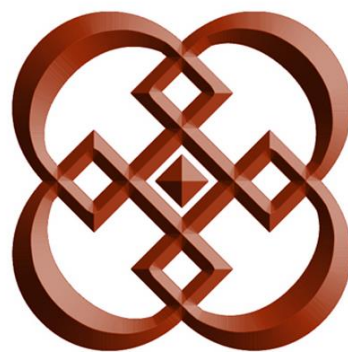
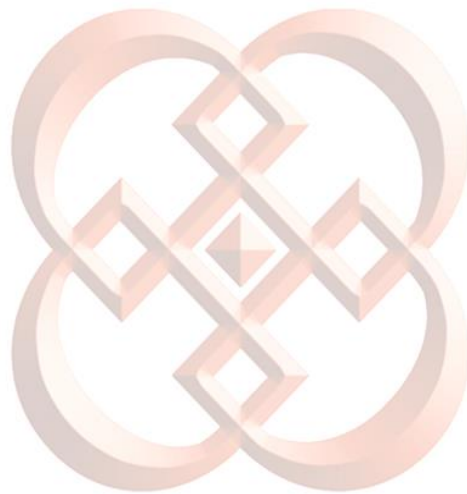


**Fiscal Year
2021-2022**

Managers Recommended Budget



The **Town** *of*
Davidson



Page left intentionally blank

Mayor and Board of Commissioners

Rusty Knox
Mayor

Jane Campbell
Mayor Pro Tempore

Board of Commissioners

Matthew Fort
Jim Fuller
Autumn Rierson Michael
David Sitton

James E. Justice
Town Manager

Karen E. Whichard
Assistant Town Manager

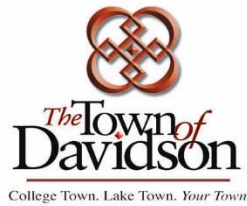
Pieter C. Swart, III
Finance Director

Davidson Town Hall is located at 216 S. Main St., Davidson, NC 28036



Table of Contents

Manager’s Letter	5
Davidson Strategic Plan	7
Budget process and document organization.....	9
Fund overview	10
Revenue sources and assumptions	15
Expenditures overview	21
Department Summaries.....	24
Capital Improvement Plan.....	34
Capital Equipment	38
Fee Schedule.....	39



May 11, 2021

Dear Davidson Mayor and Board of Commissioners and residents:

Please accept this proposed budget for fiscal year 2021-22 for the Town of Davidson. I am pleased to present to you a balanced general fund budget of \$13.51 million.

In thinking about the proposed budget, a lot has happened since March 2020 that has influenced what is proposed. The global pandemic has rightfully been the town's focus since then and we have had to be very responsive and flexible in our operations. I am very proud of the leadership from the town board and the work of town staff to respond to the pandemic and maintain services to the community all while promoting the health and safety of the public.

With the uncertainties in the early stages of the pandemic, we developed a conservative budget strategy to create last year's budget. As the fiscal year unfolded, revenues were not impacted as badly as were projected; this allowed us to restore funding halfway through the year for key items important to the functioning of the town operations. The positive revenue trend has continued to grow. As a result, this proposed budget is built upon expected continued economic recovery and increased revenues associated with growth in the tax base and consumer spending.

With this positive outlook, it is important to note that COVID-19 certainly remains a concern moving forward. But it is clear we are moving into the next phase of recovery and therefore town operations and budget are proposed to resemble a more typical approach with adjustments for post-pandemic expectations. We are continuing to utilize a conservative lens and are able to be flexible if conditions change.

The American Rescue Plan (ARP) Act of 2021 became law on March 11, 2021 and that law allocates funding to towns and cities across the country. The Town of Davidson's allocation is slated to be \$3.82 million in non-recurring funds. While this is certainly a positive for the town with intriguing possibilities, the language in the law lacks specifics and the US Department of the Treasury is expected to release guidance that will more clearly prescribe how those funds can be used. This guidance has not been released to date. Therefore, we felt it prudent to develop and propose this budget without utilizing those funds and the strategy is to await the guidance and bring back to the town board a plan for those funds and amend the budget accordingly at a later date. The intent is to move forward with the proposed budget for adoption prior to June 30, 2021 as required by state law.

The proposed budget was created based upon the board of commissioners' priorities identified in the *Town of Davidson Strategic Plan 2020-21*. The six goal areas from the strategic plan are: A Well-Planned and Livable Community, Historic Preservation, Connecting People and Places, Operational Excellence, Equity and Inclusion, and Sustainability and Natural Assets. Staff appreciates the board of commissioners' leadership in identifying priorities on which the town should focus.

In order to maintain service levels to the community, this budget reflects investments in personnel, equipment, and other capital projects. This budget also includes funding for facilities needs that will help position town departments to better serve our residents into the future.

The proposed general fund budget is a total of \$13.51 million which is an increase from the amended budget of 5.6 percent. The tax rate remains the same at \$.29 per \$100 valuation and there are no recommended stormwater or solid waste fee increases.

I believe this budget is responsive to the priorities of the board of commissioners, focuses on essential services provided to the residents, and addresses needs in a financially responsible manner.

I would like to thank all staff members at the Town of Davidson for their work in serving the citizens of this community. Thanks also goes to the members of the management team that contributed to the creation of this budget. I would especially like to thank Finance Director Pieter Swart and the finance team for their work.

Sincerely,

James E. Justice
Town Manager

2020/2021 Strategic Plan

The Town of Davidson's two-year Strategic Plan was created during the town board's strategic retreat in February 2020 and adopted in August 2020 after a delay due to COVID-19.

The following strategic goals were identified for the Town of Davidson.

- **A Well-Planned and Livable Community** - Preserve our rural area and create well-planned, dynamic community places with connected progressions between them.
- **Historic Preservation** - Preserve our historic properties that contribute to our vibrant and unique community and honor the history of the lived experiences of our residents.
- **Connecting People and Places** - Expand the town's transportation network to provide residents and visitors with safe, convenient and efficient travel choices to connect people across the community.
- **Operational Excellence** - Provide superior services in an efficient and fiscally responsible manner to our entire community through a professional and committed workforce.
- **Equity and Inclusion** - Work together to create a culture of belonging, address our past inequities, provide opportunities for all, treat everyone with respect and dignity and recognize every voice.
- **Sustainability and Natural Assets** - Implement and encourage innovative solutions to environmental, energy, and climate- based challenges.

As a part of the planning process, strategies were assigned to each goal area. The top 11 areas of focus, which inform the FY2021-2022 budget recommendations, are below. Some of these items received funding in the FY2020-2021 fiscal year.

1. Develop a historic preservation master plan – **funded in FY2020-2021**
2. Establish an affordable housing manager/equity position – **funded in FY2020-2021**
3. Use 2017 General Obligation bonds to fund infrastructure improvements – **first GO issuance set for June 2021.**
4. Develop land preservation tools and objectives that include: - **work underway**
 - a. Explore a "purchase of development rights program"
 - b. In partnership, create a voluntary agriculture district program in Mecklenburg County
5. Formalize the growth management tiers map and annexation criteria from the Comprehensive Plan into Davidson's Planning Ordinance – **work underway**
 - a. Implement targeted conditional zoning and use the fiscal impact study
 - b. Revisit the water/sewer policy
6. Develop an affordable housing plan – **funded in FY2020-2021**
7. Develop a small area plan for downtown – **planned for FY2022**
8. Prioritize and implement the mobility plan recommendations for policies and programs – **work underway**
9. Create a tree canopy plan – **phase 1 funded in FY2020-2021**
10. Implement a workforce development plan that addresses succession planning, professional development, and maintaining best practices in each department – **work underway**
11. Define the desired outcome of the town's sustainability efforts – **framework adopted spring 2021**

The FY2021-2022 recommended budget also includes the following funding related to the town’s strategic goals.

- **A Well-Planned and Livable Community**
 - Downtown small area plan
 - Parks capital improvement projects including Nature Preserve kayak launch, a new wayfinding system for the greenways and parks, and funds for pedestrian access to Bradford Park
- **Historic Preservation**
 - Funds for landmark surveys, primarily for properties in the town’s historic African-American community
 - Main Street Grants
- **Connecting People and Places**
 - Capital investments including pedestrian safety, North Main-Beaty intersection improvements, a side path for the Potts-Sloan-Beaty connector, street resurfacing funds and funds for public works to make sidewalk repairs and small connections
- **Operational Excellence**
 - Funds for enhanced cyber security, a shift differential for police officers, initial funding for the addition of a full-time fire captain position, and funding for fire data management and incident reporting software
- **Equity and Inclusion**
 - Funding for critical home repairs, down payment assistance, community equity training, and gender neutralization of the town’s code of ordinances
- **Sustainability and Natural Assets**
 - Funding for the recommendations made by the sustainability subcommittee including monies for benchmarking and energy audits, EV infrastructure, water quality improvements at Roosevelt Wilson Park and tree canopy funding within the public works operating budget

BUDGET PROCESS AND ORGANIZATION

The budget process, by design, requires the involvement of many stakeholders.

The Davidson Board of Commissioners and town staff developed the town’s two-year strategic plan in 2020. The development of the FY2022 budget actually began in November 2019. During February and March 2021, town staff considered the merits of budget requests as revenue projections were calculated. Cost estimates were based on historical trends or actual quotes. The proposed budget emerged as expenses were prioritized by needs of the town and alignment with the Davidson Strategic Plan. This budget will be presented at the May 11, 2021 board of commissioners meeting. Although the budget was largely built by the May meeting, changes may be made after a public hearing and additional input from the board of commissioners. Final approval of the budget is planned for the June 8, 2021 board of commissioners meeting.

Document organization

The document reports the manner by which the budget officer has balanced each fund in the **fund overview**. Funds are balanced when revenue sources equal expenditures. **Revenue sources** describe all of the town’s major revenue sources and methods used to project revenue. An **expenditure summary** follows. This summary outlines the town’s expenditures by major category and also explains major changes in the annual spending plan.

FUND OVERVIEW

This section of the budget document provides an explanation of fund accounting, and shows the manner in which all funds collectively and individually are balanced for the coming fiscal year.

Local governments use three broad categories of self-balancing funds to budget for, and subsequently to account for, various activities. Those three types of funds are: *governmental* funds, *proprietary* funds and *fiduciary* funds.

Governmental funds used by the Town of Davidson include:

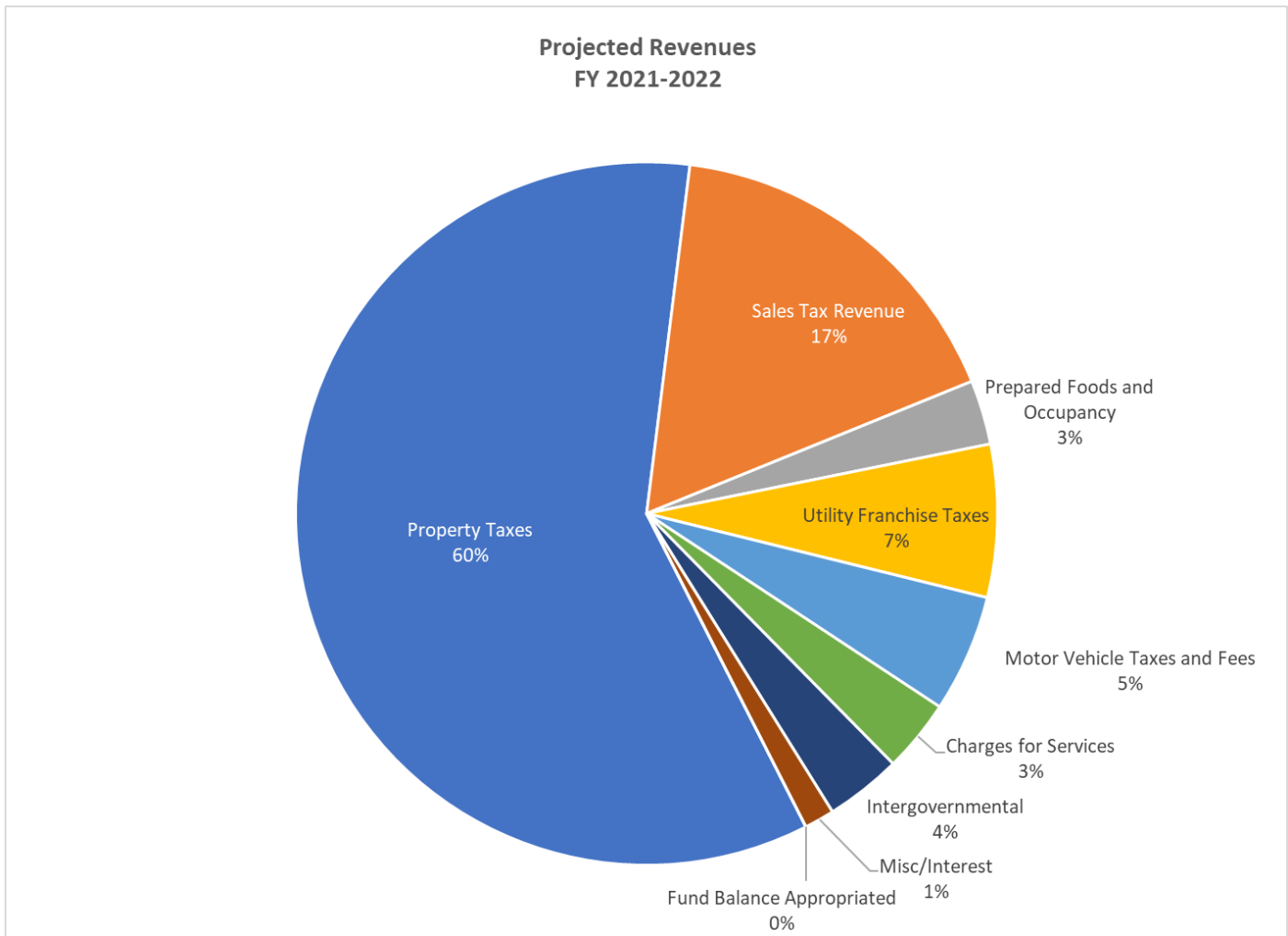
- General Fund, used to account for general operations and activities of the town
 - Powell Bill Fund, which is a subset of the General Fund, used exclusively for many activities related to streets, sidewalks, and greenways construction and maintenance (Described on p.19).
- Affordable Housing Fund, a *special revenue* fund, used for a particular purpose (Described on p.20).

Proprietary funds are used for services provided to the public on a user charge basis, similar to the operation of a commercial enterprise. The town's proprietary, or enterprise funds, include:

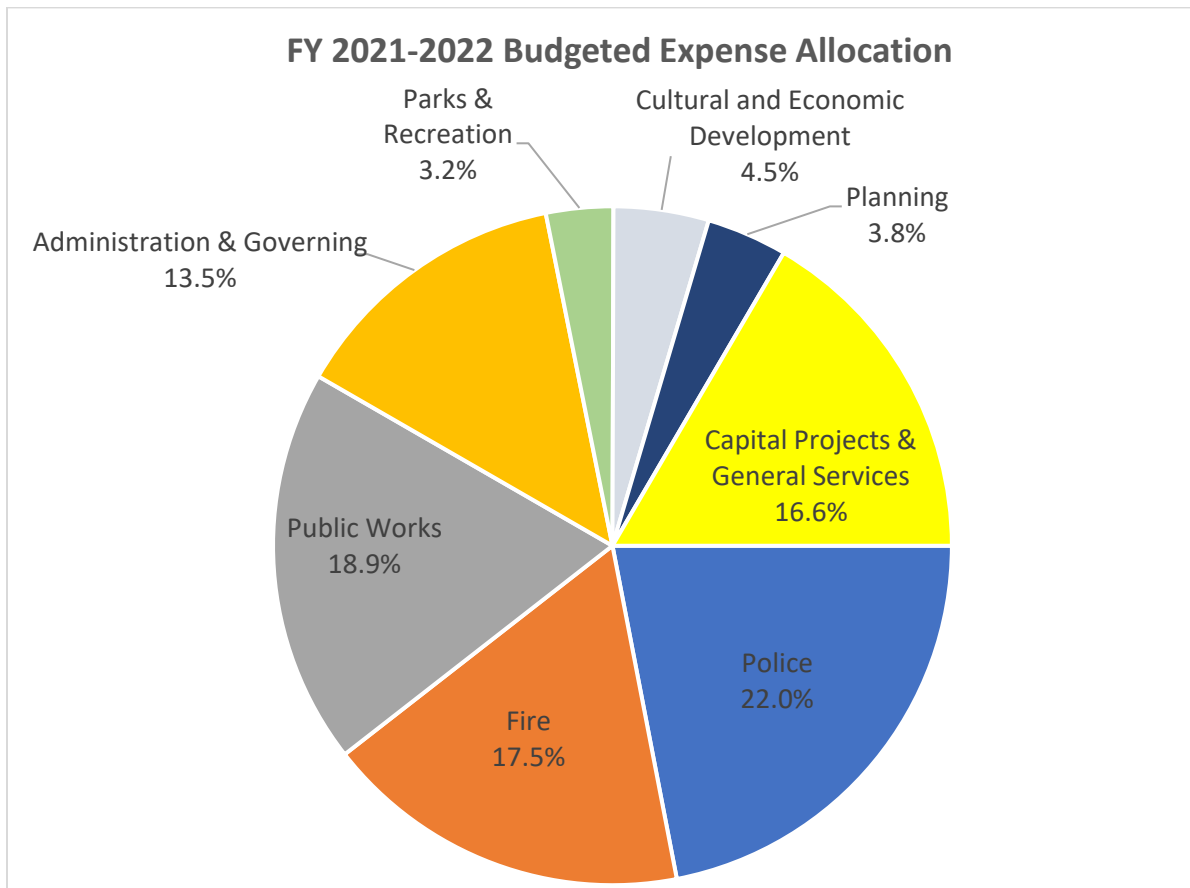
- Storm Water Fund, used to fund repairs or damage mitigation resulting from storm water runoff (Described on p.19).
- Solid Waste Fund, used to provide collection of household trash, yard waste, and recyclable materials (Described on p.20).

The tables on the following four pages summarize revenues and expenditures for each of the five funds listed above.

	FY 2018	FY 2019	FY 2020	FY2021	FY2022
GENERAL FUND	BUDGET	BUDGET	BUDGET	BUDGET	RECOMMENDED
				Includes Mid-Year Adjustment	
REVENUE					
Property taxes	\$ 6,267,777	\$ 6,592,385	\$ 7,145,583	\$ 7,503,255	\$ 8,037,250
Sales Tax Revenue	1,751,000	1,917,000	2,035,850	2,134,265	\$ 2,282,480
Prepared foods & occupancy taxes	422,000	470,000	470,000	399,500	\$ 400,000
Utility franchise taxes	903,615	890,667	957,000	946,831	\$ 948,731
Motor vehicle taxes & fees	684,875	709,162	640,210	674,523	\$ 732,541
Charges for services	534,900	547,000	430,250	400,250	\$ 451,279
Intergovernmental	468,960	558,474	545,240	508,000	\$ 474,500
Interest on investments	30,000	100,000	200,000	4,000	\$ 10,000
Miscellaneous	5,200	95,200	97,000	157,000	\$ 177,000
Fund balance appropriated	-	64,100	144,450	71,000	\$ -
Total Revenues and Funding Sources	\$ 11,068,327	\$ 11,943,988	\$ 12,665,583	\$ 12,798,624	\$ 13,513,782



EXPENDITURES					
	FY 2018	FY 2019	FY 2020	FY2021	FY2022
	BUDGET	BUDGET	BUDGET	BUDGET	RECOMMENDED
				Includes Mid-Year Adjustment	
Administration and Governing					
Governing Body	\$ 117,365	\$ 99,440	\$ 123,566	\$ 95,597	\$ 111,815
Administration	996,769	1,000,045	1,164,926	1,390,040	1,286,416
Legal	152,286	153,040	162,605	172,115	200,451
Equity and Inclusion					229,479
Police Department	2,215,182	2,603,171	2,734,953	2,938,017	2,967,906
Fire Department	1,453,906	1,763,477	2,036,223	2,270,518	2,365,538
Public Works					
Streets	1,642,729	1,697,649	1,792,325	1,040,771	1,012,963
Parks	943,882	911,417	950,534	935,831	963,320
Buildings and Grounds	241,000	281,000	461,720	577,595	571,354
Planning	573,635	479,305	596,300	475,818	519,542
Cultural and Economic Development					
Economic Development	263,654	255,378	151,275	155,893	160,662
Travel and Tourism	415,212	419,024	442,735	287,434	451,809
Parks & Recreation	407,857	419,390	336,135	391,222	432,525
Capital Projects & General Services					
Non Dept & Service Agencies	344,850	461,652	449,286	471,968	591,657
Non Dept - Contribution to Capital Projects	1,300,000	1,400,000	1,263,000	1,595,805	1,648,346
Total Expenditures	\$ 11,068,327	\$ 11,943,988	\$ 12,665,583	\$ 12,798,624	\$ 13,513,782



Fiscal Year 2021-2022

POWELL BILL FUND	FY 2018 BUDGET	FY 2019 BUDGET	FY 2020 BUDGET	FY2021 BUDGET	FY2022 RECOMMENDED
REVENUE					
Restricted Powell Bill Fund Balance				335,000	-
Powell Bill Revenue	\$ 325,000	\$ 335,000	\$ 333,000	\$ 331,650	\$ 318,000
Total revenues and funding sources	\$ 325,000	\$ 335,000	\$ 333,000	\$ 666,650	\$ 318,000
EXPENDITURES					
Engineering	\$ -	\$ -	\$ -	\$ 31,650	\$ 18,000
Street Repair/Resurfacing	325,000	335,000	333,000	635,000	300,000
Total expenditures	\$ 325,000	\$ 335,000	\$ 333,000	\$ 666,650	\$ 318,000

AFFORDABLE HOUSING	FY 2018 BUDGET	FY 2019 BUDGET	FY 2020 BUDGET	FY2021 BUDGET	FY2022 RECOMMENDED
REVENUE					
City of Charlotte - HOME Program					90,000
Fund Balance Appropriated	\$ 50,105	\$ 85,220	\$ 97,891	\$ 120,460	\$ 185,000
Total revenues and funding sources	\$ 50,105	\$ 85,220	\$ 97,891	\$ 120,460	\$ 275,000
EXPENDITURES					
Personnel	\$ 33,905	\$ 33,970	\$ 36,691	\$ 39,260	
Operating	16,200	51,250	11,200	11,200	65,000
Down Payment Assistance					140,000
Housing Rehabilitation/Preservation			50,000	50,000	70,000
Strategic Planning				20,000	
Total expenditures	\$ 50,105	\$ 85,220	\$ 97,891	\$ 120,460	\$ 275,000

Fiscal Year 2021-2022

	FY 2018	FY 2019	FY 2020	FY2021	FY2022
STORM WATER FUND	BUDGET	BUDGET	BUDGET	BUDGET	RECOMMENDED
REVENUE					
Storm Water Fees	\$ 218,000	\$ 245,000	\$ 250,000	\$ 250,000	\$ 260,000
Total revenues and funding sources	\$ 218,000	\$ 245,000	\$ 250,000	\$ 250,000	\$ 260,000
EXPENDITURES					
Storm Water Contract	\$ 50,600	\$ 62,000	\$ 50,000	\$ 60,000	\$ 60,000
Contract Services	133,570	146,670	163,670	156,170	166,170
Debt Service	33,830	33,830	33,830	33,830	33,830
Equipment Not Capitalized	-	2,500	2,500	-	-
Total expenditures	\$ 218,000	\$ 245,000	\$ 250,000	\$ 250,000	\$ 260,000

	FY 2018	FY 2019	FY 2020	FY2021	FY2022
SOLID WASTE FUND	BUDGET	BUDGET	BUDGET	BUDGET	RECOMMENDED
REVENUE					
Solid Waste Fees	\$ 749,000	\$ 777,150	\$ 797,466	\$ 875,000	\$ 904,000
Transfer From General Fund				\$ 150,000	\$ 150,000
Fund Balance Appropriated	-	90,824	158,976	30,000	30,000
Total revenues and funding sources	\$ 749,000	\$ 867,974	\$ 956,442	\$ 1,055,000	\$ 1,084,000
EXPENDITURES					
Contract - Solid waste collection	\$ 614,000	\$ 734,281	\$ 821,942	\$ 915,000	\$ 927,608
Contract - Recyclables	135,000	133,693	134,500	140,000	156,392
Total expenditures	\$ 749,000	\$ 867,974	\$ 956,442	\$ 1,055,000	\$ 1,084,000

REVENUE SOURCES AND ASSUMPTIONS FISCAL YEAR 2021-2022

This section of the budget document provides an explanation of the major sources of revenue and means used to project anticipated income for the coming fiscal year.

	FY 2018	FY 2019	FY 2020	FY2021	FY2022
GENERAL FUND	BUDGET	BUDGET	BUDGET	BUDGET	RECOMMENDED
				Includes Mid-Year Adjustment	
REVENUE					
Property taxes	\$ 6,267,777	\$ 6,592,385	\$ 7,145,583	\$ 7,503,255	\$ 8,037,250
Sales Tax Revenue	1,751,000	1,917,000	2,035,850	2,134,265	\$ 2,282,480
Prepared foods & occupancy taxes	422,000	470,000	470,000	399,500	\$ 400,000
Utility franchise taxes	903,615	890,667	957,000	946,831	\$ 948,731
Motor vehicle taxes & fees	684,875	709,162	640,210	674,523	\$ 732,541
Charges for services	534,900	547,000	430,250	400,250	\$ 451,279
Intergovernmental	468,960	558,474	545,240	508,000	\$ 474,500
Interest on investments	30,000	100,000	200,000	4,000	\$ 10,000
Miscellaneous	5,200	95,200	97,000	157,000	\$ 177,000
Fund balance appropriated	-	64,100	144,450	71,000	\$ -
Total Revenues and Funding Sources	\$ 11,068,327	\$ 11,943,988	\$ 12,665,583	\$ 12,798,624	\$ 13,513,782

Ad Valorem Taxes
\$8,037,250 or 59.5% of total general fund revenue

Ad Valorem tax, or property tax, income is based on the current tax rate applied to each \$100 in assessed real and personal property (excluding vehicle) value in the town limits. Uses for general ad valorem tax revenue are unrestricted.

The proposed budget sets the effective tax rate at \$0.29 for FY2022. This rate is the same as FY2021. One penny in the tax rate collected from ad valorem property and motor vehicle tax is about \$295,000.

The Mecklenburg and Iredell County tax offices estimate Davidson’s taxable property value (excluding vehicles) to be \$2.774 billion. The gross general tax levy on the estimated tax value equals \$8,044,602. For budgeting purposes, property tax revenue may not exceed the gross tax levy multiplied by the actual collection rate experienced during the preceding fiscal year. Therefore, based on a 99.66% collection rate, we anticipate \$8,017,250 in revenues from the FY2022 levy. This line item also includes \$20,000 in projected penalties and interest.

Mecklenburg and Iredell Counties bill and collect property tax revenue for Davidson. The collection fee is \$2 per bill for Mecklenburg County and 1.5% of taxes collected from Iredell County property owners. Funds are wired from Mecklenburg County to the town on a daily basis during the months of November, December, January, and February and on a monthly basis during the remaining months. Iredell remits monthly to Davidson all property taxes collected.

Local Option Sales Tax Revenue
\$2,282,480 or 16.9% of total general fund revenue

Sales taxes are authorized by the state and enacted by counties which opt to impose the taxes. All sales tax revenue is collected by the state, and distributed to counties and municipalities monthly.

The NC General Assembly has authorized several sales taxes in Chapter 105 of the General Statutes. Three of the authorizations result in revenue for the town. The first, defined in Article 39, is a one percent sales tax that was originally authorized in 1971. Distribution is based on point of delivery. There are two one-half percent sales taxes – one authorized in 1983 (Article 40) and one in 1986 (Article 42), distributed on per capita basis and point of delivery, respectively.

Each county chooses one of two formulae for distribution of these three authorizations of local option sales taxes. Sales taxes returned to Mecklenburg County and its municipalities are distributed proportionate to ad valorem tax levy. The proportionate share of sales tax revenues between the county and municipalities may fluctuate based on property tax rate increases in the previous year.

Iredell County, on the other hand, has elected a per capita distribution, based on relative population of incorporated and unincorporated areas within the county. Annexations by various municipalities affect this formula, reducing the county's share as annexations occur.

Sales tax revenue estimates are based on projections from the North Carolina League of Municipalities, local economic trends, and historical trend analysis. FY2022 are projected at 3% over projected FY2021 collections.

Motor Vehicle Tax and Fees
\$732,541 or 5.4% of total general fund revenue

Motor Vehicle tax revenue is derived by applying the ad valorem tax rate to the value of motor vehicles registered to owners living inside town limits (\$185,796,259). Vehicles are revalued annually.

In September 2013, the NC *TAX and TAG TOGETHER* system was implemented. Tag renewal notices now also include tax levy and tax and fee will be paid to the state and remitted to the counties for distribution to appropriate taxing governments. The program has resulted in significantly improved collection rates of Motor Vehicle Taxes. This revenue is estimated using vehicle value projections from the Mecklenburg County and Iredell County Tax Assessors.

Davidson charges a Motor Vehicle fee of \$20 per registered vehicle. Revenues are billed on property tax bills and collected by Mecklenburg and Iredell counties. This revenue is estimated based on vehicle count projections from the Mecklenburg County and Iredell County Tax Assessors and a 99.8% collection rate.

Utility and Telecommunications Taxes
\$948,731 or 7.0% of total general fund revenue

The town receives sales taxes collected by the NC Department of Revenue on sales of telecommunications, video programming, home satellite services, electricity and piped natural gas.

As a result of the tax reform legislation passed by the General Assembly in 2013, the general sales tax rate will now be applied to sales of electricity and piped natural gas. The distribution method to municipalities has changed, but with the intent to hold municipalities harmless from the amount cities and towns received in FY2014 distributions. Both of these revenues are highly sensitive to weather and can also fluctuate due to loss of industry or other large facilities or annexations of these types of facilities.

Several years ago, the State of North Carolina discontinued the franchise tax on telecommunication services and put into place a Telecommunications Sales Tax. Distributions to municipalities are based on their past share of the old telephone franchise tax. Therefore, the town continues to receive the static percentage of overall statewide collections irrespective of fluctuations in local communication sales. Historical trend analysis and recommendations by the State of North Carolina, adjusted by local conditions, have also factored into this revenue estimate.

Prepared Foods & Beverage and Occupancy Taxes
\$400,000 or 3.0% of total general fund revenue

The town is authorized to receive prepared foods & beverage tax by general statutes. Only the City of Charlotte and Mecklenburg County received proceeds when this tax was first authorized in 2001. Some years later, the distribution was split so the six smaller Mecklenburg County municipalities received a share of those revenues generated in the town. In 2005, the six towns negotiated the removal of an annual cap so that the towns received 50% of all net proceeds. In FY 2007, the towns' share increased to 65% of net proceeds, and in FY 2012 75% of those net proceeds were distributed to the towns. The remaining 25% would be used by the City of Charlotte for region-wide tourism related projects, programs, and activities. Art and cultural programs, events and festivals are examples of uses of this revenue. The towns' use of this revenue is limited to the same activities.

The City of Charlotte distributes revenues semi-annually. Twenty-five percent of the town's Prepared Foods & Beverage tax receipts are distributed to Visit Lake Norman, the Lake Norman convention and visitor's bureau.

Occupancy taxes are collected by Mecklenburg County and are shared between the county and the municipalities using a complicated formula. Stays in local hotels are taxed at 6%, comprised of two 3% authorizations. The town receives 120% of the second 3% authorization that is locally collected by Davidson hotels, inns, and bed and breakfasts. Therefore, this revenue, like prepared foods & beverage tax, is a barometer of the local economy. These revenue estimates are based on historical trend analysis.

The county distributes revenues monthly. Twenty-eight percent of the town's Occupancy tax receipts are distributed to Visit Lake Norman.

Charges for Services

\$451,279 or 3.3% of total general fund revenue

Revenue in this category relates to a variety of town activities, such as rental income from town-owned property, payments in lieu of property taxes, recreation programs, parking violations, and permit fees.

Intergovernmental funding sources

\$474,500 or 3.5% of total general fund revenue

The State of North Carolina, Mecklenburg and Iredell counties, and other quasi-governmental agencies share with the town a portion of revenues collected. This funding category includes various grants and contributions for local arts and public safety, transit planning funds, and taxes on the sale of alcoholic beverages.

Fund Balance Appropriated

\$0 or 0.0% of total general fund revenue

No fund balance is recommended for use in FY2022.

Fund balance is essentially the town's savings account balance. There are several reasons for maintaining a healthy fund balance, which is expressed as a percent of annual expenditures. Even though the law does not prohibit what fund balance is used for, appropriation of fund balance is a one-time revenue source and should not be used to balance reoccurring expenditures. At the beginning of FY 2021, the town's unassigned fund balance – at \$7.7 million – equaled 60% of FY 2020 actual expenditures, and 62% of budgeted FY 2020 expenses. The town's finance policy, approved in FY 2016, recommends at least a 35% stabilization threshold to ensure adequate funds to meet cash flow needs and emergencies.

The bulk of a municipality's annual revenue is derived from ad valorem property taxes. Because property taxes are not assessed a late penalty until early January, most taxpayers do not pay until near this deadline. Therefore, the town may operate with less cash in the beginning of a fiscal year and recover mid-year. Fund balance provides working capital during the first half of the fiscal year.

Fund balance is often referred to as a "rainy day fund" or "savings account." In this context, fund balance may be seen as a hedge against unexpected changes in financial circumstances. Threats to a community's financial health may stem from adverse weather conditions requiring expensive responses or withholding of revenue at the county or state level. The town is heavily reliant on these other government units for funding disbursements, and budget uncertainties at those levels of government have led to reduced funding in prior years. A local government may be unable to manage such situations without an adequate fund balance.

Another reason to maintain a healthy fund balance is to fund the early stages of major projects until permanent financing is secured. Fund balance provides flexibility regarding timing of the financing. Additionally, fund balance can be used as match funds which are required to qualify for many grant opportunities.

One last advantage to maintaining a strong fund balance position is that lenders view this savings account as a measure of good fiscal management.

Other miscellaneous sources of revenue and Interest Revenue

\$177,000 or 2.1% of general fund revenue

A handful of nominal revenue sources fund town activities, as well as bank interest earnings.

Powell Bill

\$318,000

Originally the Powell Bill allocated a portion of the North Carolina motor fuels tax specifically for municipalities for use in upgrading and maintaining public streets. The State of North Carolina no longer distributes Powell Bill funds based on motor fuel sales. The Powell Bill is now a direct appropriation of state dollars which is to be used by municipalities for the upkeep of municipal streets and sidewalks. These funds are distributed each October and January to municipalities based on population and miles of street. Population counts for 75% of the funds received and miles of streets accounts for the remaining 25% of the allocation.

Based on NC League of Municipalities estimates, Davidson should receive approximately \$318,000 in Powell Bill funding during FY 2022.

Storm Water Fund Revenue

\$260,000

US Congress established the Clean Water Act in 1972 to preserve and improve water quality. Portions of this legislation were delegated to states for implementation and enforcement. In response to the National Pollutant Discharge Elimination System (NPDES) storm water permitting program, the NC General Assembly established certain regulations of municipal storm sewer systems that directly impact Davidson in 2005. Phase II of NPDES requires that Davidson and other NC municipalities provide services to mitigate damage from storm runoff. Davidson first adopted a storm water fee in FY 2005 to offset the costs of storm water repairs and maintenance of its storm drainage system. Generally speaking, revenues have covered these expenses. However, in order to better associate costs with funding for this service, a separate enterprise fund was established in FY2011.

The town has adopted a tiered fee structure for storm water. Impervious surfaces, such as rooftops or paved areas, shed rain water and increase the amount of runoff into streams, storm water drains and onto adjacent properties. The tiered billing system recognizes varying amounts of impervious area and assigns higher costs for higher square footage of impervious area.

Storm Water Fee (below fees are billed semi-annually)*	
Tier I: Up to 1,999 square feet of impervious surface.	\$21.06 / year
Tier II: 2,000 to 2,999 square feet of impervious surface.	\$31.32 / year
Tier III: 3,000 to 4,999 square feet of impervious surface.	\$44.46 / year
Tier IV: 5,000 or more square feet of impervious surface.	\$87.84 / year
Commercial (per impervious acre) - billed monthly	\$522 / year
<i>*Tier: Single-family homes are in 1 of 4 billing tiers based on the property's total amount of impervious surface.</i>	

Charlotte Water bills storm water fees for the town on semi-annual water/sewer bills. Revenues in FY 2013, FY 2014, and FY 2015 did not meet projected budget, so revenues continue to be evaluated for adequacy. In any given year, revenues may exceed expenditures for that period and will be available for subsequent years to fund repair/maintenance projects or to stabilize rates. In FY 2013, the fund balance in storm water fund was used to fund projects. FY 2014 was budgeted lower as a review of rates was completed during the year. An increase to all rates in the tiered fee structure was implemented in FY 2015 to fund needed storm water repair and maintenance costs and replenish reserve that has been depleted in recent years.

Solid Waste Fund Revenue

\$904,000 fee revenue; \$150,000 from General Fund; \$30,000 Fund Balance

The town provides for collection of several waste streams – residential household trash, yard waste, and recyclable materials. These services are provided exclusively to residential property owners; waste collection at commercial sites is the responsibility of those owners.

Prior to FY 2011, funding for solid waste collection was supplied through the general property tax revenue. In order to assign the costs of solid waste collection to recipients of those services, the town established a solid waste fee schedule that offsets most of the costs associated with these services. A solid waste enterprise fund was created to account for these activities.

Fees are billed and collected by Mecklenburg and Iredell counties on property tax bills, and the fees are remitted to the town along with property taxes collected by the two counties.

The current rates are \$201 per single-family household and \$60 for multi-family dwellings. Both single-family and multi-family collection contracts were competitively bid in FY 2019. The current contract for collection services ends June 30, 2024.

Affordable Housing Fund

\$275,000

The town’s affordable housing program assists homebuyers in purchasing homes that might not otherwise be affordable in Davidson. The town accomplishes this mission, in part, through the staff efforts of the Housing and Equity Director. The affordable housing ordinance requires that developers provide one affordable unit of every eight home sites. If developers choose to not include affordable housing units within their developments, they have an option to provide payments-in-lieu of supplying those housing units. The activities of the affordable housing program are paid from these payments-in-lieu. In the absence of adequate payment-in-lieu reserves, funding is provided through the town’s general fund.

Annual funding received as part of the Mecklenburg County HOME Consortium will be accounted for in the affordable housing fund in FY 2022. The HOME Consortium is a group of local governments and nonprofit organizations that share a pool of HOME resources to develop safe, decent affordable housing for families at or below 80 percent of the Area Median Income. The members of the consortium include Charlotte, Mecklenburg County, Mint Hill, Matthews, Davidson, Huntersville, Cornelius, and Pineville. \$90,000 will be available for use in Davidson during FY2022.

EXPENDITURE SUMMARY FISCAL YEAR 2021-2022

This section of the budget document provides the reader an explanation of how the town intends to use General Fund resources during the coming fiscal year.

EXPENDITURES					
	FY 2018	FY 2019	FY 2020	FY2021	FY2022
	BUDGET	BUDGET	BUDGET	BUDGET	RECOMMENDED
				Includes Mid-Year Adjustment	
Administration and Governing					
Governing Body	\$ 117,365	\$ 99,440	\$ 123,566	\$ 95,597	\$ 111,815
Administration	996,769	1,000,045	1,164,926	1,390,040	1,286,416
Legal	152,286	153,040	162,605	172,115	200,451
Equity and Inclusion					229,479
Police Department	2,215,182	2,603,171	2,734,953	2,938,017	2,967,906
Fire Department	1,453,906	1,763,477	2,036,223	2,270,518	2,365,538
Public Works					
Streets	1,642,729	1,697,649	1,792,325	1,040,771	1,012,963
Parks	943,882	911,417	950,534	935,831	963,320
Buildings and Grounds	241,000	281,000	461,720	577,595	571,354
Planning	573,635	479,305	596,300	475,818	519,542
Cultural and Economic Development					
Economic Development	263,654	255,378	151,275	155,893	160,662
Travel and Tourism	415,212	419,024	442,735	287,434	451,809
Parks & Recreation	407,857	419,390	336,135	391,222	432,525
Capital Projects & General Services					
Non Dept & Service Agencies	344,850	461,652	449,286	471,968	591,657
Non Dept - Contribution to Capital Projects	1,300,000	1,400,000	1,263,000	1,595,805	1,648,346
Total Expenditures	\$ 11,068,327	\$ 11,943,988	\$ 12,665,583	\$ 12,798,624	\$ 13,513,782

Expenditures by category

Analysis of trends and changes from prior years

For the purposes of this discussion expenditures have been grouped into five categories:

- Personnel
- Operating
- Capital
- Debt Service
- Non-departmental

The composition of town expenditures varies by year according to available revenue, board priorities, needs, and/or opportunities.

The FY 2022 budget maintains funding for all prior year town services. The manager’s recommendation also includes “needs” which have been identified to enhance services provided to residents. These include items which support the board of commissioners’ goals and initiatives, as well as implementation of recommendations from the Davidson Strategic Plan, Comprehensive Plan, Economic Development Plan, Mobility Plan, and traffic and marketing studies.

Personnel expenditures

\$7,383,066 or 54.6% of total general fund expenditures

Personnel expenditures include more than salaries paid to town staff. The cost of benefits paid to town employees or to third parties on behalf of town employees is also captured in this category. Benefit costs are FICA taxes, workers compensation premiums, group health insurance premiums, local government employee retirement (LGERS) funding, unemployment claims, and wellness initiatives.

Increases to the FY2021 benefits include a 1.2% increase to the LGERS employer contribution rate (the LGERS contribution rate is applied to total payroll). On a positive note, the town’s workers compensation premiums were about \$30,000 less than projected due to a significant reduction in claims over a rolling three-year period; and health insurance premiums did not increase for FY2022.

Full Time Equivalent Positions by Department

Department	FTE
Administration	8.88
Legal	1.00
Equity and Inclusion	1.00
Police Department	27.78
Fire Department	26.08
Public Works	
Streets	5.00
Parks	7.20
Planning	5.00
Economic Development	0.50
Travel and Tourism	1.50
Recreation	4.35
Total	88.28

Note: Partial positions in the chart above occur due to part-time employees and full-time positions that are split between two departments.

The manager’s proposed budget includes a 3% salary increase merit pool; additionally, about \$87,000 has been allocated to implement recommendations of the salary study which will be completed before the end of FY2021. Police officers working the night shift will also receive a salary incentive of \$1.50 per hour. Additionally, the Fire Department budget includes \$40,000 to utilize as grant match funds for a full-time captain position.

Operating expenditures

\$2,886,006 or 21.4% of total general fund expenditures

In addition to the ongoing operational necessities, the town is still able to accomplish funding for the following:

- \$56,500 increase to the Equity and Inclusion Department budget for additional staff, volunteer and resident training
- \$45,000 – additional funding for sidewalk repairs
- Reinstatement of item removed from the FY2021 budget due to COVID-19:

- Town sponsored events:
 - Christmas in Davidson
 - Concerts on the Green/Circles/Square
 - Art on the Green
 - Taste of Davidson
 - Town Day
- Staff travel (Partial)
- Board Strategic Planning Retreat
- ASC and Public Art Commission

Capital expenditures

\$214,500 or 1.6% of total general fund expenditures

Planned capital expenditures for FY 2019 include:

- \$152,000 – three replacement police patrol cars
- \$7,500 – a new 40” mower
- \$10,000 – greenways project fund
- \$20,000 – to equip a fire department vehicle
- \$25,000 – for a replacement QRV vehicle

Debt service expenditures

\$752,203 or 5.6% of general fund expenditures

Debt service on installment debt decreased in FY2022 due to the maturity of 2 loans and the reduction in the interest rate on the 251 South Street loan.

Non-departmental expenditures

Non-departmental operating

\$372,396 or 2.8% of general fund expenditures

Non-departmental operating includes information technology support and contract services, technology equipment, and tuition reimbursement – expenditures that benefit all town departments as a whole. It also includes funding for our non-profit agency donations.

This budget includes \$29,500 for enhanced cybersecurity functionality to protect the town’s electronic assets.

Contingency

\$219,261 or 1.6% of general fund expenditures

This includes funding for a 3% merit pool and the recommendations of the salary study.

Contribution to capital projects/future debt service

\$1,686,351 or 12.5% of general fund expenditures

This department funds several areas of capital needs in the town. It includes \$300,000 for the resurfacing of roads and \$150,000 for new sidewalk projects. This budget also commits \$1,048,346 to fund voter-approved future debt service on the capital projects funded by the 2017 and 2019 G.O. Bond orders. Additionally, a transfer of \$150,000 to subsidize the Solid Waste Fund will avoid an increase to the Solid Waste Fee for residents in FY2022.

Departmental Summaries

Administration and Governing Body

- **Governing Body**

The town operates under the Council-Manager form of government. The town is governed by a Mayor and the five-member town board of commissioners elected on an at-large, non-partisan basis. The Mayor presides over all town board meetings and can vote only in the case of a tie. The town board enacts all general and technical ordinances, including budgetary appropriations and zoning ordinances, approves contracts, and establishes general management policies. The town board appoints the Town Manager and Town Attorney and makes appointments to other various boards and committees. The town board holds a strategic planning retreat every other year to set goals and objectives for the coming two years.

- **Administration**

The Town Manager is the chief executive officer and is responsible for enforcement of laws and ordinances, delivery of town services, planning, personnel administration, and budgetary management. In addition to the Town Manager position and associated costs, the administration budget includes key personnel and operational functions:

- Assistant Town Manager
- Town Clerk
- Project Manager
- Human Resources
- Communications
- Finance & Budget

- **Legal**

The legal department includes the cost of the Town Attorney and costs related to the legal matters of the town. The Town Attorney is appointed by the board of commissioners.

- **Equity and Inclusion**

The Housing and Equity Department serves the Davidson community by providing affordable housing and equitable services. These services include, but are not limited to, providing, and maintaining affordable housing, housing plan approvals, affordable housing programs, racial equity plan, equitable policies, procedures and services, and equity and inclusion training. The department provides the staff liaison for the town's Housing and Equity advisory board.

Areas of focus for the upcoming year include:

- Developing the Affordable Housing Implementation Plan
- Developing the Racial Equity Plan
- Implementing a Racial Equity Training program
- Updating Housing Policies and Procedures
- Updating the Critical Home Repair Program
- Establishing Living Wage Certification Program

EXPENDITURES					
	FY 2018	FY 2019	FY 2020	FY2021	FY2022
	BUDGET	BUDGET	BUDGET	BUDGET	RECOMMENDED
				Includes Mid-Year Adjustment	
Administration and Governing					
Governing Body	\$ 117,365	\$ 99,440	\$ 123,566	95,597	111,815
Administration	996,769	1,000,045	1,164,926	1,390,040	1,286,416
Legal	152,286	153,040	162,605	172,115	200,451
Equity and Inclusion				-	229,479
Total Administration and Governing	1,266,420	1,252,525	1,451,097	1,657,752	1,828,161

Expenditures By Type	FY2021	FY2022	Change
Personnel	\$ 1,169,695	\$ 1,379,168	\$ 209,473
Operating	\$ 488,057	\$ 448,993	\$ (39,064)
Capital	\$ -	\$ -	\$ -
Total	\$ 1,657,752	\$ 1,828,161	\$ 170,409

Police

The Town of Davidson Police Department is led by Chief of Police Penny L. Dunn, who reports to the Town Manager. The department provides police services in the Town of Davidson town limits and in the extra-territorial jurisdiction (ETJ) of the town through an interlocal agreement with the Charlotte-Mecklenburg Police Department (CMPD). The town’s 911 and police dispatch services are provided by CMPD through this agreement. The Police Department bases its professional practices in the community policing philosophy of focusing on partnerships and problem-solving techniques to proactively address public safety issues. The department is composed of 30 staff with 25 sworn Police Officer positions, two full-time non-sworn staff and three part-time non-sworn staff. The Patrol Operations Division consists of four patrol squads providing 24/7 coverage and includes the police reserve unit. The Administration Division consists of the Records Section, Criminal Investigation and Specialized Units. Specialized Units covers community engagement, school resource officers, police K-9 handler, crossing guards and code enforcement.

Major Activities and Services Provided:

- Strive to prevent and detect criminal activity, apprehend offenders, and resolve conflict through professional, transparent and equitable enforcement of local and state laws.
- Engage with the community to build and maintain relationships with the residents and business people the department serves.
- Work to make Davidson a safe place to live, work and play through public safety efforts to reduce accidents and crime, by enforcing traffic laws, participating in local events to promote bike and pedestrian safety, and hosting events for safe driving, crime prevention and awareness, child gun safety, etc.

Objectives/ Accomplishments:

- The Davidson Police Department endeavors to be a problem-solving organization. The department’s interest is for the peace and safety of the public it serves. The Police Department is continually seeking opportunities to engage in open dialogue and improve its relationships and department operations in order to maintain a safe environment for the residents, visitors, businesses, and students who make Davidson their home. The Davidson Police Department is a nationally accredited agency through the Commission on Accreditation for Law Enforcement Agencies (CALEA).

EXPENDITURES					
	FY 2018	FY 2019	FY 2020	FY2021	FY2022
	BUDGET	BUDGET	BUDGET	BUDGET	RECOMMENDED
				Includes Mid-Year Adjustment	
Police Department	2,215,182	2,603,171	2,734,953	2,938,017	2,967,906

Expenditures By Type	FY2021	FY2022	Change
Personnel	\$ 2,287,131	\$ 2,394,340	\$ 107,209
Operating	\$ 394,937	\$ 407,617	\$ 12,680
Capital	\$ 255,949	\$ 165,949	\$ (90,000)
Total	\$ 2,938,017	\$ 2,967,906	\$ 29,889

Fire

The Town of Davidson Fire Department is led by Chief Ryan Monteith, who reports to the Town Manager and serves as a member of the Management Team. In addition to the Chief, the Command Staff is comprised of (3) Deputy Chiefs. The department’s membership roster consists of (9) FTE’s which includes (6) Firefighter/Engineers and (3) Battalion Chiefs which serve as shift commanders. The remaining roster consists of (50) part-time personnel that serve as Captains and Firefighters. The department provides service to the 13,625 residents of Davidson operating out of two fire stations. These stations provide twenty-four hour, seven days a week coverage annually.

Major Services Provided:

- Provides primary fire service protection for the Town of Davidson, ETJ, and rural areas within the two designated fire districts
- Provides primary EMS First Responder service to the district
- Provides primary hazardous material mitigation service to the district
- Provides primary technical rescue response to the district
- Provides primary water rescue response to Lake Cornelius and Lake Davidson
- Assists the Mecklenburg County Fire Marshal’s Office with providing fire and safety education delivery to the local elementary schools
- Provides command and control within the town’s Emergency Management function

Areas of focus for FY 2022 include:

- Continue to reduce response times within the coverage district
 - Target goal of 6:00 minute response time for first due apparatus at 85%
 - Target goal of 8:00 minute response time for second due apparatus at 80%
- Increase fire prevention activities within the community once current COVID-19 restrictions decrease
- Continue with the Accreditation Process to achieve Accreditation for the department
- Work with community partners to deliver more robust fire and safety training for community members
- Focus on overall mental health and well-being of department members
- Strengthen the Town of Davidson’s Emergency Management capabilities

EXPENDITURES					
	FY 2018	FY 2019	FY 2020	FY2021	FY2022
	BUDGET	BUDGET	BUDGET	BUDGET	RECOMMENDED
				Includes Mid-Year Adjustment	
Fire Department	1,453,906	1,763,477	2,036,223	2,270,518	2,365,538

Expenditures By Type	FY2021	FY2022	Change
Personnel	\$ 1,719,974	\$ 1,786,669	\$ 66,695
Operating	\$ 209,590	\$ 201,316	\$ (8,274)
Capital	\$ 340,954	\$ 377,553	\$ 36,599
Total	\$ 2,270,518	\$ 2,365,538	\$ 95,020

Public Works

There are three components of Public Works: Streets, Parks Maintenance, and Building and Grounds.

- **Streets**

The public works crews maintain Davidson’s streets, sidewalks, and street signage, and are responsible for ensuring that town streets remain passable during inclement weather. This budget also includes funding for streetlight operation, maintenance of the town’s tree inventory, and new/replacement equipment.

- **Parks Maintenance**

Public works is responsible for the upkeep and landscape maintenance of all public park areas of town, including Roosevelt Wilson Park, Fisher Farm, The Preserve Dog Park, Caldwell Green Tot Lot, Faulkner Square, South Lawn Park, North Lawn Park, Forrest Park Playground, Mimosa Cemetery, McEver baseball fields, Town Green, town greenways, Beaver Dam, and the soccer fields at River Run. The Town Arborist ensures that all aspects of the tree canopy are well maintained on both public and private property.

- **Building and Grounds**

Public works ensures that municipal buildings are properly maintained and kept clean. This budget also includes property and liability insurance on town assets and utilities services.

Areas of focus for the upcoming year include:

- Develop and implement a tree canopy management plan
- Continue working to connect people and places with sidewalk construction and repairs
- Continue implementing the Parks Maintenance 5-year plan. Review and develop an updated plan.
- Uphold current levels of facility maintenance and repairs as needed
- Increase street sweeping miles and basin cleaning in coordination with stormwater pollution prevention plan.

EXPENDITURES					
	FY 2018	FY 2019	FY 2020	FY2021	FY2022
	BUDGET	BUDGET	BUDGET	BUDGET	RECOMMENDED
				Includes Mid-Year Adjustment	
Public Works					
Streets	1,642,729	1,697,649	1,792,325	1,040,771	1,012,963
Parks	943,882	911,417	950,534	935,831	963,320
Buildings and Grounds	241,000	281,000	461,720	577,595	571,354
Total	2,827,611	2,890,066	3,204,579	2,554,197	2,547,637

Expenditures By Type	FY2021	FY2022	Change
Personnel	\$ 829,720	\$ 837,471	\$ 7,751
Operating	\$ 1,218,145	\$ 1,286,960	\$ 42,515
Capital	\$ 506,332	\$ 423,206	\$ (83,126)
Total	\$ 2,554,197	\$ 2,547,637	\$ (32,860)

Planning

The Planning Department serves the Davidson community by providing transparent and efficient planning services. These services include, but are not limited to, building permit review, development approvals, historic preservation, mobility, land conservation, sustainability, and public engagement. The department staffs four of the town’s advisory boards: Planning Board, Design Review Board, Historic Preservation Commission, and Board of Adjustment.

Areas of focus for the upcoming year include:

- Implementing the Comprehensive Plan
- Implementing the Strategic Plan
- Implementing the Mobility Plan
- Developing a Historic Preservation Plan
- Exploring/implementing growth management tools
- Exploring/implementing land conservation tools
- Pursuing CRTPO funding for transportation initiatives/projects
- Defining and implementing a passive recreation use policy and/or ordinance for Lake Davidson with Mooresville
- Implementing ordinance changes associated with 160D (NCGS)
- Continue to provide timely/efficient response to building permit review

EXPENDITURES					
	FY 2018	FY 2019	FY 2020	FY2021	FY2022
	BUDGET	BUDGET	BUDGET	BUDGET	
				Includes Mid-Year Adjustment	
Planning	573,635	479,305	596,300	475,818	519,542

Expenditures By Type	FY2021	FY2022	Change
Personnel	\$ 449,818	\$ 477,032	\$ 27,214
Operating	\$ 26,000	\$ 42,510	\$ 16,510
Capital	\$ -	\$ -	\$ -
Total	\$ 475,818	\$ 519,542	\$ 43,724

Economic Development/Travel and Tourism

Department Profile

The Economic Development Director reports to the Assistant Town Manager and is a member of the Management Team. This position is responsible for working closely with town staff in promoting the business and economic development interests within the community. The Economic Development Director provides guidance to individuals and companies to establish, relocate, or expand their businesses within the community. Duties include development of data, statistics, and publications which portray the economic potential of the town; identification of prospective businesses; recruitment of businesses; and maintenance of proper records, reports, and public information for the program. During the pandemic, this department provided critical support to businesses.

Major Activities & Services Provided

Business Attraction

- Directs economic development initiatives to achieve the goals and objectives outlined by the Economic Development Strategic Plan.
- Provides short- and- long term community and economic development plans, as well as the gathering of information and preparation of studies, reports, and recommendations to achieve such goals. This involves the preparation and maintenance of information on available property, taxes, zoning, occupancy rates, and employment numbers.
- Assists developers in the application and permitting process, serving as an advocate for economic development in line with the Comprehensive Plan, Economic Development Strategic Plan, zoning ordinances, and goals established by the town.
- Provides information and/or makes presentations to supervisors, boards, commissions, civic groups, businesses, individuals, and the general public on economic development issues, programs, services, and plans.
- Maintains inventory of available commercial buildings and commercial development sites in the community. This includes both public and private buildings and parcels.
- Prepares grant proposals and applications, contracts, and other necessary documents as may be required for necessary community services.

Business Retention

- Administers the Town's Marketing Grant Program and Davidson's Main Street Grant Program.
- Works to formulate and implement marketing and business attraction strategies.
- Maintains strong working relationships with the general public, area businesses, local non-profits, and others.
- Provides information and statistics to regional partners including Lake Norman Economic Development Commission and Visit Lake Norman. Updates regional partners on Davidson's strategy and goals.
- Responsible for Business Retention Program, including administration of annual survey, visits businesses regularly to stay abreast of their status, any potential for expansion, and to follow up on requests.

- Responsible for programming monthly Davidson Connections merchant meetings and all merchant communication including monthly emails.
- Maintains Business License program and up to date business data base.

Small Business & Entrepreneurship

- Supports Small Business & Entrepreneurship efforts in tandem with The Hurt Hub.
- Serves on Advisory Board for The Hurt Hub.
- Participates in entrepreneurship programs including pitch competitions, angel investment options, and gig hub opportunities.

Tourism

- Plans and executes town-sponsored tourism events including Christmas in Davidson, April is for Arts, Concerts on the Green and A Taste of Davidson.
- Serves as staff liaison to the Davidson Public Art Commission.
- Serves as staff liaison to the Davidson Farmers’ Market.

EXPENDITURES					
	FY 2018	FY 2019	FY 2020	FY2021	FY2022
	BUDGET	BUDGET	BUDGET	BUDGET	RECOMMENDED
				Includes Mid-Year Adjustment	
Cultural and Economic Development					
Economic Development	263,654	255,378	151,275	155,893	160,662
Travel and Tourism	415,212	419,024	442,735	287,434	451,809
Total	678,866	674,402	594,010	443,327	612,471

Expenditures By Type	FY2021	FY2022	Change
Personnel	\$ 153,899	\$ 170,936	\$ 17,037
Operating	\$ 289,428	\$ 403,535	\$ 114,107
Capital	\$ -	\$ 38,000	\$ 38,000
Total	\$ 443,327	\$ 612,471	\$ 169,144

Parks and Recreation

The Parks and Recreation Department serves the Davidson community by providing healthy, sustainable, and enriching environments for all. These services include, but are not limited to, programming, events, mobility, sustainability, and public engagement. The department staffs the Livability Board (including the Parks and Recreation, Walks and Rolls, and Trees and Natural assets subcommittees), and the Sustainability Committee.

Areas of focus for the upcoming year include:

- Develop a Special Events Policy
- Develop a Sustainability Plan
- Expand programming to include/utilize our parks and the outdoors.
- Work with Livability Board to provide recommendations and assist the Planning Department with implementing the Mobility Plan
- Partner with the Planning Department to explore/implement land conservation tools
- Work to establish and implement a park/playground inspection schedule
- Work with Public Works to establish a park maintenance schedule

EXPENDITURES					
	FY 2018	FY 2019	FY 2020	FY2021	FY2022
	BUDGET	BUDGET	BUDGET	BUDGET	RECOMMENDED
				Includes Mid-Year Adjustment	
Parks & Recreation	407,857	419,390	336,135	391,222	432,525

Expenditures By Type	FY2021	FY2022	Change
Personnel	\$ 317,117	\$ 337,450	\$ 20,333
Operating	\$ 74,105	\$ 95,075	\$ 20,970
Capital	\$ -	\$ -	\$ -
Total	\$ 391,222	\$ 432,525	\$ 41,303

Capital Projects & General Services

This department includes information technology support and contract services, technology equipment, employee support services and tuition reimbursement – expenditures that benefit all town departments as a whole. It also includes funding for non-profit agency donations, and contingency funds. Contributions to capital projects, transfers to other funds, and future debt service are also funded. Capital projects include the resurfacing of roads and new sidewalk projects.

EXPENDITURES					
	FY 2018	FY 2019	FY 2020	FY2021	FY2022
	BUDGET	BUDGET	BUDGET	BUDGET	RECOMMENDED
				Includes Mid-Year Adjustment	
Capital Projects & General Services					
Non Dept & Service Agencies	344,850	461,652	449,286	471,968	591,657
Non Dept - Contribution to Capital Projects	1,300,000	1,400,000	1,263,000	1,595,805	1,648,346
Total	1,644,850	1,861,652	1,712,286	2,067,773	2,240,003

Expenditures By Type	FY2021	FY2022	Change
Personnel	\$ -	\$ -	\$ -
Operating	\$ 471,968	\$ 591,657	\$ 119,689
Capital	\$ 1,595,805	\$ 1,648,346	\$ 52,541
Total	\$ 2,067,773	\$ 2,240,003	\$ 172,230

FY2022-2026 Capital Improvement Plan

Creating and implementing a five-year Capital Improvement Program (CIP) to fund necessary infrastructure is critical for a community. Capital investment programs help manage the impacts of growth, ensure safety and provide for important quality of life enhancements.

The Town of Davidson's five-year CIP totals **\$24.7 million** and includes key investments in parks, greenways, streets and public facilities.

Capital Investment Highlights

Investments in Sustainability

After the adoption of the Sustainability Framework in April 2021, the recommended CIP includes several key recommendations from the framework. Monies are planned for water quality improvements to Roosevelt Wilson Park, a storm water management master plan, electric vehicle charging stations, and the potential move to LED streetlights to reduce energy use.

Mobility Improvements

Pedestrian and intersection improvements are key projects for mobility needs in the FY2022-2026 CIP. These projects include the design work for improvements at the North Main-Beaty intersection, design for a side path along Beaty Street, and other pedestrian improvements.

Greenway Enhancements

Continuing to build the town's greenway network is another key focus for the FY2022-2026 CIP. Key projects include continued design work and right-of-way acquisition for a greenway link between River Run and Narrow Passage along the West Branch of Rocky River as well as design for a link between River Run to Summer's Walk. A wayfinding program for the town's greenways is also funded.

Public Facilities

With the completed design for 251 South Street and the town hall police renovation, the five-year CIP begins contemplating the need for the land acquisition for a new fire station #1 as well as the relocation of public works to a new facility. This public works relocation will allow the potential for an affordable housing project on the current site.

Strategic Funding Plan

With the development of the FY2021-FY2025 CIP, a key strategic shift was implemented to enable a more proactive approach to using the town's cash reserves as an important funding tool for the overall CIP. This new process programmed 50 % of unassigned fund balance above the town's stabilization threshold as of March 1 into the CIP. These funds flowed into the Community Investment Fund (CIF) and served as a key funding source for the design work necessary for capital funding improvements. Projects that received this funding included Beaty Park, restrooms at Fisher Farm and Plum Creek Park, the future greenway connection between Fisher Farm and Narrow Passage, and the Griffith Street Roundabout HAWK signals.

For FY2021-2022, **\$667,000** will be allocated to the CIF, leaving **\$666,000** in unassigned fund balance for any potential needs that may occur during the year.

Unassigned Fund Balance as of March 31, 2021	
Stabilization Threshold Amount	\$4,362,268
Community Investment Fund	\$831,000
Additional FY2021 Projects	\$1,183,000
Unassigned Fund Balance	\$1,333,052
Total	\$7,709,320

Projects that will receive CIF funding in FY2021-2022 for design include:

- Narrow Passage to Fisher Farm Greenway
- North Main-Beaty Intersection Improvements
- Potts-Sloan-Beaty Side Path
- River Run to Summers Walk Greenway

Additionally, the CIF also provides a funding source for pedestrian improvements, wayfinding signage, EV infrastructure, and sustainable streetlight upgrades.

General Obligation Bond Projects

In addition to continuing the strategy of using the CIF to fund portions of the town’s capital needs with cash above what is needed for ongoing reserves, the FY2022-FY2026 CIP also continues the work to fund the 2017 and 2019 GO bond projects.

In 2017, voters approved:

- 2017 Mobility \$6 million
- 2017 Parks \$4 million
- 2017 Greenways \$5 million

In 2019, voters approved \$14 million for the renovation of the current town hall into a dedicated police station and 251 South Street into a town hall and community center.

In June, the town board is scheduled to approve the following bond projects and debt issuance. Construction will begin on these projects in the summer of 2021.

Category/ Department	Description	Funding Source	Total
Facilities	Town Center and Public Safety Renovation	Bonds	14,500,000
Parks	Beaty Park	Bonds	2,565,000
		CIF	275,000
Mobility	Griffith St. Roundabouts - Pedestrian HAWK Signals	Bonds	600,000
Parks	Fisher Farm Park - restrooms, other improvements	Bonds	407,000
Parks	Plum Creek Phase II	Bonds	400,000
Greenways	Kincaid Trail Ext. - grant match	Bonds	200,000
		Grant	800,000
Parks	Parham Park ADA Kayak Launch	Bonds	255,000
	Total 2021 GO Bond Proceeds		18,927,000
	Total Other Sources		1,075,000
			<u>20,002,000</u>

While the first set of bonds will be issued in June 2021, future issuances are planned to continue funding a portion of the CIP based upon voter approval. The chart below shows the current plan for issuance dates. Projects included in these issuances include the Fisher Farm to Narrow Passage Greenway, enhancements to Plum Creek Park, the River Run to Summer’s Walk greenway connection and intersection improvements at North Main and Beaty as well as a roundabout at Robert Walker Drive.

G.O. Bond Projected Issuance by Year					
Bond Order	2022	2023	2024	2025	Total
2017 Mobility		\$ 2,805,400	\$ 200,000	\$ -	\$ 3,005,400
2017 Greenways		\$ 1,070,000		\$ 3,745,000	\$ 4,815,000
2017 Parks				\$ 400,000	\$ 400,000
2019 Public Facilities		\$ -		\$ -	\$ -
Total By Year		\$ 3,875,400	\$ 200,000	\$ 4,145,000	\$ 8,220,400

Capital Improvement Plan Summary FY2022 – FY2026

Category/ Department	Description	Funding Source	2022	2023	2024	2025	2026	Future	Total
Parks	Plum Creek Phase III	Bonds				400,000			400,000
Greenways	Greenway West Branch Rocky River from Fisher Farm to Narrow Passage	Bonds		1,070,000					1,070,000
Mobility	Intersection - North Main-Beaty	Bonds		2,000,000					3,000,000
		CIF		1,000,000					
Mobility	Potts Sloan Beaty - Phase 2 - Beaty St. Side Path	Bonds		462,000					2,310,000
		Grant-CRTPO		1,848,000					
		CIF		TBD					
Mobility	Intersection - Davidson-Concord Rd./Robert Walker Roundabout	Bonds		343,400					1,669,400
		Grant		1,326,000					
Mobility	Potts Sloan Beaty - Post Construction Pedestrian Safety	Bonds			200,000				200,000
Greenways	River Run to Summers Walk	Meck County Bonds				TBD			3,500,000
					3,500,000				
Greenways	Grey Road - Wolfe to Abersham Park	Bonds				245,000			3,100,000
		CIF				2,855,000			
Mobility	Main/Concord intersection turn lane extension project	TBD					530,000		530,000
Mobility	Street Resurfacing	GF	300,000	300,000	300,000	300,000	300,000		1,500,000
		Powell Bill	300,000	300,000	300,000	300,000	300,000		1,500,000
		UFB							
Mobility	Pedestrian Safety - (RRFBs, Intersection Improvements)	CIF	150,000	150,000	150,000	150,000	150,000		750,000
Parks	Nature Preserve Pier/Improvements/Armour St. Walking Pier/Complete Park	Grant in FB	132,600						132,600
Public Fac	Fire Station #2 -Interior/Parking Lot	CIF	30,000	10,000					40,000
Greenways	Wayfinding Signage	CIF	30,000	20,000					50,000
Parks	Ada Jenkins Playstructure	CIF		80,000					80,000
Parks	Bradford Park - MutiUse Sidepath (Huntersville)	CIF	20,000						20,000
Intersection	Main St.-Griffith St. Pedestrian Safety Enhancements	CIF			500,000				500,000
Sidewalk	Sidewalk West Side of Beaty Street	CIF			500,000				500,000
Mobility	Exit 30 landscaping: Roundabouts and Ramps	CIF	50,000	50,000	50,000	50,000	50,000		250,000
Parks	RWP - Picnic Shelter and Active Play Features	Grant		100,000					205,000
		CIF		25,000	80,000				
Parks	Bradford Neighborhood Park - Phase 2	CIF		80,000					80,000
Stormwater	Water Quality Enhancement Project RWP	Grant/StmH2O		75,000	75,000				150,000
Streets	Rocky River/Dav-Con Roundabout Landscaping	CIF			50,000				50,000
Streets	Sustainable Streetlights	CIF	70,000	65,000	65,000				200,000
Mobility	EV Infrastructure	CIF	25,500						51,000
		Grant	25,500						
PW	Public Works Future Site	TBD					2,900,000		2,900,000
Mobility	Potts/Sloan/Beaty	NCDOT Grant	The intention is for this project to be funded entirely by the NCDOT however it's possible any overage could be expected to be paid for by the town.						
			2022	2023	2024	2025	2026		Total
	Projected 5-Year Capital Expenditures		1,133,600	9,304,400	2,270,000	7,800,000	4,230,000		24,738,000

Future Projects

FD	Future FS#1	TBD						3,500,000	3,500,000
Intersection	Intersection Improvements Concord-Pine-Grey	TBD						1,950,000	1,950,000
Sidewalk	Sidewalk North Side Concord	TBD						600,000	600,000
Greenways	S. Main to Potts /Sloan / Beaty Connector	TBD						200,000	200,000
Sidewalk	Houston Street Sidewalk	GF						120,750	120,750
Sidewalk	Sidewalk S. Side Jetton	GF						100,000	100,000
Public Fac	Fire Station #1 - Parking Lot Concrete Pad Repair	CIF						70,000	70,000
Parks	Davidson Pointe Neighborhood Park	TBD						TBD	-
Greenways	Greenway Fisher Farm to McConnell Neighborhood	TBD						TBD	-
Multi-Use Path	Davidson-Concord Road Side Path - Existing to NC73	TBD						TBD	-
Mobility	Walnut St. To Vernon Drive Connector	TBD						TBD	-
Mobility	Eastway Dr. To South Street Bike Ped Connector	TBD						TBD	-
Mobility	Hillside Drive to Cathy St. Bike Ped Connector	TBD						TBD	-
Transit	CATS Bus Stop Enhancements Projects	CATS						TBD	-
									6,540,750
	G.O. Bond Orders Indicated As Follows:			Allocated	Issued 2021	Unallocated			
	2017 Mobility (\$6 million)	Yellow	3,005,400	545,000	2,449,600				
	2017 Parks (\$4 million)	Green	400,000	3,560,000	40,000				
	2017 Greenways (\$5 million)	Orange	4,815,000	185,000	-				
	2019 Public Facilities (\$14 million)	Blue		13,250,000	750,000				

Capital Equipment Schedule FY 2022 – 2026

The town has prepared vehicle replacement schedules for each department based on the useful life of each vehicle class. Based on those schedules, a five-year projection is developed to assist in the budget process.

Category/ Department	Description	Funding Source	2022	2023	2024	2025	2026	Total
PD	Police Cars	GF	174,000	177,000	180,000	183,000	186,000	900,000
PW	Work Truck	GF	25,000	65,000	46,000	35,000	35,000	206,000
AD	Vehicle	GF		30,000				30,000
PW	Dump truck	Financed		175,000				175,000
PW	Skid-steer Loader	GF		80,000				80,000
Projected 5-year Capital Equipment			199,000	527,000	226,000	218,000	221,000	1,391,000

FY2022 Fee Schedule

The fee schedule below includes the various fees charged by the town for defined services.

Fee changes are highlighted in yellow.

TOWN OF DAVIDSON FEE SCHEDULE FY 2022
Effective July 1, 2021

ADMINISTRATION	Approved Fee
Cemetery Plot In-town Resident	\$ 1,500.00
Cemetery Plot Non-resident	\$ 3,000.00
Columbarium Niches In-town Resident	\$ 1,000.00
Columbarium Niches Non-resident	\$ 2,000.00
Filing Fee for Municipal Office (determined by MCBOE and adopted by Town Board)	\$5 Comm./ \$10 Mayor
Returned Check Charge	\$ 30.00

ECONOMIC DEVELOPMENT	Fee
Christmas in Davidson - For-profit vendor	\$ 250.00
Christmas in Davidson - Non-profit vendor	\$ 100.00
Event sponsorships for all events:	
Level I sponsorship	\$ 2,500.00
Level II sponsorship	\$ 1,500.00
Level III sponsorship	\$ 1,000.00
Level IV sponsorship	\$ 500.00
Level V sponsorship	\$ 250.00
Vendor fees vary by event	\$50 - \$250
Street Vendor Application - annual fee	\$ 150.00
Business Registration - one time fee	\$ 40.00
Film Production Permit - fee (one-day)	\$ 150.00
- each additional day	\$ 300.00

Continued on next page

PARKS AND RECREATION	Fee
Fees for Special Events at the following locations: Village Green, McEver Fields, Roosevelt Wilson, Ada Jenkins, Fisher Farm, Town maintained roads, Town parking lots	
Event application, required for all	\$ 20.00
Alcohol Permit Processing Fee (Charged per hour of staff time)	\$25.00 per hour
Event Administration Fee (Charged per hour of staff time)	\$25.00 per hour
Mowing for Special Event	Cost of Mowing
Robocall (For street closure notification)	\$75.00
Road race route review - Review for routes not currently approved	\$ 500.00
Trash Recepticles - Per site	\$ 25.00
Trash Recepticles - Fisher Farm	\$ 50.00
Trash Recepticles - Per recepticle	\$ 7.50
Traffic Barrels/Barriers/Cones - Per Site	\$ 50.00
<i>*Dependent upon impact to grounds and required Town staff involvement</i>	
See PD Fee Schedule for Off Duty Police Officers for events	
See FD Fee Schedule for Firefighters and apparatus for events	
Meeting room use at Parks & Rec facilities - Regular business hours (Non-profit - No Charge)	\$20.00 Per Day
Meeting room use at Parks & Rec facilities - After regular business hours	\$25.00 Per Day
Cost of employee after regular business hours	\$15.00 Per Hour
Primitive Overnight Camping at Fisher Farm (No trailers or recreational vehicles)	\$5.00 Per Tent
Rental of Kayak/Canoe Space at Nature Preserve/Parham Park	
Resident	\$150 per year
Non-resident	\$200 per year
Athletic Field use	
Light usage (resident)	\$15.00 Per Hour
Light usage (non-resident)	\$25.00 Per Hour
Youth Sports	
Practice	\$10.00 Per Hour
Games	\$25.00/hour
Adult Sports	
Practice without lights	\$10.00/hour
Practice with lights	\$20.00/hour
Games plus lights	\$40 Per Game
Tournament rentals	\$100.00/tournament
Each team entered on the tournament bracket	\$ 25.00
Cost per field for lights	\$20.00/hour
Field preparation	\$ 35.00

Continued on next page

PLANNING	Fee
Permits - residential	
Detached (Single-family)	\$ 40.00
Accessory structure, addition, or alteration	\$ 40.00
Attached (multi-family per dwelling unit)	\$ 100.00
Site/building foundation	\$ 50.00
Permits - non-residential	
Minor (less than 5,000 sq. ft.)	\$ 175.00
Major (5,000 sq.ft.or greater)	\$ 350.00
Site/building foundation	\$ 50.00
Accessory structure, addition, or alteration (less than 5,000 sq ft)	\$ 150.00
Accessory structure, addition, or alteration (5,000 sq ft or greater)	\$ 250.00
Permits - other	
Sign permit per sign (fee waived if submitted with an approved Certificate of Appropriateness)	\$ 65.00
Sign package permit	\$ 200.00
Zoning use permit	\$ 40.00
Demolition permit	\$ 40.00
Temporary use permit	\$ 100.00
Temporary use permit - construction trailer/sales office/tent	\$ 40.00
Plan review	
Master plan	\$ 1,000.00
Conditional master plan (<u>plus costs</u>)	\$ 2,000.00
Individual building	\$ 750.00
Conditional planning area single family residential on an individual lot (<u>plus costs</u>)	\$ 750.00
Master plan or conditional amendment not substantial (as defined by Planning Ordinance) (<u>plus costs</u>)	\$ 300.00
Master plan or conditional amendment substantial (as defined by Planning Ordinance) (<u>plus costs</u>)	\$ 750.00
Erosion Control Plans (ESC) - Residential Lot	\$ 75.00
Erosion Control Plans (ESC) - Commercial Lot	\$ 150.00
As-Built Plans	\$ 50.00
Revisions to approved plans (RTAP)	\$ 250.00
Plat Review	
Exempt subdivision	No Fee
Preliminary plat	\$ 1,000.00
Final plat	\$ 400.00
Site plan review	\$ 500.00
Plat amendment/re-combo	\$ 75.00

Continued on next page

PLANNING (Continued)		Fee
Application to boards and commissions		
Design Review Board		\$ 500.00
Design Review sign package within a traditional neighborhood development or historic district		\$ 300.00
Design Review Board consent item, minor alteration, addition, or residential accessory structures		\$ 100.00
Certificate of Appropriateness in an historic district, including sign or vendor cart		
Sign		\$ 65.00
Residential		\$ 75.00
Commercial - Minor		\$ 100.00
Commercial - Major		\$ 500.00
Board of Adjustments variance		\$ 500.00
Board of Adjustments appeal		\$ 500.00
Other		
Required parking space: Payment-in-Lieu for each space in the Village Parking Overlay District (per DPO Section 2.3.3 & 8.3.3)		\$ 3,000.00
Required Sidewalk: Payment -in-lieu for each linear foot		\$ 50.00
Required multi-use path: Payment-in-lieu for each linear foot of a property's frontage in Scenic Byway Overlay District (per DPO Section 2.3.10)		\$ 47.50
Required open space: Payment-in-lieu for each acre in Rural Planning Area (per DPO Section 2.2.15.D)		
Tier 1: Acreage Balance Owed: First 10 Acres		\$ 59,097.00
Tier 2: Acreage Balance Owed: Next 40 Acres		\$ 51,319.00
Tier 3: Acreage Balance Owed: Next 50 Acres		\$ 41,441.00
Tier 4: Acreage Balance Owed: Over 100 Acres		\$ 33,695.00
Tree Planting/Preservation: Payment-in-lieu for each square foot (DPO Sections 9.3.1 and 9.3.2)		\$ 6.00
Zoning verification		\$ 50.00
Text or map amendment		\$ 500.00
Vested rights		\$ 300.00
Any permit, application, or submittal after the fact		Double the fee
Annexations		\$ 150.00
Small Cell Wireless Facilities		
Technical Fee, Per Application		\$ 600.00
Per Facility Fee		\$ 100.00
Affordable Housing (Per Unit)		
Payment in Lieu - developments approved 2001 - June 2007		\$ 26,550.00
Payment in Lieu - developments approved June 2007 - 2008		\$ 30,475.00
Payment in Lieu - developments approved 2008 - May 26, 2015		\$ 34,700.00
Payment in Lieu - developments approved after May 26, 2015		\$ 26,550.00
Payment in Lieu - developments approved after August 27, 2019		\$ 35,260.00

Continued on next page

POLICE		Fee
Abandoned vehicle removal		Cost of towing and storage
Animal license (citizens over 60 years of age are exempt from the fee)		\$ 10.00
Parking Ticket		\$ 30.00
Parking Ticket Convenience Fee (Applicable to all Parking Tickets)		\$ 3.00
Parking Ticket Late Fee (Charged to all tickets not paid within 30 days)		\$ 30.00
Alarm registration		No Fee
False alarm incident schedule:		
1 & 2 false alarms		No Fee
3, 4 & 5 false alarms		\$50 each
6 & 7 false alarms		\$100 each
8 & 9 false alarms		\$250 each
10 + false alarms		\$500 each
Privilege tax for motor vehicles		\$ 20.00
Taxicab Permit per Taxicab		\$ 50.00
Fingerprinting		\$ 10.00
Use of Off Duty Police Officer for events, if requested by applicant - minimum of 4 hours per officer		\$30.00/Hour
Use of Off Duty Police Officers requiring a police supervisor - minimum 4 hours per supervisor		\$35.00/Hour
Use of Police Cruiser when Off Duty Police Officers are used for events		\$10.00/Hour
Peddler's & Hawker's Application Fee		\$25.00 per day
Police records request		See reproduction costs

FIRE DEPARTMENT		Fee
Use of Off Duty Officers and Firefighters for events, if requested by applicant		\$27.00/hour
Use of apparatus for events, if requested by applicant:		
Truck, Fire, Pumper		\$84.04/hour
Truck, Fire, Tanker		\$74.57/hour
Truck, Fire, Aerial Ladder		\$121.00/hour
Command Vehicle		\$19.62/hour
ATV and Trailer		\$14.79/hour
Boat		\$14.00/hour

Continued on next page

PUBLIC WORKS		Fee
	Set-up Traffic Barrels/Barriers/Cones - Per Site	\$ 50.00
	Solid waste fee - single family home - billed annually	\$ 201.00
	Solid waste fee - multi-family home - individual billed annually	\$ 60.00
	Oakhill Apartments	\$ 4,320.00
	Lakeside Apartments	\$ 3,000.00
	Abatement of public health nuisances	cost of removal
	Storm Water Fee (below fees are billed semi-annually)*	
	Tier I: Up to 1,999 square feet of impervious surface.	\$21.06 / year
	Tier II: 2,000 to 2,999 square feet of impervious surface.	\$31.32 / year
	Tier III: 3,000 to 4,999 square feet of impervious surface.	\$44.46 / year
	Tier IV: 5,000 or more square feet of impervious surface.	\$87.84 / year
	Commercial (per impervious acre) - billed monthly	\$522 / year
	<i>*Tier: Single-family homes are in 1 of 4 billing tiers based on the property's total amount of impervious surface.</i>	

REPRODUCTION COST		Fee
	8 1/2" x 11" (Black & White) per page	\$ 0.25
	8 1/2" x 11" (Color) per page	\$ 0.50
	11" x 17" (Black & White) per page	\$ 0.75
	11" x 17" (Color) per page	\$ 1.00
	18" x 24" (Black & White) per page	\$ 2.00
	18" x 24" (Color) per page	\$ 10.00
	24" x 36" (Black & White) per page	\$ 5.00
	24" x 36" (Color) per page	\$ 15.00
	36" x 48" (Black & White) per page	\$ 10.00
	36" x 48" (Color) per page	\$ 20.00
	CD or Electronic Media	\$ 10.00
	Planning Ordinance	\$ 75.00



The Town *of*
Davidson