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WEEK IN REVIEW:

Monday, Nov. 13

Noon

Environment Committee Mtg., Room 280

2 p.m.

Transportation & Planning Committee Mtg., Room 280

5 p.m.

Council Business Mtg., Room 267

Tuesday, Nov. 14

2 p.m.

Governance & Accountability Committee Mtg., Room 280

Wednesday, Nov. 15

5 p.m.

MTC Meeting, Room 267

The City Council November-December calendar **is attached below.**



Nov-Dec2017.pdf

DEPARTMENT UPDATES:

Scaleybark Development Agreements Amendment for Extension of Time

Staff Resources: Mike Davis, Engineering & Property Management, 704-336-3938,

madavis@charlottenc.gov

John Lewis, CATS, 704-336-3855, john.lewis@charlottenc.gov

Pamela Wideman, Housing & Neighborhood Services, 704-336-3488, pwideman@charlottenc.gov

Attached is a request for council added to the Nov. 13 council business agenda. The attached item requests a 90-day extension to the General Obligation Development Agreements with Scaleybark Partners, LLC to extend the development completion obligations to March 30, 2018.

The remaining development completion obligations include the delivery of 80 units of affordable housing and the permanent park & ride facility. This extension is requested to renegotiate the existing deadlines with the developer and finalize the vision for the Scaleybark Development. Once negotiations are complete, staff will return to City Council on or before March 30, 2018 to review and approve the amended and restated development agreements.



DRAFT_Scaleybark
RCA_2017-11-06dccc

Indoor Amateur Sports Partnership Proposals Update

Staff Resource: Randy Harrington, Management & Financial Services, 704-336-5013

rijarrington@charlottenc.gov

On Sept. 15, the city issued a Request for Qualifications (RFQ) process to solicit indoor amateur sports facility partnership proposals. Proposals were allowed to be submitted up to Nov. 3. The city received three proposals. The original timeline included Economic Development Committee review during November 2017 with proposed council action on Nov. 27. After preliminary review of the proposals, staff has determined that additional review time is needed to fully understand and review the details of the proposals. Staff anticipates returning to the Economic Development Committee early in 2018 to discuss the proposals and potential next steps.

Big Solutions for Housing and Homelessness Presentation

Staff Resource: Pamela Wideman, Housing & Neighborhood Services, 704-336-3488,

pwideman@charlottenc.gov

Mary Gaertner, Housing & Neighborhood Services, 704-432-5495, mgaertner@charlottenc.gov

The City of Charlotte is partnering with the Homeless Services Network, Mecklenburg County, United Way of Central Carolinas, Foundation For The Carolinas and Goodwill Industries of the Southern Piedmont to sponsor Big Solutions for Housing and Homelessness. The event will take place from 8:30 - 10 a.m. on Thursday, Nov. 16 at the Goodwill Opportunity Campus - 5301 Wilkinson Blvd.

Mandy Chapman Semple, director of learning and evaluation at the Houston Endowment, will lead a presentation that includes a look at systems change, funding alignment and innovative practices across the areas of housing instability, homelessness and economic mobility.

In 2015, the Houston Endowment implemented a cross-sector solution - uniting employment and housing work. The initiative, called [Income Now](#), connects residents seeking housing assistance with employment and income resources. Council members are invited to attend this event.

If you are interested in attending, [please register here](#).

Neighborhood Matching Grants recognizes grantees

Staff Resource: Philip Freeman, Housing & Neighborhood Services, 704-336-4594, philip.freeman@charlottenc.gov

The Neighborhood Matching Grants Program (NMG) awards funds of up to \$25,000 to eligible neighborhood-based organizations to complete community projects that improve neighborhood quality of life. The program funds a broad range of projects including beautification, signage, festivals, safety improvements, community gardens and recreational features.

Grant applications are accepted three times annually on March 1, June 1 and Sept. 1. Eligibility requirements, application instructions and additional project ideas can be found in the [NMG Program Guidelines](#).

A list of the 14 neighborhoods approved during the September 1, 2017, application cycle is attached below.



Neighborhood
Matching Grants.pdf

Applications for Stitch Together CLT

Staff Resource: Erin Chantry, Planning, 704-432-4493, erin.chantry@charlottenc.gov

The City of Charlotte has launched the Stitch Together CLT pilot program. Council members are invited to encourage established and emerging neighborhood leaders to apply by Nov. 30.

The Stitch Together CLT program will:

- Bring together leaders from 12 neighborhoods from different parts of Charlotte to share resources, successes, challenges, stories and fellowship.
- Create mentoring relationships between neighborhood leaders and the next generation of influencers in their neighborhoods.
- Define what a "neighborhood leader" is for different ages and generations to help expand leadership in neighborhoods.

The program will consist of a one-day summit and six-month long mentorship program planned by neighborhood leaders and facilitated by the City of Charlotte's Planning/Urban Design, Housing and Neighborhood Services (HNS) and Organizational Development and Learning Teams.

Stitch Together CLT is a collaborative effort funded through HNS and a \$5,000 grant from the John L and James S Knight Foundation. Interested neighborhood leaders may apply at www.charlottenc.gov/StitchTogetherCLT, or by calling 704-432-4493. Applications are due by Nov. 30.

Internal Audit Report – Bus Operations Division

Staff Resource: Greg McDowell, City Auditor, 704-336-8085, gmcdowell@charlottenc.gov

Attached below is a Bus Operations Division audit report. The city's outside auditor, Cherry Bekaert, L.L.P. (CB), performs agreed upon procedures related to the Bus Operations Division that cover the inventory of buses, bus parts and payroll. The work performed by Internal Audit is provided to CB auditors for their review.



Bus Imprest
FY17.pdf

Fiscal Year 2018 First Quarter Performance Results

Staff Resource: Karen Whichard, City Manager's Office, 704-336-6169, kwhichard@charlottenc.gov

On Dec. 12, 2016, the City Council adopted the FY2018-FY2019 focus area plans. Several new approaches were implemented during this process:

- All five focus area plans were adopted for two fiscal years instead of a single fiscal year.
- The implementation period was expanded from one year to two years. This two year period was designed to allow council committees and city departments additional time to focus on implementing the strategies and objectives set forth in the plans.
- A performance section was added that includes high-level measures, helping gauge the success of implementing the strategies and objectives outlined in the focus area plans.

As part of the changes, staff committed to provide council with quarterly reports on progress towards the strategies and objectives outlined in the plans.

Included in this memo is a sampling of FY2018 first quarter results from the performance section from each of the focus area plans. Full reports will be provided to the corresponding focus area committees, and are also available on request.



Template_FINAL
(2).pdf

November

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
			1	2	3	4
5	6	7	8 12:00pm HAND Committee Mtg., Room 280	9 12:00pm ED Committee Mtg., Room CH-14 2:00pm Community Safety Committee Mtg., Room 280	10 Veteran's Day	
12	13 12:00pm Environment Committee Mtg., Room 280 2:00pm Transportation & Planning Committee Mtg., Room 280 5:00pm Council Business Mtg., Room 267	14 2:00pm Governance & Accountability Committee Mtg., Room 280	15 5:00pm MTC Meeting, Room 267	16	17	18
NLC City Summit Charlotte, NC						
19	20 12:00pm Council Zoning Briefing (optional), Room 886 2:00pm ED Committee Mtg., Room 280 5:00pm Zoning Mtg., Room CH-14	21	22 12:00pm HAND Committee Mtg., Room 280	23	24	25
Thanksgiving Holiday						
26	27 5:00pm Citizens' Forum/Council Business Mtg., Room 267	28	29	30		

2017

December

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
					1	2
3	4 5:00pm Organizational Meeting (Swearing-In Ceremony), Meeting Chamber	5	6	7	8	9
10	11 5:00pm Citizens' Forum/Council Business Mtg., Room 267	12	13 12:00pm HAND Committee Mtg., Room 280	14 12:00pm ED Committee Mtg., Room CH-14	15	16
17	18 12:00pm Council Zoning Briefing (optional), Room 886 5:00pm Zoning Mtg., Room CH-14	19	20	21	22	23
24	25 Christmas Holiday	26	27 5:30pm MTC Meeting, Room 267	28 12:00pm ED Committee Mtg., Room CH-14	29	30
31						

2017

Scaleybark Development Agreements Amendment for Extension of Time

Action:

- A. Approve a 90 day extension to the General Development Agreements with Scaleybark Partners, LLC (“Developer”) to extend the development completion obligations to March 30, 2018**

Staff Resource(s):

Mike Davis, Engineering & Property Management
John Lewis, CATS
Pamela Wideman, Housing & Neighborhood Services

Explanation

- In June 2007, City Council approved a Purchase and Sale Agreement, and additional related agreements, with the Scaleybark Partners, LLC for the sale of 16 acres of land to construct a transit-oriented development (TOD) at the LYNX Scaleybark Light Rail Station. The Developer closed on the property on February 29, 2008.
- The original scope of the development agreements included:
 - Completion of 80 affordable housing units to serve households at or below 60% of the area median income,
 - Completion of a temporary Park & Ride facility for CATS riders,
 - Completion of a permanent Park & Ride facility for CATS riders,
 - Installation of open space at Linear Park, and
 - Completion of streetscape improvements along South Boulevard bordering the property.
- To date, Scaleybark Partners, LLC has accomplished the following:
 - Master-planned the development to include office space, retail, hotel rooms, and multifamily and townhome units,
 - Completed the temporary Park & Ride facility,
 - Completed the Linear Park open space,
 - Completed the streetscape improvements along South Boulevard,
 - Completed, in cooperation with the City, a master storm water detention pond.
- The outstanding items the Developer must deliver are 80 units of affordable housing and the permanent Park & Ride facility.
- Staff requests a 90-day extension in order to renegotiate the existing deadlines with the Developer and finalize the vision for the Scaleybark Development.
- Once negotiations are complete, staff will return to Council on or before March 30, 2018 to review and approve the amended and restated development agreements.

Fiscal Note

Funding: Not Applicable.

Attachment(s)

Map

Organization	Project	Amount Awarded	Volunteer Hours Pledged
Biddleville-Smallwood Community Organization	Community branding project to include up to 38 sign toppers.	\$4,312.44	95 Hours
Brandywine Condominiums HOA*	Beautification improvements to common areas including replacement of a pool deck canopy and repurposing of tennis court area.	\$25,000	1,245 Hours
Cheshunt HOA	Beautification and security project including enhanced lighting landscaping near the clubhouse, and the addition of four security cameras and a picnic table.	\$4,911.20	170 Hours
Country Club Heights NA*	Safety and beautification project to paint the pavement of a busy intersection outside of Shamrock Gardens Elementary School in partnership with the art teacher and students.	\$4,597.08	135 Hours
Druid Hills Neighborhood Association	Communication project including the creation of a neighborhood website and the installation of a Little Free Library in Druid Hills Neighborhood Park.	\$1,883.69	76 Hours
Fox Ridge HOA, Ltd.	Repairs that will make the pool area functional again including exterior pool house improvements, fence replacement, and pool deck replacement.	\$25,000	945 Hours
Hidden Valley Community Association	Community-building efforts to include support of Hidden Valley's Annual Parade & Festival, printing and sending marketing materials, and improving the neighborhood's logo, website, and brochures.	\$25,000	654 Hours
Hubbard Falls HOA, Inc.*	Construction of a shade structure to provide relief from rain and sun in the community's common area.	\$10,000	618 Hours
Huntington Ridge HOA*	Physical improvements including construction of a pergola at the community pool, filling asphalt cracks on community streets, and repairing sidewalk sections.	\$24,900	1,049 Hours
Mallard Trace HOA*	Beautification project to include extension of an irrigation line, enhancement of one entrance planter, and the addition of a second entrance planter with flowers and landscaping.	\$4,600.09	173 Hours

Oakhurst Community NA	Organizational development project to engage residents and build community among neighbors and businesses through the creation of a new website, promotional materials, and a newsletter.	\$2,934.20	228 Hours
Sherbrook HOA of Mecklenburg County*	Safety project to include installation of 4 security cameras at key intersections within the neighborhood.	\$5,003.21	260 Hours
Stonington Townhomes	Resurface the main neighborhood roads and parking lots to increase aesthetics and prevent further damage to vehicles.	\$16,684	433 Hours
Villages at Back Creek HOA*	Security enhancements to the neighborhood pool area including a taller fence, security system, and FOB keyless access system.	\$15,998	415 Hours

**Denotes community is a first time NMG program participant.*



CHARLOTTESM

INTERNAL AUDIT

**Audit Report
CATS Bus Operations – Imprest Account
For Fiscal Year 2017
October 26, 2017**

**City Auditor's Office
Gregory L. McDowell, CPA, CIA**

Audit Report
CATS Bus Operations – Imprest Account
For Fiscal Year 2017
October 26, 2017

Purpose and Scope

The purpose of this audit was to determine whether the City has reimbursed the bus operations management company accurately and the funds have been disbursed properly. The City's outside auditor, Cherry Bekaert LLP (CB), performs agreed-upon procedures related to the Bus Operations Division (BOD). The work performed by Internal Audit is provided to CB for its review.

The City contracts with a management company, McDonald Transit Associates, Inc. (McDonald) to manage bus operations, known as Transit Management of Charlotte, Inc. (TMC). TMC sends reimbursement requests to the Charlotte Area Transit System (CATS) for operating expenses, except bus parts for which the City pays directly to suppliers. The City wire transfers the reimbursements into an imprest bank account in the name of TMC, from which BOD issues checks for operating expenses.

Auditors reviewed the operations and specific transactions for the fiscal year ended June 30, 2017. Tests were designed to determine whether:

- Internal controls over the transactions handled through the bus transit imprest fund, including payroll, are adequate,
- Wire transfers to the CATS Bus Transit Payroll Imprest Account are accurately recorded;
- BOD's reimbursement requests are adequately supported, and
- Bus operations employees' wages comply with union agreement terms.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

This report is intended for the use of the City Manager's Office, City Council, CATS, and the City's external auditor Cherry Bekaert.

Conclusion

CATS has established adequate internal controls to ensure expenditures from the imprest fund are timely and accurate. Improvement has been made in the documentation of employee benefit elections.

Summary Recommendations and Actions – 2017

The following findings are detailed, beginning on page 4:

1. TMC should continue improving benefit election documentation and annually updating employee personnel files.
 - In the most recent enrollment period tested, the non-union dues exception rate improved to 3% (down from 13%).
2. TMC should maintain United Transportation Union (UTU) membership authorization forms and require a monthly written certification of membership from the UTU.
 - An itemized report has been developed for the UTU representative to certify monthly a list of union members and their deductions.
 - TMC will ensure that a signed authorization form is retained for every union member.

Background

McDonald Transit Associates, Inc. (McDonald) began providing transit management services for CATS' Bus Operations Division (BOD) in September 2003. Additional contract awards and extensions have resulted in McDonald providing continuous service to the City, with the current contract valid through at least 2017. (Available contract options could be exercised to remain in effect until February 2019.)

McDonald is responsible for managing day-to-day operations and maintenance of CATS' largest bus fleet (other fleets include Special Transportation Services and Lynx Blue Line light rail). CATS engages a transit management firm in this capacity because North Carolina law prohibits governmental entities from managing and collectively bargaining with unions. Bus drivers, maintenance staff, and parts room workers are employed by the private company Transit Management of Charlotte, Inc. (TMC), which is managed by McDonald under its contract with the City. McDonald and TMC employees work at the Davidson Street and the Tryon Street facilities.

The City is fully responsible for the finances of the BOD and is contractually required to pay all operating expenses. TMC is required to maintain an imprest account through which the following expenses are paid: wages and salaries of all TMC employees, the employer's share of payroll taxes and benefits, employer contributions to the pension plan, all payments made in settlement of claims or satisfaction of judgment incurred in the operation of the public transportation system, all general and miscellaneous expenses for BOD, all expenses for liability insurance, workers' compensation and tort claims, and all expenses for materials and supplies (excluding bus parts).

The individual payroll checks for the employees of TMC are prepared by Ceridian. In addition, Ceridian calculates and deposits payroll withholding and the employer's share of the taxes. Each week, the payroll administration staff for TMC prepares a report based on printouts from

Ceridian listing the amount and the account to be charged for payroll. This report is then forwarded to the accounting specialist for inclusion in the request for payment from the City. Also included in the request are any other miscellaneous payroll-related expenses to be paid.

Each week, TMC requests payment for itemized expenses and documents the request by providing copies of invoices. The request for funds is reviewed by CATS administration and the City's Finance staff. Upon approval, a wire transfer of the funds is made by the City and TMC issues the checks the following day. TMC's accounting specialist writes the checks using Quicken software and they are forwarded to the general manager for his signature. The checks are then given to the financial support clerk who prepares the envelopes and mails the checks. The payroll/finance administrator is responsible for reconciling the imprest account on a monthly basis.

Prior Year Update

For FY16, CATS and TMC addressed findings and recommendations satisfactorily, except as noted under Recommendation #2A below.

Recommendation #1: CATS should update its approval process to include the following procedures: (1) Ensure the designated backup(s) are aware of the procedures to approve expenses when the CATS Chief Operations Planning Officer (COPO) is unavailable; (2) Print a copy of the email sent to AP to include with the detailed backup file. The purpose of this email would be to confirm, via the timestamp, that the CATS approval occurred prior to the wire transfer.

- A new position, General Manager of Bus Operations (GM), was created and filled in August 2016. The GM has since replaced the COPO as the primary approver for all payment requests; the COPO is the designated back-up for the GM. Approval guidelines have been established, and a written procedure is in place to ensure consistency and accuracy within the approval process. Testing indicates the new procedures are working as designed.

Recommendation #2A: TMC should annually update all employee benefit folders with signed authorization forms, including waivers of coverage, union dues, and AFLAC elections. For the years following FY17 open enrollment, a signed acknowledgement form should be obtained even if an employee elects to roll forward coverage from a prior year.

- TMC has refined the process of collecting enrollment forms from all employees; however, documentation for certain deductions can be improved. See FY17 audit findings for further details regarding the most recent open enrollment process.

Recommendation #2B: TMC should research all BOD employees' benefit elections and resolve any incorrect deductions by either refunding the employees or obtaining a signed election form indicating the deductions are correct.

- The Operations Analyst, at the General Manager's direction, has conducted reviews of the medical and dental benefit programs in response to the City audit report. Output from the Ceridian payroll system was compared with insurance carrier billings to find any individual employee payroll deductions that did not match the dollar amount for the same employee on the insurance bill. All non-matching entries were forwarded to the TMC benefits department for their investigation and response. This exercise was performed with the December 2016, January 2017, and March 2017 billings. The same review is being performed with the new insurance policies effective April 2017 and will continue periodically throughout the year. CATS personnel have periodically conducted random sampling of employee benefit enrollment forms against actual benefit deductions to verify accuracy of deductions. Results indicate an improvement in benefit input accuracy since the prior year audit. See FY17 audit findings for further details.

Recommendation #2C: TMC should consider an online open enrollment process that could reduce the occurrence of manual entry errors.

- A new payroll system, Paylocity, was implemented in August 2017. This new system has web access that will allow direct input of benefits as employees make their elections. During a preliminary review of administrative staff pay changes, auditors noted the new system has expanded capabilities. These include online employee access to elected benefit information for monitoring, and a workflow for pay change approvals. Further testing of the new payroll system will take place during the FY18 audit.

Audit Findings and Recommendations – 2017

1. TMC should continue improving benefit election documentation and annually updating employee personnel files.

Open enrollment for benefits such as medical, dental, life, short-term disability, and supplemental insurance occurs annually in March. Employees are strongly encouraged to attend open enrollment, but are not required. If employees fail to make elections during the open enrollment period, current elections are automatically rolled over into the new policy year. Whenever there is a change in the medical insurance carrier, attending open enrollment is mandatory in order to receive those benefits. The risks resulting from a non-mandatory open enrollment have been outlined in prior years' audits. These risks are mitigated by TMC's substantial efforts to have every employee make yearly elections. Prior to the most recent open enrollment period, notices were sent to all employees outlining the necessity of participating. Flyers and posters were distributed throughout the facilities and inactive employees were sent letters. For any employees unable to attend in person, a call center option was made available on four days. After all contact methods were exhausted, only one employee failed to enroll this period and this employee was on military leave.

Auditors tested two FY17 pay periods – one in the prior open enrollment period, March 2016, and one in the most recent election period, March-April 2017. Seventy-four of the 461

deductions tested had exceptions (16.1%). The majority of these errors involved documentation for bus operator union dues. Excluding the union dues errors (outlined in more detail in Finding #2), 24 of the 31 exceptions were in the prior enrollment period (77%). Errors found in the prior enrollment period are consistent with those seen in prior audits.

Exception Error Rate (excluding Union Dues)			
Pay Period	Exceptions	Deductions	Error Rate
07/28/16	24	201	11.9%
06/22/17	7	217	3.2%
Totals	31	418	7.4%

The majority of exceptions were due to manual entry errors and missing authorization forms. The reduced exception rate in the current enrollment period is due to new staff making a concerted effort to improve procedures as well as the added emphasis TMC has placed on document retention.

The following non-union dues exceptions were found during the current review:

- Two employees (of 40 sampled) with incorrect deductions taken from their prior enrollment period paychecks required reimbursements. No such exceptions were found in the most recent enrollment period sample.
- The remaining 29 exceptions were due to missing or unsigned authorization forms, coverage selected but not deducted, or other recordkeeping errors.

Recommendation: TMC should continue to annually update all employee benefit folders with signed authorization or acknowledgement forms. Employees that were incorrectly charged for unauthorized deductions should be refunded.

Actions Taken: Corrections have been made to the employee benefit deductions with refunds issued to the two affected employees.

CATS/TMC Response: CATS and TMC staff agree with the recommendation and will change operating procedures to reflect the recommendation. Effective immediately, TMC will update employee benefit deduction folders with signed authorization and acknowledgement forms. Every employee that has benefits will be required to view and sign the required forms.

2. **TMC should maintain United Transportation Union (UTU) membership authorization forms and require a monthly written certification of membership from the UTU.**

Auditors did not test deductions related to union dues in FY16. TMC staff noted they no longer receive the authorization forms and the UTU representative emails a list of any changes. This is still the case in FY17. Therefore, auditors were unable to verify whether deductions were authorized by the employees. As noted in both labor agreements (Article

III-B of the Operations Agreement and Article III-A of the Maintenance Agreement), TMC is required to have written consent on file for each employee who chooses to participate in the UTU. Additionally, the local union is contractually obligated to certify in writing each month an itemized statement of its members and their dues. As agreed to after the prior year's audit, these consent forms were to be kept in the personnel folders.

No authorization forms were found for members of the UTU. These errors make up the majority of the exceptions found during testing.

Deduction Type	07/28/16	06/22/17	Total
Total Exceptions	43	31	74
Union Dues	19	24	43
Union Dues %	44.2%	77.4%	58.1%

Recommendation: TMC should annually update all employee benefit folders with signed authorization forms, including union dues and waivers of coverage. TMC should enforce the contract language stating a certification of UTU members is to be provided monthly.

Actions Taken: TMC and the UTU representative have developed an itemized report showing current UTU members and their respective deduction amounts. Delivery of this report was started in September of 2017.

CATS/TMC Response: CATS and TMC staff with the recommendation of having the authorization forms signed by the employees. These forms will be maintained and kept in the benefits file room and a separate copy will be placed in the employee's personnel records.

First Quarter Focus Area Plan Report Highlights

The Performance Highlights below are a sampling of the full Q1 Report for the Five Focus Area Plans. These measures are in progress, with likely shifts over the course of the full fiscal year.

Focus Area	Objective	Strategy	Measure/Target	FY2018 First Quarter
Community Safety	Minimize loss of life, property damage, and injury	Improve response times for emergency calls	≤7 minute CMPD response to a Priority 1 (emergency) call for service	6.93 minutes
Community Safety	Improve perception of safety and level of trust in Community Safety	Implement and support community education programs in schools, neighborhoods, and during community events	Percent of CMS 3 rd grade classrooms that receive fire education programs	60% of all classrooms to date
Economic Development	Provide access to job training and employment opportunities for youth and adults	Implement Workforce Development Program serving individuals with multiple barriers to employment	Train 90 participants in highway construction, residential and commercial construction and broadband and fiber optic cabling through community and corporate partnerships	Trained 29 people; two classes are now in session (on track to achieve)
Economic Development	Promote holistic development of targeted business districts and neighborhoods	Stimulate private investment in targeted areas and within areas identified by the CIP and Business Corridor Revitalization Plan. Examples include Smart Districts, Applied Innovation Corridor, the Northwest Corridor, the Eastland/Central Avenue Area, the West Boulevard area, SouthPark Area, and the Freedom Drive Area	Complete a North End Smart District public-private partnership agreement with developers by December 31, 2017	City Council authorized the City Manager to finalize and execute a reimbursement agreement with the developer on the amount not to exceed \$15M. The total proposed investment is greater than \$350M, reflecting a leverage ratio of 1:23.

Focus Area	Objective	Strategy	Measure/Target	FY2018 First Quarter
Environment	Protect Water Quality as a Resource to the Community	Encourage residents to conserve water through education and awareness	Increase number of smart irrigation devices installed by 5%	10% progress. As of the end of the first fiscal quarter of FY18, Charlotte Water has 444 smart irrigation accounts, a significant (9.6%) increase over the 405 accounts managed at the end of FY17.
Environment	Reduce, Reuse and Recycle Waste	Increase composting	Establish a baseline number of outreach events	To date, Solid Waste has held 11 events. Upon year-end, a baseline number will be established. In FY 2019, the goal will be to exceed the FY 2018 number.
Housing & Neighborhoods	Preserve and create neighborhoods that are attractive and environmentally sustainable	Emphasize identifying problems with buildings (residential and non-residential) before they become neighborhood issues	55% of all nuisance cases originate from inspection and only the remaining 45% require citizen complaints	56% (6,662) of nuisance cases have been identified proactively; 44% (5,291) have been initiated by citizen complaint
Housing & Neighborhoods	Preserve and create neighborhoods that offer affordable housing options	Expand the supply of newly constructed affordable and workforce housing geographically dispersed throughout the City*	1,000 New affordable and workforce housing units annually	789 New units funded

Focus Area	Objective	Strategy	Measure/Target	FY2018 First Quarter
Transportation & Planning	Foster Economic Success for Everyone in the Community	Implement the projects and programs identified in the Community Investment Plan to enhance safety, livability, transportation choices, and job growth*	Build 15 or more pedestrian safety and crossing projects per year to enhance safety, provide transportation choices, and better connect residents to employment opportunities and services	On pace to achieve target as the City completed 12 enhanced pedestrian crossings in the first quarter of FY 2018
Transportation & Planning	Maintain and Support Charlotte's Transportation Assets	Maintain a twelve-year resurfacing cycle	Achieve pavement rating of 90.0 or above	82.62 (current rating); it is unlikely the City will achieve its stretch goal/target of 90.0 in FY 2018

*For a full report of all measures, please contact Karen Whichard at kwhichard@charlottenc.gov or 704-336-6169.