

---

**Council Budget Workshop**  
**February 24, 2016**

---



---

# FY2017 Budget Workshops

---

## City of Charlotte

February 24, 2016  
1:30 p.m. – 4:30 p.m.  
Room 267

---

|      | Page |                                                                             |
|------|------|-----------------------------------------------------------------------------|
| I.   |      | Introduction – Budget Overview Ron Carlee/Kim Eagle                         |
| II.  | 1    | Council Priorities Discussion and Retreat Follow-up Ron Carlee/Kim Eagle    |
| III. | 11   | Storm Water Services Budget Jennifer Smith                                  |
| IV.  | 23   | Charlotte Area Transit System Budget John Lewis                             |
| V.   | 31   | Financial Partner Requests Kim Eagle                                        |
| VI.  | 57   | Review of Budget Questions & Answers from Mayor & Council Retreat Kim Eagle |

---

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

---

# FY2017 Budget Workshops

---

## **Future Budget Workshops and Possible Topics**

Workshop formats will be adjusted as necessary to include time for strategic policy discussions, as discussed at the Council retreat on January 28, 2016.

### March 16, 2016 Budget Workshop

- General Fund update
  - Revenues
  - Expenditures
- Draft General Community Investment Plan
- Compensation and Benefits

### April 6, 2016 Budget Workshop

- Aviation Budget
- Storm Water Budget II
- Charlotte Water Budget
- Financial Partner Recommendations
- Draft Community Investment Plan II

### April 20, 2016 Budget Workshop (Optional)

- Topics to be Determined

---

# **Council Priorities Discussion**

---

**Page Intentionally Left Blank**

## Draft Criteria for Evaluating Mayor and Council Priorities

### What are we doing?

Continuing the work and discussion initiated at the Council Retreat on the Mayor and Council's strategic policy priorities for our City. Council's feedback on this updated draft will be used to shape the development of the City Manager's recommended FY2017 Budget.

### Why are we doing it?

There are a variety of ways in which numerous policy priorities are organized (Focus Area Plans, City Manager's work plan from Council).

As a complex City there are a large number of projects and activities always in progress.

This discussion attempts to identify what is most important strategically to the Mayor and Council.

**This draft is an update based on input from Council members. This version of the priorities now includes budget related information on current baseline funding and requests under staff review for FY2017 budget development. Baseline funding is still being refined, and FY2017 funding requests are still under review and reflect work in progress. Staff is making no funding recommendations on these funding requests at this time. Staff is also continuing to refine the priority descriptions to add action steps and success measures.**

In determining the highest level priorities for use in the **budget deliberation process**, the following criteria are suggested:

- Which priorities will have the **most impact in the community?**
- With constrained financial resources and staff capacity, which priorities are the **most urgent** to address?
- Which priorities have **significant budget impact** and require Council policy direction and funding allocation decisions?

Other important overarching criteria to be considered include:

- Which priorities are the most important for achieving the Charlotte that we want?
- Which priorities will have a "ripple effect" – addressing more than one policy area?

### What does success look like?

- Mayor and Council consensus on key strategic policies
- Prioritization of these key strategic policies
- **Use of priorities to frame key budget decisions and direct linkage of policy discussion with resource allocation process**
- Articulation of policy priorities that are actionable by staff

---

## Draft Strategic Policy Objectives: What We Want to Achieve

1. **Ensure all residents and visitors are safe**
2. **Build and preserve vibrant and diverse neighborhoods**
3. **Provide economic opportunity to increase upward mobility**
4. **Facilitate and invest in innovation and intentional growth of the city with sustainable infrastructure**
5. **Connect people and places by foot, bike, transit, and car, safely and effectively for people of all ages**
6. **Advance a clean and healthy environment**

**1. Ensure all residents and visitors are safe**

| <u>Description</u>                                                                                                                                                                   | <u>Baseline</u>                                                             | <u>Funding Request Under Review</u>                                                                                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|
| A. Increase CMPD resources in programs where additional staff can have the greatest impact on crime.                                                                                 | \$227M FY2016 Budget<br>2,309 Positions                                     | 125 Additional Sworn Positions,<br>80 Civilian Positions - Up to<br>\$17.5M (includes \$1.9M in one-time capital expenses) |
| B. Ensure that the Charlotte Fire Department can meet response standards by adding companies based on analysis to target resources to have the greatest impact.                      | \$113M FY2016 Budget<br>1,167 Positions                                     | Ladder 28 - \$2.8M (\$0.9M Capital)<br>Engine 65 - \$2.4M (\$0.6M Capital)                                                 |
| C. Collaborate with effective youth crime diversion programs especially for first time, non-violent offenders to avoid a criminal record and increase their opportunity for success. | Approximately \$253,000 in grant funding for youth crime diversion programs | Funding request in item A would assist in supporting this Priority                                                         |
| D. Support CMPD efforts in addressing the broader root causes of crime in targeted areas.                                                                                            |                                                                             | Funding request in item A would assist in supporting this Priority                                                         |

## 2. Build and preserve vibrant and diverse neighborhoods

| Description                                                                                                                                                                                                                                                                                    | Baseline                                                                                                                                                                                                   | Funding Request Under Review                                                                                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A. Preserve or replace existing affordable workforce housing, using tools such as an inventory of City owned land and revisited locational policy.                                                                                                                                             | \$60M budgeted in four Community Investment Plan bond cycles for Housing Diversity, which produces approximately 4,776 units                                                                               |                                                                                                                                                                                                                                                                |
| B. At the Eastland Mall site create a new community through private and appropriate public investment that integrates into and enhances the surrounding areas                                                                                                                                  |                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                |
| C. In Applied Innovation Corridor ensure that elders and long-term residents can stay in their homes especially as neighborhoods gentrify. Inventory available and potential tools such as purchase assistance, home repair, and tax and fee impacts. Develop age in place program for seniors | <p>\$60M budgeted in four Community Investment Plan bond cycles for Housing Diversity. Program not targeted to a specific area.</p> <p>1,207 homes rehabilitated over 5 years supported by 5 positions</p> | <p>Potentially use a portion of \$60M budgeted in four Community Investment Plan bond cycles for Housing Diversity</p> <p>Two additional positions requested to reduce 18 month backlog of residents waiting for emergency repairs and home rehabilitation</p> |
| D. Continue strong investments in neighborhood infrastructure                                                                                                                                                                                                                                  | \$120M budgeted in four Community Investment Plan bond cycles for Comprehensive Neighborhood Improvement Program                                                                                           |                                                                                                                                                                                                                                                                |
| E. Develop a strategy to address needs to infill and redevelopment                                                                                                                                                                                                                             |                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                |

| <b>3. Provide economic opportunity to increase upward mobility</b>                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                            |                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|
| <u>Description</u>                                                                                                                                                                                                                                    | <u>Baseline</u>                                                                                                                                                                                                                                                                            | <u>Funding Request Under Review</u>         |
| A. Create more opportunity for people with employment challenges by leveraging City workforce contracts and Business Investment Grants.                                                                                                               |                                                                                                                                                                                                                                                                                            |                                             |
| B. Facilitate with our partners the availability of internships and apprenticeships, as well as the awareness of employment opportunities, job fairs, job training, and job assistance. Establish City guidelines for providing apprenticeships.      | Current staff resources in multiple departments                                                                                                                                                                                                                                            |                                             |
| C. Support and grow small, entrepreneurial businesses, especially businesses owned by women and minorities through City contracts, Business Investment Grants, and access to information and resources.                                               | \$27,000 operating funds for <i>CharlotteBusinessResources.com</i> , in addition to staff time for CBI initiatives and outreach                                                                                                                                                            | \$77,000 to assist with website development |
| D. Ensure that young people have work opportunities through the Mayor's Youth Employment Program as one part of a public-private system of youth employment and mentoring. Expand City participation in youth work opportunities with other partners. | \$188,000 Mayor's Youth Employment Program in addition to staff resources. In FY2015, the Program placed 320 interns, and 4,239 students participated in work experiences through Charlotte Career Discovery Day, Career Readiness Training Certification, and job shadowing opportunities |                                             |
| E. Ensure that children get the right start in life by working with public and private sector partners to make quality after-school time programs available. Continue existing process with community programs with partners                          | Currently \$1.0M to Out of School Time Partners from non-General Fund sources.                                                                                                                                                                                                             |                                             |

#### 4. Facilitate and invest in innovation and intentional growth of the city and sustainable infrastructure

| <u>Description</u>                                                                                                                                                                                                                                      | <u>Baseline</u>                                                                                                                             | <u>Funding Request Under Review</u>                                                                                                                |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| A. Establish policy guidelines for evaluating rezoning requests.                                                                                                                                                                                        |                                                                                                                                             |                                                                                                                                                    |
| B. Rewrite the City's zoning code to reflect the diverse neighborhoods consistent with City vision and plans.                                                                                                                                           | \$1.1M currently allocated for Zoning Ordinance Study                                                                                       |                                                                                                                                                    |
| C. Work with the private sector, nonprofits, and colleges and universities to develop the "Innovation Corridor" using creative "smart city" technologies.                                                                                               | \$29M budgeted in four bond cycle Community Investment Plan for Applied Innovation Corridor                                                 | Current Community Investment Plan                                                                                                                  |
| D. Implement the Gartner Study recommendations to improve customer service to businesses by improving Building Inspections and Permitting in collaboration with the County and stakeholders (including governance structure) working to reduce red tape | Current staff resources in multiple departments                                                                                             |                                                                                                                                                    |
| E. Prepare recommendations for the FY 2017 update of the CIP, including recommendations for the CY 2016 Bond Referendum; assess changes related to the timing and priority of projects and the financial capacity of the City.                          | \$816M budgeted in four Community Investment Plan bond cycles                                                                               | Additional funds have been requested in multiple categories                                                                                        |
| F. Support growth of tourism and amateur sports                                                                                                                                                                                                         | \$25M in four CIP bond cycles for Bojangles'/Ovens Area Redevelopment Plan                                                                  |                                                                                                                                                    |
| G. Revitalize business corridors in priority areas (Applied Innovation Corridor, Eastland Mall, NW Corridor, West Boulevard, Freedom Drive)                                                                                                             | \$149M in four Community Investment Plan bond cycles for the Comprehensive Neighborhood Improvement Program and Applied Innovation Corridor | One additional position to focus on business corridor revitalization and an additional \$700,000 in capital funding for façade and security grants |
| H. Identify opportunities to partner with private investment in high growth areas                                                                                                                                                                       | \$20M in four bond cycle Community Investment Plan for Public/Private Redevelopment Opportunities                                           |                                                                                                                                                    |
| I. Identify areas of high growth, and prioritize adequate resources to support Strategic Area Plans prioritizing high growth areas                                                                                                                      | Multiple projects in the \$816M four Community Investment Plan bond cycles provide funding in support of Strategic Area Plans               |                                                                                                                                                    |

**5. Connect people and places by foot, bike, transit, and car, safely and effectively for people of all ages**

| <u>Description</u>                                                                                                                           | <u>Baseline</u>                                                                                                                               | <u>Funding Request Under Review</u>                                                                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|
| A. Through operational changes, capital funding, and redevelopment, build safe streets, sidewalks, trails, rails, and bikeway connections.   | \$464M budgeted in four Community Investment Plan bond cycles and Pay-As-You-Go Community Investment Plan for Transportation related projects | \$10M in additional Community Investment Plan funding requested for additional trail, pedestrian, and bicycle connectors |
| B. More efficiently connect employment centers with residential areas that have low employment opportunities through better transit options. |                                                                                                                                               |                                                                                                                          |
| C. Working through regional partners, update the MTC 2030 Transit Plan and CRTPO Transportation Investment Plan to provide mobility options. | Current staff resources                                                                                                                       |                                                                                                                          |
| D. Update the Transportation Action Plan including new Pedestrian and Biking Elements                                                        | \$60M budgeted in four Community Investment Plan bond cycles for sidewalks & pedestrian safety                                                |                                                                                                                          |
| E. Connect CLT to the world<br>- Or - Improve connections to and from the Airport                                                            | \$45M budgeted in four Community Investment Plan bond cycles for Airport/West Corridor Roads                                                  |                                                                                                                          |
| F. Support Freight Mobility                                                                                                                  | \$45M budgeted in four Community Investment Plan bond cycles for Airport/West Corridor Roads                                                  |                                                                                                                          |

## 6. Advance a clean and healthy environment

| <u>Description</u>                                                                                                                                                             | <u>Baseline</u>                                                                  | <u>Funding Request Under Review</u>                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| A. Develop Storm Water policies that improve water quality, including revisions to post-construction controls.                                                                 | FY2016 Budget includes revised Storm Water policies                              |                                                                                                                                                 |
| B. Adopt a multi-year plan to reduce energy and fuel use by the City government.                                                                                               | Motor Pool launched in FY2016<br><br>Sustainability office staff (two positions) | Staff evaluating alternative fuel vehicles in Solid Waste Services & Transit<br><br>Two additional positions requested for sustainability staff |
| C. Work with the business community through Envision Charlotte to adopt energy reduction goals in the city as a whole.                                                         | Sustainability office staff (two positions)                                      |                                                                                                                                                 |
| D. Continue to design the appropriate service delivery system and funding structure for solid waste collection and disposal to support recycling and waste reduction policies. | \$52M FY2016 Budget<br>302 Positions                                             | Evaluating elimination of multi-family collection services. Potential savings of approximately \$3.2 to \$3.8 million                           |
| E. Implement urban forestry master plan                                                                                                                                        | \$10.5M in FY2016-2020 PAYGO Program                                             | Additional \$3.1M requested in FY2017-2021 PAYGO Program                                                                                        |

**Page Intentionally Left Blank**

---

---

# **Storm Water FY2017 Budget Presentation**

---

---

**Page Intentionally Left Blank**

**SUMMARY OF STORM WATER SERVICES BUDGET**  
**CITY COUNCIL BUDGET WORKSHOP**  
**DISCUSSION POINTS**

SUMMARY

- In FY2016, the City moved from a two-tier rate structure to a four-tier rate structure to recover costs associated with managing runoff from residential properties with the largest amounts of impervious surface.
  - The rate adjustment resulted in a consistent 33/100 penny stormwater rate per median square foot of impervious surface per month across the four detached single-family residential tiers and all other impervious area.
- Storm Water Services made some program adjustments and began reviewing the Low Priority C Classification requests for services. For the remainder of FY2016 and in FY2017, Storm Water Services will:
  - Determine the cost to resolve Low Priority C Classification requests for service
  - Revise the stormwater fee credits structure to fairly recover program costs
  - Complete active Flood Control and Water Quality Enhancement projects
  - Continue Point Repair Program and Collaborative Program
  - Maintain high credit rating
  - Prepare future fee increase options for FY2018 to fund the start of new projects and reduce backlogs (AI, A, B & C)

FY2017 Storm Water Services Operating Program

- 0% fee increase anticipated for FY2017
- Add 7 new positions, 5 of which are directly related to constructing Point Repair Program projects to facilitate backlog reduction (AI, A & B projects)
- Operating expenses increase by approximately 5% which includes the addition of staff and storm drainage system locating requirements for excavation activities

FY2017-21 Debt Service Program

- Maintain AAA and Aa1 credit ratings
- Projected FY2017 debt ratio is 4.07 dropping to 2.55 in FY2021 with issuance of \$130M in Revenue Bonds

FY2017-21 Community Investment Program

- Invest \$197M in Flood Control Program to complete active projects
- Invest \$22M in Water Quality Enhancement Program to complete active projects
- Invest \$130M to continue the current Point Repair Program
- Invest \$6m to continue collaborating with citywide projects
- No *new* Flood Control or Water Quality Enhancement projects start without fee increase

**Page Intentionally Left Blank**



## Storm Water Services

Council Workshop  
February 24, 2016



### Outline

- FY2016 Council Decisions Update
  - Low Priority C Classification Requests
  - Fee Credits
- Preliminary Budget Outlook
- Community Investment Program
- Next Steps

2



## FY2016 Council Decisions Update

- Low Priority C Classification Requests
  - Stop qualifying new low priority C's
  - Approved additional staff to start evaluating existing C's and determine future resource needs



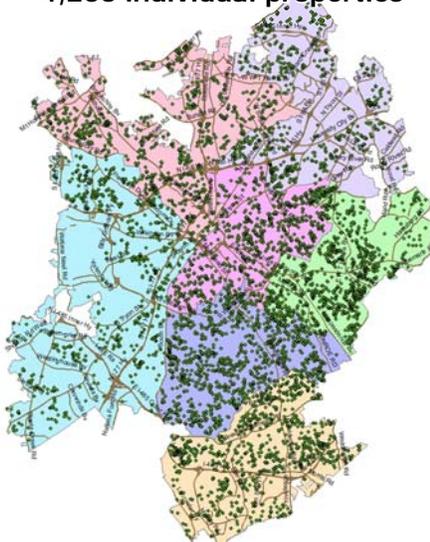
- Fee Credit
  - Review the current Fee Credit Policy to determine the appropriate credit

3



## Low Priority C Classification Requests

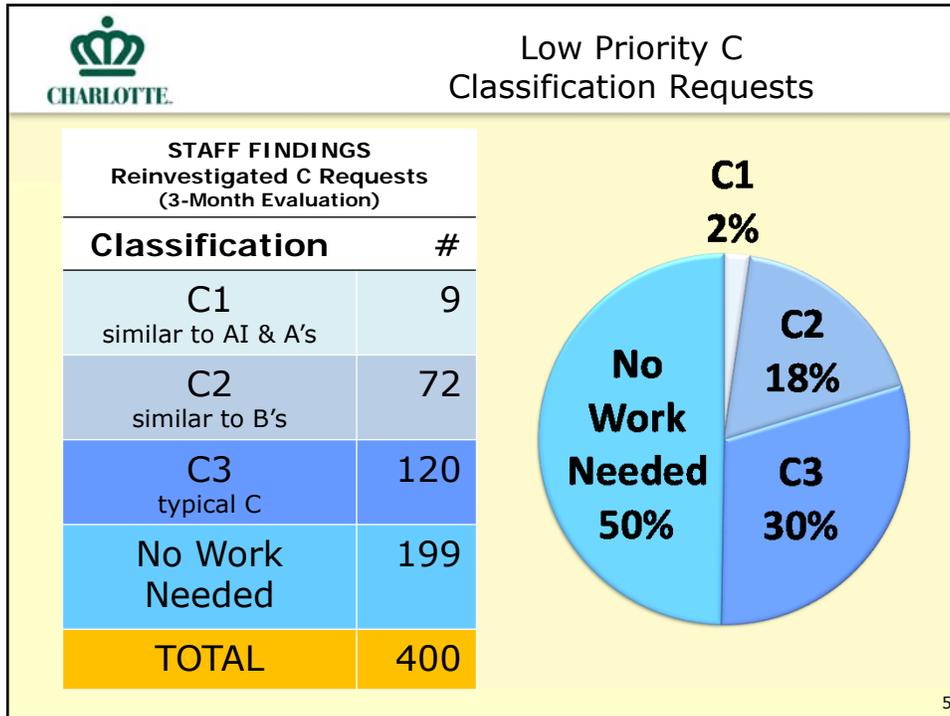
5,705 C requests  
4,205 individual properties



400 reinvestigated



4




### Low Priority C Classification Requests

- 201 of the 400 reinvestigated requests may require design and construction
- Estimated costs to construct vary greatly
- Over next 12 months design and construct 10-15 projects to increase confidence in cost estimates and determine future needs



6



## Low Priority C Classification Requests

- 400 reinvestigated over last 3 months
- Extrapolated to 4,205 properties, 2,113 may still require some work
- Reinvestigate remaining 3,805

STAFF FINDINGS  
C Requests Projection

|                                              |       |
|----------------------------------------------|-------|
| C1<br><small>similar to AI &amp; A's</small> | 94    |
| C2<br><small>similar to B's</small>          | 757   |
| C3<br><small>typical C</small>               | 1,262 |
| No Work Needed                               | 2,092 |
| TOTAL                                        | 4,205 |

7



## Current Fee Credit Practices

- Applied County-wide
- Current maximum credit is 100%
- Credits are available in three categories:
  - Properties with stormwater control measures (296)
  - Properties draining outside of the County (41)
  - Waterfront properties along the Catawba River (309)




8



## Fee Credits Basics and Findings

- **Basics**
  - Cumulative program expenditures results in the amount of fee charged
  - If stormwater runoff is reduced then site may be eligible for credit
  - Amount of credit determined by runoff reduction
- **Analysis & Findings**
  - Evaluated 2012-2016 expenditures and projections
  - 28% of expenditures are not effected by runoff reduction
- **Outreach**
  - Public meeting and direct mailer
  - Open forum at Storm Water Advisory in November
  - Storm Water Advisory Committee voted January 21 to support a policy change

9



## Preliminary Budget Outlook

- AAA & Aa1 Credit Rating
- \$528.5 million in community investments since 1993
- 2.2 billion square feet of impervious surface
- 84 cents of each dollar collected from fees is spent on community investment plan (CIP)  
*(20 cents paid to debt service)*

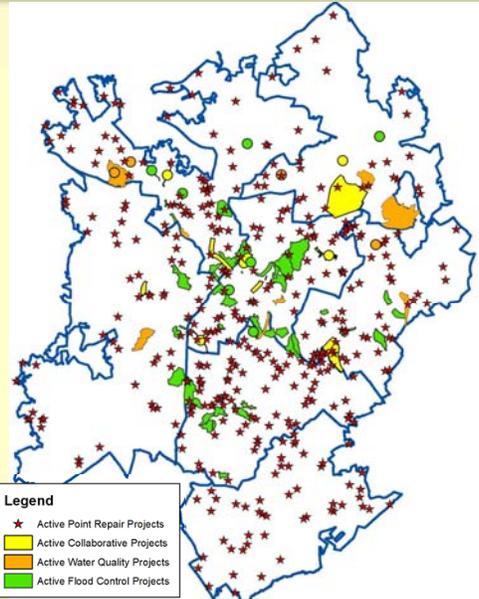
|           | FY2015<br>Actuals | FY2016<br>Approved | FY2017<br>Projected<br><i>(0% Fee Increase Assumed)</i> |
|-----------|-------------------|--------------------|---------------------------------------------------------|
| Revenue   | \$59.37M          | \$66.73M           | \$67.54M                                                |
| Operating | \$ 9.87M          | \$13.82M           | \$14.67M                                                |
| CIP       | \$53.35M          | \$59.65M           | \$59.10M                                                |

10



### Storm Water Services Community Investment Plan FY2017

- Continue Active Flood Control and Water Quality Enhancement Projects - No new starts
- Continue Point Repair Program
- Continue Collaborative Program
- Determine Cost of C's

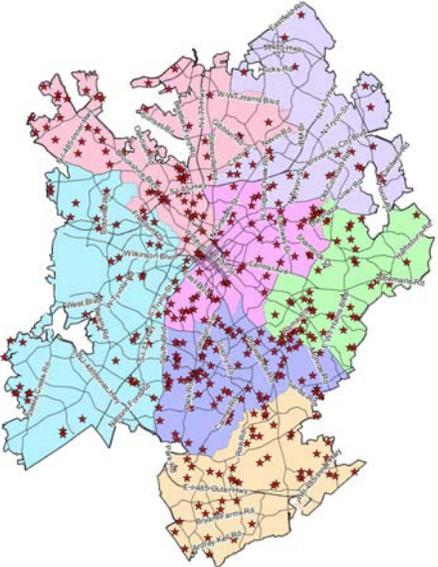


11



### Point Repair Program

- System failures or flooding - generally impact one to ten parcels
- High and medium priority projects (AI, A and B Classification)
- Quick Stats
  - 394 active projects
  - Program continues as is
  - 1,071 projects on backlog
  - \$130M FY17-FY21
- Examples
  - 4108 Woods End Lane
  - 932 Sydney Drive

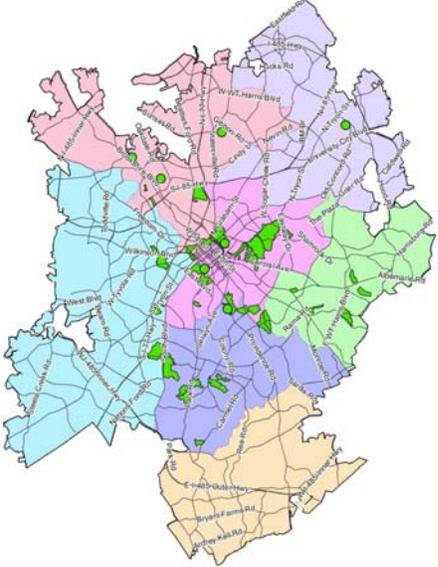


12



## Flood Control Program

- System failures or flooding - neighborhood wide improvements
- Quick Stats
  - 40 active projects
  - No new projects started
  - 58 projects on backlog
  - \$197M FY17-FY21
- Examples
  - Myrtle Morehead Phase 2
  - Greenhaven/Pierson
  - Cutchin Drive

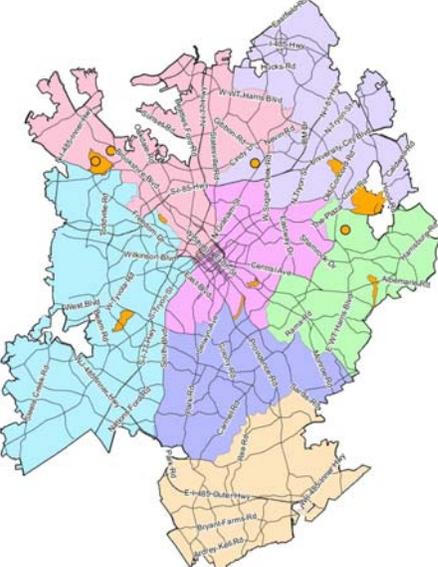


13



## Water Quality Enhancements Program

- Remove pollutants from stormwater runoff and restore streams, stream buffers and wetlands
- Quick Stats
  - 12 active projects
  - No new projects started
  - \$22M FY17-FY21
- Examples
  - Reedy Creek Stream Restoration
  - Coliseum Creek Stream Restoration



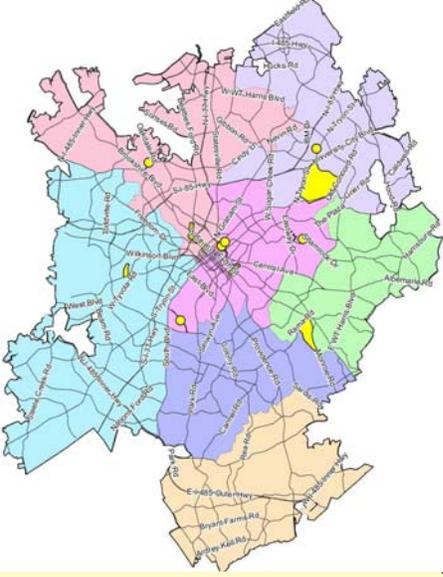
14



CHARLOTTE

## Collaborative Program

- Address existing drainage issues within or downstream of another City project to ensure that areas will not be impacted multiple times
- Quick Stats
  - 10 active projects
  - Program continues as is
  - \$6M FY17-FY21
- Examples
  - Oakdale Road Farm to Market
  - Newell-South Neighborhood Improvement Project



15



CHARLOTTE

## Next Steps

- March 17 - Storm Water Advisory Committee Recommendation
- May 2 - City Manager's Recommendation
- June 13 - Council Budget Adoption

16

---

---

# **Charlotte Area Transit System**

## **FY2017 Budget Presentation**

---

---

**Page Intentionally Left Blank**

**SUMMARY OF CATS BUDGET  
COUNCIL BUDGET WORKSHOP  
DISCUSSION POINTS**

SUMMARY

CATS will explore options to develop and enhance an interconnected network of mobility services for the region

- CATS prepares to implement revenue service on the Blue Line Light Rail Extension in the summer of 2017
- Recovery of sales tax revenue.
- Fare structure options
- Service efficiency through introduction of alternative types of revenue vehicles and energy to lower emissions and costs
- Complete construction and implement CityLYNX Goldline-II service; relocate Amtrak to the Charlotte Gateway Station
- Asset Management, Safety and State-Of-Good Repair

FY2017 Transit Operating Program

- Sales Tax is projected to grow at 3.0% vs. FY2016 year-end projection
- Add 103 new positions, 93 of which are directly related to operation of the Blue Line Extension light rail service and 10 address operations and regulatory need
- Metropolitan Transit Commission will select an option for changes in fares and/or fare structure
- 25.3 million riders are projected to ride CATS in FY2017

FY2017 Debt Service Program

- The Revenue Reserve Fund is projected to reach the \$30 million goal by FY2017

FY2017-21 Community Investment Program

- Implementation of the BLE Light Rail and Blue Line Capacity Expansion (Phase 2) projects
- State-of-the-art fare collection technology and introduction of smart card technology
- Replacement of 284 revenue vehicles and expansion of 15 STS buses
- Functioning Automatic Train Protection equipment
- Asset Maintenance of Bridges, alignments rail cars, etc.

CONCLUSION

- New mobility paradigm –expanded, interconnected mobility options
- Convenient transportation options, partnerships and sustainability

**Page Intentionally Left Blank**



**FY2017 OPERATING & DEBT SERVICE BUDGETS**

**FY2017-21 COMMUNITY INVESTMENT PLAN**

Presented To  
CHARLOTTE CITY COUNCIL  
John M. Lewis, Jr., CATS CEO  
February 24, 2016

Date



**FY2016 ACCOMPLISHMENTS & CHALLENGES**

**ACCOMPLISHMENTS**

- CityLYNX Gold Line Streetcar service
- USDOT awards \$180 million TIFIA loan; saving \$32 million
- 2015 Federal Triennial Review – a perfect score
- Selected to host 2016 APTA National Bus Conference
- BLE Project is in construction and scheduled to open in summer 2017
- 2015 FAST Act commitments to Transit

**CHALLENGES**

- Ridership
- Additional Funding Sources
- Aged Fare Collection Equipment
- Stress on Special Transportation (ADA) Service

2



**CATS BUDGET PROCESS**

- **SEPT - JAN**  
CATS develops budgets
  
- **JAN - MAY**
  1. **Metropolitan Transit Commission**  
Transit Governance Interlocal Agreement requires
    - CEO to present budget to MTC by Jan 30
    - MTC to approve budget by Apr 30
  
  2. **Other Stakeholders**
    - a) Citizens Transit Advisory Group
    - b) Transit Services Advisory Committee
    - c) Public
    - d) City Manager
  
  3. **Charlotte City Council**

3



**FY2017 BUDGET SUMMARY**

| - Millions                                 | FY2016<br>Adopted<br><u>Budget</u> | FY2017<br>Recommended<br><u>Budget</u> |
|--------------------------------------------|------------------------------------|----------------------------------------|
| <b>Transit Operating Budget</b>            |                                    |                                        |
| Operating Revenues                         | \$135.3                            | \$139.4                                |
| Operating Expenditures (Net)               | \$119.0                            | \$123.2                                |
| Operating Balance<br>(Transfer to Capital) | \$16.2                             | \$16.2                                 |
| <b>Transit Debt Service</b>                | \$28.8                             | \$22.5                                 |
| <b>Transit Capital Program</b>             | \$384.8                            | \$309.4                                |
| <b>Ridership</b>                           | 24.9                               | 25.0                                   |
| <b>Revenue Hours</b>                       | 1.05                               | 1.06                                   |

4



**FARE CHANGE OPTIONS**

- \$2.8 million Operating Gap
- FY2017 is a “fare increase” year
- MTC reviewing options to straight fare increase
- Increase in revenue ranges from \$2.5 million to \$3.3 million
- Option 1
  - \$2.5 million in revenue
  - Reduction in sales and pass discounts
  - Restructure weekly pass discount
- Option 2
  - \$3.3 million in revenue
  - Reduction in sales discount
  - Restructure weekly pass discount
  - \$0.10 base fare increase
- Option 3
  - \$3.0 million in revenue
  - Reduction in sales and pass discounts
  - Restructure weekly pass discount
  - \$0.05 base fare increase

5



**FY2017-21 CIP**

**5-YEAR CATS CIP PROJECTS**

- Blue Line Extension Opening Summer of 2017
- Blue Line Platform Extensions
- New Fare Equipment and Smart Card Technology
- Automatic Train Protection (USDOT mandate)
- Alternate type vehicles

**5-YEAR CIP PROJECTS (FUNDED BY OTHERS)**

- Complete Streetcar – Phase II
- Amtrak tracks relocated to Gateway Station

6



## CATS FINANCIAL POLICIES

### CATS Financial Policies

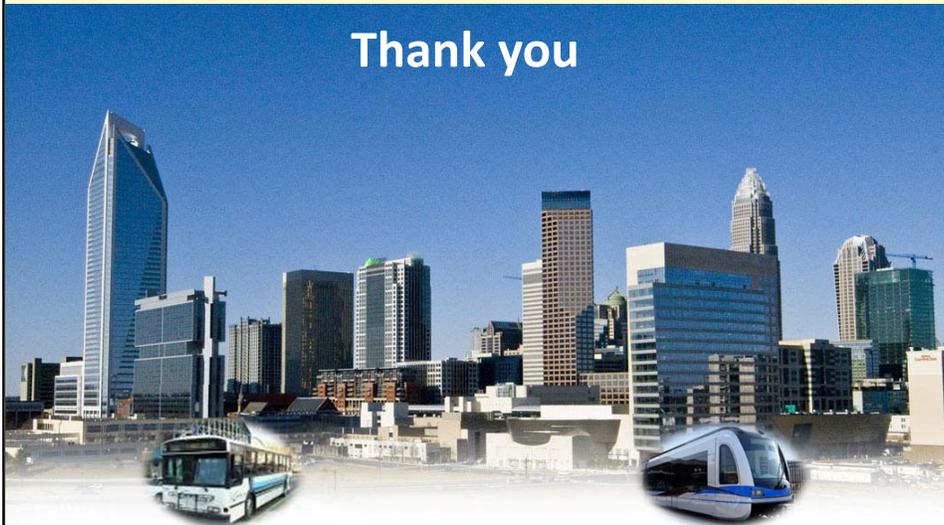
Protect sustainability of CATS programs from fluctuations in key sources of revenue

- Revenue Reserve Fund is currently at \$12.1 million and projected to be \$30 million by FY2017 year-end
- Fund Balance continues to maintain above  $\geq$  \$100 million
- Manage debt capacity through sales tax coverage ratios

7



# Thank you



8

---

---

## **Financial Partner and Outside Agency Funding Requests**

---

---

**Page Intentionally Left Blank**



## Financial Partners

City Council Budget Workshop

February 24, 2016



### 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

Funding recommendations will be provided as part of April 6<sup>th</sup> City Council Budget Workshop

1



## Overview

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

- Fifth year of RFP process
- Second year of two-year contract period for six Out-of-School Time Financial Partners
- Process followed the City Council Budget Committee and Economic Development & Global Competitiveness Committee recommendations approved by full City Council in November 2012, October 2013, and November 2014
- FY17 funding recommendations will be provided at April 6<sup>th</sup> City Council Budget Workshop

2



## FY17 Funding Requests

**Neighborhood & Business Services Financial Partners**

| Out-of-School Time Partner Agencies*           | FY16 Budget | FY17 Request | \$ Change |
|------------------------------------------------|-------------|--------------|-----------|
| Behailu Academy                                | \$ 66,000   | \$ 66,000    | \$0       |
| Bethlehem Center                               | 113,934     | 113,934      | 0         |
| Citizen Schools                                | 200,000     | 200,000      | 0         |
| Greater Enrichment Program                     | 200,000     | 200,000      | 0         |
| Police Activities League                       | 200,000     | 200,000      | 0         |
| YWCA Central Carolinas After School Enrichment | 200,000     | 200,000      | 0         |
| TOTAL                                          | \$979,934   | \$979,934    | \$0       |

\*Six Out-of-School Time Partners in the second year of the two-year contract period as a result of the FY2016 and FY2017 Request for Proposal process

3



### FY17 Funding Requests

#### Neighborhood & Business Services Financial Partners

| 100% PAYGO<br>Funded Agencies                                  | FY16<br>Budget   | FY17<br>Request  | \$<br>Change    |
|----------------------------------------------------------------|------------------|------------------|-----------------|
| Community Link                                                 | \$450,000        | \$450,000        | \$ 0            |
| Crisis Assistance Ministry                                     | 380,000          | 500,000          | 120,000         |
| Foundation for the Carolinas Third<br>Grade Reading Initiative | 100,000          | 0                | (100,000)       |
| <b>TOTAL</b>                                                   | <b>\$930,000</b> | <b>\$950,000</b> | <b>\$20,000</b> |

| 100% Federal Grant<br>Funded Agencies | FY16<br>Budget     | FY17<br>Request    | \$<br>Change    |
|---------------------------------------|--------------------|--------------------|-----------------|
| Carolinas CARE Partnership            | \$1,640,862        | \$1,640,862        | \$ 0            |
| Charlotte Family Housing              | 330,000            | 400,000            | 70,000          |
| <b>TOTAL</b>                          | <b>\$1,970,862</b> | <b>\$2,040,862</b> | <b>\$70,000</b> |

4



### FY17 Funding Requests

#### Neighborhood & Business Services Financial Partners

| Shared Federal & PAYGO<br>Funded Agencies                                  | FY16<br>Budget     | FY17<br>Request    | \$<br>Change     |
|----------------------------------------------------------------------------|--------------------|--------------------|------------------|
| Charlotte-Mecklenburg Housing<br>Partnership, Inc. - Affordable<br>Housing | \$ 1,960,000       | \$ 2,058,000       | \$ 98,000        |
| Charlotte Mecklenburg Housing<br>Partnership, Inc. - House Charlotte       | 231,000            | 258,131            | 27,131           |
| <b>TOTAL</b>                                                               | <b>\$2,191,000</b> | <b>\$2,316,131</b> | <b>\$125,131</b> |

5



## FY17 Funding Requests

## General Fund Financial Partners

| Discretionary Funded Agencies                           | FY16 Budget        | FY17 Request       | \$ Change        |
|---------------------------------------------------------|--------------------|--------------------|------------------|
| Arts & Science Council                                  | \$ 2,940,823       | \$ 3,240,823       | \$ 300,000       |
| Charlotte Regional Partnership                          | 141,008            | 151,881            | 10,873           |
| Community Building Initiative                           | 50,000             | 50,000             | 0                |
| Safe Alliance                                           | 333,977            | 333,977            | 0                |
| Charlotte Regional Visitors Authority - Film Commission | 150,000            | 150,000            | 0                |
| <b>TOTAL</b>                                            | <b>\$3,615,808</b> | <b>\$3,926,681</b> | <b>\$310,873</b> |

6



## FY17 Funding Requests

## General Fund Financial Partners

| Dedicated Revenue Funded Agencies     | FY16 Budget         | FY17 Request        | \$ Change          |
|---------------------------------------|---------------------|---------------------|--------------------|
| Charlotte Center City Partners        | \$ 4,000,022        | \$ 4,200,023        | \$ 200,001         |
| University City Partners              | 643,792             | 659,887             | 16,095             |
| Charlotte Regional Visitors Authority | 13,597,941          | 14,980,811          | 1,382,870          |
| <b>TOTAL</b>                          | <b>\$18,241,755</b> | <b>\$19,840,721</b> | <b>\$1,598,966</b> |

7

---



---

## FINANCIAL PARTNERS

---



---

### Table of Contents

|                                                                             |        |
|-----------------------------------------------------------------------------|--------|
| Introduction.....                                                           | 38     |
| Budget Requests Summary .....                                               | 40     |
| <b>General Fund Financial Partner Summaries</b>                             |        |
| <u>Discretionary</u>                                                        |        |
| Arts & Science Council .....                                                | 42     |
| Charlotte Regional Partnership .....                                        | 43     |
| Community Building Initiative .....                                         | 44     |
| Safe Alliance.....                                                          | 45     |
| Charlotte Regional Visitors Authority – Film Commission .....               | 46     |
| <br><u>Dedicated Revenue Sources</u>                                        |        |
| Charlotte Center City Partners .....                                        | 47     |
| University City Partners .....                                              | 48     |
| Charlotte Regional Visitors Authority .....                                 | 49     |
| <br><b>Neighborhood &amp; Business Services Financial Partner Summaries</b> |        |
| <u>Housing and Community Development</u>                                    |        |
| Charlotte-Mecklenburg Housing Partnership-Affordable Housing .....          | 50     |
| Charlotte-Mecklenburg Housing Partnership-HouseCharlotte .....              | 51     |
| Community Link .....                                                        | 52     |
| <br><u>Crisis Assistance</u>                                                |        |
| Carolinas CARE Partnership .....                                            | 53     |
| Charlotte Family Housing .....                                              | 54     |
| Crisis Assistance Ministry .....                                            | 55     |
| <br><u>Out-of-School Time Partners</u> .....                                | <br>56 |

---

## 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 the City’s Innovated Housing/PAYGO funding as well as federal 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 24<sup>th</sup> 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
  - FY2016 City Funding – amount of funding approved by the City for the current year
  - FY2017 Projected Agency Total Budget – the projected total budget for the upcoming years, of which the City funding is a component, for each agency
  - FY2017 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.
  - FY2017 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.
- ♦ FY2016 was the first year of a bi-annual funding process for Neighborhood & Business Services (N&BS) Out-of-School Time (OST) Financial Partners. FY2017 represents the second year of the bi-annual funding process for N&BS Out-of-School Time Financial Partners; therefore, applications were not accepted in FY2017 for new N&BS OST Financial Partners.

## Additional Financial Partner Documents

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

- ♦ Funding application for FY2017
- ♦ Scope of services that describes the services the partner provides
- ♦ Program highlights and current status
- ♦ Proposed program objectives and targets
- ♦ Mid-year report (FY2016) on objectives and targets
- ♦ Financial audits and year-end reports

## Out-of-School Time (OST) Partners Request for Proposal Process

Agencies that deliver after school enrichment activities participated in a Request for Proposal (RFP) process to request financial partner funding in FY2016. This RFP and the subsequent budget development and adoption process resulted in two-year contracts for six OST Financial Partners. FY2017 begins the second year of those contracts, with funding levels remaining flat.

This is the fifth year of the RFP process, which includes the Budget Committee and Economic Development & Global Competitiveness Committee recommendations approved by the full City Council on November 26, 2012, as well as additional modifications recommended by the Economic Development & Global Competitiveness Committee approved by the full City Council on October 28, 2013 and November 10, 2014. 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 Financial 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 years to one year.
- ♦ 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 the City 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.
- ♦ Reduce the maximum per agency funding allocation from \$300,000 to \$200,000 in FY2016 in order to ensure that more agencies are able to participate and offer programs throughout the City.
- ♦ Implement a \$1,200 cost-per-child award allocation, not to exceed the maximum per agency funding amount.
- ♦ Fund the maximum amount permitted annually for OST programming by the federal Community Development Block Grant Program (that amount may change from year to year).
- ♦ Transition the funding cycle from a one-year to a two-year contract funding cycle starting in FY2016 and FY2017. 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 also allows 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                                 | FY16 Budget         | FY17 Request        | Change from FY16 Budget to FY17 Request | Funding Request Explanation                                                                                                                                                                                                                                                                                              |
|----------------------------------------------|---------------------|---------------------|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Arts & Science Council                       | \$2,940,823         | \$3,240,823         | \$300,000                               | Unrestricted operating funding for the appreciation, participation, and support for arts and culture; additional funding would be for neighborhood programming and cultural sector innovation                                                                                                                            |
| Charlotte Regional Partnership               | 141,008             | 151,881             | 10,873                                  | 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. Increase is based on \$0.15 per capita.                                                                             |
| Community Building Initiative                | 50,000              | 50,000              | 0                                       | Works for access, inclusion, and equity in Charlotte-Mecklenburg; increase supports growing program, personnel, and operating expenses                                                                                                                                                                                   |
| Safe Alliance                                | 333,977             | 333,977             | 0                                       | Funds nine 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 for growth in current costs                                                                        |
| Charlotte Center City Partners               | 4,000,022           | 4,200,023           | 200,001                                 | 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                     | 643,792             | 659,887             | 16,095                                  | 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 (CRVA) | 13,597,941          | 14,980,811          | 1,382,870                               | 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                                                 |
| CRVA - Film Commission                       | 150,000             | 150,000             | 0                                       | Promotes the Charlotte Region as a location for film and commercial/television productions; through the Charlotte Regional Film Commission, the CRVA provides site location, crew, equipment, stage, and support service information for commercials, independent films, television series, and still photography shoots |
| <b>TOTAL</b>                                 | <b>\$21,857,563</b> | <b>\$23,767,402</b> | <b>\$1,909,839</b>                      |                                                                                                                                                                                                                                                                                                                          |

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

| 100% PAYGO Funds                                            | FY16 Budget      | FY17 Request     | Change from FY16 Budget to FY17 Request | Funding Request Explanation                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------------|------------------|------------------|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Community Link                                              | \$450,000        | \$450,000        | \$0                                     | Provides homeownership training and counseling services that enable individuals to obtain and sustain safe, affordable housing. Funding provided by City Innovative Housing funding.                                                                                                                      |
| Crisis Assistance Ministry                                  | 380,000          | 500,000          | 120,000                                 | 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 is provided by City Innovative Housing (PAYGO) funding. |
| Foundation for the Carolinas Third Grade Reading Initiative | 100,000          | 0                | (100,000)                               | New collaborative program to double the percentage of third grade students reading at grade level, by starting at birth, working together, and investing in programs that work. More than half of all CMS third graders are not reading at grade level. Did not request funding for FY17.                 |
| <b>TOTAL</b>                                                | <b>\$930,000</b> | <b>\$950,000</b> | <b>\$20,000</b>                         |                                                                                                                                                                                                                                                                                                           |

| 100% Federal Grant Funds   | FY16 Budget        | FY17 Request       | Change from FY16 Budget to FY17 Request | Funding Request Explanation                                                                                                                                                          |
|----------------------------|--------------------|--------------------|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Carolinas CARE Partnership | \$1,640,862        | \$1,640,862        | \$0                                     | 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            | 400,000            | 70,000                                  | Provides monthly rental subsidies to participating families in Charlotte Family Housing's permanent housing program. Funding provided by federal HOME Investment Partnership Program |
| <b>TOTAL</b>               | <b>\$1,970,862</b> | <b>\$2,040,862</b> | <b>\$70,000</b>                         |                                                                                                                                                                                      |

| Shared Federal/PAYGO Funds                                           | FY16 Budget        | FY17 Request       | Change from FY16 Budget to FY17 Request | Funding Request Explanation                                                                                                                                                                                                                                                                        |
|----------------------------------------------------------------------|--------------------|--------------------|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Charlotte-Mecklenburg Housing Partnership, Inc. - Affordable Housing | \$1,960,000        | \$2,058,000        | \$98,000                                | Supports affordable housing program activities including mortgage delinquency prevention and foreclosure counseling, and the development, financing, and management of affordable apartments. Funding provided by federal HOME Investment Partnership Program and City Innovative Housing funding. |
| Charlotte Mecklenburg Housing Partnership, Inc. - House Charlotte    | 231,000            | 258,131            | 27,131                                  | Supports homeownership counseling and downpayment assistance. 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.                         |
| <b>TOTAL</b>                                                         | <b>\$2,191,000</b> | <b>\$2,316,131</b> | <b>\$125,131</b>                        |                                                                                                                                                                                                                                                                                                    |

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

| Out-of-School Time Partners                    | FY16 Budget      | FY17 Request     | Change from FY16 Budget to FY17 Budget | Funding Request Explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------|------------------|------------------|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Behailu Academy                                | \$66,000         | \$66,000         | \$0                                    | FY2016 was the first year of a bi-annual funding process for Out-of-School Time Partners. Applications were not accepted for FY2017. FY2016 & FY2017 agencies include NC licensed after school providers, non-profit 501(c)(3) organizations, and Local Education Agency or faith-based organizations located in Charlotte. Agencies must have provided a continuous out-of-school program for a minimum of three years with at least one year in Charlotte, must serve at least 50 students, and administer a school-year or year-round out-of-school time program. Funded programs must operate five days a week at a minimum of three hours per day on each Charlotte Mecklenburg Schools (CMS) school day with or without a summer component that operates five days per week. The summer program must operate at a minimum of seven hours per day for at least six weeks during the CMS summer break. Programs which previously provided summer-only services are ineligible for out-of-school funding. Eligible agencies must also maintain a maximum ratio of one adult to 20 students; and services must be accessible to all students regardless of their ability to pay. |
| Bethlehem Center                               | 113,934          | 113,934          | 0                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Citizen Schools                                | 200,000          | 200,000          | 0                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Greater Enrichment Program                     | 200,000          | 200,000          | 0                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Police Activities League                       | 200,000          | 200,000          | 0                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| YWCA Central Carolinas After School Enrichment | 200,000          | 200,000          | 0                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>TOTAL</b>                                   | <b>\$979,934</b> | <b>\$979,934</b> | <b>\$0</b>                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |



## FY2017 Outside Agency Funding Request

### Arts & Science Council of Charlotte-Mecklenburg, Inc.

#### Scope of Service

The Arts & Science Council's (ASC) mission is to ensure access to an excellent, relevant, and sustainable cultural community for the Charlotte-Mecklenburg region.

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. The ASC serves as the community's chief advocate for arts, science, history and heritage; a gatherer and steward of public and private community resources; an investor of those resources in the cultural sector and community; the strategic planner for the community's cultural sector; and the public art agent for the City of Charlotte and Mecklenburg County. In response to extensive community planning and input, ASC is undergoing dramatic change and transformation in order to better serve the citizens of the Charlotte-Mecklenburg community.

#### Performance

| Measure                                                                                                                                                                       | FY2015 Year-End Actual                                                                                                                                 | FY2016 Mid-Year Actual                                                                                              | FY2017 Target                                                                                                                                                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Increase awareness and visibility for cultural programming                                                                                                                    | 281,725 unique visitors to CharlotteCultureGuide.com, up 9% from prior year.                                                                           | Data available June 2016                                                                                            | Achieve 300,000 unique viewers by June 2017                                                                                                                                             |
| Percent of projects funded that increase access to African American, Asian, Latino, and Native American focused arts, science, and history offerings for the entire community | 24 projects that represent or create access specifically for diverse populations<br><br>(Target: 12 projects complete by June 2015)                    | 22 (or 45%) of funded requests represent or create access specifically for diverse populations<br><br>(Target: 40%) | At least 40% of Cultural Project Investments are awarded to programs that represent or create access specifically for African American, Asian, Latino, and Native American populations. |
| Increase public opinion of the quality of local arts, science, and history programs                                                                                           | In the 2015 Cultural Life Survey, 57% of respondents ranked Program Quality as "Good/Excellent"<br><br>(FY2015 was the baseline year for this measure) | Data available June 2016<br><br>(Target: Increase public opinion of cultural programs by 2% per year)               | Increase public opinion of cultural programs by 2% per year                                                                                                                             |

#### Financial Information

**Funding Source(s):** General Fund

| FY2016 City Funding | FY2017 Agency Total Budget | FY2017 Agency Program Budget<br>(for which City funding is requested) | FY2017 City Funding Request |
|---------------------|----------------------------|-----------------------------------------------------------------------|-----------------------------|
| \$2,940,823         | \$16,152,721               | \$16,152,721                                                          | \$3,240,823                 |

#### Summary/Highlights of Agency Request

The requested \$300,000 increase in City funding reflects the continued growth of the community, increasing demands for cultural programming, and will help implement the community's wishes outlined in the Cultural Vision Plan and Cultural Life Task Force recommendations. Specifically, the additional funding would support new neighborhood-based project grants that align with Cultural Vision Plan priorities: build community, increase cultural programming relevance and access, and make the arts central to K-12 education, as well as increase the number of capacity building/technical assistance grants to support innovation and organizational transformation for cultural sector agencies.



## FY2017 Outside Agency Funding Request

### Charlotte Regional Partnership

#### Scope of Service

The Charlotte Regional Partnership markets the Charlotte USA 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 15-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.

#### Performance

| Measure                                                                       | FY2015 Year-End Actual | FY2016 Mid-Year Actual | FY2017 Target |
|-------------------------------------------------------------------------------|------------------------|------------------------|---------------|
| Meet with current and new private-sector investors to solicit funding         | \$1,789,000            | \$429,601              | \$1,738,700   |
| Generate qualified business recruitment projects for the Charlotte USA region | 56                     | 26                     | 70            |
| Increase the annual number of total client visits to the Charlotte USA region | 25                     | 14                     | 25            |

#### Financial Information

Funding Source(s): General Fund

| FY2016 City Funding | FY2017 Agency Total Budget | FY2017 Agency Program Budget<br>(for which City funding is requested) | FY2017 City Funding Request |
|---------------------|----------------------------|-----------------------------------------------------------------------|-----------------------------|
| \$141,008           | \$2,900,000                | \$2,900,000                                                           | \$151,881                   |

#### Summary/Highlights of Agency Request

The \$151,881 request for business development and marketing is based on \$0.15 per person in the City of Charlotte using NC State Data Center certified population data. The request represents a \$10,873 increase in funding is due to an increase in population.

Mecklenburg County also contributes funding to the Charlotte Regional Partnership at a rate of \$0.15 per person in the County, including City residents (for a total combined City and County contribution of \$0.30 per capita). The County's FY2016 contribution was \$148,780. The requested amount from Mecklenburg County for FY2017 is also \$151,881. Other counties in the Charlotte region contribute \$0.30 per person to the Charlotte Regional Partnership to support the organization's operational budget.



## FY2017 Outside Agency Funding Request

### Community Building Initiative

#### Scope of Service

Community Building Initiative is a non-profit organization that advances access, inclusion, and equity in Charlotte-Mecklenburg. Founded in 1997 originally to address the critical issue of race, Charlotte Building Initiative has integrated additional aspects of diversity and difference into its established and successful programs. The organization also focuses on equity and equity issues, including social mobility and economic opportunity, which impact the quality of life for all in Charlotte-Mecklenburg. Through its programs and partnerships and by 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. For Community Building Initiative – and the future of the community it serves – an ultimate objective is that who you are and where you live in Charlotte should not predict one’s life outcomes. The organization believes that the inclusion and equity values it champions make common, business, and moral sense, and is committed to these ideals for the benefit of this generation and future generations.

#### Performance

| Measure                                                                                                                                                                      | FY2015 Year-End Actual | FY2016 Mid-Year Actual               | FY2017 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 | 100%                   | Results will be reported at year-end | 75%           |
| Number of participants in the Leaders Under 40 program                                                                                                                       | 46                     | 44                                   | 45            |
| Number of community engagement offerings                                                                                                                                     | 17                     | 5                                    | 12            |

#### Financial Information

**Funding Source(s):** General Fund

| FY2016 City Funding | FY2017 Agency Total Budget | FY2017 Agency Program Budget<br>(for which City funding is requested) | FY2017 City Funding Request |
|---------------------|----------------------------|-----------------------------------------------------------------------|-----------------------------|
| \$50,000            | \$500,000                  | \$500,000                                                             | \$50,000                    |

#### Summary/Highlights of Agency Request

The total agency program budget is \$500,000. The funding request of \$50,000 for FY2017 will continue to support program development necessary to keep the organization responsive and growing in the areas of inclusion and equality. The City funding request includes \$28,500 for personnel services and \$21,500 for program and operating expenses. The request from other funding sources is \$450,000, which reflects annual individual and corporate giving campaigns, project management opportunities, and collaboration with local, regional, and national foundations.



## FY2017 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                                                                                                                                 | FY2015 Year-End Actual | FY2016 Mid-Year Actual | FY2017 Target                                                                              |
|-----------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------------------|--------------------------------------------------------------------------------------------|
| Development of safety plans                                                                                                             | 3,781                  | 1,670                  | 90% of 4,000 victims will develop safety plans                                             |
| Positive response from clients on outreach surveys regarding their personal safety                                                      | 100%                   | 100%                   | 75% of clients will indicate an increase in their personal safety after receiving services |
| Percentage of sexual assault victims who can be contacted and report that a Rape Crisis Companion was helpful in coping with the trauma | 95% (43 of 45)         | 96% (26 of 27)         | 95% of victims report that Companions were helpful                                         |

#### Financial Information

Funding Source(s): General Fund

| FY2016 City Funding | FY2017 Agency Total Budget | FY2017 Agency Program Budget<br>(for which City funding is requested) | FY2017 City Funding Request |
|---------------------|----------------------------|-----------------------------------------------------------------------|-----------------------------|
| \$333,977           | \$4,451,238                | \$942,262                                                             | \$333,977                   |

#### Summary/Highlights of Agency Request

The FY2017 request of \$333,977 is for personnel services and remains the same as last year's funding. The FY2017 request will fund nine existing positions. Currently, the City of Charlotte provides approximately 35% of funding to support the Victim Assistance program. Safe Alliance continues to work with the Charlotte-Mecklenburg Police Department to collaboratively manage resources. The request of funding from other sources is \$567,287.



## FY2017 Outside Agency Funding Request

### Charlotte Regional Visitors Authority

### Charlotte Regional Film Commission

#### Scope of Service

The Charlotte Regional Visitors Authority (CRVA) manages and promotes Charlotte's publicly-owned assembly facilities. 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. CRVA also promotes the Charlotte Region as a location for film and commercial/television productions. Through the Charlotte Regional Film Commission, the CRVA provides site location, crew, equipment, stage, and support service information for commercials, independent films, television series, and still photography shoots.

#### Performance

| Measure                                                                                   | FY2015 Year-End Actual | FY2016 Mid-Year Actual | FY2017 Target |
|-------------------------------------------------------------------------------------------|------------------------|------------------------|---------------|
| Number of qualified film/TV prospects/leads generated                                     | 141                    | 58                     | 125           |
| Increase the number of feature film/TV prospects/leads generated for the Charlotte Region | 15                     | 16                     | 8             |
| Total budget for films/TV projects produced                                               | \$61.9 million*        | \$41 million*          | \$9 million   |
| Number of film crew positions filled locally                                              | 1,600*                 | 1,300*                 | 400           |

\*Estimates as final numbers unavailable until released by the North Carolina Department of Revenue

#### Financial Information

Funding Source(s): General Fund

| FY2016 City Funding | FY2017 Agency Total Budget | FY2017 Agency Program Budget<br>(for which City funding is requested) | FY2017 City Funding Request |
|---------------------|----------------------------|-----------------------------------------------------------------------|-----------------------------|
| \$150,000           | \$450,000                  | \$450,000                                                             | \$150,000                   |

#### Summary/Highlights of Agency Request

CRVA will spend the requested \$150,000 to promote the Charlotte Region as a location for film and commercial/television productions. Mecklenburg County's FY2016 contribution was \$150,000. The requested amount from Mecklenburg County for FY2017 is also \$150,000.



# FY2017 Outside Agency Funding Request

## Charlotte Center City Partners

### Scope of Service

Charlotte Center City Partners' (CCCP) mission is to provide a platform for city-wide community-building arts, education, sustainability, health, and wellness initiatives 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                                                                                                                                                                                                        | FY2015 Year-End Actual                                                                                                                                                  | FY2016 Mid-Year Actual                                                                                                                                                                                                                        | FY2017 Target                                                                                                     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| Facilitate recruitment of new/expanded business and retail in Uptown and Historic South End                                                                                                                    | Approximately 387,000 square feet of new/expanded business and 81,744 square feet of new retail establishments in Uptown and Historic South End including 98 new leases | Approximately 317,110 square feet of new/expanded business and 203,096 square feet of new retail establishments in Uptown and Historic South End including 55 new leases Recruited 4 new businesses in uptown and 4 new retail establishments | ≥ 250,000 square feet of new/expanded business and/or 1,000 new employees including ≥5 new employers              |
| Identify more partners to create and produce new and existing "annual" events                                                                                                                                  | Partnerships on track. All events well executed without issues                                                                                                          | Successful production of partnerships with events like Speed Street, CIAA, Taste of the Nation, MecDec Celebration, Hola Charlotte, Charlotte Pride Festival, and all CRVA sponsored events                                                   | Successful production of partner events with increased attendance and fewer reported problems                     |
| 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 | Parade planning going well                                                                                                                                              | More sponsors secured. Successfully executed with few problems and excellent media coverage. Shorter length. Working with TV station to expand coverage and markets. Best TV ratings so far.                                                  | Increase in quality of parade units. Expand parade into ≥ 1 additional TV market and secure 3 additional sponsors |

### Financial Information

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

| FY2016 City Funding | FY2017 Agency Total Budget | FY2017 Agency Program Budget (for which City funding is requested) | FY2017 City Funding Request |
|---------------------|----------------------------|--------------------------------------------------------------------|-----------------------------|
| \$4,000,022         | \$5,218,869                | \$5,218,869                                                        | \$4,200,023                 |

### Summary/Highlights of Agency Request

CCCP's proposed budget for FY2017 reflects an estimated 5% increase over their FY2016 funding. Final FY2017 funding will depend on revised Municipal Service District property tax revenue projections. Mecklenburg County does not provide funding for this program. Total Agency Budget request for FY2017 also includes \$741,900 from various event and meeting sponsors including the Knight Foundation Grant for West End, Bank of America, Novant Health Medical Center, Wells Fargo, Windstream, Duke Energy, YMCA, and others. An updated City revenue projection will be included at a future Council Budget Workshop meeting.



## FY2017 Outside Agency Funding Request

### University City Partners

#### Scope of Service

University City Partners (UCP) works to promote, encourage, and coordinate the University City region's long-term economic vitality as a 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                                                                                                                                                  | FY2015 Year-End Actual                                                                                 | FY2016 Mid-Year Actual                                                                                       | FY2017 Target                                                                                                           |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|
| Support the Regional Transit Plan and encourage improved transportation choices for University City by monitoring progress and being a voice in meetings | Active voice and attended 100% of the University City station area and corridor improvement meetings   | Active voice and attended 100% of the University City station area and corridor improvement meetings to date | Active voice and 100% attendance at key meetings                                                                        |
| Sustain economic development of University City by tracking economic development trends in University City                                               | 100% successfully tracked and reported to the board the economic development trends in University City | 100% to date                                                                                                 | Report quarterly to board all shifts in retail, office, hospitality, and multifamily vacancies and/or ownership changes |
| Enhance perception of safety for University City by attending quarterly safety meetings and convening on applicable issues                               | 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 to date              | 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 5.

| FY2016 City Funding | FY2017 Agency Total Budget | FY2017 Agency Program Budget<br>(for which City funding is requested) | FY2017 City Funding Request |
|---------------------|----------------------------|-----------------------------------------------------------------------|-----------------------------|
| \$643,792           | \$689,887                  | \$689,887                                                             | \$659,887                   |

#### Summary/Highlights of Agency Request

UCP's proposed budget for FY2017 reflects an estimated 3% increase over their FY2016 funding. Final FY2017 funding will depend on revised Municipal Service District property tax revenue projections. Mecklenburg County does not provide funding for this program. The "Total Agency Budget" request for FY2017 also includes \$30,000 from various donor contributions. An updated City revenue projection will be included at a future City Council Budget Workshop meeting.



## FY2017 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                                                                                                                      | FY2015 Year-End Actual            | FY2016 Mid-Year Actual                                | FY2017 Target                                                    |
|------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-------------------------------------------------------|------------------------------------------------------------------|
| Improve Leisure Visitor and Group Business Volume for the Charlotte Region                                                   | 6.34 million rooms were occupied  | 2.76 million room nights were occupied                | 6.5 million occupied rooms                                       |
| Maintain Partner Organizations Retention Rate above Industry Standard Range                                                  | 91% partner retention rate        | 82% partner retention rate                            | Maintain partner retention rate > 70-85% Industry Standard Range |
| Conduct Customer Satisfaction Survey to Measure Effectiveness in Satisfying Needs of Meeting Planners, Visitors, and Patrons | 4.54 Customer Satisfaction Rating | 4.56 Customer Satisfaction Rating as of November 2015 | ≥ 4.6 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.

| FY2016 City Funding | FY2017 Agency Total Budget | FY2017 Agency Program Budget<br>(for which City funding is requested) | FY2017 City Funding Request |
|---------------------|----------------------------|-----------------------------------------------------------------------|-----------------------------|
| \$13,597,941        | \$63,300,000               | \$63,300,000                                                          | \$14,980,811                |

#### Summary/Highlights of Agency Request

The \$14,980,811 request includes \$4,029,729 for marketing promotions and \$2,076,480 for business development activities. Final FY2017 funding will depend on the distribution of the occupancy tax and prepared food and beverage tax proceeds. This provision does not affect either the City's General Fund funding commitment of \$300,000 per year for six years for Central Intercollegiate Athletic Association (CIAA) basketball tournaments support or the funding commitment of \$150,000 for the film division.



## FY2017 Outside Agency Funding Request

### Charlotte-Mecklenburg Housing Partnership, Inc.

#### (Affordable Housing Contract)

#### Scope of Service

Charlotte-Mecklenburg Housing Partnership, Inc. (CMHP) is a city/countywide nonprofit that develops and maintains neighborhoods composed of for sale and rental homes with public and private partners. CMHP provides affordable housing by administering comprehensive services that include: pre- and post- homeownership counseling, mortgage delinquency prevention and default counseling, sale of houses, affordable mortgages, construction, and renovation of for sale and rental housing. In addition, CMHP owns or is the general partner of 1,550 affordable rental units. CMHP assists other affordable housing providers through collaboration of resources and affordable financing.

CMHP primarily serves families who earn more than 80% of the area median income 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                                         | FY2015 Year-End Actual | FY2016 Mid-Year Actual | FY2017 Target |
|-------------------------------------------------|------------------------|------------------------|---------------|
| Number of families assisted with home purchases | 124                    | 78                     | 100           |

#### Financial Information

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

| FY2016 City Funding | FY2017 Agency Total Budget | FY2017 Agency Program Budget (for which City funding is requested) | FY2017 City Funding Request |
|---------------------|----------------------------|--------------------------------------------------------------------|-----------------------------|
| \$1,960,000         | \$5,350,490                | \$5,092,359                                                        | \$2,058,000                 |

#### Summary/Highlights of Agency Request

Since its inception, CHMP has developed and/or financed over 2,300 affordable rental units totaling more than \$382,600,000 in total development cost. CHMP has provided homebuyer counseling, training, mortgage delinquency prevention, and/or foreclosure counseling to more than 21,000 people and created over 2,800 new homeowners. CMHP has been a major player in revitalizing low-income neighborhoods in Charlotte.



## FY2017 Outside Funding Request

### Charlotte-Mecklenburg Housing Partnership, Inc.

### (HouseCharlotte)

#### Scope of Service

Charlotte-Mecklenburg Housing Partnership, Inc. (CMHP) is an experienced affordable housing lender and has extensive experience administering federal programs funded with HOME funding. CMHP has made mortgages for over 20 years and operated a licensed mortgage company. CMHP employs staff members that are licensed mortgage loan officers with experience in the real estate and mortgage industry.

The HouseCharlotte Program uses both local and federal funds to help stabilize families and neighborhoods by creating homeownership opportunities. The program provides down payment, closing cost, and interest rate buy-down assistance. CMHP has administered the City's HouseCharlotte Program since January 2011.

#### Performance

| Measure                                                         | FY2015 Year-End Actual | FY2016 Mid-Year Actual | FY2017 Target |
|-----------------------------------------------------------------|------------------------|------------------------|---------------|
| Increase number of families receiving HouseCharlotte assistance | 308                    | 142                    | 300           |

(Note: The FY2017 target is based on historical data and the number of applications received.)

#### Financial Information

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

| FY2015 City Funding | FY2016 Agency Total Budget | FY2016 Agency Program Budget (for which City funding is requested) | FY2016 City Funding Request |
|---------------------|----------------------------|--------------------------------------------------------------------|-----------------------------|
| \$231,000           | \$5,350,490                | \$258,131                                                          | \$258,131                   |

#### Summary/Highlights of Agency Request

For FY2017, CMHP will be administering a new program under the North Carolina Housing Finance Agency, which can be used in conjunction with the HouseCharlotte funding. Over the past year there have been significant changes to the program that requires extensive underwriting and longer approval time as well as closing funds. The addition of the new 2015 federal guidelines has created more extensive work for processing loans. Since 2011, CHMP has developed and/or financed over 2,300 affordable rental units. CHMP has provided homebuyer counseling and training, mortgage delinquency prevention, and/or foreclosure counseling to more than 21,000 people, and created over 2,800 new homeowners.



# FY2017 Outside Agency Funding Request

## Community Link

### (Post-Homeownership/Pre-Homeownership Counseling)

#### Scope of Service

Community Link's purpose is to enable individuals to obtain and sustain safe, decent, and affordable housing. The benefit of the services is that individuals and families are equipped with the tools to sustain their home over time and avoid foreclosure. Community Link is a Department of Housing and Urban Development (HUD) approved housing counseling agency. All of the homeownership counselors are certified by HUD and NeighborWorks America. Housing counseling is provided on budgeting, reducing debt, increasing savings and improving credit scores. 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.

#### Performance

| Measure                                                          | FY2015 Year-End Actual | FY2016 Mid-Year Actual | FY2017 Target |
|------------------------------------------------------------------|------------------------|------------------------|---------------|
| Homebuyers receiving pre-homeownership counseling                | 100                    | 40                     | 100           |
| Homeowners receiving post-homeownership counseling services      | 830                    | 251                    | 830           |
| Prospective homeowners receiving homeownership literacy training | 615                    | 202                    | 700           |

#### Financial Information

Funding Source(s): Local Innovative Housing PAYGO Funds

| FY2016 City Funding | FY2017 Agency Total Budget | FY2017 Agency Program Budget (for which City funding is requested) | FY2017 City Funding Request                                                                |
|---------------------|----------------------------|--------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| \$450,000           | \$5,133,207.70             | \$1,148,207.83                                                     | \$450,000<br><i>Pre-homeownership = \$210,000</i><br><i>Post-homeownership = \$240,000</i> |

#### Summary/Highlights of Agency Request

In FY2015, Community Link provided pre-homeownership counseling to create 100 new homeowners within the City of Charlotte. Additionally, Community Link provided 830 post-homeownership counseling sessions for clients experiencing economic hardship and dealing with foreclosure. As a result of these services, 300 households were able to avoid foreclosure: 182 households received assistance through the North Carolina Foreclosure Prevention Fund and the Mortgage Protection Program, while 118 were helped from other sources. In addition, Community Link provided 615 clients with homeownership literacy training which enabled clients to maintain housing self-sufficiency.



## FY2017 Outside Agency Funding Request

### Carolinas CARE Partnership

#### Scope of Service

Carolinas CARE Partnership is dedicated to coordinating, developing and funding care, service, training 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 has been the regional administrative agent for Housing Opportunities for Persons with AIDS (HOPWA) programs for the MSA since 1998. The intended use of these funds is to address and support the Mobile Testing Unit, as well as the needs of people living with HIV and AIDS.

Carolinas CARE Partnership provides a wide array of housing resources in the 10-county MSA that includes: Anson, Cabarrus, Gaston, Iredell, Mecklenburg and Rowan (North Carolina); Chester, Lancaster, Union and York (South Carolina). The following housing and supportive services are provided: housing construction/rehabilitation, short-term emergency assistance, housing information services, 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                                                                  | FY2015 Year-End Actual | FY2016 Mid-Year Actual | FY2017 Target |
|--------------------------------------------------------------------------|------------------------|------------------------|---------------|
| Increase the number of households in the MSA assisted with HOPWA funding | 591                    | 429                    | 635           |

(Note: The FY2017 target established includes the types of services outlined above in the Scope of Services.)

#### Financial Information

Funding Source(s): HOPWA (Federal) Grant Funds

| FY2016 City Funding | FY2017 Agency Total Budget | FY2017 Agency Program Budget (for which City funding is requested) | FY2017 City Funding Request |
|---------------------|----------------------------|--------------------------------------------------------------------|-----------------------------|
| \$1,640,862         | \$2,294,339                | \$1,640,862                                                        | *\$1,640,862                |

#### Summary/Highlights of Agency Request

\* The U.S. Department of Housing and Urban Development determines and provides funding for this program.



## FY2017 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. CFH's mission is to empower homeless families to achieve long-term self-sufficiency through shelter, housing, support services, and advocacy. CFH works through three program areas to help solve family homelessness: housing, building partnerships, and empowering change. CFH provides services at three temporary/transitional shelters. CFH's housing team works efficiently to rehouse homeless families into rental units throughout the City and provides Good Neighbor Training to each family served. CFH continues to partner with individuals, faith groups, businesses, and agencies committed to solving Charlotte's homeless crisis.

#### Performance

| Measure                                        | FY2015 Year-End Actual | FY2016 Mid-Year Actual | FY2017 Target |
|------------------------------------------------|------------------------|------------------------|---------------|
| Number of families receiving monthly subsidies | 104                    | 125                    | 100           |

(Note: The FY2017 target established includes the services and tracking of the families receiving rental subsidies as it relates to increase in household income and assets and supportive services to maintain health and wellness and substance abuse.)

#### Financial Information

Funding Source(s): HOME (Federal) Grant Funds

| FY2016 City Funding | FY2017 Agency Total Budget | FY2017 Agency Program Budget (for which City funding is requested) | FY2017 City Funding Request |
|---------------------|----------------------------|--------------------------------------------------------------------|-----------------------------|
| \$330,000           | \$3,524,288                | \$3,524,288                                                        | \$400,000                   |

#### Summary/Highlights of Agency Request

This request of \$400,000 is to continue to provide monthly rental subsidies to participating families in Charlotte Family Housing's housing program. Rental subsidies are the key to obtaining a safe and decent home for the working, homeless families being served and allow them to move toward self-sufficiency. 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.



## FY2017 Outside Agency Funding Request

### Crisis Assistance Ministry

#### Scope of Service

Crisis Assistance Ministry prevents families with limited financial resources from spiraling into crisis, chronic poverty and homelessness by addressing basic needs of families, helping families maintain financial stability and promoting community awareness to understand the impacts of a life of poverty. Crisis Assistance Ministry provides energy and rental assistance to families to prevent homelessness.

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. Currently, over 1,000 families have received utility assistance. The average CEA amount is \$159 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 FY2016, over 650 households have received rental assistance. The average ERA amount is \$279 per household.

#### Performance

| Measure                                          | FY2015 Year-End Actual | FY2016 Mid-Year Actual | FY2017 Target |
|--------------------------------------------------|------------------------|------------------------|---------------|
| Number of households receiving energy assistance | 1,068                  | 1,064                  | 1,319         |
| Number of households receiving rental assistance | 589                    | 682                    | 779           |

(Note: The FY2017 targets are based upon requested funding increase.)

#### Financial Information

**Funding Source(s):** Local Innovative Housing PAYGO Funds

| FY2016 City Funding | FY2017 Agency Total Budget | FY2017 Agency Program Budget (for which City funding is requested) | FY2017 City Funding Request                                                               |
|---------------------|----------------------------|--------------------------------------------------------------------|-------------------------------------------------------------------------------------------|
| \$380,000           | \$16,145,942               | \$11,549,605                                                       | \$500,000<br><i>Energy Assistance = \$236,000</i><br><i>Rental Assistance = \$264,000</i> |

#### Summary/Highlights of Agency Request

Staff and volunteers conducted 23,000 service assessments in FY2015 and distributed \$7.8 million in aid to landlords and utility vendors on behalf of families facing housing and financial crisis. The additional funding is being requested to assist more individuals and families to avoid eviction and loss of crucial utilities. It will also aid to provide an essential safety net for people in financial crisis and connect them with services which promote their efforts to stabilize their situation which is a vital first step towards climbing out of poverty. Based on post-crisis resolution surveys, approximately 1,408 clients assisted with rent and/or utilities have continued to maintain economic stability, as well as approximately 1,253 clients discussed plans to avoid future crisis.



## FY2017 Outside Agency Funding Request

### Out of School Time Partners

Agencies that deliver after school enrichment activities participated in a Request for Proposal (RFP) process to request financial partner funding in FY2016. This RFP and the subsequent budget development and adoption process resulted in two-year contracts for six out of school time financial partners. FY2017 begins the second year of those contracts, with funding levels remaining flat.

| Out of School Time Applicants                  | FY2016           |                       | FY2017           |                             |                                                                     |
|------------------------------------------------|------------------|-----------------------|------------------|-----------------------------|---------------------------------------------------------------------|
|                                                | Funded           | # Participants served | Funding Level    | # Participants to be served | Difference between FY2016 Approved Funding and FY2017 Funding Level |
| Citizen Schools                                | \$200,000        | 166                   | \$200,000        | 166                         | \$0                                                                 |
| Greater Enrichment Program (GEP)               | 200,000          | 170                   | 200,000          | 170                         | 0                                                                   |
| Police Activities League                       | 200,000          | 195                   | 200,000          | 195                         | 0                                                                   |
| YWCA Central Carolinas After School Enrichment | 200,000          | 225                   | 200,000          | 225                         | 0                                                                   |
| Behailu Academy                                | 66,000           | 55                    | 66,000           | 55                          | 0                                                                   |
| Bethlehem Center                               | 113,934          | 90                    | 113,934          | 90                          | 0                                                                   |
| <b>TOTAL</b>                                   | <b>\$979,934</b> | <b>901</b>            | <b>\$979,934</b> | <b>901</b>                  | <b>\$0</b>                                                          |

---

---

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

---

---

**Page Intentionally Left Blank**

## **Questions and Answers**

### **From January 29<sup>th</sup> Council Retreat**

**Question 1:** *What is the total amount of the current FY2016-FY2020 Community Investment Plan, and what is the annual amount spent on capital programs and projects?*

The current City Council approved FY2016–FY2020 Community Investment Plan (CIP) totals **\$3.5 billion** over five years, including infrastructure investments in neighborhoods, housing, roads, transit, the airport, storm water, water and sewer, and general government facilities. The General Community Investment Plan for FY2016–FY2020 totals **\$749.2 million**, including \$398.4 million in General Obligation Bond projects included in the 2014, 2016, and 2018 Bond Referenda. A fourth bond referendum in November 2020 will be reflected in future five-year CIPs beginning in FY2017.

The Table below shows the annual amounts over the five-year capital program for each program area, including the General and Enterprise Community Investment Plans.

| <b>Total FY2016-FY2020 Community Investment Plan</b>     |                       |                    |                    |                    |                    | <b>Total</b>         |
|----------------------------------------------------------|-----------------------|--------------------|--------------------|--------------------|--------------------|----------------------|
| <b>Program Category</b>                                  | <b>FY2016</b>         | <b>FY2017</b>      | <b>FY2018</b>      | <b>FY2019</b>      | <b>FY2020</b>      | <b>FY16-20 CIP</b>   |
| <b>HOUSING AND NEIGHBORHOOD DEVELOPMENT</b>              |                       |                    |                    |                    |                    |                      |
| Housing                                                  | \$ 21,498,977         | 29,298,977         | 14,298,977         | 28,798,977         | 13,098,977         | 106,994,885          |
| Neighborhoods                                            | 325,000               | 55,325,000         | 325,000            | 55,325,000         | 325,000            | 111,625,000          |
| <b>Total Housing and Neighborhood Development</b>        | <b>\$ 21,823,977</b>  | <b>84,623,977</b>  | <b>14,623,977</b>  | <b>84,123,977</b>  | <b>13,423,977</b>  | <b>218,619,885</b>   |
| <b>TRANSPORTATION &amp; Planning</b>                     |                       |                    |                    |                    |                    |                      |
| Roads                                                    | \$ 11,618,055         | 116,851,417        | 9,701,605          | 63,900,771         | 6,551,787          | 208,623,635          |
| Charlotte Area Transit                                   | 384,850,688           | 148,212,438        | 45,113,231         | 41,932,048         | 26,517,889         | 646,626,294          |
| City Transit Investment                                  | 23,773,154            | 24,419,678         | 25,085,166         | 30,414,042         | 31,212,028         | 134,904,068          |
| <b>Total Transportation</b>                              | <b>\$ 420,241,897</b> | <b>289,483,533</b> | <b>79,900,002</b>  | <b>136,246,861</b> | <b>64,281,704</b>  | <b>990,153,997</b>   |
| <b>ECONOMIC DEVELOPMENT &amp; GLOBAL COMPETITIVENESS</b> |                       |                    |                    |                    |                    |                      |
| Economic Development                                     | \$ 259,499            | 32,461,531         | 178,962            | 27,323,173         | 250,789            | 60,473,954           |
| Aviation                                                 | 269,306,085           | 57,884,134         | 92,667,500         | 245,446,704        | 470,661,324        | 1,135,965,747        |
| <b>Total Economic Development</b>                        | <b>\$ 269,565,584</b> | <b>90,345,665</b>  | <b>92,846,462</b>  | <b>272,769,877</b> | <b>470,912,113</b> | <b>1,196,439,701</b> |
| <b>ENVIRONMENT</b>                                       |                       |                    |                    |                    |                    |                      |
| Environmental Services                                   | \$ 3,300,000          | 3,300,000          | 3,300,000          | 3,300,000          | 3,300,000          | 16,500,000           |
| Storm Water                                              | 59,650,000            | 79,500,000         | 66,500,000         | 60,500,000         | 66,500,000         | 332,650,000          |
| Water                                                    | 51,997,000            | 42,053,000         | 102,828,000        | 48,900,000         | 48,495,000         | 294,273,000          |
| Sewer                                                    | 51,203,400            | 66,680,900         | 76,525,900         | 89,420,900         | 55,345,900         | 339,177,000          |
| <b>Total Environment</b>                                 | <b>\$ 166,150,400</b> | <b>191,533,900</b> | <b>249,153,900</b> | <b>202,120,900</b> | <b>173,640,900</b> | <b>982,600,000</b>   |
| <b>FACILITY INVESTMENTS</b>                              |                       |                    |                    |                    |                    |                      |
| Facilities                                               | \$ 23,693,824         | 32,137,391         | 7,300,727          | 38,795,453         | 8,158,119          | 110,085,514          |
| <b>TOTAL GENERAL CIP</b>                                 | <b>\$ 84,468,509</b>  | <b>293,793,994</b> | <b>60,190,437</b>  | <b>247,857,416</b> | <b>62,896,700</b>  | <b>749,207,056</b>   |
| <b>TOTAL PROGRAM</b>                                     | <b>\$ 901,475,682</b> | <b>688,124,466</b> | <b>443,825,068</b> | <b>734,057,068</b> | <b>730,416,813</b> | <b>3,497,899,097</b> |

**Question 2:** *What is the current total assessed property value for the City of Charlotte?*

The current total assessed property value, as reflected in the Council-adopted FY2016 Strategic Operating Plan, is \$91,992,101,515.

**Question 3:** *Please provide a breakdown of the current number of Exempt and Non-Exempt City of Charlotte employees; including how many in each category are Public Safety employees.*

In accordance to the Fair Labor Standards Act (FLSA), City of Charlotte employees are classified by either exempt or non-exempt statutes. Non-exempt employees are compensated on an hourly basis and entitled to minimum wage and/or overtime pay protection of the FLSA. Exempt employees are salaried.

The following charts provide the City's FY2016 Revised Full-time Equivalent Positions (FTE) of 7,236.75 based on the employee's FLSA status (non-exempt/exempt) and the City's Pay Plans (Broadbanding/Public Safety).

| <b>City of Charlotte Employees: Non-Exempt (Hourly)</b> |                                     |
|---------------------------------------------------------|-------------------------------------|
| <b>Pay Plan</b>                                         | <b>FY2016 Revised FTE Positions</b> |
| Broadbanding                                            | 2,830.75                            |
| Public Safety                                           | 2,740.00                            |
| <b>Total Non-Exempt FTE Positions</b>                   | <b>5,570.75</b>                     |

| <b>City of Charlotte Employees: Exempt (Salaried)</b> |                                     |
|-------------------------------------------------------|-------------------------------------|
| <b>Pay Plan</b>                                       | <b>FY2016 Revised FTE Positions</b> |
| Broadbanding                                          | 1,666.00                            |
| <b>Total Exempt FTE Positions</b>                     | <b>1,666.00</b>                     |

| <b>FY2016 City of Charlotte FTE Positions</b> |                 |
|-----------------------------------------------|-----------------|
| Total Non-Exempt (Hourly)                     | 5,570.75        |
| Total Exempt (Salaried)                       | 1,666.00        |
| <b>Total City of Charlotte FTE Positions</b>  | <b>7,236.75</b> |

**Question 4:** *What is the current base salary for first year Police Officers?*

The FY2017 base salary for a first year Police Officer is \$43,637 (\$42,009 in FY2016). The table below outlines the current total personnel costs associated with adding a new Police Officer.

| <b>FY2017 Total Personnel Costs for First Year Police Officer</b> |                  |
|-------------------------------------------------------------------|------------------|
| <b>Description</b>                                                | <b>Amount</b>    |
| Salary & Wage                                                     | \$ 43,637        |
| FICA                                                              | 3,338            |
| Health Insurance                                                  | 7,218            |
| Retirement Expense                                                | 3,260            |
| 401K Retirement                                                   | 2,182            |
| <b>Total Personnel Costs (annual)</b>                             | <b>\$ 59,635</b> |

## **Questions and Answers From February 8<sup>th</sup> Budget Committee**

### **Pay Plan for Non-Exempt/Hourly Employees**

**Question 5:** *In the Non-Exempt/Hourly Pay Plan Structure, how many employees transitioning to a new Job Classification Range are long term employees with 11 years or more in their current classification, and how will the transition plan affect those already at the top of the pay scale for their Job Classification?*

In the proposed Non-Exempt/Hourly Pay Plan structure, there are currently 341 City employees with 11 or more years of service in their current classification. As part of the non-exempt/hourly pay plan transition, these employees will receive an increase to the midpoint, or 100% percent to market of the proposed pay plan job classification range.

As part of the transition plan to the proposed Non-Exempt/Hourly Pay Plan, employees who are at the top of the pay scale for their job classification will continue to receive market adjustments each February. The merit for employees at the top of scale will be in the form of a lump sum, rather than a base pay increase (consistent with the City's Broadbanding Pay Plan). The amount of merit pay will depend on the employee's performance and their pay in comparison to the midpoint of their job classification range.

### **Storm Water Services FY2017 Budget**

**Question 6:** *What is the minimum level of storm water infrastructure the City and Storm Water Services are legally required to provide per current federal and state law?*

#### **Legally Mandated Provisions**

Storm Water Services must implement a number of Clean Water Act programs to comply with state and federal laws in order to protect the environment. Many City streams are not meeting state and federal surface water quality standards. The Storm Water Community Investment Plan stream restoration and pollution control projects are designed to meet requirements related to managing storm water discharges and preventing pollution.

Storm Water Services must maintain, repair and/or improve storm drainage systems within the right-of-way and within City acquired storm drainage easements. Many of the Storm Water Community Investment Plan flood control, point repair and collaborative projects are designed to reduce the risk of flooding, improve public safety and protect property. Collaborative projects are essential to ensure City projects, implemented by City departments, address existing drainage issues and do not contribute to drainage problems downstream.

#### **Focus Area Plan Goals and City Initiatives**

Storm Water Services implements programs to meet strategic Environment and Housing & Neighborhood Development Focus Area Plan goals. For example, Storm Water tests innovative surface water quality improvement strategies to support the Key Indicator to "develop baseline towards making all Charlotte waterways swimmable and fishable."

Storm Water Services repairs or replaces storm drainage infrastructure on private property, and then assumes the responsibility to maintain it, when there is a qualifying problem that results from runoff from a publicly maintained street. This supports the initiative to “Preserve and create healthy, vibrant, and distinct neighborhoods” and the Key Indicator “Continue implementing the Comprehensive Neighborhood Improvement Program as outlined in the Community Investment Plan.”

**Question 7:** *What controls does the City have in place to ensure we are above the minimum water quality standards?*

The City is responsible for compliance with two Federal standards including one for *surface* water quality (Storm Water Services) and one for *drinking* water quality (Charlotte Water).

### **Surface Water Quality**

The City of Charlotte does not currently meet surface water quality standards for streams due to watershed impacts from a century of urban growth. The City is actively taking steps to reverse this condition. Storm Water Services administers three surface water protection ordinances, works to prevent pollution from City operations, monitors stream quality, and educates citizens on pollution topics. Additionally, the City invests in infrastructure, such as stream restoration projects, aimed at restoring impaired surface waters. Surface water restoration will not be achieved for decades due to the investments needed to offset a century of watershed impacts. Federal regulations play a large role in the slow restoration pace which often requires billions of dollars of investment. Urban cities nationwide struggle with similar conditions and are required to make meaningful restoration progress, however complete success may not be possible in urban areas for many years.

### **Drinking Water Quality**

The City of Charlotte currently meets or exceeds all state and federal standards for drinking water. Charlotte Water routinely monitors for more than 150 potential contaminants in drinking water. This monitoring is done in accordance with regulations set forth in the Safe Drinking Water Act, enforced by the Environmental Protection Agency and the North Carolina Division of Environmental Quality. Each year, results from more than 150,000 tests are posted in the annual Water Quality Report, a publication required by regulations. Copies of the annual report are available on the Charlotte Water website.

In addition to required monitoring, Charlotte Water also takes water samples to conduct research with local universities, to optimize the management of the 4,000 mile distribution system and to ensure high water quality after installation of system improvements. Samples are tested at Charlotte Water’s Laboratory which is certified by the State of North Carolina and by the National Environmental Laboratory Accreditation Program (NELAP), a voluntary quality based program for microbiology, metals, inorganic chemistry and organic chemistry. Private/commercial laboratories are also used to analyze water samples the City’s lab is not currently able to analyze because the samples require equipment or certifications that are too costly or because of workload issues. The private labs that are used are also nationally accredited. Charlotte Water expects, and in many cases requires, water quality chemists, water treatment operators, and others to achieve professional certifications above and beyond the minimums required by state regulations and EPA.

**Question 8:** *What is the actual annual increase in impervious surface in Charlotte over the past five years?*

The chart below provides a five-year history of impervious surface area within the City of Charlotte and calculates the annual percent increase. Within Charlotte City limits there are approximately 2.2 billion square feet of impervious area, including City and State maintained streets and sidewalks. The five year average increase in impervious surface is 0.98%.

The impervious surface amount below reflects all customer billed accounts that include detached single-family and commercial developments, churches, industrial parks, etc. The amount changes as new developments are constructed or redevelopment occurs. In 2013, Storm Water Services calculated a decrease in impervious surface area. The decrease was caused by a combination of factors including: surface area changes to the Airport runway system, redevelopment of existing residential and commercial parcels, and a decrease to impervious surface within the NECI area.

| <b>Fiscal Year</b>                | <b>Impervious Area</b>                    | <b>Percent Change</b> |
|-----------------------------------|-------------------------------------------|-----------------------|
| 2010                              | 1,525,330,911                             |                       |
| 2011                              | 1,596,030,852                             | 4.64%                 |
| 2012                              | 1,607,875,581                             | 0.74%                 |
| 2013                              | 1,581,288,306                             | (1.65%)               |
| 2014                              | 1,581,831,810                             | 0.03%                 |
| 2015                              | 1,599,866,736                             | 1.14%                 |
| 2016                              | 1,618,039,550<br>(As of February 1, 2016) | 1.14%                 |
| <b>Five-Year Average % Change</b> |                                           | <b>0.98%</b>          |