

---

---

# 2017 Budget Workshops

---

---

## City of Charlotte

March 16, 2016  
1:30 p.m. – 4:30 p.m.  
Room 267

---

	Page	
<b>I. Introduction/Budget Committee Report</b>		Council member Phipps Budget Committee Chair
<b>II. Council Priorities Discussion</b>	<b>1</b>	Ron Carlee/Kim Eagle
• General Fund Update	*	
– Revenues		
– Expenditures		
• Strategic Priorities Matrix	3	
• Focus Area Plan/Priorities Cross-Walk	21	
• Survey Findings	*	
<b>III. Compensation &amp; Benefits Update</b>	*	Cheryl Brown/DeLane Huneycutt
<b>IV. General Community Investment Plan Update</b>	<b>29</b>	Kim Eagle
<b>V. Solid Waste Services – Multi-Family Service Review Update</b>	*	Victoria Johnson
<b>VI. Review of Budget Questions &amp; Answers from February 24<sup>th</sup> Budget Workshop</b>	<b>35</b>	Kim Eagle

---

\* To be distributed March 16

---

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

---

# 2017 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.

### April 6, 2016 Budget Workshop

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

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

- Topics to be Determined

---

# **Council Priorities Discussion**

---

**General Fund Update Materials to be distributed at Meeting**

**Council Priorities Survey Findings to be distributed at Meeting**

**Page Intentionally Left Blank**

## PRIORITIES DISCUSSION DRAFT FOR MAYOR-COUNCIL

### 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 has worked to refine the priority descriptions and has added 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**

## PRIORITIES DISCUSSION DRAFT FOR MAYOR-COUNCIL

<b>1. Ensure all residents and visitors are safe</b>				
<u>Description</u>	<u>Baseline</u>	<u>Funding Request Under Review</u>	<u>Output</u>	<u>Intended Outcome</u>
A. Increase CMPD resources in programs where additional staff can have the greatest impact on crime.	\$227M FY2016 Budget 2,309 Positions	\$17.5M total request <ul style="list-style-type: none"> <li>• \$15.6M annual operating expenses               <ul style="list-style-type: none"> <li>o 125 additional sworn positions                   <ul style="list-style-type: none"> <li>- 63 sworn positions in FY2017</li> <li>- 62 sworn positions in FY2018</li> </ul> </li> <li>o 77 additional civilian positions                   <ul style="list-style-type: none"> <li>- 42 in civilian positions FY2017</li> <li>- 35 civilian positions in FY2018</li> </ul> </li> </ul> </li> <li>• \$1.9M in one-time capital expenses</li> </ul>	3% Reduction in the number of reported Part One UCR Crimes and 3% Reduction in UCR crime rates per 100,000 population  Answer 90% of 911 calls in ≤10 seconds  Improved response times to calls for CMPD service  Analyze 90% of DNA evidence in 10 working days and 90% of non-DNA evidence within 5 working days	Improved resident perception of safety  Reduction in loss of life, property damage, and injury from fire  Increased diversion rates for the Juvenile Justice and Criminal Justice System  Enhanced level of resident trust in Police and Fire services
I. Action: Add 125 sworn positions to help fight crime, solve community problems, promote community engagement, and address the increased workload associated with special events				
II. Action: Add 50 civilian positions to address increased demands for 911 dispatch, crime scene investigation, and evidence analysis				
III. Action: Add 27 civilian positions to support increased workload for technology support, personnel management, and the Legal Office				
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 1,167 Positions		Improved Fire response times in the corridors surrounding Northlake Mall and Eastland Mall  Property acquired for the future site of the Clanton Road/I-77 fire station  Property acquired for the future site of the Selwyn Avenue/Colony fire station	
I. Action: Add Ladder Company 28 at Station 28 to improve response times in the areas surrounding Northlake Mall				
II. Action: Add Engine Company 65 at Station 42 to improve response times in the areas surrounding the former site of Eastland Mall				
		Ladder 28: \$2.8M total request <ul style="list-style-type: none"> <li>• 18 additional sworn positions</li> <li>• \$1.9M annual operating expenses</li> <li>• \$0.9M in one-time capital expenses</li> </ul>		
		Engine 65: \$2.4M total request <ul style="list-style-type: none"> <li>• 18 additional sworn positions</li> <li>• \$1.8M annual operating expenses</li> <li>• \$0.6M in one-time capital</li> </ul>		

**PRIORITIES DISCUSSION DRAFT FOR MAYOR-COUNCIL**

<b>1. Ensure all residents and visitors are safe</b>				
<u>Description</u>	<u>Baseline</u>	<u>Funding Request Under Review</u>	<u>Output</u>	<u>Intended Outcome</u>
III. Action: Funding for an infill fire station in the Clanton Road/I-77 corridor to improve response times in high-growth areas		Clanton/I-77 Infill Station: \$6.5M CIP request <i>(Upon station completion, operating and capital equipment funding will be programmed in the budget for a future fiscal year. Operating and capital equipment funding will be similar to the requests for the engine companies listed above will be submitted)</i>		
IV. Action: Funding for an infill fire station in the Selwyn Avenue/Colony Road corridor to improve response times in high-growth areas		Selwyn/Colony Infill Station: \$10.6M CIP request <i>(Upon station completion, operating and capital equipment funding will be programmed in the budget for a future fiscal year. Operating and capital equipment funding will be similar to the requests for the engine companies listed above will be submitted)</i>		
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 annual grant funding for youth crime diversion programs	Additional civilian positions to support the Juvenile Diversion Program <ul style="list-style-type: none"> <li>• One civilian position added in FY2017</li> <li>• Two civilian positions added in FY2018</li> </ul>	Ensure youth who complete the Juvenile Diversion program: <ul style="list-style-type: none"> <li>• 75% demonstrate a decrease in unexcused school absences and disciplinary sanctions</li> <li>• 80% not recidivate within 12 months</li> </ul>	
I. Action: Add three community relations staff to support the Juvenile Diversion Program			Increased number of youth completing the Juvenile Diversion Programming	
D. Support CMPD efforts in addressing the broader root causes of crime in targeted areas.	\$8M is programmed in the current Community Investment Plan for the Hickory Grove Patrol Division Office	Funding request in item A would assist in supporting this Priority	10% reduction in aggravated assaults	
I. Action: Implement CMPD Corridor Plans to address the social, crime, physical, economic, and environmental conditions in targeted areas	\$10.8M is programmed in the current Community Investment Plan for the South Division Office	Additional capital funding request of \$550,000 to cover higher land purchase costs for the South Division Office	Obtain court orders for electronic monitoring for 90% of robbery offenders in Mecklenburg County	
II. Action: Enhance CMPD's visibility in the community by replacing leased division stations with highly visible, permanent stations				

PRIORITIES DISCUSSION DRAFT FOR MAYOR-COUNCIL

<b>2. Build and preserve vibrant and diverse neighborhoods</b>				
<u>Description</u>	<u>Baseline</u>	<u>Funding Request Under Review</u>	<u>Output</u>	<u>Intended Outcome</u>
A. Expand the supply of affordable and workforce housing through new construction and the preservation of the existing housing stock.	\$60M budgeted in four Community Investment Plan bond cycles for Housing Diversity, which produces approximately 4,776 units	HouseCharlotte: <ul style="list-style-type: none"> <li>• \$84,825 for one additional position to support the HouseCharlotte Workforce Expansion Program</li> <li>• \$375,000 to fund program expansion</li> </ul>	50 additional families purchasing homes using HouseCharlotte loans in the South Charlotte area.	Improved neighborhood satisfaction
I. Action: Create 250 new affordable housing units per year through the allocation of Housing Trust Fund dollars		Housing Program Resources: <ul style="list-style-type: none"> <li>• \$209,933 to reduce 18 month backlog of residents waiting for emergency repairs and home rehabilitation                             <ul style="list-style-type: none"> <li>o Two additional positions                                     <ul style="list-style-type: none"> <li>- \$165,933 annual operating expenses</li> <li>- \$44,000 in one-time capital expenses</li> </ul> </li> </ul> </li> <li>• \$250,000 funded annually to support the Emergency Repair Program</li> <li>• \$500,000 funded annually to support the Home Retrofit Loan Program</li> </ul>	One Neighborhood Project (or establish a baseline based on projected growth) within each CNIP area or Council area completed under the Targeted Neighborhood Rehabilitation Program	Stabilized and/or improved residential property value
II. Action: Develop a comprehensive housing strategy that assists in creating and expanding diverse housing options throughout the City		250 additional affordable housing units constructed annually using Housing Trust Fund dollars	Enhanced preservation and quality of the City's existing affordable housing stock	
III. Action: Implement pilot of the Targeted Neighborhood Rehabilitation Program to preserve housing stock in areas identified as non-thriving		25 additional emergency home repairs completed per year through the Emergency Repair Program	Increased income diversity in neighborhoods	
IV. Action: Implement and fund the HouseCharlotte Workforce Expansion Program to provide additional funding for down payment assistance to families earning 80%-110% of area median income		Establish a baseline based on need and availability. 25 rehabilitation loans granted through the new Home Retrofit Loan Program	Increased compliance with City Code requirements	
V. Action: Expand the Emergency Repair Program to respond to emergency housing conditions that would cause family displacement		Partnering with the Charlotte Housing Authority and other outside agencies to move residents from subsidized housing to homeownership		
VI. Action: Develop, implement, and fund the Home Retrofit Loan Program to provide an affordable source of funding for families that do not qualify for the City's rehabilitation program				

PRIORITIES DISCUSSION DRAFT FOR MAYOR-COUNCIL

<b>2. Build and preserve vibrant and diverse neighborhoods</b>				
<u>Description</u>	<u>Baseline</u>	<u>Funding Request Under Review</u>	<u>Output</u>	<u>Intended Outcome</u>
B. At the Eastland Mall site, create a new community through private and appropriate public investment that integrates into and enhances the surrounding areas.			Redevelopment plan approved by Council and area business stakeholders  Increased access to healthy food for surrounding neighborhoods	
I. Action: Implement recommendations from the Eastland Area Plan to promote economic development of the 80.4 acre Eastland Mall site				
II. Action: Finalize the sale of 11.4 acres of the Eastland Mall site to the Charlotte-Mecklenburg Board of Education				
C. Continue strong investments in neighborhood infrastructure, appearance and overall community health	\$120M budgeted in four Community Investment Plan bond cycles for Comprehensive Neighborhood Improvement Program	\$474,079 requested to fund five additional Code Enforcement positions  \$10M requested to fund an additional CNIP area in South Charlotte	Reduction in recidivism of open housing cases for specific neighborhoods and/or communities  Reduce response time for housing complaints from three days to two days in key corridors  Reduction in recidivism of open zoning cases for specific business corridors  Decrease in targeted corridors associated with larceny and robberies because of stronger partnership between code enforcement and the police department	
I. Action: Add code enforcement staff to reduce response time for housing complaints				
II. Action: Continue to program capital funding into the next three bond referenda for neighborhood infrastructure				
III. Action: Complete design and construction for various projects funded with the \$20 million in 2014 neighborhood bonds				
IV. Action: Partner with neighborhoods to increase leadership capacity through the provision of continued training and development opportunities, as well as neighborhood matching grant opportunities			Completion of 100% of projects in the capital neighborhood development program  Increase in Neighborhood Board Association participation	

**PRIORITIES DISCUSSION DRAFT FOR MAYOR-COUNCIL**

<b>2. Build and preserve vibrant and diverse neighborhoods</b>				
<u>Description</u>	<u>Baseline</u>	<u>Funding Request Under Review</u>	<u>Output</u>	<u>Intended Outcome</u>
V. Action: Complete the 35 proposed projects currently identified within the Comprehensive Neighborhood Improvement Program (CNIP)				
VI. Action: Complete the Farmer's Market Study and implement recommendations that are immediately actionable in providing access to healthy foods				
D. Develop a strategy to address infill and redevelopment needs			Community stakeholder group engaged at identifying and leading projects associated with infill and redevelopment initiatives	
I. Action: Determine infrastructure needs to meet service delivery demands associated with new, higher density development				
II. Action: Develop a strategy to manage infill growth in a sustainable manner				

PRIORITIES DISCUSSION DRAFT FOR MAYOR-COUNCIL

<b>3. Provide economic opportunity to increase upward mobility</b>				
<u>Description</u>	<u>Baseline</u>	<u>Funding Request Under Review</u>	<u>Output</u>	<u>Intended Outcome</u>
A. Create more opportunities for people with employment challenges by leveraging City workforce contracts and Business Investment Grants.	Current staff resources in multiple departments		Increased number of jobs available to Charlotte residents resulting from Business Investment Grants	Employment and median wage growth by industry
I. Action: Develop a strategy to connect potential employees with companies with City contracts as well as new and/or expanding businesses receiving incentive grants from the City				Reduced income disparity
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.	Current staff resources in multiple departments		Increased number of internships and apprenticeships available to Charlotte residents	Increased employment levels across demographic groups
I. Action: Develop a coordinated Citywide approach to consistently implement internship and apprenticeship programs across the organization				Increased percentage of jobs paying a living wage
II. Action: Finalize current efforts with partner organizations to develop and implement the apprenticeship pilot program				Increased percentage of households that are economically self-sufficient
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.	Current Charlotte Business Inclusion staff resources  \$27,000 operating funds for CharlotteBusinessResources.com, in addition to staff time for Charlotte Business Inclusion initiatives and outreach		Increased number of small, entrepreneurial businesses supported through City contracts and Business Investment Grants	Enhanced business diversity  Increased youth employment rate

PRIORITIES DISCUSSION DRAFT FOR MAYOR-COUNCIL

<b>3. Provide economic opportunity to increase upward mobility</b>				
<u>Description</u>	<u>Baseline</u>	<u>Funding Request Under Review</u>	<u>Output</u>	<u>Intended Outcome</u>
I. Action: Enhance CharlotteBusinessResources.com to include online forums for small businesses to use as well as enhance relationships within the entrepreneurial small business community		\$77,000 requested to assist with website development		
II. Action: Conduct a new Disparity Study to determine if disparity exists between the number of Minority and Women Business Enterprise (MWBE) firms available to perform on City contracts and the City's utilization of these firms		\$350,000 requested to cover the cost to conduct the Disparity Study		
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.	\$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		Increased number of City departments and private sector partners participating in the Mayor's Youth Employment Program	
I. Action: Expand opportunities within City departments to utilize Mayor's Youth Employment Program interns as well as increase opportunities in private sector partner organizations				
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.	\$1.0M is budgeted for Out-of-School Time Partners from non-General Fund sources		Continued support of out-of-school time programming throughout the community	
I. Action: Continue operational support provided to middle and high school youth programs				

## PRIORITIES DISCUSSION DRAFT FOR MAYOR-COUNCIL

<b>4. Facilitate and invest in innovation and intentional growth of the city and sustainable infrastructure</b>				
<u>Description</u>	<u>Baseline</u>	<u>Funding Request Under Review</u>	<u>Output</u>	<u>Intended Outcome</u>
A. Establish policy guidelines for evaluating rezoning requests.	Current staff resources in multiple departments		New rezoning policy guidelines created	Increased trust in and understanding of the rezoning process
I. Action: Continue to prepare and review the comprehensive analysis for each rezoning case that includes an overview of the request, adopted area plan consistency, potential impact statements from City departments, and staff recommendation				Effective implementation of the City's land use, design, and transportation policies  Completed development of the Applied Innovation Corridor, including new high-tech companies that add jobs and serve as an economic catalyst for the surrounding areas
B. Rewrite the City's zoning code to reflect the diverse neighborhoods consistent with City vision and plans.	\$1.1M currently allocated for the Zoning Ordinance Study		City zoning code rewritten to reflect diversity of neighborhoods and consistent with the City's vision	Increased private sector investment
I. Action: Examine different methods of community planning best practices in order to prepare the City's zoning code for the next twenty years of growth				Increased revenue from tourism, including tourism for amateur and professional sports, cultural activities, and business travel  Revitalization of business corridors to help stabilize the economy of the entire City and attract businesses and industry that create additional high-paying jobs for Charlotte residents
C. Work with the private sector, nonprofits, and colleges and universities to develop the "Innovation Corridor" using creative "smart city" technologies.	\$29M budgeted in the FY2016-2020 Community Investment Plan for Applied Innovation Corridor	Current Community Investment Plan	Strategy for Applied Innovation Corridor established  Implementation of Applied Innovation Corridor initiated	
I. Action: Develop a strategy to maximize the use of "smart city" technologies to further development of the Applied Innovation Corridor				
II. Action: Implement the Applied Innovation Corridor capital program to establish the infrastructure necessary to link academic and research assets with private and public investment				

**PRIORITIES DISCUSSION DRAFT FOR MAYOR-COUNCIL**

<b>4. Facilitate and invest in innovation and intentional growth of the city and sustainable infrastructure</b>				
<u>Description</u>	<u>Baseline</u>	<u>Funding Request Under Review</u>	<u>Output</u>	<u>Intended Outcome</u>
D. Improve land development customer service and promote economic development in collaboration with stakeholders and the County	Current staff resources in multiple departments	Engineering Land Development has requested \$589,000 in one-time funds and \$50,000 annual costs to implement recommendations from the Gartner Study	Gartner Study recommendations implemented to improve customer service and make the land development process more seamless for developers and residents	
I. Action: Implement recommendations from the Gartner Study (Phase I and Phase II of the report)				
E. Prepare recommendations for the FY2017 update of the CIP, including recommendations for the FY2016 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	Present FY2017 CIP update to the Mayor and City Council that effectively times projects to positively address the growth of the City	
I. Action: Support continued sustainable growth in Charlotte by investing in critical infrastructure that will position the community for the 21st century				
II. Action: Continue to examine the City's capital needs and invest resources in high impact areas				

## PRIORITIES DISCUSSION DRAFT FOR MAYOR-COUNCIL

<b>4. Facilitate and invest in innovation and intentional growth of the city and sustainable infrastructure</b>				
<u>Description</u>	<u>Baseline</u>	<u>Funding Request Under Review</u>	<u>Output</u>	<u>Intended Outcome</u>
F. Support growth of tourism and amateur sports	\$25M in capital funding for Bojangles'/Ovens Area Redevelopment Plan		Increased amateur sports events in Charlotte	
I. Action: Continue to assess opportunities to expand amateur sports facility options at Bojangles' Coliseum as well as in other areas of the City	(\$18M balance)			
G. Revitalize business corridors in priority areas (examples corridor include: Applied Innovation, Central Avenue, North West, West Boulevard, Freedom Drive, and North Tryon)	<p>\$150M in the General Community Investment Plan to fund the Gold Line Phase II Project (\$75M City funding, \$75M Federal funding)</p> <p>\$149M in four Community Investment Plan bond cycles for the Comprehensive Neighborhood Improvement Program and Applied Innovation Corridor</p> <p>\$12.9M to fund North Tryon redevelopment</p> <p>\$2.1M to fund Business Investment Grants</p> <p>\$200,000 to fund façade and business grants annually</p>	<p>\$83,015 to fund one additional position to focus on business corridor revitalization and an additional \$700,000 requested in capital funding for façade and security grants</p> <p>\$2.7M in Community Investment Plan funding for economic development in business corridors</p> <p>\$225,000 in additional business grants</p>	<p>Increased economic development activity on targeted corridors</p> <p>Increased loans provided in targeted corridors to improve aesthetics and safety</p>	
H. Identify opportunities to partner with private investment in high growth areas	\$20M in two Community Investment Plan bond cycles for Public/Private Redevelopment Opportunities		Additional public/private economic development partnerships identified	
I. Identify areas of high growth, and prioritize adequate resources to support Strategic Area Plans	Multiple projects in the \$816M four Community Investment Plan bond cycles provide funding in support of Strategic Area Plans	Additional funds have been requested for projects that support Strategic Area Plans	Resources to support Strategic Area Plans identified	

## PRIORITIES DISCUSSION DRAFT FOR MAYOR-COUNCIL

<b>5. Connect people and places by foot, bike, transit, and car, safely and effectively for people of all ages</b>				
<u>Description</u>	<u>Baseline</u>	<u>Funding Request Under Review</u>	<u>Output</u>	<u>Intended Outcome</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	\$3M requested for the Cross-Charlotte Trail extension to Ballantyne  \$2M for South End Pedestrian/Bicycle Connector  \$5M for Neighborhood Transportation Program (bikeways)	Build 15 or more pedestrian safety and crossing projects in FY2017	Reduced traffic congestion
I. Action: Assess opportunities for operational changes to improve transportation connections			Build 10 additional miles of sidewalks and bikeways in FY2017	Increased use of multimodal transportation across the City including sidewalks, bikeways and public transit
II. Action: Continue to invest in critical transportation infrastructure and continue to examine innovative ideas to move people and goods safely and efficiently throughout the community			Conduct pedestrian safety awareness campaign in FY2017	Reduced commute times between areas of affordable housing and employment centers
B. More efficiently connect employment centers with residential areas that have low employment opportunities through better transit options.	Staff is working to connect people to their employment centers through current capital projects that include the Cross Charlotte Trail, CNIP areas, the Blue Line Extension, the Real Time Bus Application that is currently being developed by CATS, as well as closely adhering to approved Area Plans and following the approved Centers, Corridors and Wedges philosophy		Improve Charlotte's citywide pavement conditions ranking	Effective regional transportation planning
I. Action: Develop a comprehensive strategy with community partners to improve connections and transportation choices between residential areas and employment centers			Increased availability of transportation choices between housing and employment centers	Increased transit ridership rate
			Complete the following major planning and policy initiatives: -Community Character Manual, Zoning Ordinance Update, CLT Walks, CLT Bikes, Transportation Action Plan and Comprehensive Transportation Plan	Enhanced freight mobility  Reductions in the traffic injury and fatality rate, including those sustained by pedestrians, bicyclists, and motorists

## PRIORITIES DISCUSSION DRAFT FOR MAYOR-COUNCIL

<b>5. Connect people and places by foot, bike, transit, and car, safely and effectively for people of all ages</b>				
<u>Description</u>	<u>Baseline</u>	<u>Funding Request Under Review</u>	<u>Output</u>	<u>Intended Outcome</u>
C. Working through regional partners, update the MTC 2030 Transit Plan and CRTPO Transportation Investment Plan to provide mobility options.	Current staff resources	\$30M in additional Community Investment plan funding requested for the design and construction of the Charlotte Gateway Station	Update the 2030 Transit Plan in FY2017  Update CRTPO Transportation Investment Plan in FY2017  Invest public capital funding to support the design and construction of the Gateway Station	
D. Update the Transportation Action Plan including new Pedestrian and Biking Elements	\$464M budgeted in four Community Investment Plan bond cycles and Pay-As-You-Go Community Investment Plan for Transportation related projects. Within the \$464M budgeted, \$130M is budgeted for sidewalks, pedestrian safety, Cross-Charlotte Trail, transportation signalization, crosswalks and street crossings	\$3M requested for the Cross-Charlotte Trail extension to Ballantyne	Update the Transportation Action Plan in FY2017	
I. Action: Continue to support innovative transportation planning that not only expands current road networks, but also finds ways to safely and efficiently move people with expanded pedestrian and bicycle opportunities		\$2M for South End Pedestrian/Bicycle Connector	Discuss and implement the City's first pedestrian plan, Charlotte Walks	
II. Action: Adopting Charlotte's first pedestrian (Charlotte Walks) and bicycle plans (Charlotte Bikes) to improve connectivity between residential and employment centers		\$5M for Neighborhood Transportation Program (bikeways)	Discuss and implement the City's first bicycle plan, Charlotte Bikes  Build 15 or more pedestrian safety and crossing projects in FY2017  Build 10 miles of new sidewalks and bikeways in FY2017  Conduct pedestrian safety awareness campaign in FY2017	

PRIORITIES DISCUSSION DRAFT FOR MAYOR-COUNCIL

<b>5. Connect people and places by foot, bike, transit, and car, safely and effectively for people of all ages</b>				
<u>Description</u>	<u>Baseline</u>	<u>Funding Request Under Review</u>	<u>Output</u>	<u>Intended Outcome</u>
E. Improve transportation and infrastructure connections to and from the Airport in order to improve freight mobility, foster greater connections to a major logistical and employment center, and continue to make Charlotte-Douglas one of the leading airports in the world.	\$45M budgeted in two Community Investment Plan bond cycles for Airport/West Corridor Roads		Invest the City's limited capital funds to support the FY2017-2021 CIP to include public transportation infrastructure improvements around the Airport  Lead an Airport Community Stakeholder Team to complete the Airport Area Development Strategy completed by June 30, 2016  Creation of a Global Logistics Center Strategy completed for the area surrounding the airport	
F. Support Freight Mobility	\$45M budgeted in two Community Investment Plan bond cycles for Airport/West Corridor Roads  Freight mobility study's goal is to integrate the effort into application local and regional plans, including the Metropolitan Transportation Plans (MTPs) throughout the region	The Charlotte Regional Transportation Planning Organization (CRTPO) MTP is scheduled to be completed Spring 2018	Assessment of the region's freight mobility completed	
I. Action: Continue working with the Centralina Council of Governments (CCOG) to assess the state of freight mobility in the region				
II. Action: Support CCOG's efforts with the freight mobility study for the region				
III. Action: Support CCOG's project start-up efforts by developing timelines, identifying stakeholder groups, and conducting an inventory of existing conditions by developing baseline data				

## PRIORITIES DISCUSSION DRAFT FOR MAYOR-COUNCIL

<b>6. Advance a clean and healthy environment</b>				
<u>Description</u>	<u>Baseline</u>	<u>Funding Request Under Review</u>	<u>Output</u>	<u>Intended Outcome</u>
A. Sustain Storm Water Services' policies that improve surface water quality.	FY2016 Budget includes revised stormwater policies		Reduced pollution in rivers and streams	Improved water quality
I. Action: Continue to support the Federal Clean Water Act permit requirements	Approve the recently revised Post Construction Stormwater Ordinance		Increased number of stormwater mitigation projects	Improved condition of area rivers and streams through effective implementation of stormwater policies - take this out and tweak "Reduced stream pollution" in the output column
II. Action: Implement the recently revised Post Construction Stormwater Ordinance			Reduced number of developments selecting "In Lieu of Mitigation Fee" option	Increased percentage of solid waste diverted from landfills
III. Action: Evaluate opportunities to streamline the federal permitting process				Reduced greenhouse gas emissions
IV. Action: Track the amount of impervious area that drains to a known stormwater control measure throughout the City				Reduce water consumption from residents and businesses
				Reduced energy consumption
				Increased density of the City's tree canopy
				Increased participation in recycling program
B. Adopt a multi-year plan to reduce energy and fuel use by the City government.	Motor Pool launched in FY2016	Staff is currently evaluating alternative fuel vehicles in Solid Waste Services & Transit	Reduced fuel consumption across the organization	
	Current staff resources (the Sustainability Office has two positions)	\$156,124 requested to fund two additional positions requested for the Sustainability Office	Increased number of heavy equipment vehicles replaced with alternative fuel vehicles	
I. Action: Develop multi-year plans to reduce energy and fuel use by City government			Increased number of alternative fuel vehicles in the City's fleet	
II. Action: Implement the Sustainable Facilities policy				
III. Action: Further evaluate opportunities to enhance the efficiency of City operations and building maintenance				

PRIORITIES DISCUSSION DRAFT FOR MAYOR-COUNCIL

<b>6. Advance a clean and healthy environment</b>				
<u>Description</u>	<u>Baseline</u>	<u>Funding Request Under Review</u>	<u>Output</u>	<u>Intended Outcome</u>
IV. Action: Implement marketing campaigns for reducing energy consumption by employees conducting City business				
V. Action: Continue to evaluate the use of alternative fuel vehicles in City Fleet				
VI. Action: Develop a strategy to replace aging heavy equipment with alternative fuel vehicles where feasible				
VII. Action: Study the Motor Pool Program and identify opportunities for growth in efficient fleet				
VIII. Action: Implement a pilot compressed natural gas fueling station for Solid Waste Services collection trucks				
IX. Action: Support the investment in alternative fueling technology				
C. Work with the business community in Charlotte to adopt energy reduction goals in the city as a whole.	Current staff resources (the Sustainability Office has two positions)		Increased number of businesses adopting energy reduction goals	
I. Action: Continue partnership with Envision Charlotte to further advance energy reduction goals			Increased number of energy reduction strategies implemented by the business community	
II. Action: Identify energy reduction goals that support efforts to reduce energy consumption				

## PRIORITIES DISCUSSION DRAFT FOR MAYOR-COUNCIL

<b>6. Advance a clean and healthy environment</b>				
<u>Description</u>	<u>Baseline</u>	<u>Funding Request Under Review</u>	<u>Output</u>	<u>Intended Outcome</u>
III. Action: Evaluate opportunities to implement energy reduction strategies in targeted areas (i.e., business corridor, small business community)				
IV. Action: Partner with Mecklenburg County to develop a collaborative approach to reducing energy in business community				
V. Action: Develop a strategy to engage business community and foster adoption of energy reduction goals				
D. Continue evaluating solid waste collection and disposal to support recycling and waste reduction policies.	\$52M FY2016 Budget 302 Positions	Evaluating delivery of multi-family collection services which may result in potential savings	Increased percentage of solid waste diverted from landfills	
I. Action: Continue to research and develop policy on efficient and effective service delivery to multi-family complexes				
II. Action: Monitor Small Business Garbage collection and cost recovery model				
III. Action: Develop targeted marketing campaigns to increase awareness of recycling and waste reduction impacts				
IV. Action: Propose alternative purposes to items commonly thrown away that can provide a benefit to the consumer				

## PRIORITIES DISCUSSION DRAFT FOR MAYOR-COUNCIL

<b>6. Advance a clean and healthy environment</b>				
<u>Description</u>	<u>Baseline</u>	<u>Funding Request Under Review</u>	<u>Output</u>	<u>Intended Outcome</u>
E. Implement Urban Forestry Management Plan	\$10.5M in FY2016-2020 Pay-As-You-Go Community Investment Program	Additional \$3.1M requested in FY2017-2021 Pay-As-You-Go Community Investment Program  Additional \$1M requested from Trees Charlotte as a one-time contribution to the Trees Charlotte Endowment Fund	Increased number of trees planted  Increased number of trees saved	
I. Action: Complete and implement the Urban Forestry Management Plan				
II. Action: Address urban canopy threats posed by aging trees				
III. Action: Work with partners to meet tree planting goals				
IV. Action: Evaluate feasibility of City projects becoming canopy-neutral				



## **Community Safety**

### **Cross-Walk of Focus Area by Strategic Priority**

“Charlotte will be one of America’s safest communities.”

Community Safety is one of the major priorities for the City of Charlotte. The City’s goal is to create a community where residents and visitors feel safe in their homes, their neighborhoods, their workplaces, and the areas where they shop and play. This will be a community where citizens are actively encouraged to participate in promoting safety through the Police Citizens Academy, neighborhood watch, community meetings, and fire prevention programs. City agencies should engage and solicit the priority public safety concerns of the citizens they serve. Citizens will have confidence in the integrity, professionalism, and training of their City agencies resulting in strengthened neighborhoods and reduced crime. Safe and vibrant neighborhoods and business corridors will help to drive economic development throughout the City, creating job opportunities and sustained growth for this community.

<b>Focus Area Initiative</b>	<b>Strategic Priority Description</b>
Reduce crime rate	1A. Increase CMPD resources in programs where additional staff can have the greatest impact on crime.
Enhance citizens perception of safety	1A. Increase CMPD resources in programs where additional staff can have the greatest impact on crime.
Improve response times for emergency calls	1A. Increase CMPD resources in programs where additional staff can have the greatest impact on crime. 1B. Ensure that the Charlotte Fire Department can meet response standards by adding companies based on analysis to target resources to have the greatest impact
Develop infrastructure that promotes a safer community	1B. Ensure that the Charlotte Fire Department can meet response standards by adding companies based on analysis to target resources to have the greatest impact 1D. Support Charlotte-Mecklenburg Police Department's efforts in addressing the broader root causes of crime in targeted areas.
Enhance emergency preparedness	1A. Increase CMPD resources in programs where additional staff can have the greatest impact on crime. 1B. Ensure that the Charlotte Fire Department can meet response standards by adding companies based on analysis to target resources to have the greatest impact
Improve interdepartmental coordination of extraordinary and special events with internal and external partners	1A. Increase CMPD resources in programs where additional staff can have the greatest impact on crime. 1B. Ensure that the Charlotte Fire Department can meet response standards by adding companies based on analysis to target resources to have the greatest impact



## **Economic Development & Global Competitiveness**

### **Cross-Walk of Focus Area by Strategic Priority**

“Charlotte will strengthen its position as a city of prominence in the global marketplace by building upon its competitive advantages.”

To achieve its vision, the City must leverage partnerships to seize new opportunities in a global marketplace. The City’s economic development strategy will focus on:

- Developing a global logistics center at Charlotte Douglas International Airport,
- Enhancing relationships with our universities and education system to support and commercialize research and technology,
- Targeting industry growth in high-potential sectors, capitalizing on Charlotte’s unique profile,
- Developing neighborhoods and business districts to create places attractive for people to live and businesses to invest,
- Encouraging business expansion by streamlining the regulatory environment, and
- Preparing youth and young adults for employment success.

<b>Focus Area Initiative</b>	<b>Strategic Priority Description</b>
Facilitate the growth of small businesses and high growth entrepreneurs in our community.	3C. 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.
Promote the holistic development of targeted business districts and neighborhoods.	3C. 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.
Work with universities and the education system, local industry leaders, and other economic development partners to drive global competitiveness, job creation, and job retention in the energy, finance, information technology, logistics, and advanced manufacturing sectors.	3A. Create more opportunities for people with employment challenges by leveraging City workforce contracts and Business Investment Grants.
Introduce youth and young adults to employment opportunities with potential for long-term growth and development.	3D. 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.
Grow Charlotte’s tourism industry through amateur sports development and programming.	4F. Support growth of tourism and amateur sports



## Environment

### **Cross-Walk of Focus Area by Strategic Priority**

“Charlotte will become a global leader in environmental sustainability, preserving our natural resources while balancing growth with sound fiscal policy.”

The City of Charlotte recognizes that environmental stewardship is fundamentally important to quality of life and essential to maintaining a vibrant economy. Protecting our natural resources, promoting conservation, and improving the environment all enhance the City’s mission to preserve its citizens’ quality of life.

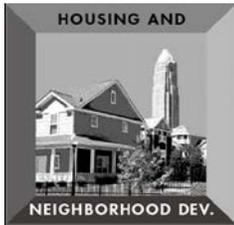
Charlotte will become a global leader in environmental sustainability by:

- Becoming a model environmental community in how it manages solid waste, energy, water and air;
- Leading by example by practicing environmental stewardship in City operations and facilities as directed through the Internal Environmental Operations Plan;
- Seeking and supporting collaborative and regional solutions to environmental problems;
- Applying technologies to develop “smart city” solutions to our environmental goals.

Specific initiatives to support these goals include:

<b>Focus Area Initiative</b>	<b>Strategic Priority Description</b>
Waste	6D. Continue evaluating solid waste collection and disposal to support recycling and waste reduction policies.
Energy	6C. Work with the business community in Charlotte to adopt energy reduction goals in the city as a whole.
Water	6. Advance a clean and healthy environment
Air	5A. Through operational changes, capital funding, and redevelopment, build safe streets, sidewalks, trails, rails, and bikeway connections. 6. Advance a clean and healthy environment
Smart City	4C. Work with the private sector, nonprofits, and colleges and universities to develop the “Innovation Corridor” using creative “smart city” technologies.

<b>Focus Area Initiative</b>	<b>Strategic Priority Description</b>
Waste	6D. Continue evaluating solid waste collection and disposal to support recycling and waste reduction policies.
Energy	6C. Work with the business community in Charlotte to adopt energy reduction goals in the city as a whole.
Water	6. Advance a clean and healthy environment
Air	6B. Adopt a multi-year plan to reduce energy and fuel use by the City government.
Smart City	4C. Work with the private sector, nonprofits, and colleges and universities to develop the “Innovation Corridor” using creative “smart city” technologies.



## **Housing & Neighborhood Development**

### **Cross-Walk of Focus Area by Strategic Priority**

“The City of Charlotte will sustain and create distinct and diverse neighborhoods for residents of all ages.”

The City’s long-term health and vitality are dependent on a built environment offering diverse housing options, vibrant commercial corridors, and access to safe public amenities.

The City’s housing and neighborhood strategy focuses on preserving and creating neighborhoods and amenities that allow people to reach their full potential by creating places where:

- People and businesses are safe,
- Civic infrastructure supports neighborhood quality of life, and
- Families have access to quality affordable housing, education, jobs, and services.

<b>Focus Area Initiative</b>	<b>Strategic Priority Description</b>
Preserve and create healthy, vibrant, and distinct neighborhoods	2A. Expand the supply of affordable and workforce housing through new construction and the preservation of the existing housing stock.
Coordinate public/private partnership investments to attract the amenities neighborhoods need	2C. Continue strong investments in neighborhood infrastructure, appearance and overall community health.
Market housing programs to achieve geographical dispersion of diverse housing <i>options</i> throughout the City	2A. Expand the supply of affordable and workforce housing through new construction and the preservation of the existing housing stock.
Utilize the Quality of Life Study and open data to inform and guide strategic neighborhood investments and programs	2C. Continue strong investments in neighborhood infrastructure, appearance and overall community health.
Support partners and programs that enhance opportunity for economic mobility	3D. 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.



## **Transportation & Planning**

### **Cross-Walk of Focus Area by Strategic Priority**

“Charlotte’s strong economy and attractive lifestyle will thrive due to our vibrant places, healthy neighborhoods, and robust employment centers, supported by strategic transportation investments.”

A combination of sound land use planning and continued transportation investment will provide lifestyle, employment, and travel choices. This approach will enable Charlotte to accommodate growth, enhance quality of life, and increase Charlotte’s prominence and competitiveness in the global marketplace. To achieve its vision, the City will:

- Continue to integrate land use, urban design, and transportation decisions that create more places and neighborhoods throughout Charlotte that are walkable, transit-oriented, and bicycle-friendly.
- Provide the necessary transportation infrastructure to increase Charlotte’s presence as a global freight and logistics hub, particularly at Charlotte Douglas International Airport.
- Implement the foundational principles of the Centers Corridors and Wedges Growth Framework, the Transportation Action Plan, and the 2030 Transit Systems Plan.

<b>Focus Area Initiatives</b>	<b>Strategic Priority Description</b>
Establish public and private sector partnerships to achieve effective transportation and land use results which support economic development and livability.	5B. More efficiently connect employment centers with residential areas that have low employment opportunities through better transit options.
Engage the community to support the City’s land use and transportation goals to create more mixed-use places and neighborhoods connected by more travel choices.	5A. Through operational changes, capital funding, and redevelopment, build safe streets, sidewalks, trails, rails, and bikeway connections.
Implement the Centers Corridors and Wedges Growth Framework, the 2030 Transit System Plan, and Transportation Action Plan.	5C. Working through regional partners, update the MTC 2030 Transit Plan and CRTPO Transportation Investment Plan to provide mobility options.
Implement land use and transportation decisions that increase safety, livability, transportation choices, and enhance economic growth.	5A. Through operational changes, capital funding, and redevelopment, build safe streets, sidewalks, trails, rails, and bikeway connections.
Seek all types of financial resources and funding partnerships necessary to implement transportation programs and services.	5A. Through operational changes, capital funding, and redevelopment, build safe streets, sidewalks, trails, rails, and bikeway connections.
Refine the regulatory system.	4. Facilitate and invest in innovation and intentional growth of the city and sustainable infrastructure

**Page Intentionally Left Blank**

---

# **Compensation & Benefits Update**

---

**Materials to be distributed at Meeting**

**Page Intentionally Left Blank**

---

# **General Community Investment Plan Update**

---

**Page Intentionally Left Blank**

## FY2017 – FY2021 General Community Investment Plan Available, Undesignated Resources

Funding Source	Amount	Uses/Restrictions
General Capital Debt Capacity (debt)	\$40-\$60M	<ul style="list-style-type: none"> <li>• <b>General Obligation Bonds or Certificates of Participation</b> investments (e.g., transportation, neighborhood investments, housing diversity, and facilities)</li> <li>• Full use of an additional \$60.0M debt capacity would increase total obligated debt capacity for the four bond referenda (2014-2020) by 7.3%, from \$816.4M to \$876.4M</li> </ul>
General Capital Reserves (Cash)	\$10.0M	<ul style="list-style-type: none"> <li>• General Fund-Fund Balance in excess of 16% Reserves</li> <li>• High flexibility</li> <li>• <b>One-time uses only</b> (e.g., facilities, major facility maintenance, capital equipment, and special studies)</li> </ul>
General Capital Project Balances (Current Year)	\$4.0M	<ul style="list-style-type: none"> <li>• <b>\$2.8M from prior transportation bonds</b>; must be used on transportation projects</li> <li>• <b>\$0.9M from Facilities Certificates of Participation</b>; can be reallocated to other investments where the asset is the security (facilities or vehicles)</li> <li>• <b>\$0.3M from Pay-As-You-Go cash</b>; can be used for any one-time capital needs</li> </ul>
Other Capital Reserves (Prior Year Savings, Sale of Land)	\$8.7M	<ul style="list-style-type: none"> <li>• <b>\$2.4M in transportation bonds</b>; must be used on transportation projects</li> <li>• <b>\$6.3M from Pay-As-You-Go cash</b>; can be used for any one-time capital needs</li> </ul>
<b>Total</b>	<b>\$62.7-\$82.7M</b>	

## Original List of Potential Capital Considerations Presented to Council in Spring 2014

Updated March 2015: Projects from Original List Funded in FY2015

Updated January 2016: Projects from Original List Funded in FY2016

Project	FY2015 Estimate Capital Cost	FY2015 Funded Capital Cost	FY2016 Funded Capital Cost
<b>FY2015 - FY2019 CIP - Potential New Considerations</b>			
<b>Neighborhoods &amp; Housing Diversity</b>			
A New Home (Rental Assistance Endowment)	8,000,000	2,000,000	
<b>Total Neighborhoods &amp; Housing Diversity</b>	<b>8,000,000</b>	<b>2,000,000</b>	
<b>Transportation</b>			
Neighborhood Transportation Program	37,500,000	5,200,000	
<b>Total Transportation</b>	<b>37,500,000</b>	<b>5,200,000</b>	
<b>Facilities/Infrastructure/Equipment</b>			
Americans with Disabilities Act (ADA) Investments	800,000	800,000	
CMPD Central Division Station	7,500,000		13,500,000
Asset Recovery and Disposal (ARD) Facility - Wilkinson Blvd.*	3,000,000	-	
CDOT Transportation Operations Facility Replacement	5,000,000	-	
Charlotte Vehicle Operations Center (CVOC) Facility -- Risk Management*	2,100,000	-	
CMGC Elevator Upgrade	1,160,000	400,000	800,000
CMGC Space Reconfiguration (all floors)	20,600,000	-	
CMGC South Plaza Waterproofing	350,000	350,000	
CMGC HVAC Improvement Program	8,000,000	-	
CMGC Plaza Renovation	1,200,000	-	
CMGC - Upgrade Security and A/V Equipment	325,000	-	
CMGC Parking Deck Office	120,000	-	
Carpet, Relocations, Furniture & Fixtures	1,200,000	-	
CMGC Blinds Replacement	800,000	-	
CMGC Basement Parking Security Renovations*	400,000	-	
CMGC Re-Caulking (exterior)	1,100,000	1,100,000	
CMGC Fitness Center Renovation*	800,000	-	
TreesCharlotte	1,000,000	100,000	
Fire Station Renovations	500,000	-	
Infill Fire Station - Hidden Valley	7,700,000	-	
Infill Fire Station - Clanton and I-77	7,700,000	-	
Zoning Ordinance Study and Revisions	1,081,540	1,081,540	
Police/Fire Academy Land	230,000	230,000	
Fire Apparatus - Station 28 ladder and Station 42 engine	1,384,027	-	
<b>Total Facilities/Infrastructure/Equipment</b>	<b>74,050,567</b>	<b>4,061,540</b>	<b>14,300,000</b>
<b>Technology</b>			
Myers Street Data Center Expansion	1,637,134	-	-
311/Government Center Network Infrastructure Upgrade	1,318,953	1,223,200	
Public Safety Radio Network (Redundancy)	1,132,044	1,028,281	
E-Agenda	250,000	225,000	
Resiliency, Redundancy, Security, & Ongoing Equipment	60,854,199	-	-
<b>Total Technology</b>	<b>\$ 65,192,330</b>	<b>\$ 2,476,481</b>	<b>\$ -</b>
<b>Other Facilities</b>			
Time Warner Cable Arena Improvements	41,915,310	30,500,000	
Bojangles Coliseum Renovations	12,000,000	15,453,375	
<b>Total Other Facilities</b>	<b>53,915,310</b>	<b>45,953,375</b>	<b>-</b>
<b>Total Potential New Considerations</b>	<b>\$ 233,158,207</b>	<b>\$ 59,691,396</b>	<b>\$ 14,300,000</b>
<b>Percent of Potential New Considerations Funded in FY2015</b>		<b>25.6%</b>	
<b>Percent of Potential New Considerations Funded in FY2016</b>		<b>6.1%</b>	
<b>Percent of All Capital Cost Funded in FY2015 and FY2016 Combined</b>		<b>31.7%</b>	

\* The need and/or scope for these FY2015 project requests are currently being reevaluated by staff and have not been requested for FY2017

---

# **Solid Waste Services – Multi-Family Service Review Update**

---

**Materials to be distributed at Meeting**

**Page Intentionally Left Blank**

---

---

**Review of Budget Questions & Answers  
from February 24<sup>th</sup> Council Budget Workshop  
and February 29<sup>th</sup> Council Budget Committee**

---

---

**Page Intentionally Left Blank**

# Questions and Answers From February 24<sup>th</sup> Budget Workshop

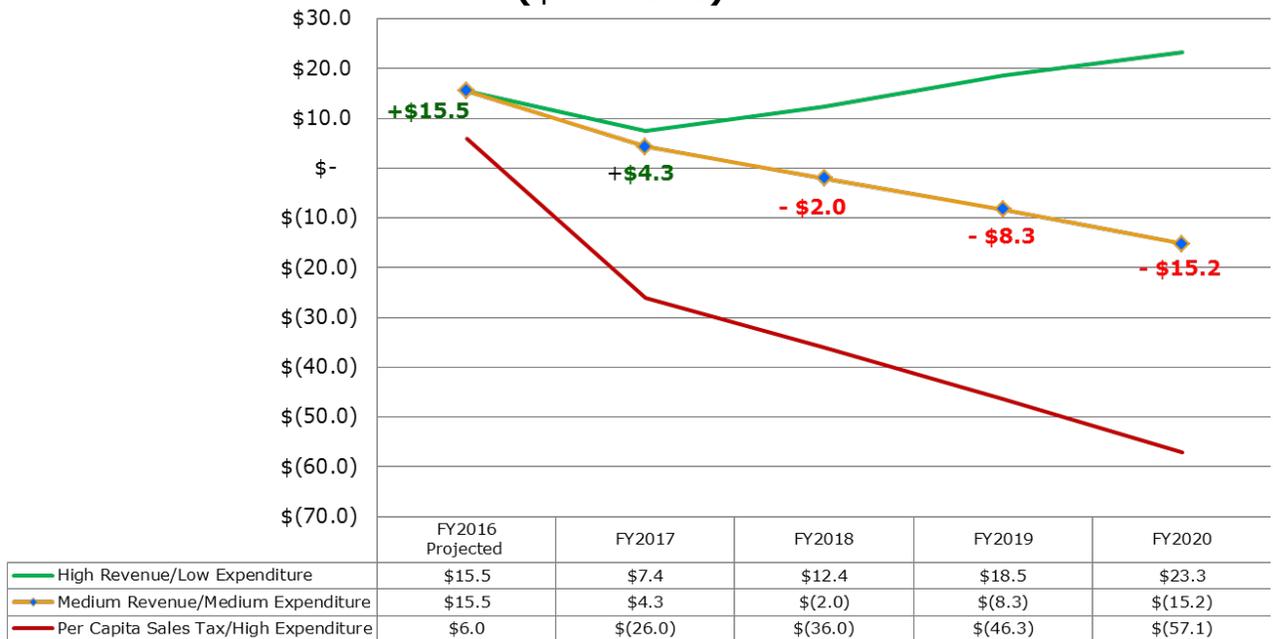
## Budget Overview

**Question 1:** Please explain the sales tax drop off on slide two of the presentation. Was the potential redistribution of sales tax factored in to the projections?

The potential redistribution of sales tax revenue was factored into the calculations used to graph the bottom series of **Chart 1** below (the red line). This was calculated by assuming the worst case revenue scenario of a per capita sales tax distribution as proposed by the General Assembly during the 2015 long session.

**Chart 1**

**General Fund Revenue/Expenditure Sensitivity Analysis  
(\$ millions)**



**Question 2:** Please provide a list of the service changes resulting from the budget reductions approved by Council in the FY2016 Adopted Budget.

**Table 1** below summarizes the General Fund service reductions included in the FY2016 Adopted Budget, including a statement describing the impact to current services as a result of each reduction.

**Table 1**

Service Reductions			
Department	Reduction Item	Impact Statement	Financial Impact
City Manager's Office Administration	Office Assistant IV position (vacant)	Reduces capacity for new Records Management program as mandated by the State. This program responsibility will now be shared among existing staff in City Manager's Office Administration.	54,415

## Questions and Answers

### From February 24<sup>th</sup> Budget Workshop

<b>Service Reductions</b>			
<b>Department</b>	<b>Reduction Item</b>	<b>Impact Statement</b>	<b>Financial Impact</b>
CharMeck 311	Close Weekends and Holidays; 11 positions (vacant)	Based on current call volume patterns; minimal impact to most partners, with Police and Charlotte Water seeing the largest impact. Constituents will have reduced access to live assistance; however Interactive Voice Response, web, mobile channels, and department specific dispatch transfers will be available as options. Average call volume on Saturday is 1,773 and the average call volume on Sunday is 1,198. This compares to an average weekday call volume of 5,114. There are currently 133 positions in CharMeck 311.	\$ 658,924
Engineering & Property Management	Reduce contract for mowing in street rights-of-way	Eliminate some locations from City right-of-way and median mowing contracts and perform work with in-house staff and equipment; reduce mowing frequency from biweekly to monthly.	104,567
Engineering & Property Management	Administrative Officer II position (vacant)	Currently six administrative support positions in Engineering & Property Management's Main Engineering division. Eliminating these three positions represents a 50% reduction in administrative support staff. Workload for the remaining administrative support positions will be increased to perform duties associated with Charlotte Business INclusion (CBI). The reduction in staff supporting CBI could delay completion of City Council Agenda items.	68,739
Engineering & Property Management	Office Assistant V position (vacant)	Currently six administrative support positions in Engineering & Property Management's Main Engineering division. Eliminating these three positions represents a 50% reduction in administrative support staff. Workload for the remaining administrative support positions will be increased to perform duties associated with accounting and payroll. The reduction in staff performing payroll and accounting duties will require other staff currently working on records retention and managing public records to take on additional support duties, limiting the time available to perform records retention work.	53,894

## Questions and Answers

### From February 24<sup>th</sup> Budget Workshop

<b>Service Reductions</b>			
<b>Department</b>	<b>Reduction Item</b>	<b>Impact Statement</b>	<b>Financial Impact</b>
Engineering & Property Management	Office Assistant IV position (vacant)	Currently six administrative support positions in Engineering & Property Management's Main Engineering division. Eliminating these three positions represents a 50% reduction in administrative support staff. Workload for the remaining administrative support positions will be increased to perform duties associated with accounting and payroll. The reduction in staff performing payroll and accounting duties will require other staff currently working on records retention and managing public records to take on additional support duties, limiting the time available to perform records retention work.	\$ 47,419
Fire	Emergency Management Battalion Chief position (filled)	This position provides dedicated oversight of the Urban Search and Rescue program, which responds to potential Homeland Security threats, terrorism and other disasters. Fire will spread these responsibilities to existing staff and their current workload will be re-prioritized.	127,126
Fire	Public Service Coordinator position (vacant)	This is one of two public and media relations positions in the Fire Department which provide 24-hour public information coverage. Existing staff will be cross-trained in public and media relations and will be on-call when public and/or media relations services are required.	83,785
Innovation & Technology	Chief Operating Officer position (vacant)	For FY2016 this position will not be needed in the reorganized Innovation & Technology Department. Due to the unchanging nature of IT support, eliminating this position may limit IT support capacity and future technology initiative implementations.	125,000
Innovation & Technology	Enterprise Resource Planning position (vacant)	This position would have served as a resource for the City's ERP System (financial and procurement systems). The loss of this position limits the ERP Team's ability to react to situations where increased support of the ERP system is needed including support for department questions, capacity to build specialized reports, and a resource focused on finance-related modules. This resource could have been used to provide services such as system testing, defect resolution, training, etc. for the existing and upcoming new releases for the MUNIS application. The workload will have to be spread across six existing staff members.	105,477

## Questions and Answers

### From February 24<sup>th</sup> Budget Workshop

<b>Service Reductions</b>			
<b>Department</b>	<b>Reduction Item</b>	<b>Impact Statement</b>	<b>Financial Impact</b>
Innovation & Technology	Two Enterprise Resource Planning Support Center part-time positions (vacant)	These two part-time positions were intended to create one full-time position which would have served as a resource for the City's ERP System (financial and procurement systems). The loss of this position will limit the ERP Team's ability to react to situations where increased support of the ERP system is needed including support for department questions. This resource could have been used to provide services such as system testing, defect resolution, training, etc. for the existing and upcoming new releases for the MUNIS application, in addition to having a dedicated resource to focus on project and grant modules. The workload will have to be spread across six existing staff members.	\$ 98,000
Management & Financial Services	Internal Auditor (vacant)	Removes one out of ten internal auditor positions, therefore reducing capacity by 10%. This reduction will be tempered by increased reliance on contractors, which has been factored into the financial impact.	41,941
Neighborhood & Business Services	Community and Commerce Specialist position (vacant)	Reduces services in community partnerships such as Arts and Science Council Neighborhood Art and Little Free Libraries. As a result of this reduction, the City will not participate in these programs.	68,820
Neighborhood & Business Services	Code Enforcement Inspector position (vacant)	Elimination of this position reduces Code Enforcement's ability to be proactive in identifying violations; additionally, the amount of time to respond to complaints will increase from three to five days.	63,752
Neighborhood & Business Services	Code Process Specialist in Zoning division positions (vacant)	This position was a dedicated resource to assist customers, process permits, and respond to other customer inquiries related to the Business Privilege License permit process. Assuming volume remains constant, there will be an increase response time by approximately ten minutes to customer inquiries and customer waiting times when obtaining permits. This position's workload will be distributed among eight existing positions, which may impact overtime and training.	58,736

## Questions and Answers

### From February 24<sup>th</sup> Budget Workshop

Service Reductions			
Department	Reduction Item	Impact Statement	Financial Impact
Planning	Office Assistant IV position (vacant)	Support services and front desk responsibilities would be shifted to other existing positions, impacting the workload and availability to provide the level of customer service expected by residents and developers	\$ 48,145
Police	Elimination of four vacant non-sworn positions (vacant)	Police has committed to eliminate four non-sworn vacant positions in FY2016. The exact positions will be determined by Police staff after examining staff and resource needs.	204,330
Solid Waste Services	Contract Technician position (vacant)	Eliminating this position will increase response time to customer inquiries about missed collections and cart repair/replacement requests by one business day (from 2 to 3 days). Workload will be shifted to the seven remaining contract technician positions which may impact overtime expenses.	56,182
Transportation	Office Assistant IV position (vacant)	Front desk responsibilities would be shifted to existing staff positions, thereby reducing customer service capacity in street maintenance division.	47,600
Transportation	Street Maintenance: Equipment Operator III position and Two Crew Member positions (vacant)	There are currently 27 Equipment Operator III positions and 61 crew members. The elimination of the vacant positions results in reduced staff available to provide timely services including street and sidewalk repairs, storm drainage maintenance, repair of curbs and gutters, removal of debris/obstructions, and responding to inclement weather events. These duties are assigned to the current Street Maintenance staff.	135,895
Transportation	Traffic Counter position (vacant)	Reduces effectiveness of transportation planning, as this is one of two Traffic Counter I positions. These positions perform the basic traffic counting responsibilities in the City that help determine street safety and reliability.	44,715
<b>Total</b>			<b>\$2,297,462</b>

---

---

# *Questions and Answers*

## *From February 24<sup>th</sup> Budget Workshop*

---

---

### **Council Priorities Discussion**

**Question 3:** *What is staff doing to reduce the amount of litter throughout the city?*

Solid Waste Services (SWS) is responsible for litter control along City maintained streets and has nine, two-person crews dedicated to litter control throughout the City. These crews operate five days per week with assistance from individuals performing Community Service work. Additional crews are assigned to the Central Business District to handle litter control in the Uptown area. Additionally, Neighborhood & Business Services oversees the Adopt-a-City Street and Swat-a-Litterbug programs that encourage neighborhoods, businesses, and individuals to make a difference in the community and encourage litter control.

For many years, the City provided street sweeping and litter collection along North Carolina Department of Transportation (NCDOT) maintained streets and received reimbursement from the State through a municipal agreement for services on Interstate ramps and I-277. The FY2006 budget reductions (\$445,000, 13 positions, and 11 trucks), eliminated services on NCDOT streets within the City limits. NCDOT is responsible for services on State streets. Staff sends all requests for litter collection service on State streets to NCDOT.

The City's cleanliness is assessed annually through the Keep Charlotte Beautiful Litter Index, an affiliate of Keep America Beautiful. SWS has a goal to achieve the Keep America Beautiful litter index rating of 2.0 or less (scale: 1.0-4.0; 1.0 is best). The most recent assessment was performed in June 2015 with a rating of 1.83, defined as virtually no litter to slightly littered, per the index. The FY2015 rating showed a slight improvement over the FY2014 rating of 1.88. The next assessment of cleanliness in the City will be performed in June 2016 and will be published in the City's FY2017 Adopted Strategic Operating Plan.

**Question 4:** *Can some of the potential additional services and projects associated with Council's Strategic Policy Objectives be implemented in phases over time?*

As part of the FY2017 Budget Development process, staff is working to develop various budget packages and alternatives for City Council to consider. These packages will include phasing options for public safety and other core operating requests. For example, the options packages will likely include adding police officers over multiple fiscal years based upon both fiscal and operating impacts. This phasing will be presented with multiple options for Council to deliberate during a future Budget Workshop.

Using the Strategic Policy Objectives as a framework, staff is also developing an evaluation matrix for funding requests. This tool will include specific action steps for each priority area, baseline budget information, new funding requests for FY2017, and measurable outcomes for the policy objectives.

**Question 5:** *In what fiscal year were additional public safety resources last approved by City Council, and how has the population and number of emergency responses increased since that time?*

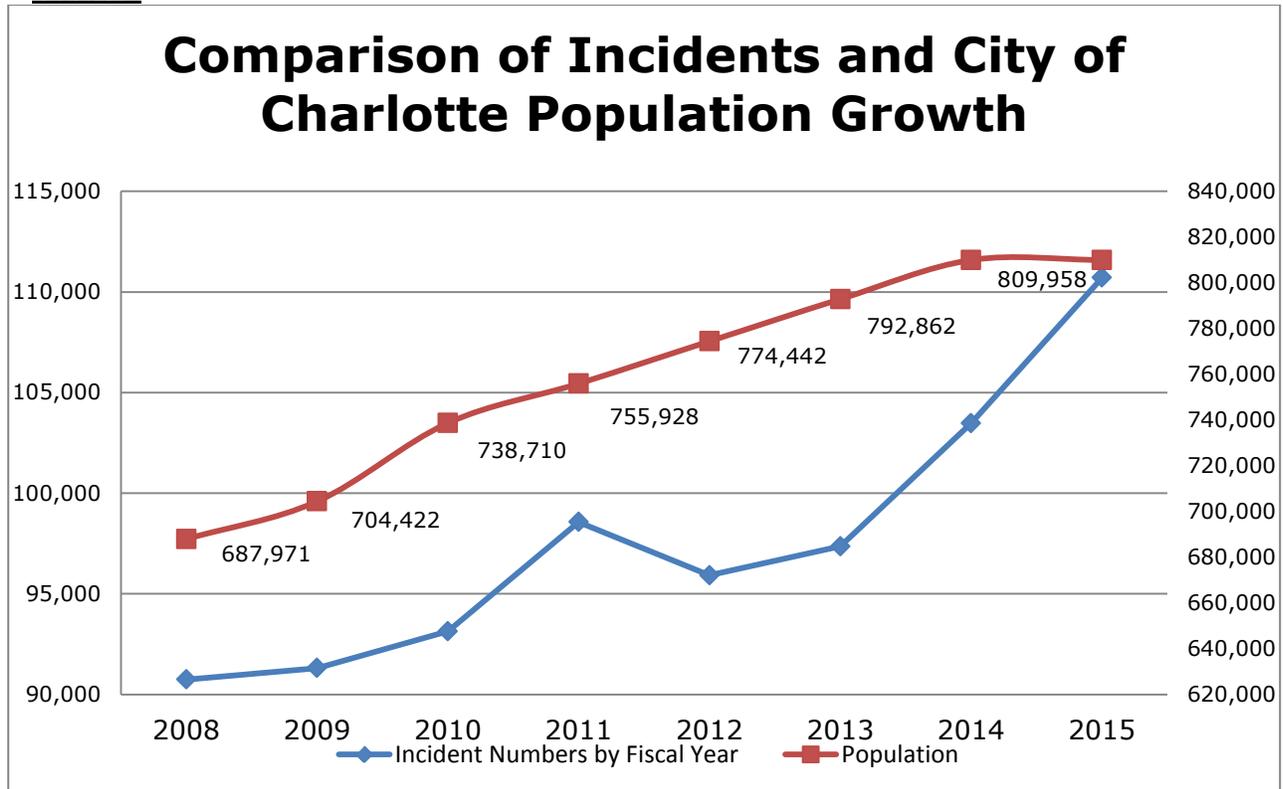
# Questions and Answers From February 24<sup>th</sup> Budget Workshop

**Fire**

In FY2009 Engine Company 40, consisting of 18 sworn Fire positions, was added to the newly annexed Station 40. Ladder Company 40, consisting of an additional 18 sworn Fire positions, was added to Station 40 in FY2010.

**Chart 2** below compares the population growth and the increase in call volume that the City has witnessed since the last Fire Companies were added.

**Chart 2**



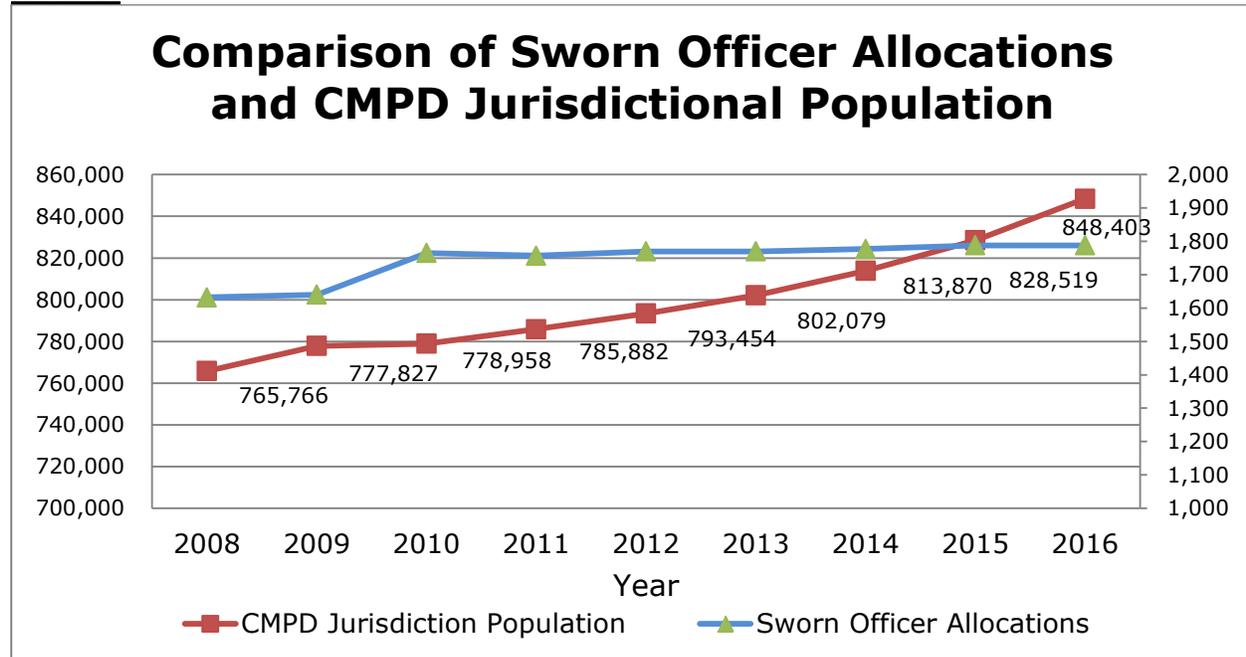
**Police**

In FY2009, 125 additional officers were added to the Charlotte-Mecklenburg Police Department (CMPD). From 2011-2015, CMPD’s jurisdiction population increased an average of 1.24% annually. In 2011, the CMPD jurisdiction population was 785,882. In 2015, CMPD’s jurisdiction population increased to 828,519. At a continued growth rate of 1.24% annually, by 2020, the CMPD jurisdiction population is projected to increase to an estimated 932,829.

Along with the continued population growth, the number of calls for service over the past four years has increased each year from 1,126,204 in 2011 to 1,492,336 in 2015, equating to a 32.5% increase in total calls for service.

**Chart 3** below compares CMPD Jurisdiction Population growth to Sworn Officer Allocations between 2000 and 2016. Charlotte’s population has grown 31% since 2000. CMPD’s sworn allocation versus 100,000 population growth has decreased 16%.

## Questions and Answers From February 24<sup>th</sup> Budget Workshop

**Chart 3****Question 6:**

*How do Charlotte's Police and Fire resources, crime statistics, and response times compare to those of comparable, high-growth cities?*

**Fire**

**Table 2** below compares the population, geography, and services provided by the Charlotte Fire Department to Raleigh, North Carolina; Greensboro, North Carolina; Portland, Oregon; and Austin, Texas. Peer cities were selected based on comparable population size, geography served, and data availability.

**Table 2**

	Charlotte, NC	Raleigh, NC	Greensboro, NC	Portland, OR	Austin, TX
Square Miles Service Area	303	145	128	151	298
Estimated Service Pop.	803,875	431,746	287,426	583,830	912,791
# Sworn Personnel	1,026 256 daily min	560 155 daily min	492	699	1,093
ISO Rating	1	3	1	(NA)	2
Total Calls Responded	103,474	31,571	33,803	70,000	89,563
Estimated Value of Property in Service Area	\$91,363,460,872	\$51,379,281,000	\$25,769,267,506	\$98,078,710,048	\$121,027,856,898
Total Fire Budget	\$103,195,100	\$51,394,308	\$48,271,833	\$96,563,204	\$148,751,134

## Questions and Answers

### From February 24<sup>th</sup> Budget Workshop

	Charlotte, NC	Raleigh, NC	Greensboro, NC	Portland, OR	Austin, TX
Personnel Costs	\$92,875,590 (90%)	\$46,136,721 (89.7%)	\$37,340,983 (77.3%)	82,078,723 (85%)	\$134,706,296 (90.5%)
Operating Cost	\$10,319,510	5,257,587	\$10,930,850	\$14,484,481	\$14,044,838
Cost per Fire Department Response	\$997.30	\$1,627.90	\$1,428.03	\$1,379.47	\$1,660.85
Average Response Time (First Due: phone pick up to on- scene)	4.34	4.35	5.53	5.04	6.14
Cost as % of Assessed Value	.11	.10	.19	.10	.12
Square Miles Per Community Fire Station	7.21	5.17	5.33	5.03	6.62
Population Per Community Fire Station	19,139	15,420	11,976	19,461	20,284
# Stations	42	28	24	30	45

*Note: All figures in this chart are based on the adopted FY2014 Budget, not total costs (i.e. excludes indirect costs and facility charges). FY2015 data is not currently available for all comparison cities.*

#### **Police**

**Table 3** on the following page compares the population served, jurisdiction geography, and services provided by the Charlotte-Mecklenburg Police Department to Dallas, Texas; Austin, Texas; Jacksonville, Florida; Columbus, Ohio; Nashville, Tennessee; Seattle, Washington; and Memphis, Tennessee. Peer cities were selected based on comparable population served, jurisdiction geography, and data availability.

# Questions and Answers From February 24<sup>th</sup> Budget Workshop

**Table 3**

	Police Agency Comparison:									
	Dallas (0)	Austin (+69)	Jacksonville (+27)	Columbus (+9)	Charlotte (0)	Nashville (0)	Seattle (+30)	Memphis (+37)		
<b>POPULATION</b>										
Population Served	1,281,047	902,791	853,382	835,957	809,958	668,347	668,342	656,861		
Census Population Growth Rate Estimate (April 2010-July 2014)	7.00%	12.5%	3.8%	6.0%	10.1%	6.6%	9.81%	0.8%		
Population Density	3645/sq mi	3358.32/sq mi	1142/sq mi	3624/sq mi	2720.7/sq mi	1300/sq mi	7251/sq mi	2000/sq mi		
Jurisdiction Square Miles	340.5	323	885	222	438	526	83.9	317		
<b>FTE's</b>										
Sworn (minus Airport & SRO)	3,488	1,856	1,599	1,891	1,733	1,367	1,398	2,309		
Sworn Per Square Mile	10.24	5.75	1.81	8.52	3.96	2.60	16.66	7.28		
Sworn per 1,000 (FBI - Avg 2.26)	2.72	2.06	1.87	2.26	2.14	2.05	2.09	3.52		
Civilian	543.00	702.25	686.00	419.00	469.50	546.00	629.35	440.00		
Civilian per 1,000	0.42	0.78	0.80	0.50	0.58	0.82	0.94	0.67		
<b>CRIME</b>										
Violent Crimes	8,457	3,581	5,853	4,563	5,054	7,270	4,001	11,399		
Violent Crimes per 1,000	6.60	3.97	6.86	5.46	6.24	10.88	5.99	17.35		
Property Crimes	45,669	37,444	33,732	35,334	30,565	23,515	40,649	39,217		
Property Crimes per 1,000	35.65	41.48	39.53	42.27	37.74	35.18	60.82	59.70		
Total Crimes	54,126	41,025	39,585	39,897	35,619	30,785	44,650	50,616		
Total Crimes per 1,000	42.25	45.44	46.39	47.73	43.98	46.06	66.81	77.06		
Part I Crimes Per Officer	2.4	1.9	3.7	2.4	2.9	5.3	2.9	4.9		
Part II Crimes Per Officer	13.1	20.2	21.1	18.7	17.6	17.2	29.1	17.0		
<b>BUDGET</b>										
Total Budget	\$ 480,957,488	\$ 372,070,249	\$ 402,345,964	\$ 312,211,250	\$ 233,676,751	\$ 190,502,700	\$ 299,838,119	\$ 246,179,798		
Cost Per Person Served	\$ 375,441	\$ 412,133	\$ 471,472	\$ 373,478	\$ 288,505	\$ 285,036	\$ 448,630	\$ 374,782		
<b>NON-PATROL POLICE SERVICES</b>										
Airport Police	55	40	0	0	58	0	0	0		
SRO	0	0	0	17	49	64	6	25		
Police Added in FY2016	0	69	27	9	0	0	0	30		

<sup>1</sup> Based on FBI 2014 Crime in the United States

Austin, Charlotte, and Seattle are high-growth cities.

# Questions and Answers

## From February 24<sup>th</sup> Budget Workshop

**Question 7:** *What is the annual cost for a first year police officer, including start-up costs for equipment and supplies?*

**Table 4** below shows the FY2017 projected annual costs for a first year Police Officer, including start-up costs for equipment and supplies (radio and vehicle) is \$118,988.

**Table 4**

<b>FY2017 Projected Annual Costs for First Year Police Officer with equipment and supplies</b>	
<b>Description</b>	<b>Amount</b>
<b>Personnel Costs:</b>	
Base Salary & Wage	\$ 43,637
FICA	3,338
Health Insurance	7,218
Retirement Expense	3,260
401K Retirement	2,182
<b>Total Personnel Costs</b>	<b>\$ 59,635</b>
<b>Operating Costs:</b>	
Vehicle Maintenance	\$ 813
Miscellaneous Contractual Services	4,500
Motor Fuels & Lubricants	2,167
Uniforms & Protective Clothing	1,860
Special Departmental Equipment & Supplies*	20,998
<b>Total Operating Costs</b>	<b>\$ 30,338</b>
<b>Total Personnel &amp; Operating Costs</b>	<b>\$ 89,973</b>
<b>Capital Costs:</b>	
Police Vehicle	\$ 29,015
<b>Total Capital Costs</b>	<b>\$ 29,015</b>
<b>Total Projected Annual Costs</b>	<b>\$118,988</b>

\* Vehicle light bars/sirens, radios, weapons, Taser, vest, body camera, laptop, etc

## Storm Water Services FY2017 Budget

**Question 8:** *What is the total number of property owners receiving Fee Credits?*

There are approximately 200,000 Storm Water Services account holders within the City of Charlotte. As of February 1, 2016, Storm Water Services issued credits, ranging from 4% to 100%, to 648 accounts. These accounts generate \$2.65M in revenue. If no fee credits were issued, these accounts would generate \$4.79M in revenue.

**Question 9:** *What is the cost to expedite all 1,071 backlogged Point Repair projects?*

Over the next two fiscal years (FY2017 – FY2018), the requested capital budget of \$43.5M for Point Repair projects allows for current staff to evaluate approximately 540 AI, A, and B projects. Additional funding, staff, and contractors would be needed to address all 1,071 backlog projects as well as the new projects added to backlog each year.

---



---

## **Questions and Answers**

### **From February 24<sup>th</sup> Budget Workshop**

---



---

Storm Water Services would need an additional \$117.5M in funding to expedite all of the projects over the two year period. In order to cover the cost to expedite the backlog projects, a 15% rate increase would be required in FY2017 and again in FY2018, and an additional \$95 million in debt would need to be issued over the 5-year period FY2017-2021.

- \$117.5M total additional funding
  - \$96.4M in additional funding to address all 1,071 backlog projects
    - Assumes average project cost of \$90,000
  - \$21.1M in additional funding to address 234 new projects added to backlog by end of FY2018
    - Assumes average project cost of \$90,000
    - Assumes 55 projects are added to the backlog by end of FY2016
    - Assumes 360 projects qualify and are added each year in FY2017 & FY2018
    - Assumes staff can evaluate 270 projects each year in FY2017 & FY2018
- Additional staff and construction contracts:
  - 88 design staff
  - 174 construction staff
  - 61 construction contracts

While this scenario suggests the Point Repair Program project backlog would be eliminated by the end of FY2018, it would not be possible in practice for Storm Water Services to fill 262 staff position and hire 61 construction contractors to complete 1,315 projects. It is also unlikely that supporting divisions such as survey, real estate, utility coordination, contracts and human resources, could meet the need for increased support staff.

**Question 10:** *What is Storm Water Services doing to address drainage problems that stem from past projects?*

There are occasions when Storm Water Services needs to return to a previously constructed project. This need could arise from contractor workmanship, upstream or downstream changes that affect the project area, or erosion/sinkholes following heavy rains to name a few examples. Storm Water Services provides design reviews and inspection to reduce the likelihood of this occurring; however, when they do, staff gathers information and reviews the previous resolution, evaluates the problem and prepares a design that should last decades. Sometimes changes in property ownership bring different perspectives on solutions or acceptability of conditions. Storm Water Services strives to remain consistent in the application of Council policies and staff practices and procedures to ensure fairness to all residents.

A good example of how staff addresses these occasional drainage problems that stem from past projects would be the response to erosion and sinkholes after heavy rains. In the past, if a property owner called about a sinkhole on their property caused by failing storm drainage infrastructure, staff may have only repaired 2-5 feet of pipe in the immediate area of the sinkhole. In some cases, this approach resulted in property owners calling back because another sinkhole appeared in a different location. Today, staff evaluates the entire length of pipe on a property and may even look upstream and downstream. If staff finds that the entire length of pipe needs to be replaced or is not the appropriate size, the entire length will be replaced.

# Questions and Answers

## From February 24<sup>th</sup> Budget Workshop

**Question 11:** *Is there additional debt capacity in the Storm Water Fund? Will adding debt impact the credit rating?*

There is additional debt capacity in the Storm Water Fund. Additional debt capacity is reflected in the debt service coverage ratio, which represents the amount of net operating revenue above annual debt service payments. Current debt service coverage is 4.47 (net revenue that is 4.47 times the annual debt payments). This is more than double the required coverage for the AAA rating. Storm Water Services anticipates issuing an additional \$130 million in revenue bonds during the next five fiscal years (FY2017-2021) to help pay for active projects. Debt service coverage of 2.55 is anticipated after those issuances. That coverage still allows for some program flexibility (new project starts, emergency needs, federal mandates, etc.) and meets the required coverage for an AAA rating.

### CATS FY2017 Budget

**Question 12:** *What areas of the city are experiencing a reduction in transit ridership?*

Fifty-nine (59) regular bus routes out of seventy-two (72) total across the bus system have reflected a decline in ridership over the past 12 months. The affected routes are spread throughout the City and there is no clear pattern of any specific areas of the City experiencing a greater level of ridership reduction than others. Thirteen routes in the system have in fact increased ridership, the most significant being five routes that feed into the LYNX Blue Line south corridor stations.

**Question 13:** *Is CATS considering different options for the weekly pass discounts?*

As an alternative to recommending a fare increase in FY2017, CATS has presented the Metropolitan Transit Commission with a menu of options for increased revenue. These options primarily address changes in current fare structures.

One of the recommended options includes pricing the weekly passes for 14 rides vs. the current allowable 10 rides. The weekly pass will retain the unlimited ride feature.

A Title VI Fare Equity Analysis is being conducted to determine if any of the recommended changes have a disparate impact on low-income or minority passengers.

**Question 14:** *How much is CATS subsidizing bus and rail fare revenue to support operations? What is the average fare subsidy for the typical transit rider?*

**Table 5** below shows the amount of fare revenue in FY2015 that supported total direct cost for bus and light rail services, and the average fare subsidy per transit rider, compared to the national average.

**Table 5 - FY2015 Fare Recovery Bus and Light Rail**

	<b>Total</b>	<b>CATS Average per rider</b>	<b>National Average Per rider</b>
Fare Collected	\$30.9 million	\$1.23	\$1.01
Direct Cost for Services	\$85.1 million	\$3.38	\$3.60
<i>(Difference or Subsidy)</i>	\$54.2 million	\$2.15	\$2.59
<i>*25.2 million passengers on Bus and Light Rail in FY2015</i>			

Per industry best practice, CATS has a diverse portfolio of revenue streams to supplement fare revenue.

# Questions and Answers

## From February 24<sup>th</sup> Budget Workshop

**Question 15:** *Is it feasible to have a waste receptacle at every transit stop, and if so how much would that cost?*

CATS currently has 3,013 bus shelters/stops within the City limits (and a total of 3,600 in Mecklenburg County, including the City). Trash containers are installed at 965 of the City bus shelters/stops for which CATS pays the current negotiated service fee of \$100,000 each year. The existing trash containers are strategically placed at inbound bus shelters/stops based on passenger behavior patterns. Due to the nature of their commute, transit riders are less likely to use receptacles at outbound stops.

As funds become available, CATS plans to purchase and place trash containers at 300 additional bus shelter/stop locations which would provide good coverage for the cleanliness of the City in high usage locations. Current resources available to collect trash from existing containers would not be sufficient to support an additional 300 containers. One new collection vehicle and an additional crew would be required to provide the expanded level of service.

<u>Capital</u>	<u>Total Cost</u>
300 Containers	\$135,000
1 Vehicle	\$250,000
<u>Operating Costs</u>	<u>Annual Cost</u>
1 Additional Crew	\$100,000 per/year

At the current time, CATS is unable to support an increase in the cost of the additional trash containers and annual service cost.

**Question 16:** *How much is CATS spending annually to repair fare boxes? What is the cost to replace the current fare boxes?*

CATS spends approximately \$336,000 annually to repair fare boxes on buses. Replacement of fare boxes for the entire bus fleet would cost an estimated \$7.5 million.

## Financial Partner & Outside Agency Funding Requests

**Question 17:** *What rationale/methodology did the Arts & Science Council use to determine the \$300,000 requested increase in City funding?*

In FY2015, the community's new Cultural Vision Plan and Cultural Life Task Force (Task Force) recommendations were accepted by the Arts & Science Council (ASC) Board of Directors, City of Charlotte, and Mecklenburg County. The Cultural Vision Plan and Task Force recommendations are centered on recalibrating the cultural sector to create a more sustainable funding and organizational model that accounts for the growth and changing demographics of the community.

Part of the ASC's recalibration includes an overhaul of the existing cultural sector funding model to respond to changes in individual and workplace giving trends and reflect the continued population growth of the region. The revised funding model includes a recommendation to increase the City's cultural sector contribution by an additional \$1.30 per capita. Due to the economic downturn, the City's ASC financial partner contributions have remained flat since FY2009 (averaging \$2.9 million annually over an eight year period).

---

---

## **Questions and Answers**

### **From February 24<sup>th</sup> Budget Workshop**

---

---

Using the Task Force per capita funding recommendation, the ASC's initial FY2016 City funding request of \$3,980,823 would have increased the City's per capita cultural sector contribution by \$1.30 in a single fiscal year. Due to the City's FY2016 budget constraints, the ASC revised its funding request to a more gradual funding increase that phased-in the additional funding requested by \$300,000 per fiscal year for three consecutive fiscal years beginning in FY2017.

The requested \$300,000 increase in City 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.

As a comparison to previous year's arts and cultural funding, **Attachment 1** provides a table listing the relative arts and cultural funding components for both the City of Charlotte and Mecklenburg County.

Funding recommendations for all of the City's Financial Partners, including the ASC, will be presented during the April 11<sup>th</sup> Council Budget Workshop.

**Question 18:** *Please provide additional information about the status of the TreesCharlotte Endowment request.*

Dave Cable, Executive Director of TreesCharlotte submitted a \$1.0 million funding request to the Office of Strategy & Budget on February 29, 2016. TreesCharlotte's request is for the City's \$1.0 million contribution to be placed in an Endowment Fund with *Foundation For The Carolinas*, where the principal contribution would be preserved and only the proceeds from interest and dividends would be used to buy trees and fund operations. If City funding were approved, TreesCharlotte would provide periodic updates to City Council, and the City's contribution would be returned if Council becomes dissatisfied with TreesCharlotte's performance. Currently, TreesCharlotte has received a \$2 million commitment from the Knight Foundation (\$1M pledge and a \$1M match pending additional investment). The current goal for the Endowment is \$15 million.

**Page Intentionally Left Blank**

# Questions and Answers From February 29<sup>th</sup> Budget Committee

## Council Priorities Discussion

**Question 19:** *Are there “action steps” embodied within the current Focus Area Plans?*

Each of the City’s five Focus Areas can be linked to the Strategic Policy Objectives that are currently being revised to assist with the FY2017 budget process. The Action Steps that are being developed to further refine the Priority Descriptions are linked to projects and programs that fall under the auspices of the current Focus Area Plans. In the coming months, staff will formalize the relationship between the Strategic Policy Objective Action Steps and the initiatives described in the Focus Area Plans.

## Compensation and Benefits Update

**Question 20:** *What is the percentage of our employees who are hourly? What is the percentage of our employees impacted if we remove public safety?*

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.

**Table 6** below shows 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) and the Proposed Non-Exempt/Hourly Pay Plan.

**Table 6**

FLSA Status / Pay Plan	FY2016 Revised FTE Positions	Percentage of Total FTE
Exempt (Salaried)	1,666.00	23.0%
Non-Exempt (Hourly)	2,830.75	39.1%
Public Safety Pay Plan	2,740.00	37.9%
<b>Total City of Charlotte FTE Positions</b>	<b>7,236.75</b>	<b>100.0%</b>

## Solid Waste Services: Multi-family Service Review

**Question 21:** *If Solid Waste Services costs are funded through the General Fund supported by property tax revenue, why do we treat multi-family collection services differently?*

As part of the FY2016 budget development process, City Council requested further evaluation of multi-family collection service and referred the topic to the Council Environment Committee. As a result of staff evaluation and public forum discussions on multi-family service collection, staff is continuing to examine various options to ensure the City is providing the appropriate level of service.

---

---

## ***Questions and Answers From February 29<sup>th</sup> Budget Committee***

---

---

Currently, the City provides collection service to both single-family and multi-family residents. However, the method for collection varies with single-family residents typically receiving roll-out cart service provided by City crews, and multi-family typically receiving dumpster/compactor service provided by a private hauler. The goal for the review of the policy is intended to ensure that Solid Waste Services is continuing to provide services in the most efficient and effective way to the residents of Charlotte.

**Question 22:** *If one building has multiple owners (such as a condominium), how does the County classify that property for tax purposes?*

Staff's understanding of the County classification process is that the assessment of property is based on ownership of the property. For example, the owner of an apartment complex would receive one tax bill for the entire apartment complex with multiple units, whereas each owner of a condominium unit within a condominium complex would receive one tax bill for the individual unit they owned.

# Questions and Answers

## From February 24<sup>th</sup> Budget Workshop

### Attachment 1

#### City of Charlotte - Arts & Cultural Funding

Fiscal Year	Financial Partner Contributions to ASC	Operating Maintenance to City Owned Facilities*	Capital Maintenance to City Owned Facilities*	Bond Payments for City Owned Facilities*	Public Art Allocations (General and Enterprise Funds)**	Total	Annual ASC Employee Campaign Contributions	Total Cultural Sector Spending + Employee Campaign	City Population***	City Per Capita Cultural Spending (Does Not Include Employee Contributions)
2005	\$2,942,000	\$2,222,918	\$1,450,000	\$2,379,424	\$963,161	\$9,957,503	\$123,055	\$10,080,558	631,160	\$16
2006	\$2,942,000	\$2,118,621	\$456,794	\$1,984,956	\$860,600	\$8,362,971	\$131,456	\$8,494,427	652,202	\$13
2007	\$2,942,000	\$2,131,670	\$456,794	\$1,924,118	\$1,193,950	\$8,648,532	\$140,820	\$8,789,352	669,690	\$13
2008	\$2,942,000	\$2,287,568	\$456,794 (a)	\$1,867,455	\$499,443	\$8,053,260	\$136,187	\$8,189,447	687,971	\$12
2009	\$2,942,000	\$2,296,229	\$456,794	\$1,806,455	\$139,420	\$7,640,898	\$140,083	\$7,780,981	704,422	\$11
2010	\$2,883,160	\$2,641,751	\$456,794	\$2,664,933	\$608,515	\$9,255,153	\$140,820	\$9,395,973	738,710	\$13
2011	\$2,883,160	\$2,457,721	\$605,091	\$4,058,571	\$534,040	\$10,538,583	\$152,740	\$10,691,323	755,928	\$14
2012	\$2,883,160	\$2,194,641	\$605,091 (b)	\$6,619,218	\$547,461	\$12,849,571	\$153,914	\$13,003,485	774,422	\$17
2013	\$2,940,823	\$1,860,078	\$605,091	\$6,270,563	\$1,346,036	\$13,022,591	\$131,782	\$13,154,373	792,862	\$16
2014	\$2,940,823	\$1,883,928	\$800,000	\$6,270,563	\$2,097,667	\$13,992,981	\$138,806	\$14,131,787	792,862	\$18
<b>Total</b>	<b>\$29,241,126</b>	<b>\$22,095,125</b>	<b>\$6,349,241</b>	<b>\$35,846,256</b>	<b>\$8,790,293</b>	<b>\$88,329,060</b>	<b>\$1,250,857</b>	<b>\$89,579,917</b>		

#### Mecklenburg County - Arts & Cultural Funding

Fiscal Year	Financial Partner Contributions to ASC****	Operating Maintenance to Spirit Square	Capital Maintenance to City Owned Facilities	Bond Payments for City Owned Facilities	Public Art Allocations (General and Enterprise Funds)	Total	Annual ASC Employee Campaign Contributions	Total Cultural Sector Spending + Employee Campaign	County Population***	County Per Capita Cultural Spending (Does Not Include Employee Contributions)
2005	\$458,724	\$1,364,299	\$0	\$0	not available	\$1,823,023	\$82,378	\$1,905,401	800,486	\$0.44
2006	\$458,724	\$1,441,227	\$0	\$0	\$939,777	\$2,839,728	\$86,071	\$2,925,799	833,791	\$0.29
2007	\$458,723	\$1,441,277	\$0	\$0	\$757,747	\$2,657,747	\$99,044	\$2,756,791	865,573	\$0.33
2008	\$475,000	\$1,441,277	\$0	\$0	\$263,948	\$2,180,225	\$108,555	\$2,180,225	892,456	\$0.41
2009	\$475,000	\$1,484,516	\$0	\$0	not available	\$1,959,516	\$125,006	\$2,084,522	913,639	\$0.47
2010	\$428,000	\$1,419,808	\$0	\$0	not available	\$1,847,808	\$17,725	\$1,865,533	923,254	\$0.50
2011	\$75,000	\$825,000	\$2,948,000	\$0	not available	\$3,848,000	\$12,322	\$3,860,322	944,770	\$0.25
2012	\$350,000	\$750,000	\$2,948,000	\$0	not available	\$4,048,000	\$12,919	\$4,060,919	967,971	\$0.24
2013	\$350,000	\$750,000	\$2,948,000	\$0	not available	\$4,048,000	\$9,740	\$4,048,000	990,977	\$0.24
2014	\$350,000	\$750,000	\$2,948,000	\$0	\$691,200	\$4,739,200	\$6,930	\$4,746,130	990,977	\$0.21
<b>Total</b>	<b>\$4,424,417</b>	<b>\$13,031,703</b>	<b>\$11,792,000</b>	<b>\$0</b>	<b>\$2,652,672</b>	<b>\$29,991,247</b>	<b>\$560,690</b>	<b>\$30,433,642</b>		

"Not Available" = Mecklenburg County Public Art allocation information was not available in FY2005 and from FY2009 - FY2013

(a) \$2,283,968 in Capital Maintenance to City Owned Facilities was expended between July 1, 2005 (FY2006) and June 30, 2010 (FY2010). Amounts shown above for FY06 - FY10 reflect the 5-year average annual spread of this \$2,283,968

---

---

## *Questions and Answers From February 24<sup>th</sup> Budget Workshop*

---

---

### **Attachment 1**

(b) \$1,815,274 in Capital Maintenance to City Owned Facilities was expended between July 1, 2010 (FY2011) and June 10, 2013 (FY2013)  
Amounts shown above for FY2011 - FY2013 reflect the 3-year average annual spread of this \$1,815,274

\*Facilities Include: Discovery Place, Mint Museum - Uptown, Mint Museum - Randolph, Blumenthal Performing Arts Center, Knight Theater  
Gantt Center, Bechtler Museum of Modern Art, Spirit Square (transferred to County in FY2009)

Facilities Operating Maintenance Examples: HVAC Repair, Plumbing, Interior/Exterior Finishes, Life-Safety Equipment

Facilities Capital Maintenance Examples: Roof, Chillers, Parking Deck, Electrical Systems

\$800,000 is programmed for restroom renovations in the Blumenthal Performing Arts Center in FY2014

\$800,000 is programmed to replace seats in the Blumenthal Performing Arts Center in FY2015

\*\*City Public Art allocations include available numbers for General Fund, Aviation, Art-in-Transit, and Utilities

\*\*\*2014 Census Data is not currently available from the US Census Bureau

\*\*\*\*Education funding for the ASC- National Center for Arts and Technology