are sufficient to recruit and retain the workforce talent necessary to meet service delivery needs. Pay and compensation increases shall not exceed growth in general revenue for any given year.

5. A budget will provide adequate operating funding to maintain previous investments in assets including technology, tools, equipment, and infrastructure.

6. The city will engage in a continual evaluation of the most cost-effective means for providing city services.

7. The city will evaluate the total tax and fee burden – not just the property tax rate – residents pay in exchange for government services as part of the budget development process.

8. The budget will maintain a General Fund fund balance equal to 16 percent of the operating budget. Capital reserves in excess of the 16 percent General Fund balance will be available for transfer to the Pay-As-You-Go capital program for one-time uses unless otherwise recommended by the City Manager and approved by City Council for other purposes.

9. The budget will maintain the Municipal Debt Service Fund Balance at a ratio of debt service fund balance to actual annual debt service costs of approximately 50 percent.

10. The city will continue to promote a user fee goal of 100 percent cost recovery.

11. Enterprise funds shall set their rates and fees in a manner to recover the full cost of their operation and necessary capital investments.

12. Restricted revenue (such as Asset Forfeiture funds) will only be used for the purpose intended and in full compliance with all applicable policies, rules, regulations, or laws.

13. Reimbursement to the General Fund will occur from enterprise and internal service funds for general and administrative services provided. Reimbursement will be determined through generally accepted cost accounting principles.

14. In accordance with the North Carolina Budget and Fiscal Control Act, the budget is developed and adopted under the modified accrual basis of accounting. Under this format, revenues are recognized when measurable and available and obligations of the city are budgeted as expenditures. During the fiscal year, budgets are monitored and accounted for using the modified accrual basis. At fiscal year-end, the city’s annual comprehensive financial report (ACFR) is prepared using Generally Accepted Accounting Principles.
Financial Policies and Practices

The city's budgetary policies are based on and conform to North Carolina General Statute 159, the Local Government Budget and Fiscal Control Act, the City Code of Ordinances that includes the city charter, and generally accepted accounting principles for governmental entities. These broad policies and statutes set forth guidelines against which current budgetary performance can be measured and proposals for future programs can be evaluated. The policies and practices help to protect the fiscal integrity of the city and ensure that the city is poised for future growth.

Revenue Policies and Practices

1. As provided by the North Carolina Local Government Budget and Fiscal Control Act, estimated revenue from Ad Valorem Tax levy will be budgeted as follows:
   a. Assessed valuation estimates are provided by the Mecklenburg County Tax Assessor's Office;
   b. The estimated percentage rate of collection of the tax levy shall not exceed the rate of the preceding fiscal year;
   c. The tax rate shall be set each year based on the cost of providing general government services;
   d. The city shall operate under an annual balanced budget ordinance adopted and administered in accordance with North Carolina General Statute 159-8(a). A budget ordinance is balanced when the sum of estimated net revenues and appropriated fund balance is equal to appropriations.

2. The city will set fees for services to maximize user charges for identifiable services as follows:
   a. To the extent possible, the rate structure established for water, sewer, and storm water customers will be sufficient to finance all operating, capital, and debt service costs for providing said services;
   b. To the extent practical, any general city service for which is of a higher level to benefit recipients shall be supported by user fees designed to recover costs from those recipients. Examples include zoning and code enforcement activities funded through zoning permit fees and demolition charges;
   c. Where user fees are based on cost recovery, costs should be reviewed annually during the budget process and user fees adjusted as practicable.

3. The city will accumulate and maintain a general fund balance equal to or greater than eight percent (city policy is higher at 16 percent) of the next year's General Fund operating budget to address unanticipated events and circumstances such as natural disasters, economic downturns, threats to public safety, health, welfare, and other emergencies. Balances in excess of 16 percent are eligible for appropriation in the Pay-As-You-Go Capital Program.

4. Restricted revenue will only be used for the purpose intended and in a fiscally responsible manner.

5. The city will strive to achieve a structurally balanced budget in which one-time revenue and/or one-time expenditure savings will be used for non-reoccurring or one-time expenditures.

Inter-fund Policies and Practices

The General Fund will be reimbursed annually by the Enterprise and Internal Service Funds for general and administrative services provided, such as self-insurance, accounting, personnel, and administration.
Financial Policies and Practices

Accounting Policies and Practices
1. The city will establish and maintain its accounting systems in compliance with the North Carolina Local Government Budget and Fiscal Control Act and the North Carolina Local Government Commission.
2. Financial systems will be maintained to monitor revenues and expenditures on a monthly basis.
3. All revenue collections will be consolidated under the Chief Financial Officer and audited annually.
4. The Finance Department’s Procedures Manual will be maintained as a central reference source and handbook for all procedures, which have a fiscal impact within the city. It will serve as the city’s authoritative source for fiscal procedure.
5. An annual audit will be performed by an independent certified public accounting firm, which will issue an official opinion on the annual financial statements, with a management letter explaining recommended improvements, if required.
6. The city’s Comprehensive Annual Financial Report will be prepared in compliance with the necessary criteria established to obtain the Government Finance Officers Association’s Certificate of Achievement for Excellence in Financial Reporting and will be submitted each year for that recognition.
7. All governmental funds are reported on using the modified accrual basis of accounting. Although the Comprehensive Annual Financial Report reports all proprietary funds using the full accrual basis of accounting, whereby revenues are recognized when earned and expenses are recognized in the period incurred, for simplicity, the budget document reports all proprietary funds’ prior year actuals using the modified accrual method.
8. Add carryforward of appropriations for encumbrances outstanding at Year End.

Debt Policies and Practices
1. Capital projects financed through the issuance of bonds shall be financed for a period not to exceed the anticipated useful life of the project.
2. The city will maintain a level of net direct tax-supported debt that does not exceed 1.75 percent of the city’s full assessed value.
3. Variable rate bonded debt will not exceed twenty percent of total outstanding long-term debt.
4. The city will aim for a minimum present value savings on a refunding candidate of at least three percent and currently callable refunding candidates of at least a quarter of one percent of the refunded debt.
5. The debt issuance method will be periodically re-evaluated as city conditions change, or new or changed financial market methods emerge. The review and change of the issuance method, if any, will be with the objective to utilize the method that offers the lowest effective market interest cost available to the city. Accordingly, the following issuance method(s) will be currently utilized:
   a. New money fixed rate bond issues may be placed on a competitive or negotiated basis,
   b. New money variable rate bond issues will be placed on a negotiated basis, and
   c. Refunding bond issues may be placed on a competitive or negotiated basis.
6. The city will maintain its financial condition so as to continue its AAA bond rating.

Cash Management and Investment Policies and Practices
1. All deposits of the city will be made in designated official depositories and secured as required by North Carolina state statutes. The city may designate as an official depository any bank or savings and loan association whose principal office is located in North Carolina. The city may establish time deposit accounts such as Negotiable Order of Withdrawal (NOW) and SuperNOW accounts, money market accounts, and certificates of deposit.
2. The restricted cash and cash equivalents/investments are restricted pursuant to bond covenants and other financing agreements. All restricted money market funds of the enterprise funds are considered cash or cash equivalents. The remaining amount of restricted assets is considered investments.
City Investment Policy

1. City investments will be managed and maintained in accordance with all applicable Federal and State laws, City Ordinances and other regulatory requirements, specifically NCGS 159-25(a)(6); NCGS 159-30; NCGS 159-31; and NCGS 36C, Article 9 (Uniform Prudent Investor Act).

Standards of Care

i. Except for cash in certain restricted and special funds, and bond proceeds, the city will consolidate cash and reserve balances from all funds to maximize investment earnings and increase efficiencies around investment pricing and administration.

ii. Investment income from pooled cash investments will be allocated monthly to participating funds based upon the average cash balance of each fund as a percentage of the total pooled portfolio.

iii. Unspent debt proceeds will not be commingled with other monies and will be invested separately. Earnings on unspent debt proceeds will be treated as additional proceeds.

iv. Quarterly reviews will be conducted that will assess the current total holdings across all funds, including cash positions, portfolios, mark to market valuations, credit quality for each security, and any additional compliance issues.

v. All trades of marketable securities will be executed by delivery vs. payment (DVP) to ensure that securities are deposited in an eligible custody account prior to the release of funds. This type of settlement process is used to minimize custodial credit risk.

vi. All securities in the city's name will be held by an independent third-party trust custodian selected by the city. In September of each year, the safekeeping institution will be required to provide a copy of its most recent Statement of Auditing Standards (SAS) No. 70 as well as its disaster recovery and cyber security plans to Finance – Treasury for review by the Investment Committee.

vii. Where allowed by North Carolina General Statute Chapters 159-30 and 31 and in accordance with the GFOA Recommended Practices on the Collateralizing Deposits, full collateralization will be required on all demand deposit accounts, including checking accounts and non-negotiable certificates of deposit.

viii. The primary objectives of investment activities are safety, liquidity, and return, in that order.

(1) Safety - Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.

(a) Credit Risk – The city will minimize credit risk, which is the risk of loss of all or part of the investment due to the failure of the security issuer or backer, by:

(i) Limiting investments to the types of securities listed in the Investment Policy;

(ii) Pre-qualifying and conducting ongoing due diligence of the financial institutions, broker/dealers, and intermediaries with which the City will do business; and

(iii) Diversifying the investment portfolio so that the impact of potential losses from any one type of security or from any one individual issuer will be minimized.

(b) Interest Rate Risk – The city will minimize interest rate risk, which is the risk that the market value of securities in the portfolio will fall due to changes in market interest rates by:

(i) Structuring the investment portfolio so that security maturities match cash flow requirements for ongoing operations, thereby, avoiding the need to sell securities on the open market prior to maturity; and

(ii) Investing operating funds primarily in shorter-term securities (0-5 years), money market mutual funds, or similar investment pools in accordance with the Investment Policy.
Financial Policies and Practices

(2) Liquidity – The investment portfolio will remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. The portfolio will be structured so that securities mature concurrent with cash needs to meet anticipated demands. Since all possible cash flow demands cannot be anticipated, the portfolio should have an amount determined by the internal investment guidelines placed in money market mutual funds or other such accounts which offer same-day liquidity for short-term funds.

(3) Return – The investment portfolio shall be designed with the objective of regularly meeting or exceeding the average of the 6-month T-bill, 12-month T-bill and the 2-year Treasury rates. These indicators are considered benchmarks for lower risk investment transactions and approximate the city’s weighted average maturity (WAM) under normal market conditions. Return on investment is of tertiary importance compared to the safety and liquidity objectives described in this section. Core investments will be limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. It is the city’s intent, at the time of purchase, to hold all investments until maturity to ensure the return of all invested principal. However, if economic or market conditions change making it in the city’s best interest to sell or trade a security before maturity, that action may be taken. Selling or trading a security may be done under the following circumstances:

(a) A security with declining credit may be sold early to minimize loss of principal;
(b) A security may be sold if reinvesting the proceeds in an alternative security would improve the quality, yield, or target duration in the portfolio;
(c) Unanticipated liquidity needs of the portfolio require that the security be sold.

Suitable and Authorized Investments

i. US Treasuries and Agencies – Investments of this type will be limited to a five-year maturity.

ii. Government Sponsored Enterprises (GSEs) – The following GSEs may be purchased: FNMA, FHLB, FHLMC, and FFCB. There is no maximum in these securities because of the implied backing of the U.S. Government. Investments of this type will be limited to a five-year maturity.

iii. Commercial Paper – A maximum of twenty-five percent of the portfolio may be invested in commercial paper with the appropriate A1(S&P)/P1(Moody's)/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.

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

3. Preserve the existing tax base, a fundamental principle for city capital investment decision-making

4. Affirm neighborhoods as a foundation of the community and emphasize a reinvestment program for all neighborhoods

5. Form partnerships with residents and businesses to leverage public dollars and make the community one of choice for living, working, and leisure activities

6. Serve as a platform for economic development through the funding of priority projects in targeted investment areas

7. Provide a balanced capital plan, which funds the highest priority community needs in a variety of program areas

8. Anticipate infrastructure and facility needs resulting from future changes in the city's boundaries and density that are consistent with Council's development and growth policies

9. Comply with applicable federal and state mandates

Capital Investment Policies and Practices
1. The city will update annually a five-year Capital Investment Plan, which details the estimated cost, project description, and anticipated funding source for each capital project.

2. The city's adopted Annual Budget Ordinance will include capital project appropriations for all projects with funding identified in the first year of the five-year Capital Investment Plan.

3. Operating Budget expenditures will be used to maintain and provide any salaries, operating costs, and small capital outlay that may be required for adopted Capital Investment Plan Projects once they are completed and in service.

4. The city will strive to fund a portion of capital improvements with Pay-As-You-Go sources of financing that do not increase the city's debt liability.

5. A uniform, citywide methodology based on generally accepted cost accounting principles and best practices will be used for allocating and charging direct and indirect costs to capital projects. This ensures accurate, consistent, and substantiated cost recovery so the city's operating funds are neither subsidized nor inadequately reimbursed for supporting capital programs or placing capital assets into service. This methodology will be periodically reviewed and will apply to funding sources that are not otherwise subject to federal, state, or other requirements (e.g., law, regulation, terms of a grant award, or other legally binding agreements) for direct and indirect cost recovery.
General government debt policies

1. Diversify revenue sources dedicated to capital formation and debt service

2. Maintain a balanced mix of financing strategies for funding capital projects without an excessive reliance on any one source. Examples of financing strategies include:
   - Pay-As-You-Go
   - Grants
   - Debt

3. Provide for the issuance of additional debt at reasonable time intervals without increasing taxes, and timed in such a way as to avoid erratic impacts on tax rate changes

4. Maintain the highest credit ratings by scheduling and issuing debt that sustains reasonable ratios (e.g. percent of outstanding debt to assessed value)

5. Maintain revenues dedicated to the capital program in the Municipal Debt Service Fund:
   - Allocation of the property tax rate
   - Investment (interest) income
   - Sales Tax (one-half cent)
   - Other miscellaneous revenues

6. Maintain the Municipal Debt Service Fund Balance at an adequate level to cover debt costs:
   - The ratio of debt service fund balance to actual annual debt service costs will be approximately 50 percent

7. Use the Pay-As-You-Go Tax Fund in conjunction with long-term debt financing to finance capital projects

8. Dedicate asset sales to the Capital Investment Plan:
   - The retirement of any outstanding debt on sold assets will be the first use of sale proceeds

9. Maintain the General Government fund balance at 16 percent of the operating budget:
   - Funding in excess of 16 percent of the General Fund balance is dedicated to Pay-As-You-Go capital expenses, unless otherwise directed by Council

10. Maintain the Enterprise Funds' capital programs on a self-sustaining basis:
    - Charlotte Water, Storm Water, and Aviation capital projects are financed from revenues generated from user fees and charges
    - The Charlotte Water rate study assumes maintenance of debt service coverage as required in Revenue Bond financing documents
    - Charlotte Area Transit System projects are supported by federal and state grants, and the one-half cent sales tax dedicated to transit

11. Pursuant to the North Carolina General Statutes, the city’s outstanding general obligation debt is subject to a legal limitation based on eight percent of the total assessed value of real and personal property
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KEY TERMS AND ACRONYMS
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Key Terms and Acronyms

Adjustments to Proposed Budget: This session provides the opportunity for preliminary Council decisions regarding the Manager's Proposed Budget. By Council practice, each Council member has the opportunity to add or subtract any item or amount from the proposed budget. Council has traditionally required that the adjustments result in a balanced budget. Those items receiving five or more votes from Council members are then voted on at the straw votes session.

Allocation: The expenditure amount planned for a particular project or service that requires additional legislative action or appropriation before expenditures are authorized.

Appropriation: A legal authorization granted by the city's legislative authority (City Council) to make expenditures and incur obligations for specific purposes.

Budget Adoption: North Carolina State law requires local government to have an adopted budget ordinance by fiscal year-end (June 30) specifying the budget plan.

Budget and Effectiveness Committee: The Council organizes its Budget Committee as a mechanism for guiding the progression of the budget process and for providing oversight of agenda planning for the various sessions in the budget development process.

Budget Presentation: This session provides Council with a detailed overview of the Manager’s proposed budget. This provides a forum for the Manager to share highlights of the budget and for Council to ask initial questions as the budget process moves into the review stage.

Budget Workshop(s): This series of half-day workshops, conducted by Council, provide for detailed discussions of the budget issues and decisions that characterize the development of the budget plan. Staff is available to share pertinent information during these sessions as Council works to identify and confirm areas of focus, operating and capital investment policies, and review projected revenues and expense information, and review program and service delivery priorities.

Budget Plan-Proposed and Adopted: The City Manager submits to the City Council a proposed expenditure and revenue plan for all city operations for the coming fiscal year. When City Council agrees upon the revenue and expenditure levels, the Proposed Budget becomes the Adopted Budget, funds are appropriated and legal expenditure limits are established.

Capital Expenditure: An amount of funds, through current operating dollars or debt, spent on an asset with a useful life of at least one year or more with a significant value.

Charlotte Regional Transportation Planning Organization (CRTPO): The transportation body that is responsible for overseeing the development of the transportation system in the greater Charlotte-Mecklenburg region of North Carolina.

Capital Investment Plan (CIP): Annual appropriations from specific funding sources are shown in the city's budget for certain capital purposes such as street improvements, building construction, and facility maintenance. These appropriations are supported by a five-year allocation that details all projects, funding sources, and expenditure amounts. The allocation plan covers a five-year period.

Community Development Block Grant (CDBG): A United States Department of Housing and Urban Development grant that local governments receive annually to support economic development projects, low income housing, and services to low-income neighborhoods.
**Objective:** Organizational aims or purposes for the next 2-4 years that are the focal point of the organization’s initiatives.

**Debt Service:** Annual principal and interest payments that the local government owes on money that it has borrowed.

**Department:** City’s operating departments.

**Enhancement:** Requests for new projects, programs, or services or requests for additional funding to existing projects, programs or services.

**Enterprise Funds:** One of four city departments which are fully funded by operating revenues rather than property taxes. These are Charlotte Douglas Airport, Charlotte Area Transit System, Charlotte Water, and Storm Water.

**Financial Partner:** Private, non-profit organizations which provide services to the public by use of partial funding from the city.

**Fiscal Year:** A one-year fiscal period. The city’s fiscal year extends from July 1st through June 30th.

**Full-Time Equivalent (FTE):** A term that expresses the amount of time for which a position has been budgeted in relation to the amount of time a regular, full-time employee normally works in a year.

**Fund:** An accounting entity with a set of self-balancing revenue and expenditure accounts used to record the financial affairs of a governmental organization.

**Fund Balance:** It is the difference between assets and liabilities of a particular fund. It incorporates the difference between the revenues and expenditures each year.

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

**General Obligation Bonds:** Bonds whose payment is guaranteed by the full faith and credit of the government body.

**Governance Department:** The city’s governance departments include the Mayor and City Council, City Attorney, City Clerk, and City Manager’s Office.

**Hourly Pay Plan:** The city’s hourly pay plan covers hourly employees in labor, trades, and administrative positions. Hourly employees receive an annual market adjustment equal to half of the Salaried Pay Plan on average as well as a merit increase based on the employee’s performance and the employee’s pay rate in relation to the competitive rate for their specific job.

**Internal Service Providers (ISPs):** Business unit that provides services to other city departments and charges for those services. Each department budget receiving the service has an ISP budget which is charged by the department providing the service.

**Manager/Council Strategy Session:** This initial meeting serves to reaffirm Council priorities and develop a framework for addressing the community’s concerns and desires for service delivery during the next fiscal year. This discussion also includes any other additional parameters for possible changes to the
budget plan under development.

**Metropolitan Transit Commission (MTC):** is the policy board for the Charlotte Area Transit System (CATS) and has responsibility for reviewing and recommending all long-range public transportation plans.

**Municipal Service District (MSD):** Taxing districts designed to enhance economic vitality and quality of life in the central business district or other commercial areas. Three MSDs are located in the Center City area, one in the South End area, and one in the University City area.

**Net of Transfers:** Takes into account transfers between funds (General Fund, Enterprise Funds, and Capital Funds).

**Non-Departmental Account:** Those services or functions that are not specifically associated with a city department.

**Nongeneral Funds:** Those services or functions not included in the General Fund.

**Operating Budget:** The portion of the budget plan that represents recurring expenditures such as salaries, utilities, postage, office supplies, fuel, etc.

**Pay-As-You-Go Projects (PAYGO):** Relatively small capital projects that do not lend themselves to debt financing and are paid with current available revenue.

**Performance Measure:** A quantitative indicator of how programs and services are directly contributing to the achievement of an agency’s objectives. These indicators may include measures of inputs, outputs, outcomes, or activities.

**Position Number:** A term that refers to a unique position identification number assigned to each position authorized by the City Council through the budget or other ordinances. Positions may have a common title name, but each position has its own unique identification number assigned by the PeopleSoft Human Resources System. Only one person at a time can fill a regularly budgeted position.

**Program:** A group of services within a department, aligned by a common purpose.

**Public Hearing on Proposed Budget:** This session, as required by State law (Local Government Budget and Fiscal Control Act), provides an opportunity for citizens to comment on the published budget plan. Notice of the public hearing and the Council discussion process are included in the Charlotte Observer, on the city’s website, and on the Government Channel. The budget documents are made available to the public through the regional public libraries and the local university libraries.

**Public Safety Pay Plan (PSPP):** The city’s Public Safety Pay Plan covers all Police classes below the rank of Police Captain and all Fire classes below the rank of Battalion Fire Chief. There are two components to the Public Safety Pay Plan. The first is progression through steps, and the second is structural market adjustments to the steps.

**Salaried Pay Plan:** The city’s Salaried Pay Plan covers all salaried city employees with the exception of non-managerial sworn Police and uniformed Fire employees. The Plan provides merit increases based on the employee’s performance and the employee’s pay rate in relation to the competitive rate for their specific job.
**Key Terms and Acronyms**

**Strategic Priorities:** Five strategic areas of focus, which serve as the framework for allocating funds and resources. These are Economic Development; Great Neighborhoods; Safe Communities; Transportation, Planning, and Environment; and Well-Managed Government.

**Straw Votes:** This session provides the opportunity for Council to vote on each of the items that moved from the adjustments session. Each of these items receiving six or more straw votes will be incorporated into the budget ordinance.

**Support Department:** The city’s support departments include Human Resources, Innovation and Technology, and Finance.

**Target:** Quantifiable and specific level of achievement, communicates the expected level of performance.

**Technical Adjustment:** Annual inflationary adjustments including existing contractual cost increases, annualization of costs, or state and federal mandates.
# Key Terms and Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
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<tbody>
<tr>
<td>AF</td>
<td>Asset Forfeiture</td>
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<tr>
<td>ARD</td>
<td>Asset Recovery and Disposal</td>
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<tr>
<td>BIG</td>
<td>Business Investment Grant</td>
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<tr>
<td>BLE</td>
<td>Blue Line Extension</td>
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<tr>
<td>CATS</td>
<td>Charlotte Area Transit System</td>
</tr>
<tr>
<td>CCF</td>
<td>100 Cubic Feet</td>
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<tr>
<td>CDBG</td>
<td>Community Development Block Grant</td>
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<tr>
<td>CDOT</td>
<td>Charlotte Department of Transportation</td>
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<tr>
<td>CIP</td>
<td>Capital Investment Plan</td>
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<td>CLT</td>
<td>Charlotte Douglas International Airport</td>
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<tr>
<td>CMPD</td>
<td>Charlotte Mecklenburg Police Department</td>
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<tr>
<td>CMS</td>
<td>Charlotte Mecklenburg Schools</td>
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<tr>
<td>CNIP</td>
<td>Comprehensive Neighborhood Improvement Program Certificates of Participation</td>
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<tr>
<td>COPs</td>
<td>Participation</td>
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<tr>
<td>CRC</td>
<td>Charlotte-Mecklenburg Community Relations Committee Charlotte Regional Transportation Planning Organization</td>
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<tr>
<td>CRTPO</td>
<td>Regional Transportation Planning Organization Charlotte Regional Transportation Planning Organization</td>
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<tr>
<td>CRVA</td>
<td>Visitors Authority</td>
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<tr>
<td>EIS</td>
<td>Environmental Impact Statement</td>
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<td>EMT</td>
<td>Emergency Medical Technician</td>
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<td>EPA</td>
<td>Environmental Protection Agency</td>
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<tr>
<td>ERP</td>
<td>Enterprise Resource Planning</td>
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<tr>
<td>FAA</td>
<td>Federal Aviation Administration</td>
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<td>FBO</td>
<td>Fixed Base Operation</td>
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<tr>
<td>FTE</td>
<td>Full-Time Equivalent</td>
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<tr>
<td>FY</td>
<td>Fiscal Year</td>
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<tr>
<td>GIS</td>
<td>Geographical Information System</td>
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<tr>
<td>GO</td>
<td>General Obligation (bonds)</td>
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<tr>
<td>HOME</td>
<td>HOME Investment Partnerships Program (Federal Housing grant)</td>
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<tr>
<td>HOPWA</td>
<td>Housing Opportunities for Persons with AIDS</td>
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<tr>
<td>MOE</td>
<td>Maintenance of Effort</td>
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<tr>
<td>MPO</td>
<td>Metropolitan Planning Organization</td>
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<tr>
<td>MSD</td>
<td>Municipal Service District</td>
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<tr>
<td>MTC</td>
<td>Metropolitan Transit Commission</td>
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</table>
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<tr>
<th>Acronym</th>
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<tbody>
<tr>
<td>MWSBE</td>
<td>Minority / Women Owned or Small Business Enterprise</td>
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<tr>
<td>NCDOT</td>
<td>North Carolina Department of Transportation</td>
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<tr>
<td>NECI</td>
<td>Northeast Corridor Infrastructure</td>
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<tr>
<td>OSHA</td>
<td>Occupational Safety and Health Act</td>
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<tr>
<td>PAYGO</td>
<td>Pay-As-You-Go</td>
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<tr>
<td>RFP</td>
<td>Request for Proposal</td>
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<tr>
<td>SBE</td>
<td>Small Business Enterprise</td>
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<tr>
<td>STIG</td>
<td>Synthetic Tax Increment Grants</td>
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<td>STS</td>
<td>Special Transportation Service</td>
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<tr>
<td>SWS</td>
<td>Solid Waste Services</td>
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