
Questions & Answers
from the
March 25 Budget Workshop
Published on May 2, 2024

Table of Contents

FIVE-YEAR CAPITAL INVESTMENT PLAN AND 2024 BOND OUTLOOK.....	1
FINANCIAL PARTNERS	4
CATS BUDGET OUTLOOK	12
CHARLOTTE WATER & STORM WATER	14
AVIATION FY 2025 BUDGET	18
<i>Attachment A – Transfer Station Photos.....</i>	<i>19</i>

Section 1

FIVE-YEAR CAPITAL INVESTMENT PLAN AND 2024 BOND OUTLOOK

- 1. What is a transfer station and how is it different from a landfill? Provide detail on the importance of the Solid Waste Service Transfer Station. What land specifications are needed to support the transfer station (criteria of location)?**

A transfer station is a facility utilized to temporarily store and consolidate loads from several waste collection vehicles into a single, larger vehicle for transport to a final disposal facility. A landfill is a permanent disposal facility where waste is typically buried under a dirt cover and compacted according to state regulations. A transfer station is critical to the long-term planning for future disposal needs.

The city currently provides weekly garbage collection to more than 230,000 curbside residences and 150,000 multifamily residences. With the increasing population and development in the city, the number of hours to complete collection routes has increased the potential for risk at both the personnel and operations level. Among notable challenges are:

- More households to collect per route, necessitating more frequent trips to the landfill;
- Increased congestion, especially when Solid Waste Services crews are collecting in areas further from the landfill;
- Weather conditions affecting the landfill – heavy rains make it difficult to enter and exit the disposal area without becoming bogged down in mud; and
- General conditions and design of the landfill – the city is not the only landfill customer and there are only two scales at the landfill, which causes a backup when many trucks arrive at the same time.

A transfer station would have a significant impact on current Solid Waste Services' operations and mitigate the obstacles listed above. Several benefits would be recognized, including:

- Less wear and tear on vehicles - transfer stations are completely paved and remove the need for trucks to traverse gravel and dirt roads; which leads to lower repair costs and extends the useful life of the vehicles;
- Quicker return to routes for collection – transfer stations reduce the time spent traveling to/from and at the landfill, which improves the collection time availability;
- Ability to provide collection services to additional infill growth; and
- Facilitating collection compliance of contracted partners, as they experience the same issues.

Additionally, the following environmental benefits would be recognized:

- Reduce greenhouse gas emissions from idling at landfill; and
- Reduce fuel consumption.

Criteria for transfer station site:

A minimum of a 10-acre site with adequate street access for refuse trucks and tractor trailers. The site would ideally be inside city limits (inside Mecklenburg County could be considered if the location improved efficiency). The land should be located as centrally as possible for greatest effectiveness. To view exterior and interior images of transfer stations from across the country, see **Attachment A**.

2. Provide a list of Vision Zero projects within the High Injury Network and provide associated costs.

Vision Zero funds a variety of traffic safety initiatives, including developing the data-driven High Injury Network (HIN). The HIN is based on the most recent five-year period of crash data and the geography fluctuates over time based on this data. While the HIN is an important factor in ranking Vision Zero projects, it is not the only consideration. For example, the Vision Zero program helps facilitate safe mid-block crossings using pedestrian hybrid beacons at schools and transit stops whether they are located on a HIN street or not. The HIN is also used for directing enforcement activities, and the Charlotte Department of Transportation (CDOT) works closely with the Charlotte-Mecklenburg Police Department to direct enforcement resources. The HIN is also a factor in prioritizing projects in most other CDOT programs. The table below includes the number of locations and associated costs for several active and complete traffic safety project types. Funds that have been programmed toward Vision Zero are in various project stages with some funding designed to occur in future years.

Table 1 - Vision Zero Projects within High Injury Network

Traffic Safety Initiatives	Number of Locations	Cost
New Thoroughfare Street Lighting (Corridors)	9	\$3,800,000
High Injury Network Lighting Upgrades to LED	98	\$820,000
Pedestrian Hybrid Beacons	15	\$1,300,000
Rectangular Rapid Flashing Beacons	9	\$185,000
Local Match for SS4A Grant	22	\$1,115,000
Small scale projects – signs and pavement markings	240	\$264,000
Neighborhood Traffic Calming Projects (Streets)	65	\$460,000
Technology Pilots	29	\$150,000
Future Pedestrian Crossings at Approved Locations	60	TBD
Future Arterial/Thoroughfare Street Lighting (Miles)	138	TBD
Future Neighborhood Traffic Calming Projects (Streets)	121	TBD

3. What is the cost of growth, is the city able to fund growth needs through the current programmed investments?

The city's annual budget process centers around projections of revenues and expenses (i.e., the cost of providing core services) in the upcoming fiscal year. Absent a large disruptive event, revenues and expenses typically grow gradually each year due to development, and other factors.

The cost of day-to-day operations and the provision of core services are funded through the city's General Fund. The General Fund is primarily supported by property tax (53 percent in FY 2024), sales tax (17 percent), and license/fee revenues (15 percent), with other smaller revenue sources accounting for the remaining 15 percent. Over the past 10 years, the average annual property tax growth in the city has been about 2.5 percent while sales tax growth has averaged about six percent annually.

The State of North Carolina legally requires municipalities and counties to publish "revenue neutral" property tax rates, which means the tax rate is calculated to generate the same amount of revenue as the previous year; no additional revenue is generated from increased value of existing properties unless there is a property tax increase. This remains true in the aggregate during a revaluation year; even though individual tax bills go up or down, without a tax rate increase, tax collection is set at the revenue neutral rate. Growth in property tax, the General Fund's largest source of revenue, is driven exclusively by new development, which consists of new buildings or expansions of existing properties. So, growth, or new development, is critical to generate new revenue that helps address citywide infrastructure needs.

While growth and new development are key for new revenue creation, it can also create the need for improvement, expansion, or construction of new city facilities and public infrastructure. These capital costs pressures associated with development are addressed through the city's Capital Investment Plan (CIP). The capital investment planning process is an annual effort that begins with departments prioritizing facility and infrastructure needs, which are sometimes a direct result of growth. Similar to the General Fund budget, the cumulative impact of public infrastructure needs is not assessed on a per capita or per development basis, as the city's capital needs do not necessarily scale linearly with new construction; however, it is important to note that the Land Development process does require construction of specific infrastructure associated with specific development.

Methods for monitoring and projecting infrastructure pressures caused by development vary between departments based on service delivery models. For example, the Charlotte Fire Department (CFD) responds to emergency calls directly from firehouses located across the city. CFD's ability to quickly respond to a call is dependent on the station's proximity to the scene and delays between the station and the scene. Both factors are directly affected by new development, but different types, locations, and sizes of developments will put different levels of pressure on CFD's existing resources (e.g., a new 100-unit apartment building three blocks from an existing station will have a different effect than 30 new single-family homes scattered across a neighborhood). Because of these differences, a dedicated team of BIS Analysts work for CFD to regularly assess response time trends to determine where new resources (infill firehouses and/or new companies or apparatus) are needed based on the cumulative impact of development. Those needs are then prioritized by CFD and submitted as a budget request, which result in Operating Enhancements and/or CIP programs like the ongoing \$79.5 million "Construct Fire Facilities" program.

Section 2

FINANCIAL PARTNERS

4. What funding buckets did we utilize for FY 2024 for Financial Partners, and what funding buckets are available for FY 2025 requests?

FY 2024 Financial Partners were funded through different funding streams depending on type of partnership Council direction following FY 2024 Council Budget Adjustments. For partners that were considered discretionary fund eligible – these partners were funded through the city’s General Fund or through ARPA capacity. For partners that are part of the city’s Municipal Service Districts, these organizations were funded through dedicated revenue. Lastly, the city partnered with housing financial partners which are primarily funded through Federal funds that include additional requirements and restrictions. A breakdown by funding source from FY 2024 partners and FY 2025 applicants can be found in Table 2.

Table 2 - FY 2025 Financial Partner Applicants by Funding Source

FY2025 FINANCIAL PARTNER APPLICANTS

Funding Source	Agency	FY24 Funding	FY25 Request	Difference
<u>General Fund - Current Partners</u>				
General Fund	Alliance Center for Education	\$90,000	\$126,000	\$36,000
	Bengali Women’s Forum	\$10,000	\$10,000	-
	Charlotte Regional Business Alliance	\$168,341	\$171,809	\$3,468
	Community Building Initiative	\$50,000	\$50,000	-
	Greater Enrichment Program	\$200,000	\$200,000	-
	My Brother’s Keeper CLT-Mecklenburg	\$50,000	\$300,000	\$250,000
	National Institute of Minority Economic Development – The Women’s Business Center of Charlotte	\$50,000	\$65,000	\$15,000
	Race Matters for Juvenile Justice	\$51,468	\$128,496	\$77,028
	Safe Alliance	\$397,038	\$473,805	\$76,767
	Trees Charlotte	\$250,000	\$500,000	\$250,000
Subtotal Current GF FP		\$1,316,847	\$2,025,110	\$708,263
<u>ARPA Funded - Current Partners</u>				
ARPA	Block Love Charlotte	\$230,000	¹	n/a
	Carolina Metro Reds	\$50,000	\$50,000	-
	Crisis Assistance Ministry ²	\$125,000	<i>See Housing section</i>	-
	For The Struggle, Inc.	\$100,000	\$100,000	-
	The Males Place	\$100,000	\$100,000	\$0
Subtotal Current ARPA FP		\$605,000	\$250,000	\$0

¹ Block Love Charlotte did not apply for FY 2025 funding.

² Crisis Assistance Ministry received \$425,000 in PAYGO Funding and \$125,000 in ARPA funding for FY 2024 for a total of \$550,000.

FY2025 FINANCIAL PARTNER APPLICANTS

Funding Source	Agency	FY24 Funding	FY25 Request	Difference
<u>General Fund - New Applicants</u>				
General Fund	Be You Be Great	-	\$725,333	n/a
	Bright Hope	-	\$10,000	n/a
	Carolinas Asian Chamber of Commerce	- ³	\$246,000	n/a
	Community Leadership Academy	-	\$250,000	n/a
	Envision Charlotte	-	\$200,000	n/a
	Freedom Fighting Missionaries	-	\$100,000	n/a
	Housing Collaborative	-	\$300,000	n/a
	Roof Above	-	\$268,085	n/a
	Stiletto Boss University	-	\$77,500	n/a
	The United Way of Greater Charlotte	-	\$130,000	n/a
	WYTV7 Community Broadcast	-	\$130,000	n/a
Subtotal New Applicant GF			\$2,436,918	
Total Discretionary GF		\$1,921,847	\$4,958,028	\$704,263
<u>Dedicated Revenue</u>				
MSD Tax	Charlotte Center City Partners	\$6,796,745	\$7,508,026	\$711,281
	South Park Partners	\$1,614,682	\$1,614,682	-
	University City Partners	\$1,380,857	\$1,408,474	\$27,617
Tourism & Hospitality Tax	CRVA - Visitors Authority	\$21,861,227	\$23,361,809	\$1,500,582
	CRVA - Film Commission	\$150,000	\$150,000	-
Total Dedicated Rev.		\$31,803,511	\$34,042,991	\$2,239,480
<u>Housing Partners</u>				
Federal - HOPWA Grant	Carolinas Care Partnership	\$3,598,683	\$3,320,702	(277,981)
Federal - CDBG & PAYGO	DreamKey - Affordable Housing	\$1,690,000	\$1,860,000	\$170,000
Total Federal Grants/PAYGO		\$5,288,683	\$5,180,702	(\$107,981)
PAYGO - Innovative Housing	Crisis Assistance Ministry ²	\$425,000	\$575,000	\$150,000
	DreamKey - House Charlotte	\$231,000	\$231,000	-
	LISC	\$200,000	\$200,000	-
Total Innovative Housing PAYGO		\$856,000	\$1,006,000	\$150,000

² Crisis Assistance Ministry received \$425,000 in PAYGO Funding and \$125,000 in ARPA funding for FY 2024 for a total of \$550,000.

³ Carolinas Asian Chamber received \$250,000 in ARPA funding through a Small Business Ecosystem Grant.

5. How are MSD rates calculated, what are the differences between partners?

The County Tax Assessor provides the city the total assessment values for each municipal service district every year. That value for each district is then multiplied by its tax rate at a 99 percent collection rate. Charlotte Center City Partners administers districts 1 through 4 which encompasses Center City and Southend. University City Partners administers District 5 in the University area and South Park Partners administers municipal service district 6.

6. Is there a plan for the ARPA funded partners from FY 2024 as we move into FY 2025?

All ARPA funding has been designated as “one-time” funding. Any potential future funding for programs, initiatives, or organizations previously receiving ARPA funding would need to be considered within the FY 2025 budgeting process in light of all projected needs and revenues.

In FY 2024, multiple organizations were allocated funding from the city’s ARPA allocation through various Council approved programs and initiatives. The following organizations were funded by ARPA funds during the FY2024 Budget Adjustments process:

- Block Love Charlotte - \$230,000
- Carolina Metro Reds - \$50,000
- Crisis Assistance Ministry - \$125,000
- For The Struggle - \$100,000
- The Males Place - \$100,000

All ARPA funding was designated as “one-time” funding, and this was communicated with all recipients. Financial Partner contract terms are for one year, and the ARPA funded contract terms were also for one year. The organizations funded during the budget adjustments process were encouraged to apply for the FY 2025 Financial Partner Program for consideration of potential funding for FY 2025. All organizations listed above, except Block Love Charlotte, applied for the FY 2025 Financial Partner Program.

For FY 2024, the city also allocated ARPA funding in the form of Nonprofit Housing Support Grants. Organizations, including Heal Charlotte, applied for this funding through a competitive RFP process. Due to the one-time nature of the funding, organizations were required to meet the following criteria as a part of the proposal submission:

- Organization has secured other funding sources to support the project/program request.
- Organization has a credible plan to sustain the project/program (as applicable) beyond the expiration of the Housing Support Grant funding.

7. Can the Financial Partner requests for FY 2025 be grouped by Council Strategic Priority?

The following tables group the FY 2025 Financial Partner requests by Council Strategic Priority. Information is provided in one consolidated table, see **Table 3**, and grouped by each priority in the subsequent tables.

Table 3 - Financial Partners by Council Strategic Priority

Agency	Workforce & Business Development	Transportation & Planning	Safe Communities	Great Neighborhoods	Well-Managed Government
Alliance Center for Education			x	x	
Bengali Women's Forum	x				
Carolina Metro Reds	x		x		
Charlotte Regional Business Alliance	x				
Community Building Initiative			x	x	x
For The Struggle, Inc.	x	x	x	x	
Greater Enrichment Program			x		
My Brother's Keeper	x		x	x	
Women's Business Center	x	x		x	
Race Matters for Juvenile Justice	x				
Safe Alliance			x		
The Males Place			x		
Trees Charlotte			x	x	x
Be You Be Great	x		x	x	x
Bright Hopes			x		
Carolinas Asian American Chamber of Commerce	x		x	x	x
Community Leadership Academy	x				
Envision Charlotte	x				x
Freedom Fighting Missionaries	x				
Housing Collaborative				x	
Roof Above				x	
United Way of Greater Charlotte				x	
WYTV7 Community Broadcast	x				

Table 4 – FY 2025 Financial Partners: Workforce & Business Development Priority

Workforce & Business Development	
Agency	Mission
Bengali Women’s Forum	BWF strives to be the change catalyst and brings the change that society wants to see.
Carolina Metro Reds	The mission of the Carolinas Metro Reds is providing a safe opportunity for underserved youth to develop baseball and life skills, advance academically and grow socially in a family environment.
Charlotte Regional Business Alliance	We enthusiastically collaborate to promote and advance the Charlotte region, creating opportunity, economic growth and prosperity for all.
For The Struggle	It is the mission of FTS to zealously fight systemic issues of racial and social injustice by responding to issues identified by Black communities, advocating with and on behalf of such communities.
My Brother's Keeper	My Brother’s Keeper Charlotte-Mecklenburg (MBKCLTMECK) mission is to improve outcomes for boys and young men of color by supporting initiatives that are focused on academic and mental wellness, college preparation and career readiness.
Women’s Business Center	The National Institute of Minority Economic Development exists to strengthen the asset base of diverse populations through policy, education, and economic opportunities.
Race Matters for Juvenile Justice	Our mission is to build a collaboration of community stakeholders who will bring their constituencies to the table and partner in the Court’s effort to reduce disproportionality and disparities.
Be You Be Great	Our mission is to create a harmonious society through holistic programs that address mental health, physical well-being, and financial empowerment.
Carolinas Asian American Chamber of Commerce	The Carolinas Asian-American Chamber of Commerce (CAACC) exists to foster cooperation and interaction within the Asian communities and with the community at large in Charlotte and the Carolinas. We promote, sponsor and support efforts to sustain our traditional heritages through excellence in business practice, education, volunteerism, and public service.
Community Leadership Academy	Empowering communities through quality vocational education, the Community Leaders Academy strives to equip individuals with practical skills, fostering self-reliance and contributing to sustainable local development.
Envision Charlotte	Envision Charlotte is dedicated to leading the charge in Charlotte's transition to a circular economy by transforming the urban core into a thriving hub for job creation and workforce development. Our mission centers around fostering innovation and implementing pioneering programs that not only elevate sustainability, resilience, and economic competitiveness but also prioritizes enhancing the quality of life.
Freedom Fighting Missionaries	To assist formerly incarcerated and criminal justice involved persons with reentry by achieving self-sufficiency through sustainable services and resources.
Stiletto Boss University	Stiletto Boss University (SBU) uses entrepreneurship as the foundation for teaching middle and high-school girls the power of collaboration, sisterhood and community impact. Through SBU, young women build the skills and confidence needed to

Workforce & Business Development	
Agency	Mission
	create a social enterprise that is able to generate income while also giving back to the community.
WYTV7 Community Broadcast	WYTV7-CBN, Inc., is an organization for charity and education with a mission to develop and align as a learning resource tool; that provides educational opportunities for individuals interested in learning from the programs we offer and the broadcast we produce.

Table 5 – FY 2025 Financial Partners: Transportation & Planning

Transportation & Planning	
Agency	Mission
For The Struggle	It is the mission of FTS to zealously fight systemic issues of racial and social injustice by responding to issues identified by Black communities, advocating with and on behalf of such communities.
Women’s Business Center	The National Institute of Minority Economic Development exists to strengthen the asset base of diverse populations through policy, education, and economic opportunities.

Table 6 – FY 2025 Financial Partners: Safe Communities

Safe Communities	
Agency	Mission
Alliance Center for Education	Our vision is to create the most vibrant, innovative, and healthy regional economy in the nation.
Carolina Metro Reds	The mission of the Carolinas Metro Reds is providing a safe opportunity for underserved youth to develop baseball and life skills, advance academically and grow socially in a family environment.
Community Building Initiative	CBI’s mission is to give people and organizations the knowledge, skills and courage to fight bias, remove barriers to opportunity, and build a more equitable and just Charlotte-Mecklenburg.
For The Struggle	It is the mission of FTS to zealously fight systemic issues of racial and social injustice by responding to issues identified by Black communities, advocating with and on behalf of such communities.
Greater Enrichment Program	Greater Enrichment Program’s (GEP) mission is to provide an out-of-school time educational program that is fun and enjoyable for eligible (at risk) school-age (K-6th grade) students and their parents in whom, regardless of their background and abilities, they fully realize their potential for academic achievement, cultural/social enrichment, positive self-esteem and productive citizenship.
My Brother's Keeper	My Brother’s Keeper Charlotte-Mecklenburg (MBKCLTMECK) mission is to improve outcomes for boys and young men of color by supporting initiatives that are focused on academic and mental wellness, college preparation and career readiness.
Safe Alliance	To provide hope and healing to those impacted by domestic violence and sexual assault.

Safe Communities	
Agency	Mission
The Males Place	To provide comprehensive and prevention-based behavioral, health educational programming, mentoring and life skills training necessary for Manhood development for Black Boys ages 12-18 while creating a safe environment for young men to grow experientially in community settings in the U.S. and abroad.
Trees Charlotte	TreesCharlotte is a public/private nonprofit collaboration to grow, diversify and steward the city's iconic urban forest. Trained volunteers and science-based programs teach residents about the value of trees, how to plant and care for them.
Be You Be Great	Our mission is to create a harmonious society through holistic programs that address mental health, physical well-being, and financial empowerment.
Bright Hopes	Bright Hopes' mission is to implement projects that stimulate improved school attendance by students in Charlotte Mecklenburg Schools. Our focus is to keep youth learning by encouraging and supporting responsible attendance. Responsible attendance in school can create habits that support success throughout life. It is hard to gain what is needed when you don't responsibly show up.
Carolinan Asian American Chamber of Commerce	The Carolinas Asian-American Chamber of Commerce (CAACC) exists to foster cooperation and interaction within the Asian communities and with the community at large in Charlotte and the Carolinas. We promote, sponsor and support efforts to sustain our traditional heritages through excellence in business practice, education, volunteerism, and public service.

Table 7 – FY 2025 Financial Partners: Great Neighborhoods

Great Neighborhoods	
Agency	Mission
Alliance Center for Education	Our vision is to create the most vibrant, innovative, and healthy regional economy in the nation.
Community Building Initiative	CBI's mission is to give people and organizations the knowledge, skills and courage to fight bias, remove barriers to opportunity, and build a more equitable and just Charlotte-Mecklenburg.
For The Struggle	It is the mission of FTS to zealously fight systemic issues of racial and social injustice by responding to issues identified by Black communities, advocating with and on behalf of such communities.
My Brother's Keeper	My Brother's Keeper Charlotte-Mecklenburg (MBKCLTMECK) mission is to improve outcomes for boys and young men of color by supporting initiatives that are focused on academic and mental wellness, college preparation and career readiness.
Women's Business Center	The National Institute of Minority Economic Development exists to strengthen the asset base of diverse populations through policy, education, and economic opportunities.
Trees Charlotte	TreesCharlotte is a public/private nonprofit collaboration to grow, diversify and steward the city's iconic urban forest. Trained volunteers and science-based programs teach residents about the value of trees, how to plant and care for them.
Be You Be Great	Our mission is to create a harmonious society through holistic programs that address mental health, physical well-being, and financial empowerment.

Great Neighborhoods	
Agency	Mission
Carolinas Asian American Chamber of Commerce	The Carolinas Asian-American Chamber of Commerce (CAACC) exists to foster cooperation and interaction within the Asian communities and with the community at large in Charlotte and the Carolinas. We promote, sponsor and support efforts to sustain our traditional heritages through excellence in business practice, education, volunteerism, and public service.
Housing Collaborative	Housing Collaborative makes affordable housing easier to navigate.
Roof Above	Roof Above's mission is to unite the community to end homelessness, one life at a time.
United Way of Greater Charlotte	At United Way of Greater Charlotte, we find fresh solutions to solve economic mobility and racial inequity, working hand in hand with neighborhoods and grassroots nonprofits. Within our community legacy, we've broken down barriers to create uniquely impactful programs that help lift people out of poverty.

Table 8 – FY 2025 Financial Partners: Well-Managed Government

Well-Managed Government	
Agency	Mission
Community Building Initiative	CBI's mission is to give people and organizations the knowledge, skills and courage to fight bias, remove barriers to opportunity, and build a more equitable and just Charlotte-Mecklenburg.
Trees Charlotte	TreesCharlotte is a public/private nonprofit collaboration to grow, diversify and steward the city's iconic urban forest. Trained volunteers and science-based programs teach residents about the value of trees, how to plant and care for them.
Be You Be Great	Our mission is to create a harmonious society through holistic programs that address mental health, physical well-being, and financial empowerment.
Carolinas Asian American Chamber of Commerce	The Carolinas Asian-American Chamber of Commerce (CAACC) exists to foster cooperation and interaction within the Asian communities and with the community at large in Charlotte and the Carolinas. We promote, sponsor and support efforts to sustain our traditional heritages through excellence in business practice, education, volunteerism, and public service.
Envision Charlotte	Envision Charlotte is dedicated to leading the charge in Charlotte's transition to a circular economy by transforming the urban core into a thriving hub for job creation and workforce development. Our mission centers around fostering innovation and implementing pioneering programs that not only elevate sustainability, resilience, and economic competitiveness but also prioritizes enhancing the quality of life.

Section 3

CATS BUDGET OUTLOOK

8. Provide detail about bus stop amenities across the city, i.e., seating, ADA, or weather covering.

Out of just over 3,000 bus stops, there are 270 stops with a shelter and 387 with benches. In 2023, CATS updated the transit service guidelines to include an equity-based approach in the development of a bus stop capital program. With the update, ridership is no longer considered the driving metric prioritizing passenger amenities. Wait time, required ADA improvements, geographic distribution, and access to healthcare and affordable housing were added as factors when determining bus stop improvements. Currently, 89 stops are moving towards improvement across Mecklenburg County, 66 of which are in the City of Charlotte. Bus stop pads are now complete at seven locations with more to follow once real estate and design are finalized. New shelters are on order with an anticipated delivery this spring.

9. Provide a CATS Connect update.

Overview: The CATS Connect program is a specialized program that brings CATS and various community mental health and unhoused resources together to provide a solution-oriented outreach to address those individuals currently on the CATS system who unhoused or are in crisis due to mental illness or substance abuse. By providing some form of intervention, the program should ease perceived safety and security concerns on the transit system while helping individuals get connected with community resources to help with their individual issues. Individuals needing assistance are identified in a variety of ways:

- CATS Connect Team travels the system to conduct outreach,
- Joint “Blitzes” in which CATS staff and community partners target certain areas of the system, and
- Calls received by CATS Customer Service or through the CATS reporting system Elerts (CATS See/Say App). Once that information is received, CATS Connect staff receive the report and respond to speak with the individual(s).

Purpose: The purpose of CATS Connect is to work with unhoused, mental health, and substance abuse community resources to target certain populations in crisis, and to focus on enhancing the ridership experience by improving the daily commute through the implementation of a coordinated and comprehensive outreach and engagement plan that will be dedicated to throughout CATS system.

Goals:

- Reduce the total number of people utilizing the transit centers and facilities as shelters.
- Connect unhoused people, persons with drug and alcohol issues, or those persons in mental health crisis with the proper resources to assist with their current mental, substance, or physical living situation.

Statistics: CATS Connect started in late 2022. The following is data collected for calendar year 2023 and the first quarter of calendar year 2024:

- 2023
 - Completed 13 Outreach Operations with partners
 - 94 reports were received by CATS Connect Staff
 - 79 persons were engaged
 - 51 received information and spoke with resources trying to help them
 - 28 declined to speak with provided resources
 - 15 persons could not be located once the team went out in the field in response to report
 - 75 ELERTS Reports of Persons in Need:
 - 41 were unhoused
 - 18 had identified substance abuse issues
 - 16 were identified as dealing with a mental health crisis
- 2024 (1st Quarter)
 - 11 reports received by CATS Connect Staff
 - 5 persons were engaged
 - 4 received information and spoke with resources trying to help them
 - 1 declined to speak with provided resources
 - 6 persons could not be located once the team went out in the field in response to report
 - 15 ELERTS Reports of Persons in Need
 - 2 were unhoused
 - 13 had identified substance abuse issues
 - None were identified as dealing with a mental health crisis

Section 4

CHARLOTTE WATER & STORM WATER

10. How often does Charlotte Water use alternative delivery methods on projects (such as Construction Manager at Risk and Design-Build)?

Charlotte Water and Storm Water projects are reviewed and prioritized along with other citywide capital needs through the city's Capital Investment Plan program. This centralization of managing capital projects allows for long-range investment and planning designed to meet the organizations and community's growing needs. Capital projects are generally delivered through prioritized department requests during the budget development process. These requests are typically supported through various master plans and analysis and fall within the framework to advance Council's Strategic Priorities. Community engagement and input is also taken into consideration as projects are prioritized and advanced. Once projects are approved with the Adopted Budget, they are managed by the appropriate city departments. If the fiscal year is also a bond year voters must approve the adopted bond referendum in November before expenditure authority becomes available for the bond-funded CIP projects.

The majority of Charlotte Water projects are currently done using a Design-Big-Build method. In the current CIP, of those with a determined delivery method, 27 projects are Design-Big-Build and 16 are alternative delivery method. However, based on recent Council direction, Charlotte Water is exploring the impact of converting more projects to an alternative delivery method. Charlotte Water is committed adjust project delivery based on any changes to City Council policy.

- Explanation of Project Delivery Methods
 - Design-Bid-Build is a linear delivery method where the city conducts a qualifications-based procurement for an architect or engineer to design a project. After design is complete, the city enters the bidding phase where a procurement is conducted to obtain bids from contractors, awarding a contract to the lowest responsible, responsive bidder. Upon award of the construction contract, the city enters the construction phase of the project.
 - Design-Build is a construction delivery method that allows the city to award a single contract for both design and construction services to a design-builder. This method requires the design-builder be selected based on qualifications. Once design has progressed (typically to approximately 60 percent completion), the design-builder provides a cost proposal to the city. If the proposal is accepted, it is awarded as a Guaranteed Maximum Price (GMP) to the design-builder to begin construction. This method allows phasing of work so that design can be finalized as construction commences. The benefit of this method is one point of accountability, and the overlapped design and construction may allow for quicker delivery.

- Construction Management at Risk (CMAR) is a construction delivery method that allows the city to enter a contract with a Construction Manager at Risk (CMAR) to provide construction management services. The city contracts design services separately by conducting a qualifications-based procurement for an architect or engineer. Then the city conducts another qualifications-based procurement for the CMAR. Under the CMAR delivery method, the CMAR must prequalify first tier subcontractors for construction work and acts as the fiduciary of the city in handling and opening bids. While the CMAR is not responsible for design of the project, this collaborative method allows the CMAR to provide input during the design phase which may provide benefits such as expedited delivery and reduced project costs. Construction work is awarded through a guaranteed maximum price.

11. How is Charlotte Water able to deliver services at a cost that continues to be below comparable cities?

Multiple factors influence Charlotte Water’s ability to provide exceptional service to its regional customers at affordable rates. Charlotte Water generates and maintains a 10-year financial plan that balances operational costs and capital costs; upholds its management targets to keep AAA bond ratings for the lowest possible cost of borrowing; and utilizes a multi-disciplinary team to prioritize projects within its capital investment program.

From an operational perspective, Charlotte Water’s highly trained team members contain operational expenses through both innovation and effective maintenance regimes. As an example, Charlotte Water takes a proactive approach to both pipe and equipment rehabilitation and replacement. Technologies like acoustic monitoring, smart covers for manholes, and predictive analysis for equipment allow early detection of potential problems to reduce risk, control costs, and protect the environment.

12. How many sewage backups have occurred in the previous five years? What is the payout amount for each of the previous five years?

Charlotte Water experienced a total of 742 sewage blow back, sewer backup, and sewer backup policy occurrences between FY 2019-FY 2023. A sewage blow back is defined as an occurrence where a city crew is working in the area and cleaning the main line, and the force of the water can “blow back” into a home. A sewer backup is a catch-all category when a sewer claim is not due to a blow back and is not covered by the Sewer Backup Policy. The Sewer Backup Policy is when the city’s mainline is blocked, not allowing the residential wastewater to flow into the mainline. This policy offers the homeowner up to \$45,000 towards mitigation and restoration, if certain criteria is met. This cap was increased from \$10,000 to \$45,000 in 2022. Of the FY 2023 blow backs, only one exceeded the \$45,000 threshold, over 85 percent were below \$1,000 and more than 50 percent were below \$500. According to Insurance and Risk, greater than 99 percent of FY 2023 blow back claims are below the \$45,000 threshold.

7/1/2018 - 6/30/2023
 Valued 4/4/2024

Type	2019		2020		2021		2022		2023		Total Claims	Total Paid
SEWAGE BLOW BACK	85	\$85,273	72	\$64,054	103	\$83,336	78	\$116,682	82	\$125,503	420	\$474,848
SEWER BACKUP	33	\$82,131	33	\$39,695	32	\$31,300	61	\$40,965	50	\$48,895	209	\$242,985
SEWER BACKUP POLICY	15	\$71,637	13	\$56,940	30	\$155,883	21	\$324,002	34	\$310,618	113	\$919,080
Grand Total	133	\$239,041	118	\$160,689	165	\$270,520	160	\$481,648	166	\$485,016	742	\$1,636,913

Sewage Blow Back - when a City crew is working in the area cleaning the main line. The force of the water can "blow back" into a home.

Sewer Backup Policy - the City's mainline is blocked not allowing the residential wastewater to flow into the mainline.

The Sewer Backup Policy is offered to the homeowner, allowing up to \$45,000 towards mitigation and restoration, if certain criteria is met.

Note that the cap increased from \$15,000 to \$45,000 in 2022

Sewer Backup - the catch-all category when a sewer claim is not due to a "Blow Back" or the "Sewer Backup Policy".

Charlotte Water's Sewer Backup Policy is included below for reference:

SEWER BACKUP POLICY

Effective Date. January 1, 2022.

Purpose. The City of Charlotte ("City"), via the Charlotte City Council, adopted this policy to permit the payments of claims for property directly damaged by sewage, where such claims arise from sewer backups originating in the sewer system within the jurisdiction of Charlotte Water, a department of the City ("Charlotte Water System").

Amount. Up to \$45,000 per incident/occurrence.

Covered Policy. The City may pay the amount if all of the following has occurred:

1. The cause of the backup occurred in the Charlotte Water System and not in a service line or in the private plumbing system;
2. The backup must not have resulted from the negligent or improper use or operation of the private plumbing system at the premises where the backup occurred;
3. No claimant or property owner may seek payment for any damage covered by insurance;
4. The backup must occur on premises. If the backup occurs on the premises of any other person or business, no payment for any damages will be made.
5. A claimant or property owner has a sewer account with the City that is:
 - a. active with no more than one hundred twenty (120) days delinquent at the time of the backup with any delinquent charges paid in full prior to the payment of any claim under this policy; or
 - b. inactive due to the customer's request to terminate sewer service at such premises and such account has no unpaid charges which are delinquent by more than one hundred twenty (120) days at the time of the backup, with any delinquent charges paid in full prior to the payment of any claim under this policy;
6. The owner of the premises at which the backup occurred must agree to the installation of a backwater valve in the owner's plumbing system by a licensed plumber at the City's expense; and,

7. All claimants and owners of the premises at which the backup occurred must execute a release (i) authorizing the installation of a backwater valve, (ii) accepting full responsibility for maintaining the backwater valve, (iii) relieving the City of any further liability for the sewer backup, and (iv) and addressing any other items between the City and the claimants and owners of the premises.

City Negligence. If the City was negligent in causing the backup or in not discovering the obstruction and preventing the backup, the City will pay for all property damage without limitation but will not pay for Other Types of Losses.

Other Types of Losses. Any consequential damages, incidental damages, personal injury, illness, emotional distress, loss of income, temporary lodging, attorney's fees, etc. This list is not exhaustive and is only presented for illustrative purposes.

History of Sewer Claims Prior To Adoption of Policy: Before the adoption of this policy in 1992, the City only paid for damages arising from sewer backups when the city's negligence caused the backup or when the backup could have been avoided by reasonable inspection and maintenance by the city. People can and do put many things in the Charlotte Water System which can lead to backups, such as sticks, rocks, rags, and grease. The city's ability to detect and prevent such activity is extremely limited and it is impossible to inspect every foot of the Charlotte Water System often enough to prevent every possible backup.

Courts recognize this enormous problem and do not require operators of sewer systems to be responsible for backups which are caused by others, and which could not have been avoided by reasonable operation, inspection, and maintenance of a sewer system. Legally, the city, like any operator of a sewer system, is not required to guarantee that sewer backups will never occur. If a backup occurred which reasonable inspection and maintenance would not have prevented, the affected person or business had to bear the full impact of having a house or business flooded with sewage. Consequently, the City was not legally responsible and therefore could not use public funds to pay any portion of the damages for the affected person or business.

The City Council decided that this result, while legally justifiable, is too harsh. While the large majority of sewer backups are not the city's fault, such backups are also not usually the fault of the affected person or business who find sewage in a home or business. The adoption of this policy in 1992 was an effort – the first in North Carolina – to lessen the burden that fell on any person who experienced a sewer backup.

It is against this legal backdrop that the city has decided to offer a higher level of service to its sewer customers than the law requires. If an affected person or business finds sewage in the affected person's home or affected business as a result of a blockage in the Charlotte Water System and the affected person or business or others using the affected person or business's plumbing system have not caused or contributed to that blockage, the city will pay for some, but not all, of the potential loss that may result – even if the city was not responsible for that blockage and could not have prevented the backup by reasonable efforts. The decision to pay for some, but not all, of such damages is a direct consequence of the fact that the city would not otherwise be liable for any of those damages.

Section 5

AVIATION FY 2025 BUDGET

- 1. Provide additional detail of the Aviation budget that includes FY 2023 budget and actuals, FY 2024 budget to projected year-end.**

The table below highlights an overview of the Aviation Department’s budget. Revenues and expenditures are provided for Aviation’s FY 2023 Budget and Budget Actuals. Detail on the FY 2024 Budget is also provided with FY 2024 projected yearend amounts.

Table 9 - Aviation Department Budget and Actuals

Aviation Department Budget Highlights				
	FY2023 Budget	FY 2023 Actual	FY 2024 Budget	FY 2024 Projection
Revenues				
Total Operating Revenues	\$324,509,722	\$373,435,064	\$390,831,014	\$412,008,521
Expenditures				
Operating Expenditures	\$224,890,980	\$215,310,317	\$257,707,116	\$257,707,116
Net Revenues	\$99,618,742	\$158,124,747	\$133,123,898	\$154,301,405

- 2. What is the status of the FAA reviewing flight patterns and other concerns with the airport? What authority or involvement does the city have to impact outcomes?**

The airport is in the process of a Part 150 noise compatibility study. The study is expected to conclude in summer 2024 with next steps to include implementation with City Council and the FAA. Actionable steps that need review and approval will be led by the city’s Office of the City Attorney. Generally, some recommendations will be outside of the purview of city authority and will be the responsibility of the FAA. As the study is finalized, findings will be presented to Council and a better understanding of actionable next steps will be more apparent.

- 3. How is the enplaned passenger cost calculated and does it impact employee pay?**

Cost Per Enplanement (CPE) is not a specific cost that Charlotte-Douglas airlines pay. It is an Aviation industry metric that can be loosely used to compare costs at airports across the country. In general, it takes into account all of the costs that the airlines pay and divides that by the number of enplanements. For example, for FY 2025 the Aviation Department is projecting a total airline cost of \$106.5 million, and 30,275,111 projected enplanements; this results in a projected CPE of \$3.52. CPE does not have an impact on city or non-city employee pay.

Attachment A

Transfer Station Photos



Figure 1 – Aerial view transfer station Buncombe County, NC



Figure 2 - Transfer station City of Greensboro, NC



Figure 3 - Transfer station City of Greensboro, NC



Figure 4 – Interior view transfer station Cape Girardeau, MT



Figure 5 - Interior view Bremerton, WA transfer station



Figure 6 - Factoria Transfer Station, King County, WA



Figure 7 - North Transfer Station, Woodlawn Open Space and Carr Place Playground Complex, Seattle, WA