
2015 Budget Workshops

City of Charlotte

February 26, 2014
3:00 p.m. – 5:00 p.m.
Room 267

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Distribution: Mayor and City Council
Ron Carlee, City Manager
City Manager's Executive Team
City Manager's Executive Cabinet
Budget and Evaluation Staff

2015 Budget Workshops

Future Budget Workshops and Possible Topics

- March 19, 2014 Budget Workshop
 - Aviation budget
 - Utility budget
 - Draft General Community Investment Plan

- April 9, 2014 Budget Workshop
 - Compensation, Benefits and Personnel
 - General Fund update
 - Revenues
 - Expenditures
 - Overview
 - Solid Waste Services Service Model and Fee Structure

**Review of Budget Questions & Answers
from Mayor & Council Retreat**

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Questions and Answers

January 30th Council Retreat

Question 1: *What is the current contract and performance status of the Inland recycling contract?*

Contract Status

As of the FY2011 budget, the Solid Waste Services Department began contracting with Inland Waste Solutions (formerly Inland Service Corporation) to provide single-stream residential recycling service. Inland was selected following a formal Request for Proposals process. After a thorough review from the Request for Proposal Evaluation Team (comprised of staff from Solid Waste Services and Procurement), Inland was selected from a pool of four qualified vendors. Inland's projected total seven-year price was \$28,020,000, compared to the second lowest bid of \$72,258,302

The City's contract with Inland commenced on July 1, 2010, and will expire on June 30, 2015, with two, one-year renewal options. Ending the contract would require the issuance of a Request for Proposal to solicit bids with adequate time to award a new contract to begin July 2015. Solid Waste Services will continue weekly monitoring of Inland performance. Staff evaluation to determine whether to exercise a one-year renewal option is anticipated by April 2014.

Performance Status

Solid Waste Services has found the level of service provided by Inland to be acceptable based on the compliance standards established in the City's contract with Inland. In comparison with FY2013 performance measures reported annually through the UNC School of Government's North Carolina Local Government Benchmarking Project, Inland's customer recycling complaints (11 complaints per 1,000 households served) is lower than the statewide average (16 complaints per 1,000 households served). Liquidated damages assessed monthly through January 2014 amount to \$37,400, equivalent to an amount less than 1/2% of the total contract amount paid to-date.

SWS met with Inland on January 17, 2014 to review a number of performance indicators that included missed collections. Missed collections have been attributed to employee turnover. Inland reported a restructuring of personnel in September 2013 that they anticipate will reduce complaints. Solid Waste Services evaluated Inland's changes; the number of missed recycling reports declined from November 2013 through January 2014 from 376 total calls in November to 243 calls in January.

Question 2: *What is the business relationship between the City and the ParkIt! vendor Central Parking Corporation?*

The City contracts with Central Parking (merged with Standard Parking in 2012) to operate the parking program through the Park It! office. It is a turn key operation, with the contractor providing all services associated with running an on-street parking program. In return for these services, Central Parking receives a management fee of 10% of collected revenue from meters and permits, as well as a

3% of citation revenue. The total contract payment to Central Parking is approximately \$90,000 per year. The City owns and maintains all equipment and leases the current office space.

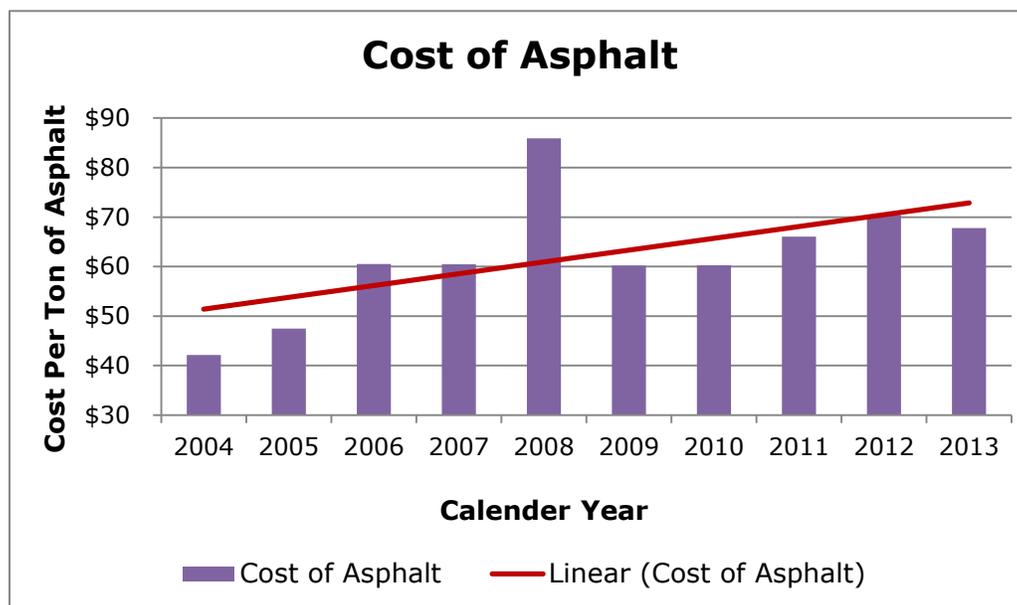
The current on-street parking contract with Central Parking expires on September 30, 2014, and City staff is in the process of preparing a bid package.

Question 3: *In 2006, a portion of the property tax rate increase provided a \$4.3 million annual supplement to achieve a street resurfacing cycle of 12-14 years. The current resurfacing cycle is projected at 30+ years. What are the factors leading to the increase in the resurfacing cycle?*

In FY2007, City Council approved an annual \$4.3 million contribution from the General Fund to support the Powell Bill street resurfacing program. This additional funding initially reduced the resurfacing cycle to approximately 14 years and increased the City's pavement condition rating. However, the resurfacing cycle began to climb and the pavement condition rating began to drop based on the following factors:

- During the past eight years, the City has added 191 centerline miles.
- Asphalt prices have been growing at a faster rate than the annual funding increases from the Powell Bill Gas Tax. Between 2004 and 2013, the cost of asphalt increased 61%, while Powell Bill funding increased 22% during the same time period.

The following chart illustrates the change in asphalt costs and linear trend-line for the past 10 years:



Question 4: *Please provide additional background on the Charlotte Mecklenburg Police Department's (CMPD) Central Division Station and the status of the current lease.*

CMPD was notified in September 2013 by the building's management company, Lincoln Harris, that the lease would not be renewed after March 31, 2014. Bank of America currently owns the facility and they are looking to sell the property due to regulatory requirements. The current station occupies the property that is bounded by North Tryon Street, East 7th Street, North College Street and Charlotte Housing Authority's Hall House. The CMPD Central Division has occupied this space since August 2001.

Bank of America has begun the appraisal and disposition process. They have indicated that they would extend CMPD's lease an additional 6-12 months as the Bank proceeds with their internal disposition process and marketing the property. Currently, the City's Engineering & Property Management Real Estate Division is negotiating to extend the current lease with CMPD and reviewing the City's options for the station.

Currently, CMPD pays \$1 a year in rent for the Central Division. There is no cost for patrol car parking at the site as the Division is able to use a portion of the Charlotte Housing Authority's Hall House parking lot. Central Division occupies approximately 9,060 square feet of a 20,558 square foot, two-story building. The standard size of a CMPD division office is 12,500 square feet. The facility was last renovated in 2010 at a cost to the City of \$380,000.

The Central Division geography includes areas inside of I-277 and portions of South End and the Elizabeth community (4.2 square miles). This area is also comprised of the Uptown areas' major financial institutions, sports and entertainment venues, Central Piedmont Community College, Johnson & Wales, and the University of North Carolina at Charlotte. Approximately 100 officers operate out of the Central Division office.

One option the City is pursuing is to purchase the building from Bank of America to avoid relocating the Central Division Station. The current location meets CMPD's station location priorities of high visibility, major thoroughfare location, and easy access for the citizens of Charlotte.

The City's Real Estate Division is also exploring potential new locations for Central Division. They have reviewed available facilities for lease as well as different options to purchase land for the construction of a new division office.

Buying land and constructing a new division office within the same Uptown footprint is estimated to cost between \$12-15.5 million. Land requirements for an Uptown station would require roughly 1.5 acres and land costs would range between \$65-125 per square foot (\$4.5-8 million). Design and construction of the station and parking deck would increase costs by an additional \$7.5 million. Real Estate identified eight properties for sale within the Central Division footprint with three being City or County owned properties.

Question 5: *What is the purpose of temporary and contract employees and how many are currently employed by the City?*

Temporary and contract employees can provide a flexible staffing alternative for special projects or unique service demands where extra personnel is needed on a short-term basis. Temporary and contract employees are positions that have not been classified as “regular” positions through the budget approval process because of the temporary nature of the work or because a permanent status is otherwise deemed unnecessary. However, over the years some “temporary” positions have become long-term, creating potentially disparate treatment.

Historically, temporary positions or their equivalents have not been shown in the budget. In order to provide a more accurate reporting of the workforce and greater transparency, temporary positions will be identified in the FY2015 recommended budget. Staff is currently analyzing temporary and contract employees across the City to determine which positions are truly temporary or seasonal, and which have become a regular and necessary part of the workforce.

The City’s Human Resources Standards and Guidelines provide the following definitions for position classifications:

Position Classification	Definition
Regular Full-Time	Positions designated as regular full-time and approved through the budget process
Regular Part-Time	Positions designated as regular part-time and approved through the budget process. Regular part-time positions are designated as either three-quarter (30 hours) or half-time positions (20 hours). Benefits are adjusted based on the part-time designation.
Temporary	Positions not designated as “regular” through the budget approval process because of the temporary basis of the work or because there has not been a sufficient basis for recommending that the position become an allocated position in the department’s budget. Temporary positions may be full-time or part-time. Classifications include: grant-funded, interns, project/program dedicated, rehire retirees, short-term positions, and public safety recruits.
Contract Employees	Vendors of the City; these employees are not part of the City’s Pay and Benefits classifications and guidelines.

In addition to the types of positions defined under the “Temporary” category in the above table, more specific example uses include:

- Police and Fire Recruits
- Various technology project needs
- Projects such as the Blue Line Extension with specific durations and staffing needs
- Shuttle bus drivers at the Airport

As of February 4, 2014, the City of Charlotte has a total of 445 temporary/contract employees. The number of temporary/contract employees by department is provided in the following table:

Summary of Temporary/Contract Employees by Department	
Departments	Quantity
Attorney	2
Aviation	165
Charlotte Area Transit System	17
Clerk	2
City Manager's Office	8
Engineering & Property Management	18
Finance	2
Fire	47
Fire Retirement	5
Human Resources	5
Neighborhood & Business Services	3
Planning	1
Police	129
Shared Services	9
Solid Waste Services	17
Transportation	3
Utility	12
TOTAL	445

Question 6: *What are some comparison data of the City's productivity since the Great Recession compared to that of the private sector?*

In consultation with NC State University Economist Dr. Michael Walden, City staff compiled U.S. Department of Commerce's Bureau of Economic Analysis Gross Domestic Product data as well as federal Bureau of Labor Statistics Employment data for the Charlotte Metropolitan Statistical Area (MSA) in an attempt to develop a comparison. Due to differences in sector and geographic data used in the sources' reporting, an economic output-to-input productivity ratio was not able to be derived.

However, benchmarking with state and national peers is conducted across the organization regularly to measure performance of City services.

Examples

One such benchmarking initiative is the North Carolina Local Government Benchmarking Project, which since 1995, compares workload, efficiency, and effectiveness measures for 11 services (e.g. Solid Waste, Asphalt Maintenance & Repair, Fire Services, Fleet Maintenance, Water and Wastewater Services) among 17 cities. Examples of metrics from the most recent NC Local Government Benchmarking project report (February 2012) are listed below.

- *Residential Refuse:* Charlotte's "Residential Refuse Collection Cost per Ton Collected" is \$81, in comparison to the average of \$111. The "Refuse tons Collected per Collection FTE" in Charlotte is 2,165, compared to the average of 1,372. From an economic productivity calculation, Charlotte's input (cost) is lower than the average, while the City's output (tons collected) is higher than the average – resulting in a higher productivity ratio.
- *Fire Services:* Charlotte's "Cost per Fire Department Response" is \$1,139, which is lower than the benchmark of \$1,737.
- *Fleet Maintenance:* the City's "Fleet Maintenance per Cost per Work Order" is \$529, slightly higher than the average of \$514.

Questions and Answers

February 17th Council Budget Committee

Question 1: *What is the current City and County tax and fee impact upon an average-valued residential property as a result of the FY2014 budget adoption?*

The table below reflects the total City and County tax and fee impact for a \$174,100 home (the 2011 median home value):

City of Charlotte	Prior Year FY2013	Adopted FY2014	\$ Change	% Change
Property taxes on \$174,100 home	\$760.82	\$816.01	\$55.19	7.3%
Solid Waste fee (Residential)	\$47.00	\$47.00	\$0.00	0.0%
Water & Sewer (Average user rate)	\$636.36	\$662.04	\$25.68	4.0%
Storm Water (Average user rate)	\$89.76	\$94.68	\$4.92	5.5%
Total Annual	\$1,533.94	\$1,619.73	\$85.79	5.7%
Total Monthly	\$127.83	\$134.98	\$7.15	5.7%

Mecklenburg County	Prior Year FY2013	Adopted FY2014	\$ Change	% Change
Property taxes on \$174,100 home	\$1,379.22	\$1,420.13	\$40.91	3.0%
Solid Waste fee	\$15.00	\$15.00	\$0.00	0.0%
Storm Water (Average user rate) ¹	\$24.60	\$24.60	\$0.00	0.0%
Total Annual	\$1,418.82	\$1,459.73	\$40.91	2.89%
Total Monthly	\$118.24	\$121.64	\$3.41	2.89%

¹ Includes \$0.85 monthly administrative charge for the collections of both City and County Storm Water fees.

Any future tax and fee change impacts will be communicated to the Mayor and City Council as part of the budget process.

Charlotte Area Transit System

Fiscal Year FY2015 Operating Budget & FY2015-FY2019 Community Investment Plan

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FY2015 OPERATING BUDGET AND FY2015-FY2019 COMMUNITY INVESTMENT PLAN

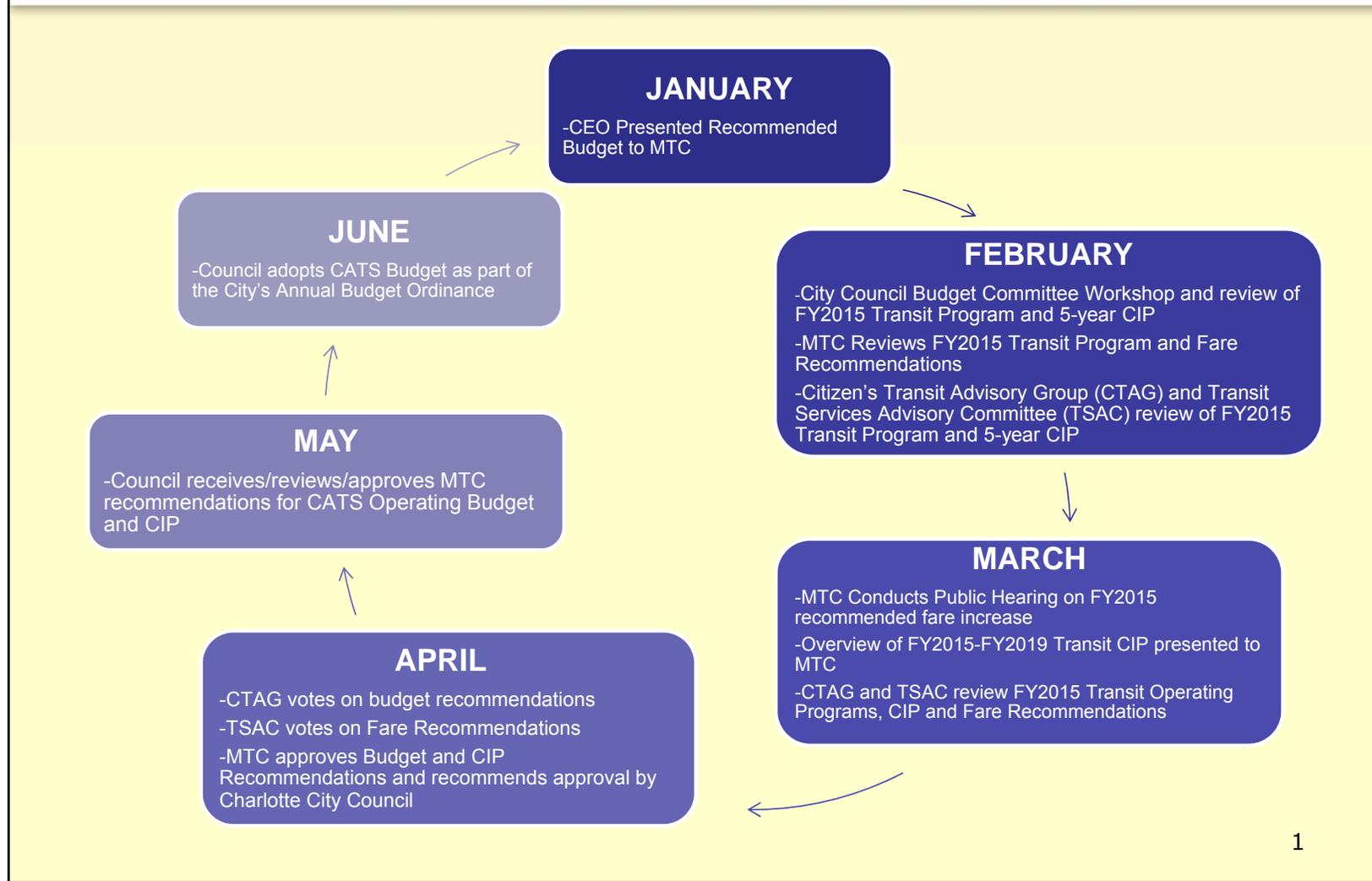
Presented to:

Charlotte City Council

February 26, 2014



FY2015 BUDGET ADOPTION PROCESS





BUDGET FRAMEWORK

- ❑ The dedicated ½ cent sales tax which was approved by Mecklenburg voters in 1998

- ❑ The 2030 Transit System Plan which was adopted by the MTC in 2006

- ❑ CATS Financial Policies





SALES TAX IMPACT

Sales Tax revenue provides a source of funds for the operating budget and the local share of the capital budget:

1999-present

Bus:

Fleet increased from 174 to 323

Revenue Service Hours +29%

Ridership +43.8%

Over 3800 bus stops and shelters

13 Park and Rides

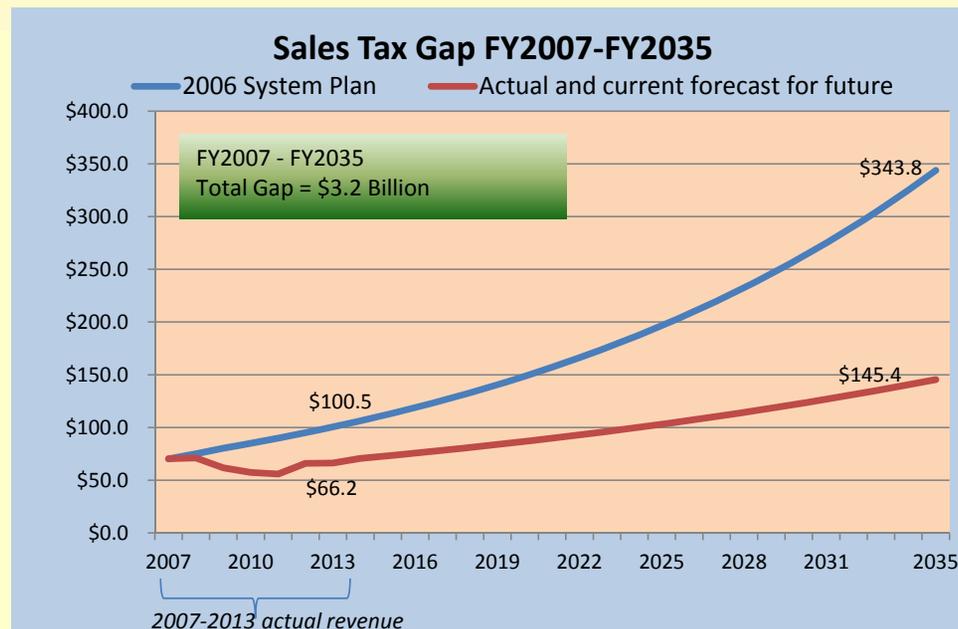
Rapid Transit:

Blue Line Light Rail operation

Engineering and design for the BLE

Enhanced Bus (Sprinter) Service to the Airport

Red Line/Silver Line Studies



2009

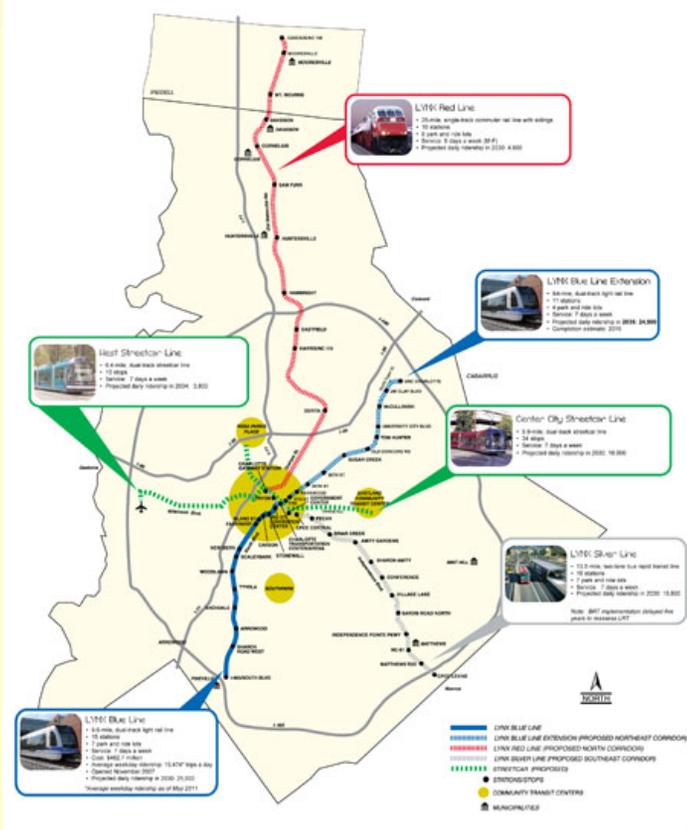
Recession has significant impact on sales tax

30-year impact \$3.2 billion reduction in revenues



THE 2030 PLAN

2030 Transit System Plan



Plan adopted by the MTC in 2006

- ❑ Build rapid transit in 5 major corridors in 30 years; streetcar and enhanced bus service

Current Status

- ❑ No longer achievable at original cost and schedule
- ❑ Changes in direct revenue and funding from partners



2030 VISION REMAINS

- ❑ The MTC and CATS continue to support the vision of the 2030 Plan.

- ❑ The plan continues to guide the expansion of the regional transit system.

- ❑ The Transit Funding Working Group (TFWG) and CATS are building community awareness of 2030 funding challenges and identifying legislative changes, funding, financing and other tools to advance the 2030 plan.





BUDGET DEVELOPMENT

The FY2015 Operating Budget and FY2015-FY2019 CIP were developed considering the potential impact of limited transit funding for our programs:

- ❑ Reduced Federal Funding
- ❑ Changes in State Programs and funding practices
- ❑ The need for appropriate legislation to allow for creative approaches in transportation funding





FINANCIAL POLICY OBJECTIVES

Sales tax (*section 2.3-D. of the MTC financial policies*):

Funds debt service payments, Revenue Reserve Account; and operating and capital programs

Net Debt service ratio must be > 15% (*section 2.6-E. of the MTC financial policies*):

The Operating Balance plus Grant Receipts Available for Debt Service shall be equal to or greater than 1.15 times the annual debt service cost.

Operating Ratio must be \geq 20% (*section 2.6-A. of the MTC financial policies*):

This is percentage of annual operating expense that is covered by revenue generated through service operation.



TRANSIT FUND BUDGET SUMMARY

<i><u>-millions</u></i>	FY2014 Budget	FY2014 Mid Year	FY2015 Proposed
TRANSIT FUND			
<i>INCOME</i>	\$ 143.8	\$ 140.3	\$ 149.3*
<i>EXPENSE</i>	\$ 143.8	\$ 140.3	\$ 149.3
Transfer to Capital Programs	\$ 12.6	\$ 10.8	\$ 11.8
CAPITAL FUND			
<i>INCOME</i>	\$ 237.0	\$ 235.2	\$ 232.4
<i>EXPENSE</i>	\$ 229.2	\$ 229.2	\$ 210.4
Contribution to Future Capital	\$ 7.8	\$ 7.7	\$ 22.0
FUND BALANCE	\$ 155.5	\$ 155.4	\$ 177.4

* Includes 10% (20¢) base fare increase



OPERATING BUDGET ASSUMPTIONS

Income	Increases
Base fare increase \$.20	+\$2.8 million
Transit Sales Tax; 3.5% growth	+\$2.5 million
CityLYNX Gold Line Service-City Contribution	+\$750k
MOE-3% Escalation	+\$574k

Statistics	
Bus Service Hours	806,150
Rail Service Hours	44,328
CityLYNX Gold Line Service Hours	3,624
Total Unlinked Passengers	26.2 million

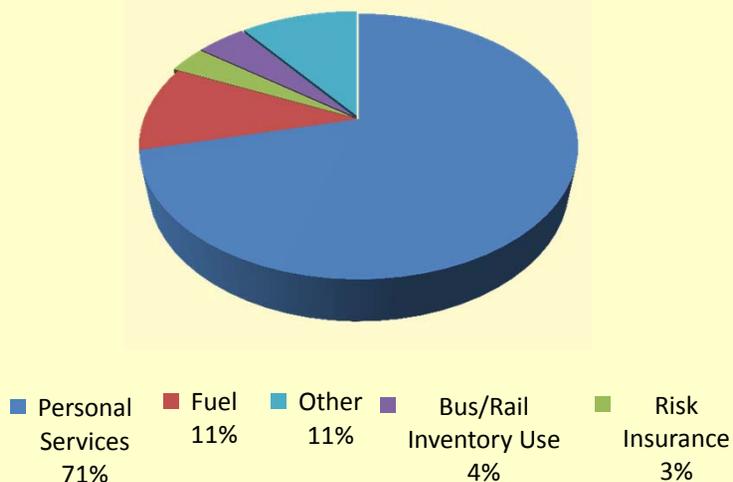
Pay & Benefits Expense	Compensation	Group Insurance
City Employees	TBD by City Council	10% increase
Bus Operations Division (BOD) Employees	Per contract	+\$300 per employee

Other Expense Drivers	
Fuel	+\$318k; up 2% \$3.20 to \$3.27 per gallon
Risk Insurance	+\$319k; up 9%



COST DRIVERS

FY2015 Operating Expense



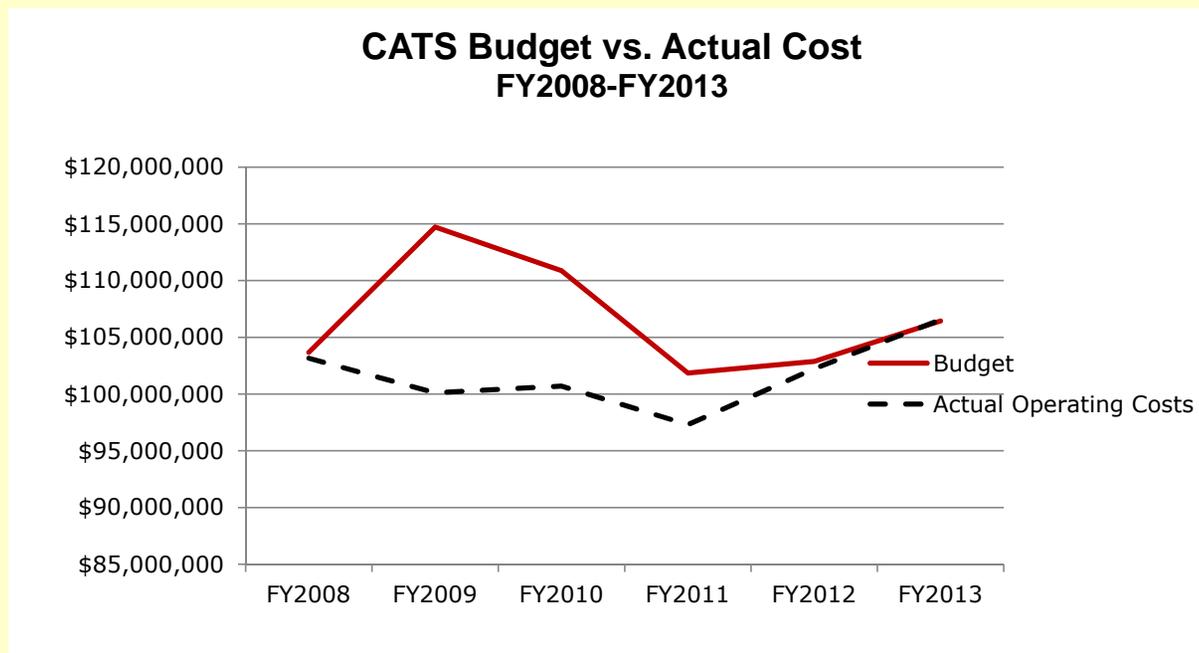
Key Cost Drivers	Change from FY2014 Budget
Fuel	+ \$318,000
Utilities	+ \$122,649
Personal Services	+ \$2,096,313
Risk Insurance	+ \$318,996

FY2015 overall O&M growth of 3.6%



MANAGING RESOURCES

CATS has a demonstrated history of successfully managing resources in a constrained fiscal environment.



Cumulative Savings of \$28.85 million



EFFICIENCIES

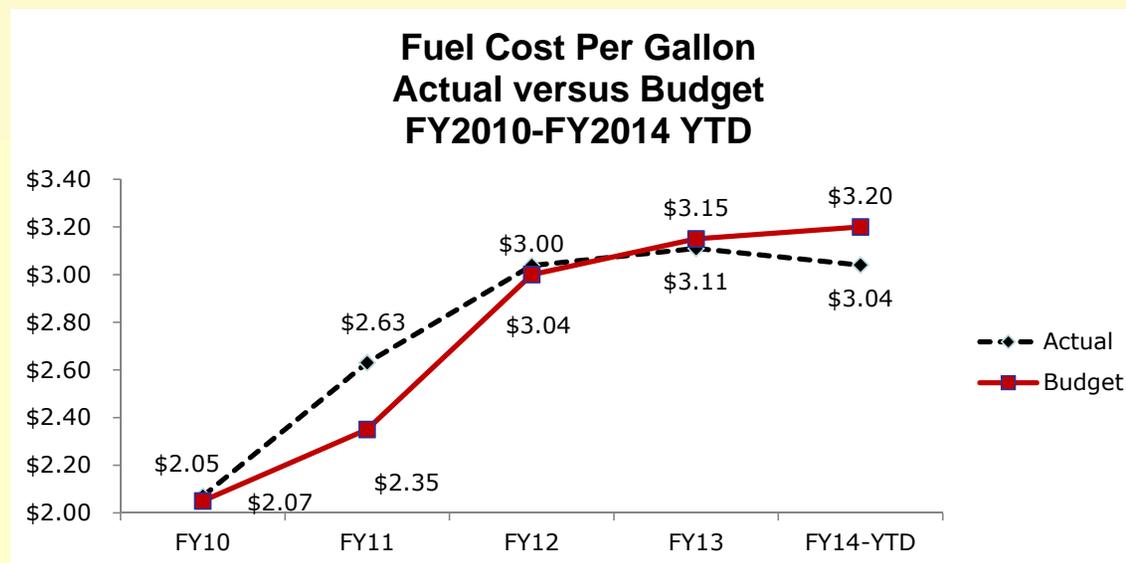
- Hedge fuel purchases; buying when market conditions are favorable
 - Use of “TERM” versus permanent City positions for project related work; these project employees are hired specifically for project roles for a limited “term.”
 - Utility cost reduction through energy conservation
 - Solar panels, lighting retrofit, LEED design
 - Reallocate vacant positions to demand
 - Successful labor contract negotiations to ensure budget stability
 - Reduced discretionary spending
 - Plant maintenance, tuition reimbursement, travel and training, meals and parking validation, etc.
 - Reduced fare discounts to corporate customers
 - Leverage equipment and facilities for advertising
 - Reduction of 29 administrative positions in 2010
- Fleet
 - Special Transportation Services and Vanpool:
 - Standardized vehicle specifications
 - In-house vehicle maintenance
 - Now fueling at Fuel, Fare and Wash Facility versus Fuelman
 - Bus:
 - Increase bus replacement schedule from 12 to 15 years;
 - Hybrid Bus Technology



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FUEL EFFICIENCIES



- ❑ CATS purchases approximately 3.4 million gallons of fuel per year
- ❑ Fuel prices are reviewed daily and “forward” purchases are made when the price is favorable.
- ❑ YTD FY2014 Average is \$3.04 versus budget \$3.20;
16¢ per gallon, YTD approximately \$500k savings
- ❑ 57.6% hedged for FY2014; 46.6% for FY2015



FARE INCREASE

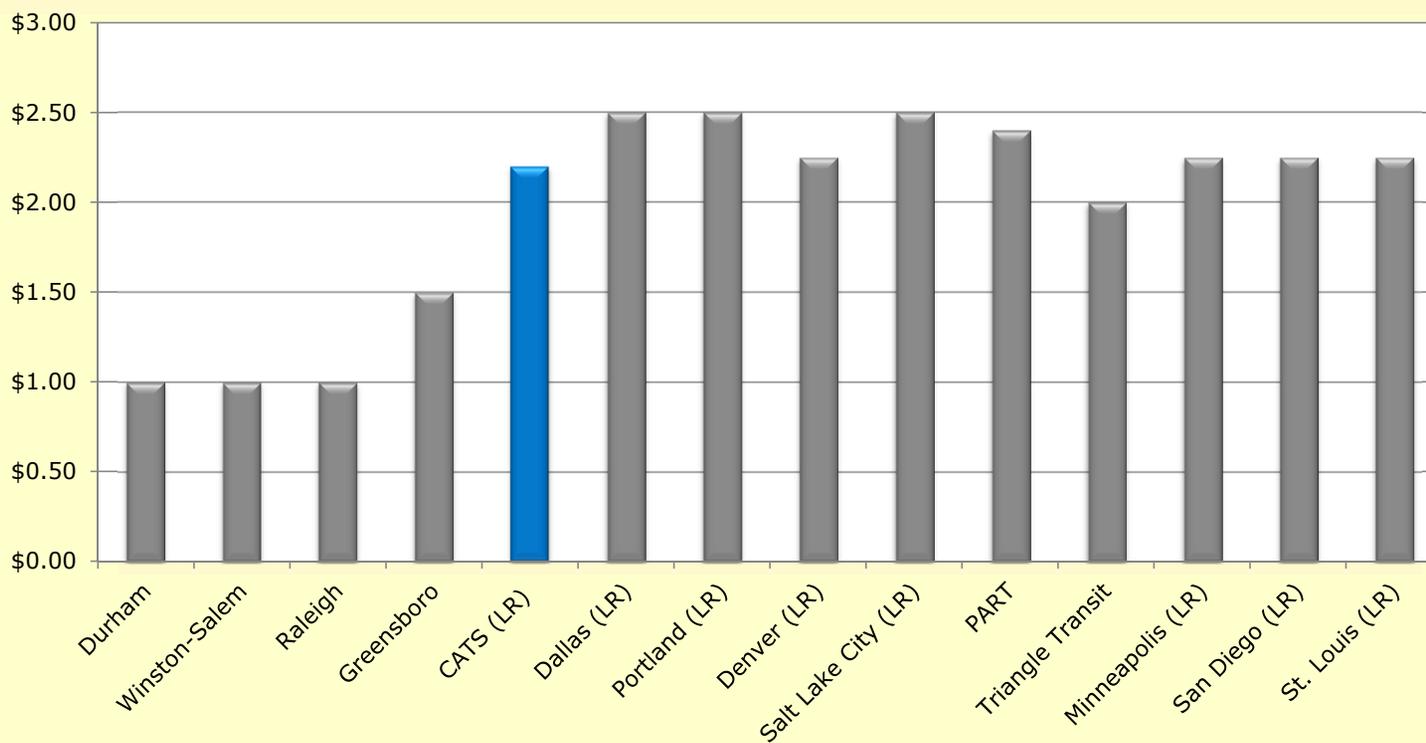
- ❑ Per the MTC Fare and Financial Policies, an increase in fare levels is recommended every two years to ensure that fare revenues keep pace with inflation and reflect a fair-share contribution by riders to the costs of operating a transit system. Policy allows for an increase up to 25¢.
- ❑ In response to reductions in traditional sources of operating income, CATS implemented the following mitigation efforts:
 - Maintenance of Effort escalation
 - Increased Advertising revenue
 - Significant cost cutting measures to maintain a structurally balanced budget
- ❑ Even with these efforts, there is a \$2+ million gap between Operating Income and Operating Expense. The fare elasticity analysis determined that a 10% increase in base fare would cover the gap.





FARE COMPARISON

Local Bus / Rail Fares





AVERAGE FARE

It is important to note that CATS does not actually receive the full amount of the base fare. Discounts, transfers and other programs (commonly used in the transit industry) result in CATS currently receiving an average of 48% of base fare.

Fiscal Year	Base Fare Increase	New Base Fare	Average Fare*	Average Fare%	Farebox Recovery**
2008	\$0.20	\$1.50	\$0.81	54%	17.70%
2010	\$0.25	\$1.75	\$0.91	52%	21.30%
2013	\$0.25	\$2.00	\$0.96	48%	28.80%
2015	\$0.20	\$2.20	\$1.24	57%	28.50%

*Average Fare is determined by dividing the total Passenger Fare Revenue received by the total number of passengers

**Farebox Recovery Ratio is the proportion of revenue generated by paying customers as a percentage of total operating costs. The numbers above are consolidated for all modes of transportation.



SERVICE IMPACTS

FY2015 Base Fare Increase	Anticipated Revenue (Millions)	Required Reduction of Current Service Level
No increase	-0-	26,354 hours
10 cents	\$1.6	11,099 hours
15 cents	\$2.2	5,529 hours
20 cents	\$2.8	0 hours

} Fare Sensitivity Analysis

Possible Impacts of not implementing the recommended 20¢ Base Fare Increase:

- Reduction of 26,354 hours of bus revenue
- Elimination of jobs in Transit
- Reduction of bus fleet (which may result in repayment to FTA and NCDOT)
- Reduction in Federal Formula funds and State Maintenance Assistance funds to the extent that a portion of these funds are allocated to transit agencies based on revenue service hours.
- Title VI implications
- Reduction in the service available to ADA customers



OPERATING SERVICE CHANGES

Bus

- 6,150 New service hours for FY 2015; half of which are funded with Federal Operating Assistance funds through the JARC program.
 - Extend local service from Harris Corners to Huntersville Walmart
 - Extend service from Westlake to Charlotte Premium Outlets, plus add new Saturdays and Sundays service from LYNX to Outlet Mall.

CityLYNX Gold Line Service

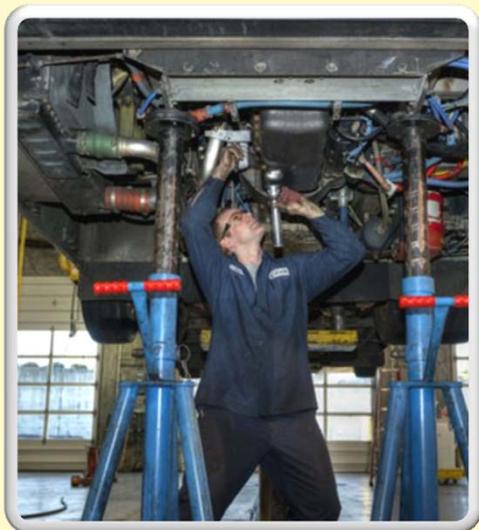
- 3,624 New service hours effective April 1, 2015
- All Capital and Operating costs funded by General City revenues and the Urban Circulator Grant;
- Service operated by CATS; total FY2015 operating costs for start-up, testing, and 3 months of operation is \$750,000:
 - Personal Services Costs \$480,619
 - Operating Costs \$269,381
 - Capital Costs to date: \$36.99 million

Charlotte Transportation Center (CTC)

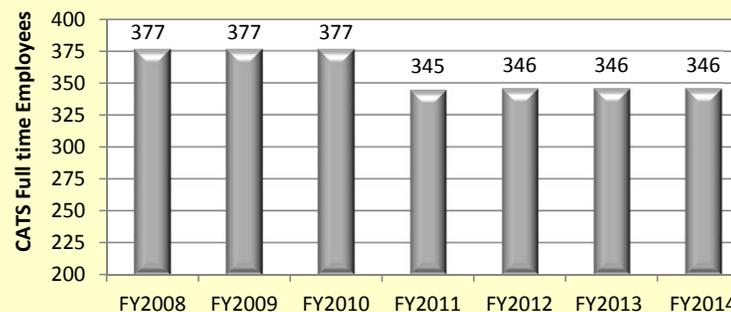
- Assume ownership of the CTC
- All revenues and expenses will now be managed by CATS; this will have a net zero impact on the budget



STAFFING



**FY2008-FY2014
CATS Staffing Summary**



FY2014	
346	Full-Time Positions
21	Part-Time (75%) Positions
361.75	Positions

FY2015	
366	Full-time Positions
21	Part-Time (75%) Positions
381.75	Positions

New positions in FY2015



Rail: 12 CityLYNX, 2 Mechanics, 2 Operators
Special Transportation Services: 4 Extra-board Operators



SERVICE LEVEL CHANGES

Rail Operations:

2 Rail Mechanics and 2 Rail Operators are required for the mandatory pilot testing and “burn-in” (1,000 hours per vehicle prior to operation) for all new railcars for the BLE. Costs charged to the BLE Project until Revenue Operation begins (FY2017). First 4 rail cars for BLE scheduled for FY2015 delivery.

Special Transportation Services:

4 Special Transportation Drivers (“extra-board” positions) are needed in STS to improve on-time performance and serve as reserves who will be able to absorb work for vacations, sick, overtime, etc.; These positions will help CATS meet ADA requirements.

CityLYNX Gold Line Service:

1 Transportation Supervisor, 1 Safety Officer, 1 Train Control Technician, 2 Electro-Mechanics, and 7 Rail Operators are requested to provide staffing for the operation of the CityLYNX Gold Line; This request includes hiring early for start-up and testing and three months operating costs. This request will be funded by City General Fund Revenues.



DEBT PROGRAM

- Total outstanding debt as of July 1, 2013 (FY2014) was \$268.545M
 - BLE Debt = \$123.3 million
 - Other Debt = \$145.3 million

- In 2013 CATS retired 2004B debt which was originally issued for buses.

- Debt service cost is funded by:
 - Federal Grants
 - Premium on Sale of Debt
 - Sales Tax

- Debt service cost includes principal and interest on long term debt for the South Corridor and the Bus Garage, as well as short term debt for the BLE.

- Debt Proceeds are accounted for in the CIP

- Plan to issue Long Term Debt or TIFIA loan in FY2015



FY2015-FY2019 COMMUNITY INVESTMENT PLAN

-millions

Five Year CIP \$1.2 billion



Priorities include:

- ❑ Rapid Transit: Construction of the Blue Line Extension (\$1.067 billion)
- ❑ Fleet: Replacement of buses (\$75.2 million) and continued 5-year overhaul of the S-70 railcars (\$4.9 million), along with preventative maintenance
- ❑ Safety: Upgrade the current Automatic Train Protection (ATP) system on current train cars (\$1.3 million) and fund Transit Bridge Program including biannual inspections of bridges, culverts and retaining walls (\$3.8 million)
- ❑ Technology: Replace and/or upgrade radio equipment, route scheduling system, and 20+ year old fare box system on all revenue vehicles (\$17.2 million)
- ❑ Transit Amenities: Upgrade bus stops to ADA standards (\$2.3 million)

Sources of Funds

Federal:	\$571	million
State:	\$127.5	million
Local:	\$124.3	million
BLE Financing:	\$500.4	million



FUND BALANCES

- Unrestricted Fund balance must \geq \$100 million at year end.

- Revenue Reserve Account contribution: \$30 million by 2023

Both of these provisions protect the sustainability of CATS programs from fluctuations in key sources of revenue.

Storm Water FY2015 Budget Presentation

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Storm Water Services Budget Overview

February 26, 2014



Agenda

- History
- Goals
- Types of Projects
- Challenges
- Storm Water Fee
- Recommendation





History

US EPA mandated that localities must reduce pollutants flowing to streams.

Storm Water Utility began in 1993.

Charged Fee based on contribution to the problem – impervious surface.



Huge backlog of problems both water quantity and stream water quality on public and private property.

Annual fee increases since 1997 adjusted for inflation and demand.

2



Storm Water Goals

	1993	Adjusted 1996	Current
Solve the worst problems first (public safety, flooding of structures)	X	X	X
Prioritize and construct large capital projects	X	X	X
Address backlog of remedial repairs within 10 years	X	X	NA
Improve water quality	X	X	X
Implement Balanced Portfolio of storm water capital strategies		X	X
Reactive to Proactive		X	X
Increase PAYGO and rely less on bonds			X
Maintenance and Repair projects ready for construction within 6 months and 1 year for high and medium priority, respectively			X
Meet 100% of City mitigation needs			X



Types of Projects

Maintenance & Repair

Flood Control

Surface Water Quality



Collaboration

- Neighborhoods
- Transportation
- Transit
- Economic Development



Maintenance & Repair

Repair system and reduce flooding (pending projects)

- 399 high priority projects identified for future work
- 421 medium priority projects identified for future work
- 5,979 low priority requests identified for future work



Program Status

- High priority projects are ready for construction within 3.5 years.
- Medium priority projects are ready for construction within 4.5 years.
- Address approximately 150 projects a year.



Flood Control

Reduce Flooding

- 70 projects completed since 1993
- 44 projects in progress
- 82 projects identified for future work



Program Status

- Start 6 projects a year
- Approximately 18 year backlog



Surface Water Quality

Restore Impaired Surface Waters

- 47 projects completed including approx. 12 miles of stream restored since 2000
- 21 projects in progress
- Unlimited opportunities in Charlotte to restore impaired waters



Stream Mitigation Bank Revolving Fund

- 4.78 miles of credit sold

Post Construction Controls Mitigation Fund

- \$5.0 million in mitigation payments



Program Status

- Start 1 mile of stream restoration a year
- Start 4 enhancement projects a year

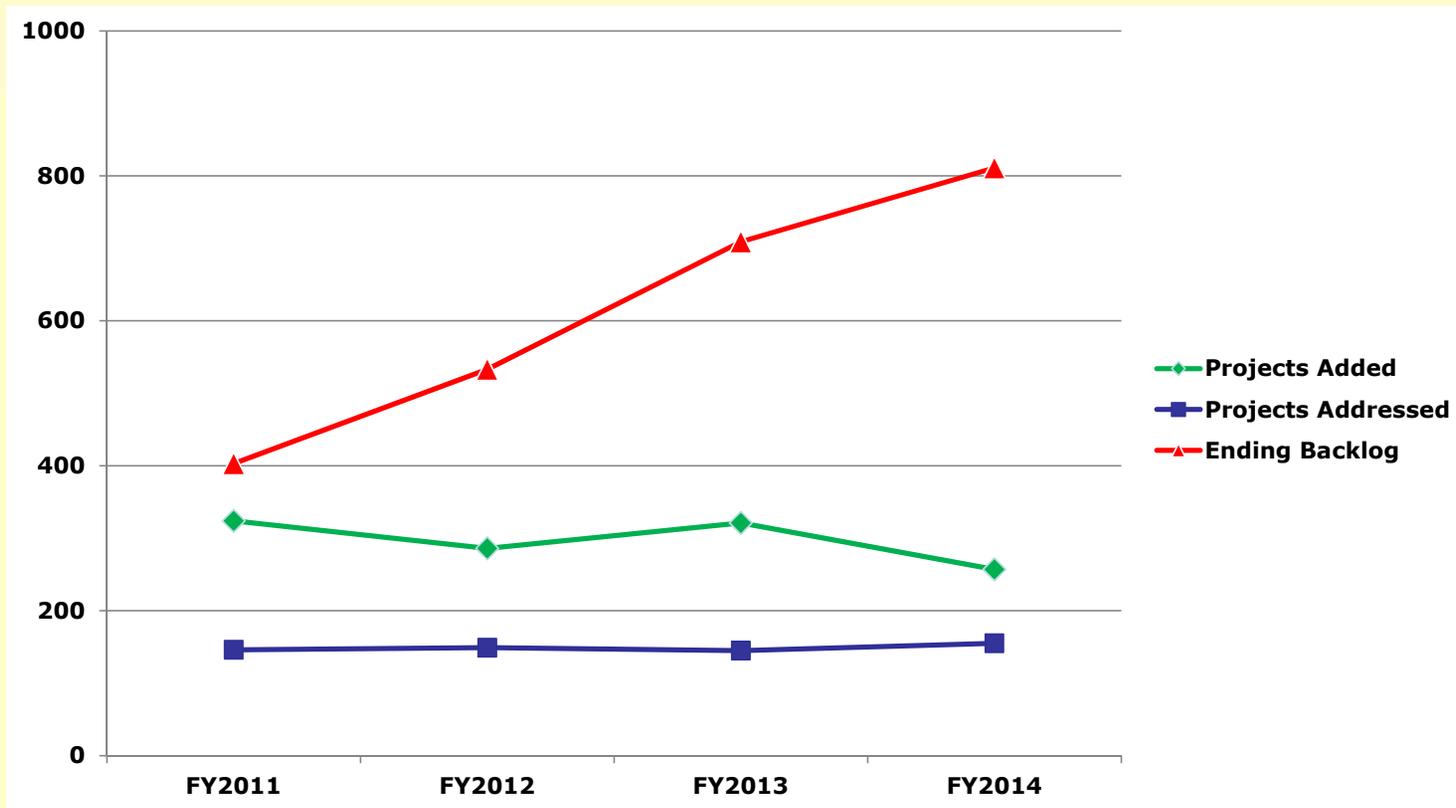


Challenges

- More projects come in than are resolved annually
- Cost of projects have increased



Maintenance & Repair Projects





Maintenance & Repair Average Cost





Storm Water Goals Proposed

Current	Proposed Changes
Solve the worst problems first (public safety, flooding of structures)	Focus on request for service projects
Prioritize and construct large capital projects	Focus on request for service projects
Improve water quality	No change
Implement Balanced Portfolio of storm water capital strategies	No change
Reactive to Proactive	Shift focus of work to projects that contains customer service requests.
Increase PAYGO and rely less on bonds	Rely more on bonds
Maintenance and Repair projects ready for construction within 6 months and 1 year for high and medium priority, respectively	Add staff and budget to get to a one year wait on high and medium priority projects by end of FY19
Meet 100% of mitigation needs	No change



Storm Water Fee for Average Home

Current Monthly Fee

\$7.89 – City

\$1.20 – County

\$.85 – Billing Fee

\$9.94 – Total

Each 1% increase on the City fee equates to 8¢ per month.



Possible Funding Options

FY2015 Fee Increase	Flood Control	Maintenance & Repair	Water Quality	Debt Issuance
0%	No project starts until FY2018. Backlog increases by 5 each year.	170 projects completed in FY2015. Backlog increases by 90 projects. \$13M budget	Start 1 mile of stream restoration and 4 enhancement projects. \$5M budget	Issue \$130M over 5 years.
2.5%	No change	190 projects completed in FY2015. Backlog increases by 70 projects. \$14.6M budget	No change	Issue \$140M over 5 years.
5%	No change	250 projects completed in FY2015. Backlog increases by 10 projects. \$19M budget.	No change	Issue \$165M over 5 years.
7.5%	4 projects started in FY2015. Backlog increases by 1 project. \$22M budget.	250 projects completed in FY2015. Backlog increases by 10 projects. \$19M budget.	No change	Issue \$160M over 5 years.

Each of the fee increase options assumes ½% stair-step down increases each year to inflation. Currently using 2 ½% as a floor.

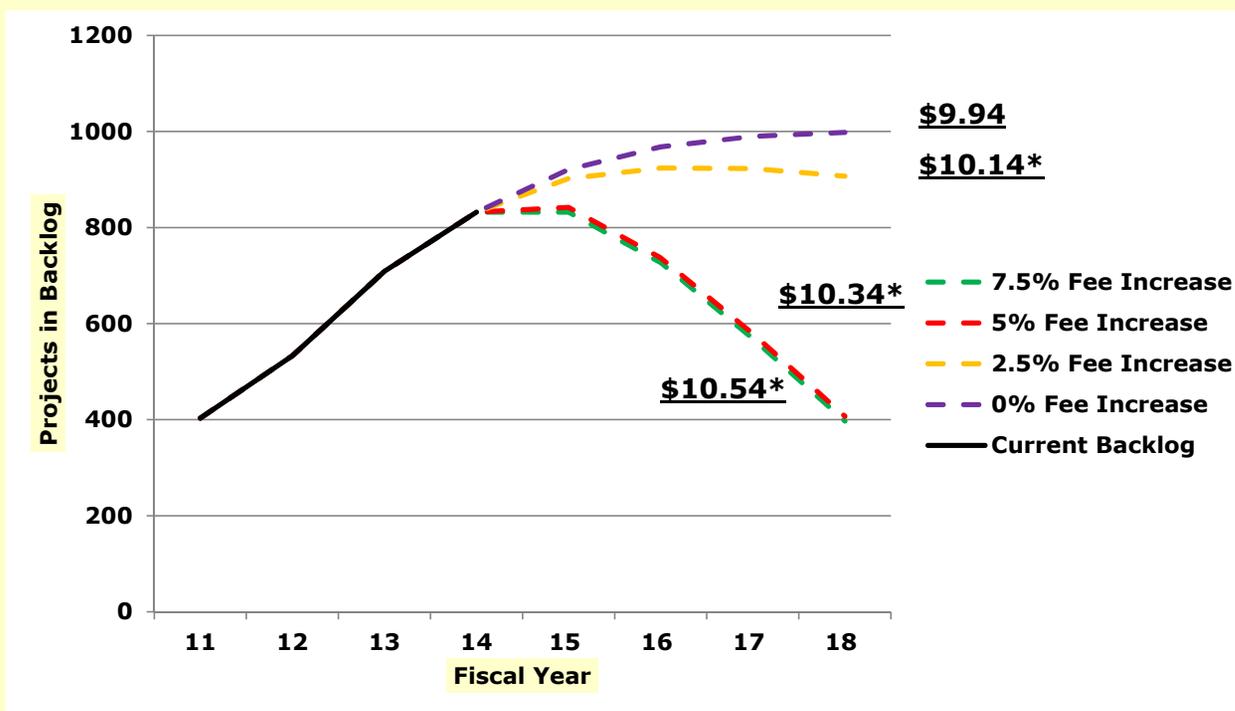
Debt issuance for each of the options maintains a minimum 3.0 debt coverage in the next five years.

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Impact of Fee Increase Options

Maintenance & Repair – Current and Projected Backlog

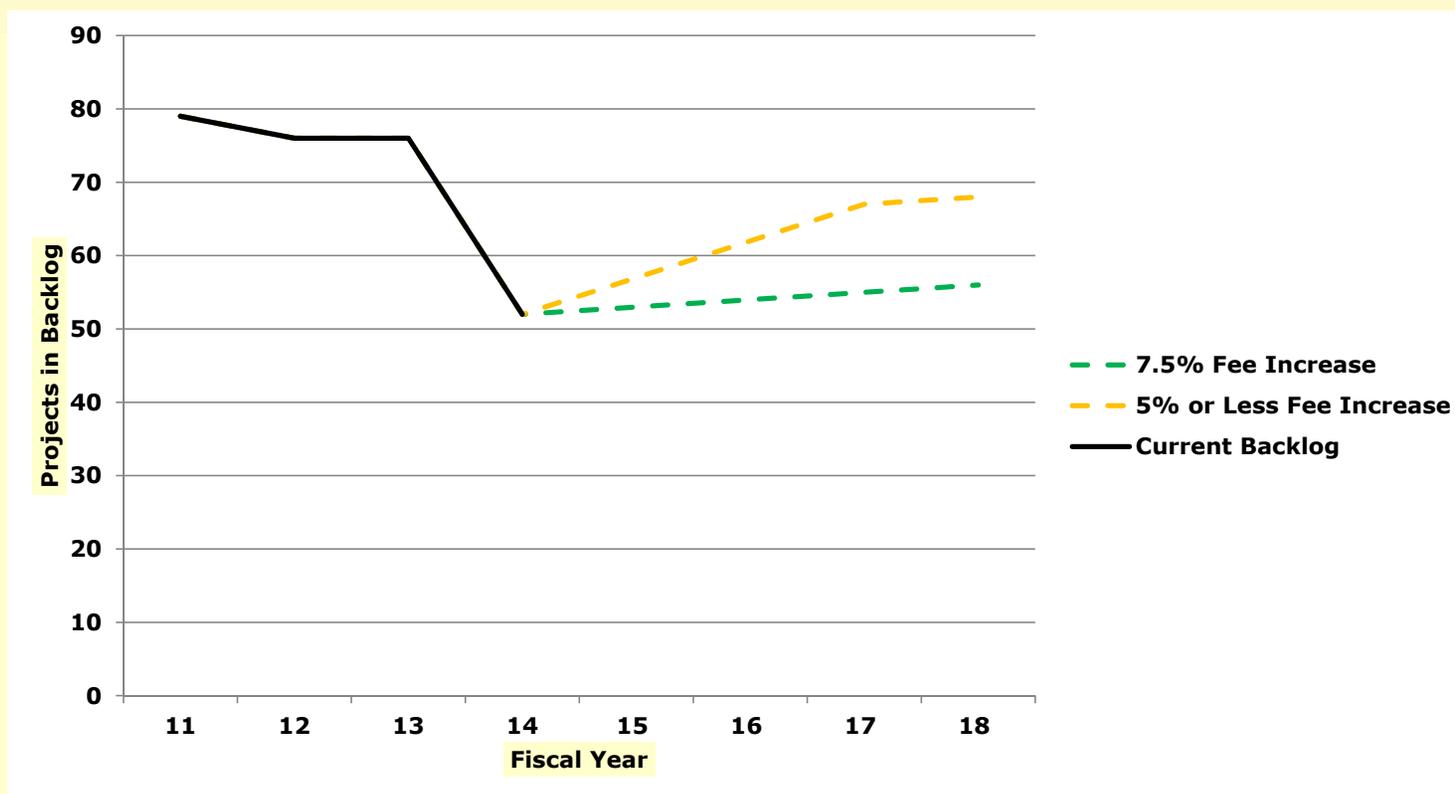


* Monthly fee to the average home owner (Tier II) for the fee increase options.



Impact of Fee Increases

Flood Control – Current and Projected Backlog





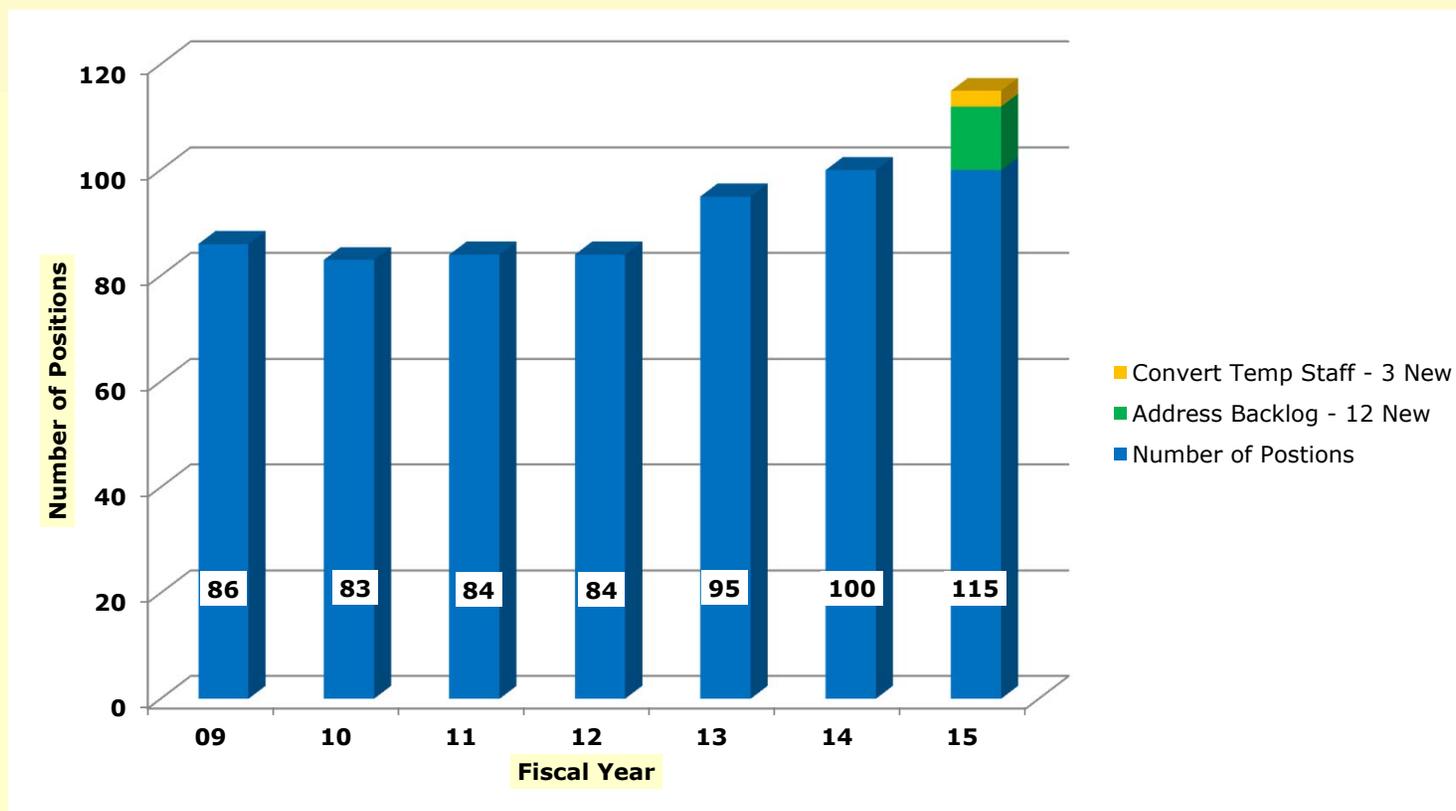
FY15 Proposed Fee

	FY14 Charlotte Monthly Fee	5% Fee Increase	County Fee + Processing Fee	FY15 Total Fee
Tier I <2000 sq ft 37,036 Parcels (21%)	\$5.36	\$5.63 27¢ / month increase	\$0.77 + \$0.85	\$7.25
Tier II 2000 < 3000 sq ft 69,860 Parcels (40%)	\$7.89	\$8.29 40¢ / month increase	\$1.20 + \$0.85	\$10.34
Tier III 3000 < 5000 sq ft 51,740 Parcels (29%)			\$1.73 + \$0.85	\$10.87
Tier IV > 5000 sq ft 17,692 Parcels (10%)			\$2.96 + \$0.85	\$12.10
Commercial Multi-Family 19,990 Parcels 23,543 Acres	\$131.56 per impervious acre	\$138.19 \$6.63 / month increase	\$20.00 + \$0.85	\$159.04

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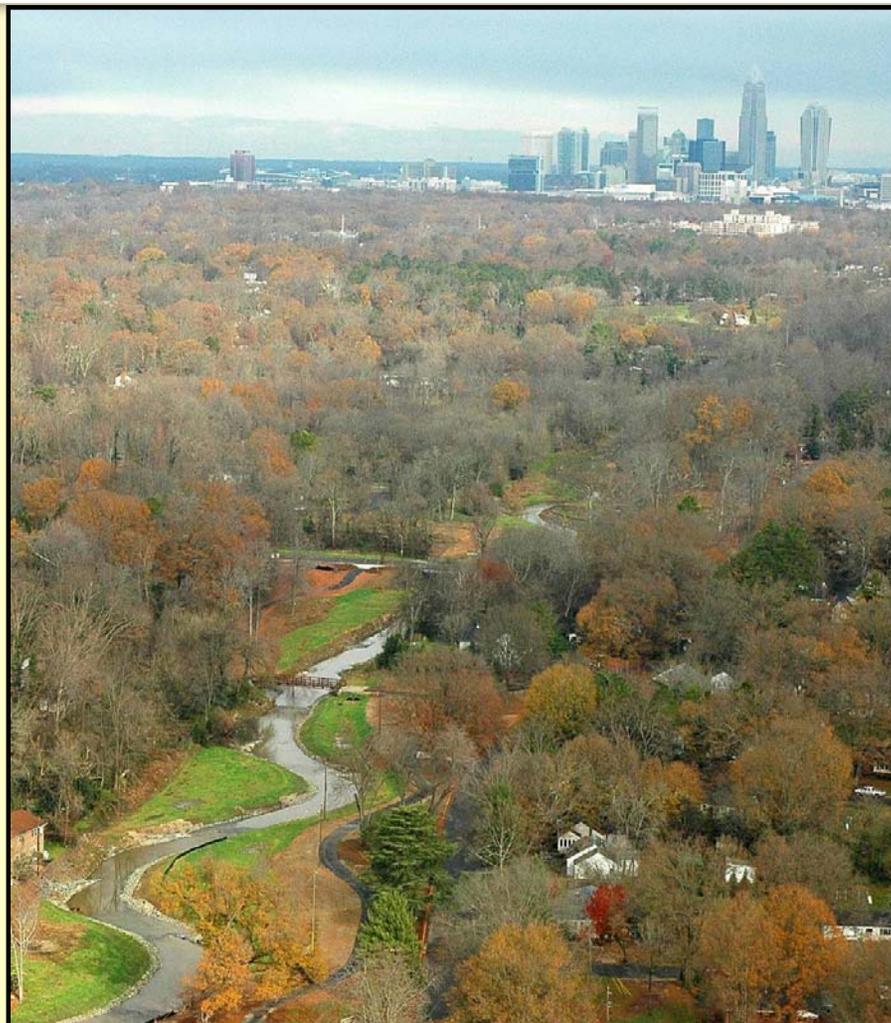


Storm Water Staffing Levels (with FY15 increased staffing option)





Questions?



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Financial Partner and Outside Agency Funding Requests

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Financial Partners

Council Budget Workshop

February 26, 2014



Overview

Two primary categories of Financial Partners:

- General Fund – direct discretionary allocations from the General Fund, as well as formula-driven, dedicated revenue sources (e.g. Municipal Service Districts)
- Neighborhood & Business Services – funded by local PAYGO and federal grants for three service types:
 - Housing and Community Development
 - Crisis Assistance
 - Out-of-School Time Partners



Overview

Out-of-School Time Partners – Request for Proposal (RFP) Process

- Third year of RFP process
- Review Committee is evaluating 12 qualified proposals received
- Process follows the Council Budget Committee and Economic Development Committee recommendations approved by full Council in November 2012 and October 2013
- FY15 funding recommendations from the Review Committee will be provided in a future budget presentation



FY15 Funding Requests

General Fund Financial Partners

Agency	FY14 Budget	FY15 Request	\$ Change
Arts & Science Council	\$2,940,823	\$3,473,822	\$532,999
Charlotte Regional Partnership	199,034	199,034	0
Community Building Initiative	49,000	59,000	10,000
Safe Alliance	333,977	389,625	55,648
Charlotte Center City Partners	3,967,333	4,464,687	497,354
University City Partners	678,934	678,934	0
Charlotte Regional Visitors Authority	11,499,500	12,467,298	967,798
TOTAL	\$19,668,601	\$21,732,400	\$2,063,799



FY15 Funding Requests

Neighborhood & Business Services Financial Partners – Housing & Community Development

Agency	FY14 Budget	FY15 Request	\$ Change
Charlotte-Mecklenburg Housing Partnership, Inc. - Affordable Housing	1,960,000	1,960,000	0
Charlotte Mecklenburg Housing Partnership - House Charlotte	231,000	238,000	7,000
Community Link	450,000	472,500	22,500
TOTAL	\$2,641,000	\$2,670,500	\$29,500



FY15 Funding Requests

Neighborhood & Business Services Financial Partners – Crisis Assistance

Agency	FY14 Budget	FY15 Request	\$ Change
Crisis Assistance Ministry	\$380,000	\$400,000	\$20,000
Carolinas Care Partnership	873,634	917,316	43,682
Charlotte Family Housing	330,000	330,000	0
YMCA Community Development	48,699	48,699	0
TOTAL	\$1,632,333	\$1,696,015	\$63,682



FY15 Funding Requests

Neighborhood & Business Services Financial Partners – Out of School Time

Agency	FY14 Budget	FY15 Request	\$ Change
Above and Beyond Students	\$124,158	\$162,786	\$38,628
Bethlehem Center of Charlotte	-	390,440	390,440
Building Education Leaders for Life (BELL)	-	184,942	184,942
Citizens School	-	350,000	350,000
Charlotte-Mecklenburg Schools After School Enrichment Program	-	350,000	350,000
First Baptist Church –West Community Services Assoc.	81,432	146,696	65,264
Greater Enrichment Program	400,000	350,000	(50,000)
Plaza Road Development Corporation	-	79,300	79,300
Police Activities League	287,410	317,750	30,340
St. Paul Baptist Church-Belmont After School Enrichment	-	81,902	81,902
Youth Development Initiative	-	162,325	162,325
YWCA Central Carolinas After School Enrichment	307,000	350,000	43,000
TOTAL	\$1,200,000	\$2,926,141*	\$1,726,141

**FY15 total funding level anticipated to be \$1.2 million, consistent with prior years*

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Questions?

FINANCIAL PARTNERS

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INTRODUCTION

Types of Financial Partners

Financial Partners are contracted by the City of Charlotte to provide specific services. The types of financial partnerships are diverse, including: partnerships that support key areas of focus for the City, such as Charlotte-Mecklenburg Housing Partnership and partnerships that contribute to community enrichment such as the Arts & Science Council and partners that complement departmental service needs such as Safe Alliance (formerly United Family Services).

There are two primary categories of Financial Partners – General Fund and Neighborhood & Business Services

- ♦ General Fund – this includes direct discretionary allocations from the General Fund as well as formula-driven, dedicated revenue sources, such as Municipal Service District tax revenue
- ♦ Neighborhood & Business Services – funded by Innovated Housing funding in Pay-As-You-Go capital and federal CDBG and HOME Investment Partnership Program grants for services such as: 1) Housing and Community Development, 2) Crisis Assistance, and 3) Out-of-School Time Partners.

Financial Partner Funding Request Summary pages

Below is a description of the information provided on each of the Financial Partner Summary pages, found in this February 26th Council Budget Workshop packet:

- ♦ Scope of Services – summarizes the services provided by each agency
- ♦ Performance – a few key indicators from the Financial Partner’s funding application to evaluate success as it relates to the program goals and the requested funding (this does not include all measures included in the Financial Partner applications)
- ♦ Financial Information
 - FY2014 City Funding – the amount of funding approved by the City for the current year
 - FY2015 Projected Agency Total Budget – the projected total budget for the upcoming years, of which the City funding is a component, for each agency
 - FY2015 Projected Agency Program Budget for which City funding is requested – the specific agency program for the upcoming year that is to be supported by the requested City funding. This designation is only used when a specific program is identified. When no specific program is identified, the requested City funding is in support of the overall agency.
 - FY2015 City Funding Request – the amount of funding requested from the City
- ♦ Summary/Highlights of Agency Requests – provides a narrative of the requested funding level

New Financial Partner Funding Requests

There are no new General Fund financial partner funding requests. The only new Neighborhood & Business Services financial partner funding requests are within the Out-of-School Time Partner category. These funding requests are further detailed in the “Special Notes” section on the subsequent page.

Additional Financial Partner Documents

Summary information on each agency is included in this notebook (as described earlier). If needed, Budget & Evaluation can provide additional information for each agency including:

- ♦ Funding application for FY2015
- ♦ Scope of services that describes the services the partner provides
- ♦ Program highlights and current status
- ♦ Proposed program objectives and targets
- ♦ Mid-year report (FY2014) on objectives and targets
- ♦ Financial audits and year-end reports

Special Notes

Out-of-School Time (OST) Partners

Agencies that deliver after school enrichment activities are participating in a Request for Proposal (RFP) process. The OST funding requests were submitted on January 24, 2014. The OST Review Committee is in the process of evaluating the 12 qualified proposals received. The OST funding recommendations will be provided in a future budget presentation. The FY2015 total funding level is anticipated to be \$1.2 million, the same level as in prior years.

This is the third year of the RFP process, which includes the Budget Committee and Economic Development Committee recommendations approved by Council on November 26, 2012, as well as modifications recommended by the Economic Development Committee approved by Council on October 28, 2013. Those approved recommendations are:

- ♦ Cap the City's Innovative Housing (local PAYGO) funding at the FY2013 level of \$590,000
- ♦ Cap the percentage of an OST program budget that can be funded from the City to 33%. For existing OST partners, there was a transition period of no more 66% in FY2014, 50% in FY2015, and 33% for all subsequent fiscal years.
- ♦ Allow City-funded OST programs to charge a nominal fee for participants.
- ♦ Maintain agency eligibility requirements, with the exception of changing the years of OST experience the agency must have in Charlotte from three to one year.
- ♦ Cap the per agency allocation at \$350,000 in FY2015. For FY2014 this amount was \$400,000, and will be reduced to \$300,000 in FY2016, to allow for a diverse pool of service providers.
- ♦ Modify the RFP review process to include site visits, including a group of external volunteers to participate in the review process, revising scoring to reflect Council priorities, and publishing the scoring rubric in the RFP.
- ♦ Continue to use the Housing Trust Fund model for award allocations; basing funding allocations at the agencies' total requested amount in priority order, until funds are fully expended.
- ♦ The OST funding cycle will transition from a one-year to a two-year contract funding cycle starting in FY2016. This transition creates efficiencies to the RFP process, for both the agencies seeking funding as well as the review committee. The two-year funding cycle will also allow agencies more time for strategic planning and staffing decisions, and follows the City's two-year budgeting process.

Financial Partner and Outside Agency Summary - General Fund

General Fund	FY14 Budget	FY15 Request	Change from FY14 Budget to FY15 Request	Funding Request Explanation
Arts & Science Council	2,940,823	3,473,822	532,999	Unrestricted operating funding for the appreciation, participation, and support for arts and culture; additional funding will increase per capita funding from \$3.69 to \$4.36 to support grants, neighborhood funding, and education partnerships
Charlotte Regional Partnership	199,034	199,034	0	Markets the Charlotte region throughout the world as a superior business location developing business prospects and assets to provide sustainable economic growth for the 16-county, two-state area.
Community Building Initiative	49,000	59,000	10,000	Works for access, inclusion, and equity in Charlotte-Mecklenburg; increase supports growing program, personnel, and operating expenses
Safe Alliance	333,977	389,625	55,648	Funds 8 positions that work with CMPD to support victims of violent crime and their families by providing court accompaniment, assistance with restraining orders, and victim-focused case management; increase is to add a Court Advocate position
Charlotte Center City Partners	3,967,333	4,464,687	497,354	Implements strategies promoting the economic, social, and cultural development of Charlotte's Center City; funding is based on Municipal Service Districts 1-4 tax revenue
University City Partners	678,934	678,934	0	Promotes, encourages, and coordinates University City's long-term economic vitality as a regional center for education, commerce, shopping, and entertainment; funding is based on Municipal Service District 5 tax revenue
Charlotte Regional Visitors Authority	11,499,500	12,467,298	967,798	Encourages convention and visitor promotion to the Charlotte region as a travel and tourism destination and for business development activities associated with tourism; City funding derived from portion of proceeds from prepared food & beverage and occupancy taxes
TOTAL	\$19,668,601	\$21,732,400	\$2,063,799	

Financial Partner and Outside Agency Summary - Housing & Community Development and Crisis Assistance

Housing and Community Development	FY14 Budget	FY15 Request	Change from FY14 Budget to FY15 Request	Funding Request Explanation
Charlotte-Mecklenburg Housing Partnership, Inc. - Affordable Housing	1,960,000	1,960,000	0	Supports affordable housing program activities including mortgage delinquency prevention counseling and foreclosure counseling. Funding provided by federal Community Development Block Grant and City Innovative Housing (PAYGO) funding
Charlotte Mecklenburg Housing Partnership - House Charlotte	231,000	238,000	7,000	Supports homeownership counseling; mortgage assistance; and the development, financing, and management of affordable apartments. Additional funding requested will increase number of families benefitting from HouseCharlotte services. Funding provided by federal HOME Investment Partnership Program and City Innovative Housing funding
Community Link	450,000	472,500	22,500	Provides homeownership training and counseling services that enable individuals to obtain and sustain safe, affordable housing; additional funding will be used to provide housing referrals to ensure appropriate housing placements available for clients. Funding provided by City Innovative Housing funding
TOTAL	\$2,641,000	\$2,670,500	\$29,500	

Financial Partner and Outside Agency Summary - Crisis Assistance

Crisis Assistance	FY14 Budget	FY15 Request	Change from FY14 Budget to FY15 Request	Funding Request Explanation
Crisis Assistance Ministry	380,000	400,000	20,000	Funding for the City Energy Assistance Program and the Emergency Rental Assistance Program; additional funding will increase the amount of financial assistance available to help people experiencing a financial crisis pay their bills. Funding provided by City Innovative Housing (PAYGO) funding
Carolinas Care Partnership	873,634	917,316	43,682	Provides housing resources for people living with HIV and AIDS. Funding determined and provided by U.S. Department of Housing and Urban Development
Charlotte Family Housing	330,000	330,000	0	Provides monthly rental subsidies to participating families in Charlotte Family Housing's permanent housing program. Funding provided by federal HOME Investment Partnership Program
YMCA Community Development	48,699	48,699	0	Funding supports the Parents as Teacher and Y-Readers programs to help families break through generational poverty and education gaps. Funding provided by City Innovative Housing (PAYGO) funding
TOTAL	\$1,632,333	\$1,696,015	\$63,682	

Financial Partner and Outside Agency Summary - Out of School Time Partners

Out-of-School Time Partners	FY14 Budget	FY15 Request	Change from FY14 Budget to FY15 Request	Funding Request Explanation
Above and Beyond Students	124,158	162,786	38,628	The City of Charlotte is currently in the process of evaluating responses to the Out-of-School Time Partner Request for Proposals. Eligible agencies include N.C. licensed after school providers, non-profit 501(c)(3) organizations, Local Education Agency or faith-based organizations located in Charlotte. Agencies must have provided a continuous out-of-school time program for a minimum of three years with at least one year in Charlotte, must serve at least 50 students, must administer either a school-year or year-round out-of-school program that operates five days per week at a minimum of seven hours per day for at least six weeks during the Charlotte-Mecklenburg Schools summer break. Eligible agencies must also provide a maximum ratio of one adult to 20 participants and services must be accessible to all students regardless of their ability to pay.
Bethlehem Center of Charlotte	-	390,440	390,440	
Building Education Leaders for Life (BELL)	-	184,942	184,942	
Citizens School	-	350,000	350,000	
Charlotte-Mecklenburg Schools After School Enrichment Program	-	350,000	350,000	
First Baptist Church -West Community Services Assoc.	81,432	146,696	65,264	
Greater Enrichment Program	400,000	350,000	(50,000)	
Plaza Road Development Corporation	-	79,300	79,300	
Police Activities League	287,410	317,750	30,340	
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Youth Development Initiative	-	162,325	162,325	
YWCA Central Carolinas After School Enrichment	307,000	350,000	43,000	
TOTAL	\$1,200,000	\$2,926,141*	\$1,726,141	

*The FY2015 total funding level is anticipated to be \$1.2 million, consistent with prior years

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FY2015 Outside Agency Funding Request

Arts & Science Council of Charlotte-Mecklenburg, Inc.

Scope of Service

The Arts & Science Council (ASC) is the local arts agency for Charlotte-Mecklenburg providing leadership, funding, capacity building, planning, and technical support in all aspects of organizational and creative development to Charlotte-Mecklenburg's growing cultural community including cultural groups, creative individuals and the community at large. In this role, ASC is a service organization established as a lead agency for all cultural endeavors in Charlotte-Mecklenburg. ASC has responsibility for community-wide cultural planning, policy and budget development, fundraising, grant-making, technical assistance, government relations, advocacy, information collection, research and dissemination, facility review, and comprehensive oversight of the cultural system.

Since 1958, ASC has been building appreciation, participation, and support for arts and culture by combining private sector resources from its Annual Fund Drive with allocations from local, state, and federal governments. These allocations support cultural organizations and education programs, broaden access to arts, science and history/heritage programs in Charlotte's neighborhoods and communities, and support individual artists throughout the region. ASC is committed to securing the long-term financial stability of the cultural sector through its annual campaign, public sector support and endowment earnings while building the capacity of individual organizations to earn revenues and raise private sector support independently.

Performance

Measure	FY2013 Year-End Actual	FY2014 Mid-Year Actual	FY2015 Target
Number of corporate donors & engage through stewardship	15 new corporate gifts secured during 2013 campaign	New corporate gift numbers not available until the conclusion of the Annual Fund Drive. The Annual Fund Drive officially kicked off on January 27, 2014	Secure 10 new corporate gifts
Number of projects that increase access to African American, Asian, Latino, and Native American focused arts, science, and history offerings for the entire community	Rather than partially funding 12 requests, 10 requests received full funding and all 10 fully funded projects were completed	To-date in FY2014, ASC has awarded funding to 25 projects that specifically advance multicultural heritage or create access specifically for multicultural populations	Complete 12 projects by June 2014
Measure public opinion of the quality of arts, science, and history programs through the annual Cultural Life Survey conducted by the UNC Charlotte Urban Institute and ASC	2013 Cultural Life Survey data ranked 59.5% of program data as good or above	Data unavailable until June 2014	Increase public opinion of the quality of local arts, science, and history programs by 2% per year

Financial Information

Funding Source(s): General Fund

FY2014 City Funding	FY2015 Projected Agency Total Budget	FY2015 Projected Agency Program Budget (for which City funding is requested)	FY2015 City Funding Request
\$2,940,823	\$16,315,970	\$16,315,970	\$3,473,822

Summary/Highlights of Agency Request

The FY2015 funding request ties into a larger effort that the ASC is currently working on to establish the priorities necessary to ensure a vibrant cultural sector in the twenty-first century. This endeavor is being led by the Cultural Life Task Force, a diverse group of 21 community leaders who are primarily focused on creating a sustainable funding model for the future of the cultural sector. In addition to reinvigorating corporate and individual donation campaigns, the task force would like to expand government support for the cultural sector by increasing the amount contributed by the City of Charlotte and Mecklenburg County. The requested \$532,999 increase in City funding would bring the City's per capita unrestricted cultural sector operating funding from \$3.69 per capita to \$4.36 per capita. Over the next 5 years, ASC would like to see City funding at a per capita amount of at least \$5.00, with annual adjustments based on US Census population figures beginning with the FY2016 Budget Cycle. This would generate an additional \$1 million annually to stabilize operating support and invest in funding shared with cultural institutions to rebuild infrastructure that leads to long term sustainability. This additional funding would be used to restore cuts made to operating support grants in FY2014, fund targeted neighborhood programs, and support the partnership with Charlotte-Mecklenburg Schools to fund visits to cultural facilities.



FY2015 Outside Agency Funding Request

Charlotte Regional Partnership

Scope of Service

The Charlotte Regional Partnership markets the Charlotte region throughout the world as a superior business location in order to develop short- and long-term business prospects and develop assets required to provide sustainable economic growth for the 16-county, two-state area. Services include site selection assistance, research for clients, corporate intelligence for business development missions, sponsoring trade shows and industry events in key markets, domestic and international awareness of region via marketing and advertising campaigns, and raising awareness of the region as an ideal location for film and commercial production.

Performance

Measure	FY2013 Year-End Actual	FY2014 Mid-Year Actual	FY2015 Target
Meet with current and new private-sector investors to solicit funding	\$1,716,478	\$761,308	\$1,500,000
Generate qualified business recruitment projects for the Charlotte USA region	74	40	71
Increase the annual number of total client visits to the Charlotte USA region	36	22	38
Increase the number of feature film projects for the Charlotte USA region	60 opportunities generated by Charlotte Regional Film Commission activities; 6,500 hotel room nights generated from film industry	25 opportunities generated by Charlotte Regional Film Commission activities; number of hotel nights to be determined at FY2014 Year-end	Generate 20 opportunities by Charlotte Regional Film Commission activities; Generate 3,500 hotel room nights from film industry

Financial Information

Funding Source(s): General Fund

FY2014 City Funding	FY2015 Projected Agency Total Budget	FY2015 Projected Agency Program Budget (for which City funding is requested)	FY2015 City Funding Request
\$199,034	\$3,215,000	\$3,215,000	\$199,034

Summary/Highlights of Agency Request

The \$199,034 request includes \$124,034 for economic development and marketing and \$75,000 to support the Partnership's film division. The funding requested for the film division remains the same as 2014 funding. The economic development and marketing portion of this request is based on \$0.15 per person in Mecklenburg County using NC State Data Center certified population numbers for 2006.

Mecklenburg County also contributes funding to the Charlotte Regional Partnership at a rate of \$0.15 per person in the County, including City residents. The County's FY2014 contribution was \$199,034. The requested amount from

Mecklenburg County for FY2015 is \$199,034. Other counties in the Charlotte region contribute \$0.30 per person to the Charlotte Regional Partnership to support the organization's operational budget.



FY2015 Outside Agency Funding Request

Community Building Initiative

Scope of Service

Community Building Initiative is a non-profit organization established in 1997 that works for access, inclusion, and equity in Charlotte-Mecklenburg. While founded to address the impact of race and ethnicity of Charlotte's residents, organizations, and institutions, Community Building Initiative is now integrating a focus on additional aspects of diversity and difference into its established and successful programs. Through a variety of programs and partnerships and by working in many settings and involving diverse groups of people, Community Building Initiative builds the capacity and commitment of individuals, organizations, institutions – and ultimately the broader community – to successfully work towards a more inclusive and equitable community. Community Building Initiative believes that inclusion and equity values it champions make common sense, business sense, and moral sense, and is committed to these ideals for the benefit of current and future generations.

Performance

Measure	FY2013 Year-End Actual	FY2014 Mid-Year Actual	FY2015 Target
% of Leadership Development Initiative graduates who rate the program's effectiveness in increasing their ability to influence for inclusion and equity as good or excellent	93%	Results will be reported at year-end.	75%
Number of participants in the Leaders Under 40 program	45	42	40 - 45
Number of community engagement offerings	10	5	8-12

Financial Information

Funding Source(s): General Fund

FY2014 City Funding	FY2015 Projected Agency Total Budget	FY2015 Projected Agency Program Budget (for which City funding is requested)	FY2015 Projected City Funding Request
\$49,000	\$496,500	\$496,500	\$59,000

Summary/Highlights of Agency Request

The total agency program budget is \$496,500. The funding request for FY2015 is an increase of \$10,000 from FY2014 and will support program development necessary to keep the organization responsive and growing. The City funding request includes \$33,100 for personal services and \$25,900 for program and operating expenses. The request from other funding sources is \$437,500, which reflects annual individual and corporate giving campaigns, project management opportunities, and collaboration with local, regional, and national foundations.



FY2015 Outside Agency Funding Request

Safe Alliance

Scope of Service

Victim Assistance is a program of Safe Alliance, a non-profit agency that has been serving the Charlotte community since 1909. Since 1978 Victim Assistance has partnered with the City of Charlotte, specifically the Charlotte-Mecklenburg Police Department, to support victims of violent crime and their families by providing court accompaniment, assistance with restraining orders, and victim-focused case management. Victim Assistance also operates the only Rape Crisis service in Charlotte-Mecklenburg, providing 24-hour service to victims of sexual assault via a telephone hotline and hospital emergency rooms. By training and maintaining a dedicated group of volunteers, in addition to the professional staff, Victim Assistance is able to offer crisis intervention services to victims of sexual assault, domestic violence, child abuse, families of homicide victims, and other violent crimes 24-hours a day, 365 days a year. As an active team member in the community effort to end these violent crimes, Victim Assistance trains many professionals in the health and social service fields to be more aware and responsive to the issues. Victim Assistance is the only agency in Mecklenburg County whose primary focus is to provide crisis intervention and counseling to victims of any violent crime.

Performance

Measure	FY2013 Year-End Actual	FY2014 Mid-Year Actual	FY2015 Target
Development of safety plans	3,831	1,547	90% of 4,500 victims will develop safety plans
Positive response from clients on outreach surveys regarding their personal safety	96%	100%	70% of clients will indicate an increase in their personal safety after receiving services
Percentage of rape victims who can be contacted and report that a Rape Crisis companion was helpful in coping with the trauma	90% (48 of 53)	86% (18 of 21)	96% of victims report that companions were helpful

Financial Information

Funding Source(s): General Fund

FY2014 City Funding	FY2015 Projected Agency Total Budget	FY2015 Projected Agency Program Budget (for which City funding is requested)	FY2015 City Funding Request
\$333,977	\$5,890,673	\$1,024,670	\$389,625

Summary/Highlights of Agency Request

The FY2015 request of \$389,625 is for personal services, which is a 16.7% increase from FY2014 City funding. The increase is for an additional Court Advocate to provide victim support and guidance during the domestic violence and/or sexual assault case. Currently City funding supports eight positions. Safe Alliance continues to work with the Charlotte-Mecklenburg Police Department to collaboratively manage resources. The request of funding from other sources is \$427,461.



FY2015 Outside Agency Funding Request

Charlotte Center City Partners

Scope of Service

Charlotte Center City Partners' (CCCP) mission is to envision and implement strategies facilitating and promoting the economic, social, and cultural development of Charlotte's Center City to help create a viable, livable, memorable, and sustainable Center City with modern infrastructure, a tapestry of great urban neighborhoods, and a diversity of thriving businesses.

Performance

Measure	FY2013 Year-End Actual	FY2014 Mid-Year Actual	FY2015 Target
Facilitate recruitment of new/expanded business and retail in Uptown and Historic South End	Approximately 368,725 square feet of new/expanded business and 41,154 square feet of new retail establishments in Uptown and Historic South End including 12 new leases	Approximately 330,653 square feet of new/expanded business and 78,122 square feet of new retail establishments in Uptown and Historic South End including 19 new leases	≥ 250,000 square feet of new/expanded business and ≥75,000 square feet of new retail establishments including ≥5 new employers
Enhance programs and events to build awareness of Uptown and Historic South End	Successful events year. Events ended on budget with excellent attendance and no safety issues. New partners joined. Media expanded to national reach.	First Night experienced successful move to Romare Bearden Park. 125,000 in attendance for events. No Charlotte-Mecklenburg Police Department calls for service. New partners joined.	Increase regional First Night partnerships by ≥ 1 partner
Produce annual Thanksgiving Day Parade as a Super Regional event with a focus on building audience experience while building sponsor support establishing Charlotte as the Southeastern US holiday destination	FY2013 not applicable; FY2014 new measure	Successfully and fully funded production of Novant Health Thanksgiving Day Parade with increased participation from sponsors and units	Expand parade into ≥ 1 additional TV market and secure 5 additional sponsors

Financial Information

Funding Source(s): City funding provided from tax revenue of Municipal Service Districts 1, 2, 3, and 4.

FY2014 City Funding	FY2015 Projected Agency Total Budget	FY2015 Projected Agency Program Budget (for which City funding is requested)	FY2015 City Funding Request
\$3,967,333	\$4,464,687	\$4,233,787	\$4,233,787

Summary/Highlights of Agency Request

CCCP's proposed budget for FY2015 reflects an estimated 5% increase over their FY2014 funding. Final FY2015 funding will depend on revised MSD property tax revenue projections. Mecklenburg County does not provide funding for this program. Total Agency Budget request for FY2015 also includes \$230,900 from various event and meeting sponsors including Novant Health Medical Center, Wells Fargo, Windstream, Duke Energy, Moore & Van Allen, YMCA, and others.



FY2015 Outside Agency Funding Request

University City Partners

Scope of Service

University City Partners (UCP) works to promote, encourage, and coordinate the University City's long-term economic vitality as a regional center for education, commerce, shopping, and entertainment. University City Partners enhances communication to build community visibility for the area and is engaged in ensuring the continuing economic viability of University City by promoting it as an excellent place to live, work, learn, and play; by advocating on behalf of the area's infrastructure needs; by preparing the area for multimodal transportation; by emphasizing University City's role as the heart of the larger two-county area; by encouraging economic development and smart growth through regional planning; and by identifying and facilitating cross-jurisdictional planning to enhance the area.

Performance

Measure	FY2013 Year-End Actual	FY2014 Mid-Year Actual	FY2015 Target
Support and encourage improved transportation choices in University City	Participate in 100% of the University City station area and corridor meetings	Participate in 100% of the University City station area and corridor meetings	Participate in 100% of the University City station area and corridor improvement meetings
Sustain economic development of University City	29 businesses have expanded or located to University City	18 new businesses have located and 15 businesses have expanded to University City	Facilitate the location or expansion of five new businesses to University City
Enhance perception of safety for University City	Attended 100% of the University City police district's quarterly public safety meetings	Attended 100% of the University City police district's quarterly public safety meetings	Attend 100% of the University City police district's quarterly public safety meetings

Financial Information

Funding Source(s): City funding provided from tax revenue of Municipal Service District (MSD) 5.

FY2014 City Funding	FY2015 Agency Total Budget	FY2015 Agency Program Budget (for which City funding is requested)	FY2015 City Funding Request
\$678,934	\$678,934	\$678,934	\$678,934

Summary/Highlights of Agency Request

UCP's proposed budget for FY2015 is the same as their FY2014 funding. Final FY2015 funding will depend on revised Municipal Service District property tax revenue projections. City appropriations from Municipal Service District 5 revenues comprise 100% of UCP's total Agency Budget. Mecklenburg County does not provide funding for this program.



FY2015 Outside Agency Funding Request

Charlotte Regional Visitors Authority

Scope of Service

The Charlotte Regional Visitors Authority (CRVA) manages and promotes Charlotte's publicly-owned assembly facilities, which include the Charlotte Convention Center, Bojangles' Coliseum, Ovens Auditorium, the NASCAR Hall of Fame and specific contracted services with Time Warner Cable Arena and Charlotte Douglas International Airport. CRVA engages in new or expanded activities and programs aiding and encouraging convention and visitor promotion to the Charlotte region as a travel and tourism destination and in business development activities associated with tourism and organizations that sponsor or hold events, meetings, or conventions in the Charlotte area.

Performance

Measure	FY2013 Year-End Actual	FY2014 Mid-Year Actual	FY2015 Target
Improve Leisure Visitor and Group Business Volume for the Charlotte Region	6.77 million rooms were occupied	2.51 million rooms were occupied as of November 30, 2013	Occupy 5.8 million rooms
	FY2013 not applicable; New FY2014 performance measure	106,209 convention and event-related room nights booked through November 30, 2013	Book 320,000 convention and event-related room nights
Maintain Partner Organizations Retention Rate greater than Industry Standard Range (70-85%)	83% partner retention rate	93% partner retention rate	Maintain partner retention rate >85%
Conduct Customer Satisfaction Survey to Measure Effectiveness in Satisfying Needs of Meeting Planners, Visitors, and Patrons	4.39 Customer Satisfaction Rating	4.66 Customer Satisfaction Rating as of October 13, 2013	≥ 4.74 Customer Satisfaction Rating

Financial Information

Funding Source(s): City funding derived from a portion of the proceeds of the prepared food and beverage tax and a portion of the countywide occupancy tax.

FY2014 City Funding	FY2015 Projected Agency Total Budget	FY2015 Projected Agency Program Budget (for which City funding is requested)	FY2015 City Funding Request
\$11,499,500	\$50,779,213	\$13,203,188	\$12,467,298

Summary/Highlights of Agency Request

The \$12,467,298 request includes marketing promotions, business development activities selling the Charlotte region as a travel and tourism destination, and facility management. Final FY2015 funding will depend on the distribution of the occupancy tax and prepared food and beverage tax proceeds. This provision does not affect the City's General Fund funding commitment of \$200,000 per year for three years for Central Intercollegiate Athletic Association (CIAA) basketball tournaments support.



FY2015 Outside Agency Funding Request

Charlotte-Mecklenburg Housing Partnership

(Affordable Housing Contract)

Scope of Service

Charlotte-Mecklenburg Housing Partnership, Inc. (CMHP) is a nonprofit agency that provides affordable housing by administering comprehensive services that include: pre and post homeownership counseling, delinquency prevention counseling, sale of houses, affordable mortgages, and construction and renovation of for sale and rental housing. In addition, CMHP owns or is the general partner of 1,382 affordable rental units. CMHP assists other affordable housing providers through collaboration of resources and affordable financing. CMHP primarily serves families earning up to 80% of annual median income (AMI). Average income of CMHP homeowners is 60% or less of AMI. CMHP's typical homebuyer is a single, working female with two children earning 60% or less of AMI.

In revitalized areas, CMHP can assist customers who earn more than 80% of AMI in order to promote mixed income neighborhoods. Rental units are leased to families earning 60% or less of AMI and some are restricted to families earning 30% or less of AMI.

Performance

Measure	FY2013 Year-End Actual	FY2014 Mid-Year Actual	FY2015 Target
Number of families assisted with home purchases	124	50	100

Financial Information

Funding Source(s): Community Development Block Grant (Federal) and Innovative Housing (PAYGO)

FY2014 City Funding	FY2015 Agency Total Budget	FY2015 Agency Program Budget (for which City funding is requested)	FY2015 City Funding Request
\$1,960,000	\$17,243,609	\$5,510,074	\$1,960,000

Summary/Highlights of Agency Request

Since its inception, CHMP has developed and/or financed 2,237 affordable apartments. Manages and/or owns 1,382 affordable apartments. CHMP has provided homebuyer counseling and training and mortgage delinquency prevention and/or foreclosure counseling to more than 19,000 people.



FY2015 Outside Agency Funding Request

Charlotte-Mecklenburg Housing Partnership

(HouseCharlotte)

Scope of Service

Charlotte-Mecklenburg Housing Partnership, Inc. (CMHP) is a nonprofit agency that provides affordable housing by administering comprehensive services that include: pre and post homeownership counseling, delinquency prevention counseling, sale of houses, affordable mortgages and construction, and renovation of for sale and rental housing. In addition, CMHP owns or is the general partner of 1,382 affordable rental units. CMHP assists other affordable housing providers through collaboration of resources and affordable financing. CMHP primarily serves families earning up to 80% of annual median income (AMI). Average income of CMHP homeowners is 60% or less of AMI. CMHP's typical homebuyer is a single, working female with two children earning 60% or less of AMI.

In revitalized areas, CMHP can assist customers who earn more than 80% of AMI in order to promote mixed income neighborhoods. Rental units are leased to families earning 60% or less of AMI and some are restricted to families earning 30% or less of AMI.

Performance

Measure	FY2013 Year-End Actual	FY2014 Mid-Year Actual	FY2015 Target
Number of families receiving HouseCharlotte assistance	348	129	300

Financial Information

Funding Source(s): HOME (Federal) and Innovative Housing (PAYGO)

FY2014 City Funding	FY2015 Agency Total Budget	FY2015 Agency Program Budget (for which City funding is requested)	FY2015 City Funding Request
\$231,000	\$17,243,608	\$238,000	\$238,000

Summary/Highlights of Agency Request

Since its inception, CMHP has provided homebuyer counseling and training and mortgage delinquency prevention and/or foreclosure counseling to more than 19,000 people. 2,500 families became homeowners. CMHP provides assistance to help families remain in their homes. Developed and/or financed 2,237 affordable apartments. Manages and/or owns 1,382 affordable apartments. The additional funding requested will be used to increase the number of families benefitting from HouseCharlotte assistance.



FY2015 Outside Agency Funding Request

Community Link

(Post Homeownership Counseling – Pre Homeownership)

Scope of Service

Community Link's purpose is to enable individuals and families to obtain and sustain safe, decent and affordable housing. The City of Charlotte provides funding for the homeownership education and counseling program. Homeownership education and counseling is provided by staff that are U.S. Department of Housing and Urban Development certified. Community Link works closely with all major lending institutions in the area to make sure low income, first-time homebuyers are able to purchase a house with a mortgage they can sustain for the long term on their household budget.

Community Link is a HUD-approved Housing Counseling Agency and has contracts or memorandums of understanding with Belmont Community Development Corporation, Latin American Coalition, Self Help Credit Union, Regions Bank, First Citizens Bank, Bank of America, Wells Fargo, and BB&T.

Performance

Measure	FY2013 Year-End Actual	FY2014 Mid-Year Actual	FY2015 Target
Homebuyers receiving homeownership counseling	100	40	100
Homeowners receiving counseling services	830	499	830
Prospective homeowners receiving homeownership literacy training	930	400	930
Housing Referrals (New target in FY2015)	N/A	N/A	30

Financial Information

Funding Source(s): Innovative Housing (PAYGO)

FY2014 City Funding	FY2015 Agency Total Budget	FY2015 Agency Program Budget (for which City funding is requested)	FY2015 City Funding Request
\$450,000	\$5,216,251	\$731,675	\$472,500

Summary/Highlights of Agency Request

Community Link provides pre-homeownership counseling to create at least 100 new homeowners within the City of Charlotte; Community Link provides post-homeownership counseling to 830 clients within the City of Charlotte. Additional funding request will be used for a new program to provide housing referrals to ensure appropriate housing placements are available for clients (target is to reach at least 30 individuals and families).



FY2015 Outside Agency Funding Request

Crisis Assistance Ministry

Scope of Service

The City Energy Assistance (CEA) program provides direct payments to utility companies on behalf of low-income households residing in Charlotte who are unable to pay their utility bills during times of financial crisis. For FY2014, it is estimated that 1,000 families will receive utility assistance. The average CEA amount is \$163 per household.

The Emergency Rental Assistance (ERA) program provides emergency rental assistance for low-income households who are unable to pay their rent during times of financial crisis. For FY2014, it is estimated that 590 households will receive rental assistance. The average ERA amount is \$320 per household.

The CEA and ERA programs help prevent homelessness. Crisis Assistance Ministry receives approximately 53,000 hours of volunteer service per year.

Performance

Measure	FY2013 Year-End Actual	FY2014 Mid-Year Actual	FY2015 Target
Number of households receiving energy assistance	1,041	1,098	1,006
Number of households receiving rental assistance	558	606	590

Financial Information

Funding Source(s): Innovative Housing (PAYGO)

FY2014 City Funding	FY2015 Agency Total Budget	FY2015 Agency Program Budget (for which City funding is requested)	FY2015 City Funding Request
\$380,000	\$14,132,925	\$9,695,890	\$400,000 <i>Energy Assistance = \$180,000</i> <i>Rental Assistance = \$220,000</i>

Summary/Highlights of Agency Request

Staff and volunteers conducted 28,000 assessments in 2012-2013 and distributed \$9.5 million in aid to landlords and utility vendors on behalf of families facing housing and financial crisis. Additional funding requested will increase the amount of financial assistance available to help individuals experiencing a financial crisis pay their bills.



FY2015 Outside Agency Funding Request

Carolinas Care Partnership

Scope of Service

Carolinas CARE Partnership is dedicated to coordinating, developing and funding care, service, and prevention programs that address the complex issues of HIV/AIDS, and those persons directly affected by the epidemic, in the Charlotte metropolitan statistical area (MSA). Carolinas CARE Partnership (formerly the Regional HIV/AIDS Consortium) has been the regional administrative agent for Housing Opportunities for Persons with AIDS (HOPWA) programs for the Metropolitan Statistical Area (MSA) since 1998. The intended use of these funds is to provide supportive services to people living with HIV and AIDS who are at risk of becoming homeless in the six-county MSA.

Carolinas CARE Partnership provides a wide array of housing resources in the six-county MSA that includes: Anson, Cabarrus, Gaston, Mecklenburg, Union and York (South Carolina). The following housing and supportive services are provided: short-term emergency assistance, housing information services, small rehab projects, tenant-based rental vouchers, residential substance abuse treatment, transitional housing, and hospice care for people living with HIV and AIDS. These resources result in people living with HIV and AIDS having the ability to secure different housing resources that improves their health status.

Performance

Measure	FY2013 Year-End Actual	FY2014 Mid-Year Actual	FY2015 Target
Number of households in the MSA assisted with HOPWA funding	567	276	575

Financial Information

Funding Source(s): Housing Opportunities for Persons with AIDS (Federal)

FY2014 City Funding	FY2015 Agency Total Budget	FY2015 Agency Program Budget (for which City funding is requested)	FY2015 City Funding Request
\$873,634	\$1,503,671	\$917,316	*\$917,316

Summary/Highlights of Agency Request

*The funding for this program is determined and provided by the U.S. Department of Housing and Urban Development.



FY2015 Outside Agency Funding Request

Charlotte Family Housing

Scope of Service

Charlotte Family Housing (CFH) is an innovative solution for family homelessness in the greater Charlotte community. Charlotte Emergency Housing, Family Promise of Charlotte, and Workforce Initiative for Supportive Housing (W.I.S.H.) merged in July 2011 to form CFH in response to the growing number of homeless families in the community and to better serve this population in a more efficient and effective manner. CFH provides services at three (3) temporary/transitional shelters and permanent housing at scattered site units. CFH continues to partner with individuals, faith groups, businesses and agencies committed to solving Charlotte's homeless crisis.

Performance

Measure	FY2013 Year-End Actual	FY2014 Mid-Year Actual	FY2015 Target
Number of families receiving monthly subsidies	47.67	57.2	75

Financial Information

Funding Source(s): HOME Investment Partnerships Program (Federal)

FY2014 City Funding	FY2015 Agency Total Budget	FY2015 Agency Program Budget (for which City funding is requested)	FY2015 City Funding Request
\$330,000	\$2,897,777	\$2,897,777	\$330,000

Summary/Highlights of Agency Request

This request is to continue to provide monthly rental subsidies to participating families in Charlotte Family Housing's permanent housing program. Eligible households served must be 60% or less of the Area Medium Income (AMI), with priority given to households 30% of AMI currently living in area homeless shelters and/or substandard, overcrowded, or unaffordable housing.



FY2015 Outside Agency Funding Request

YMCA Community Development

Scope of Service

Through intensive intervention, YMCA Community Development (formerly Strengthening Families Program) uses its core programs to assist low income youth (ages 0-5 and 13-18), and families as they break through generational poverty and educational gaps in east Charlotte. The Parents as Teacher program addresses early detection of learning and developmental problems and helps prevent child abuse and neglect. Y-Readers focuses on children at risk for not meeting reading and comprehension goals for their grade level by connecting families to appropriate community resources. Getting Ahead is a 15 week program for creating a plan to move out of poverty.

Performance

Measure	FY2013 Year-End Actual	FY2014 Mid-Year Actual	FY2015 Target
Number of families served through Parents as Teacher program	94 (families) 126 (children)	95 (families) 117 (children)	85 (families) 125 (children)
Number of families participating in the Y-Reader Program	243	92	250
Number of individuals participating in the Getting Ahead Workgroup Sessions	64	36	70

Financial Information

Funding Source(s): Innovative Housing (PAYGO)

FY2014 City Funding	FY2015 Agency Total Budget	FY2015 Agency Program Budget (for which City funding is requested)	FY2015 City Funding Request
\$48,699	\$2,162,094	\$526,934	\$48,699

Summary/Highlights of Agency Request

The YMCA of Greater Charlotte's Community Development core program strives to provide real solutions to community needs in the City of Charlotte. Participants in Parents as Teacher experience a one-on-one relationship with a Parent Educator certified in the "Parents as Teachers Born to Learn" curriculum. Parent as Teachers provides quality early childhood education to prepare parents and children for success in school.