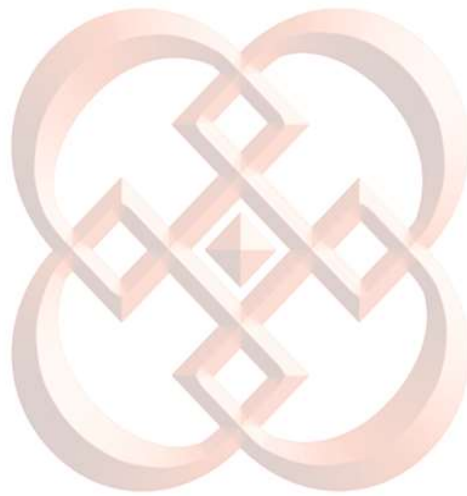


**Fiscal Year  
2019-2020**

**Approved Budget**



*The* **Town of**  
**Davidson**



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## Mayor and Board of Commissioners

Rusty Knox  
Mayor

Jim Fuller  
Mayor Pro Tempore

### Board of Commissioners

Jane Campbell  
Matthew Fort  
Autumn Rierson Michael  
David Sitton

Jamie Justice  
Town Manager

Pieter Swart  
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 ..... 6

Budget process and document organization ..... 8

Fund overview ..... 9

Revenue sources and assumptions..... 13

Expenditures overview ..... 19



May 10, 2019

Dear Davidson Mayor and Board of Commissioners and citizens:

Please accept this proposed budget for fiscal year 2019-20 for the Town of Davidson. I am pleased to present to you a balanced general fund budget of \$12.67million.

The proposed budget was created based upon the board of commissioners' priorities identified in the *Town of Davidson Strategic Plan 2018-2019*. The nine goal areas from the strategic plan are: land use; community engagement; historic preservation; greenways, open space, & parks; affordable housing; economic development; mobility/transportation; operations; and partnerships. Staff appreciates the board of commissioners' leadership in identifying priorities on which the town should focus.

For this budget year, both Mecklenburg and Iredell Counties have undergone revaluation of all properties. With that revaluation, per state statute, we have determined the town of Davidson's revenue neutral tax rate is 28.1 cents per hundred dollars of valuation. After identifying the town's needs to provide services to its citizens and in looking at the priorities from the town board through the strategic plan, I determined that the proposed tax rate that is appropriate to fund the town services and operations and is included with this proposed budget is 29 cents per one hundred dollars of valuation. This rate is a reduction from the current tax rate of 35 cents per one hundred dollars of valuation.

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 citizens into the future.

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

I would like to thank all staff members of the Town of Davidson for their work in serving the citizens of this great 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,

Jamie Justice  
Town Manager



## STRATEGIC PLAN 2018-2019

The Town of Davidson's strategic plan contains nine strategic goals that support the long-term vision of the town. Each strategic goal contains a set of tactical priorities or an outline of processes, and action steps to reach each goal.

### GOALS 2018-2019



The Town of Davidson will align land use policies including revision of development processes, zoning, and regulations to preserve our architectural history, manage residential growth, reduce the scale of future development, and enhance downtown (i.e., connect North and South Main Streets).



The Town of Davidson will preserve our historically significant structures to retain our authenticity as a historic, small college town.



The Town of Davidson will increase physical and mental health of Davidson citizens. Preserve open space and promote greenway connectivity. Provide ample opportunities for play and discovery (active and passive).



The Town of Davidson will have inclusive engagement with the community to encourage substantive, respectful, and open dialogue, increase participation, and foster a sense of belonging.



The Town of Davidson will preserve existing affordable housing,\* and other indicia of inclusion, and work with a variety of partners to create new available, affordable workforce and elderly housing.

\*Affordable housing for the Town of Davidson is defined as incomes between 50% and 120% AMI



The Town of Davidson will maintain organizational excellence through sound financial management, training and retention of quality employees, and superior service to the community.



The Town of Davidson will use existing assets and manage growth to encourage an appropriate mix of residential and commercial development.



The Town of Davidson will build on existing relationships to strengthen partnerships with strategic organizations and institutions.



The Town of Davidson will enable citizens to move freely throughout town via transit, car, bicycle, and on foot.

## 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 2018. The development of the FY2020 budget actually began in November, 2018. During February and March, 2019, town staff considered the merits of budget requests as revenue projections were calculated. The Board of Commissioners discussed financial planning at their March Retreat. 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 was presented at the May 14, 2019 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. The Board approval the budget ordinance at their June 11, 2019 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.

**Appendices** at the end of the document further examine matters relevant to the town budget.



## 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.17).
- Affordable Housing Fund, a *special revenue* fund, used for a particular purpose (Described on p.18).

*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 repairs or damage mitigation resulting from storm water runoff (Described on p.17).
- Solid Waste Fund, used to provide collection of household trash, yard waste, and recyclable materials (Described on p.18).

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

**Fiscal Year 2019-2020**

	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
<b>GENERAL FUND</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>REVENUE</b>					
Property taxes	\$ 5,844,258	\$ 6,077,275	\$ 6,267,777	\$ 6,592,385	\$ 7,145,583
Sales Tax Revenue	1,498,500	1,662,000	1,751,000	1,917,000	2,035,850
Prepared foods & occupancy taxes	355,000	422,000	422,000	470,000	470,000
Utility franchise taxes	766,250	875,000	903,615	890,667	957,000
Motor vehicle taxes & fees	592,000	658,035	684,875	709,162	640,210
Charges for services	534,800	507,304	534,900	547,000	430,250
Intergovernmental	272,600	295,600	468,960	558,474	545,240
Interest on investments	2,500	8,000	30,000	100,000	200,000
Miscellaneous	11,000	16,000	5,200	95,200	97,000
Fund balance appropriated	21,929	-	-	64,100	144,450
<b>Total Revenues and Funding Sources</b>	<b>\$ 9,898,837</b>	<b>\$ 10,521,214</b>	<b>\$ 11,068,327</b>	<b>\$ 11,943,988</b>	<b>\$ 12,665,583</b>

<b>EXPENDITURES</b>					
	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>
Governing Body	\$ 110,377	\$ 128,898	\$ 117,365	\$ 99,440	\$ 123,566
Administration	940,035	973,254	996,769	1,000,045	1,164,926
Legal	124,810	136,079	152,286	153,040	162,605
Buildings and Grounds	190,100	208,700	241,000	281,000	461,720
Police Department	1,681,741	1,938,641	2,215,182	2,603,171	2,734,953
Fire Department	1,101,840	1,198,235	1,453,906	1,763,477	2,036,223
Public Works	1,571,470	1,754,508	1,642,729	1,697,649	1,792,325
Planning	359,784	516,597	573,635	479,305	596,300
Economic Development	378,593	446,469	263,654	255,378	151,275
Travel and Tourism	372,360	358,751	415,212	419,024	442,735
Recreation	466,888	398,280	407,857	419,390	336,135
Parks	1,010,696	836,713	943,882	911,417	950,534
Non Dept & Service Agencies	453,443	426,032	344,850	461,652	449,286
Non Dept - Contribution to Capital Projects	1,136,700	1,200,057	1,300,000	1,400,000	1,263,000
<b>Total Expenditures</b>	<b>\$ 9,898,837</b>	<b>\$ 10,521,214</b>	<b>\$ 11,068,327</b>	<b>\$ 11,943,988</b>	<b>\$ 12,665,583</b>

**Fiscal Year 2019-2020**

	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
<b>POWELL BILL FUND</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>REVENUE</b>					
Powell Bill Revenue	\$ 312,954	\$ 318,323	\$ 325,000	\$ 335,000	\$ 333,000
<b>Total revenues and funding sources</b>	<b>\$ 312,954</b>	<b>\$ 318,323</b>	<b>\$ 325,000</b>	<b>\$ 335,000</b>	<b>\$ 333,000</b>
<b>EXPENDITURES</b>					
Engineering	\$ 40,000	\$ -	\$ -	\$ -	\$ -
Supplies & Materials	-	-	-	-	-
Street Repair/Resurfacing	272,954	318,323	325,000	335,000	333,000
Contracted Services	-	-	-	-	-
Debt service	-	-	-	-	-
<b>Total expenditures</b>	<b>\$ 312,954</b>	<b>\$ 318,323</b>	<b>\$ 325,000</b>	<b>\$ 335,000</b>	<b>\$ 333,000</b>

	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>
<b>AFFORDABLE HOUSING</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>BUDGET</b>
<b>REVENUE</b>					
Fund Balance Appropriated/Transfer from GF	\$ 31,822	\$ 33,226	\$ 50,105	\$ 85,220	\$ 97,891
<b>Total revenues and funding sources</b>	<b>\$ 31,822</b>	<b>\$ 33,226</b>	<b>\$ 50,105</b>	<b>\$ 85,220</b>	<b>\$ 97,891</b>
<b>EXPENDITURES</b>					
Personnel	\$ 30,098	\$ 31,526	\$ 33,905	\$ 33,970	\$ 36,691
Operating	1,724	1,700	16,200	51,250	61,200
<b>Total expenditures</b>	<b>\$ 31,822</b>	<b>\$ 33,226</b>	<b>\$ 50,105</b>	<b>\$ 85,220</b>	<b>\$ 97,891</b>

	FY 2016 BUDGET	FY 2017 BUDGET	FY 2018 BUDGET	FY 2019 BUDGET	FY 2020 BUDGET
<b>STORM WATER FUND</b>					
<b>REVENUE</b>					
Storm Water Fees	\$ 218,000	\$ 218,000	\$ 218,000	\$ 245,000	\$ 250,000
<b>Total revenues and funding sources</b>	<b>\$ 218,000</b>	<b>\$ 218,000</b>	<b>\$ 218,000</b>	<b>\$ 245,000</b>	<b>\$ 250,000</b>
<b>EXPENDITURES</b>					
Storm Water Contract	\$ 183,000	\$ 48,000	\$ 50,600	\$ 62,000	\$ 50,000
Contract Services	-	120,000	133,570	146,670	163,670
Contingency	35,000	50,000	-	-	-
Debt Service	-	-	33,830	33,830	33,830
Equipment Not Capitalized	-	-	-	2,500	2,500
<b>Total expenditures</b>	<b>\$ 218,000</b>	<b>\$ 218,000</b>	<b>\$ 218,000</b>	<b>\$ 245,000</b>	<b>\$ 250,000</b>

	FY 2016 BUDGET	FY 2017 BUDGET	FY 2018 BUDGET	FY 2019 BUDGET	FY 2020 BUDGET
<b>SOLID WASTE FUND</b>					
<b>REVENUE</b>					
Solid Waste Fees	\$ 701,785	\$ 746,520	\$ 749,000	\$ 777,150	\$ 797,466
Fund Balance Appropriated	-	-	-	90,824	158,976
<b>Total revenues and funding sources</b>	<b>\$ 701,785</b>	<b>\$ 746,520</b>	<b>\$ 749,000</b>	<b>\$ 867,974</b>	<b>\$ 956,442</b>
<b>EXPENDITURES</b>					
Contract - Solid waste collection	\$ 586,885	\$ 573,775	\$ 614,000	\$ 734,281	\$ 821,942
Contract - Recyclables	114,900	131,355	135,000	133,693	134,500
Contingency - Recycling Center	-	41,389	-	-	-
<b>Total expenditures</b>	<b>\$ 701,785</b>	<b>\$ 746,520</b>	<b>\$ 749,000</b>	<b>\$ 867,974</b>	<b>\$ 956,442</b>

## REVENUE SOURCES AND ASSUMPTIONS FISCAL YEAR 2019-2020

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.

GENERAL FUND	FY 2016 BUDGET	FY 2017 BUDGET	FY 2018 BUDGET	FY 2019 BUDGET	FY 2020 BUDGET
<b>REVENUE</b>					
Property taxes	\$ 5,844,258	\$ 6,077,275	\$ 6,267,777	\$ 6,592,385	\$ 7,145,583
Sales Tax Revenue	1,498,500	1,662,000	1,751,000	1,917,000	2,035,850
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### **Ad Valorem Taxes**

**\$ 7,145,583 or 56.4% 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 budget sets the effective tax rate at \$ 0.29 for FY 2020. This rate is 6 cents below the FY2019 rate of \$.35, and .9 cents above the revenue neutral tax rate calculated at \$.281. A revenue neutral tax rate is presented for the FY2020 fiscal year, as both Iredell and Mecklenburg Counties revalued property as of January 1, 2019. A one cent increase in the tax rate increases revenues collected from ad valorem property and motor vehicle tax by about \$261,000.

The Mecklenburg and Iredell County tax offices estimate Davidson’s taxable property value (excluding vehicles) to be \$2,461,281,746. The gross general tax levy on the estimated tax value equals \$ 7,137,717. 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 99.83% collection rate, we anticipate \$7,125,593 in revenues from the FY2020 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***

***\$ 2,035,850 or 16.1% 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. Sales tax revenue year over year increases were greater than 9% from FY 2012 through FY 2016. Overall, the actual sales tax revenue increased over 47% from the FY 2013 total of \$1.25 million, to a projected \$1.84 million in 2018. The projected increase for FY 2020 is 6.2% over the projected FY 2019 collections.

***Motor Vehicle Tax and Fees***

***\$ 640,210 or 5.1% 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 (\$153,827,734). Due to the decrease of the Ad Valorem tax rate the projected revenue has decreased by nearly \$74,000. 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 99.83% collection rate.

***Utility and Telecommunications Taxes***  
***\$ 957,000 or 7.6% 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 FY 13-14 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***  
***\$470,000 or 3.7% 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% will 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***  
***\$430,250 or 3.4% 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***

***\$545,240 or 4.3% 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***

***\$144,450 or 1.1% of total general fund revenue***

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 2019, the town's unassigned fund balance – at \$7.02 million – equaled 78% of FY 2018 actual expenditures, and 59% of budgeted FY 2019 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***

***\$297,000 or 2.4% of general fund revenue***

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



**Powell Bill**

**\$333,000**

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 \$333,000 in Powell Bill funding during FY 2020.

**Storm Water Fund Revenue**

**\$250,000**

US Congress established in 1972 the Clean Water Act 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 in 2005 certain regulations of municipal storm sewer systems that directly impact Davidson. 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 FY 2011.

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.

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**

**\$797,466 fee revenue; \$158,976 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 equals 100% 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**

**\$97,891**

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 an affordable housing coordinator. The affordable housing ordinance requires that developers provide one affordable unit for 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 2020. 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. No budget is recommended until application for funding is approved.

## EXPENDITURE SUMMARY FISCAL YEAR 2019-2020

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 2016	FY 2017	FY 2018	FY 2019	FY 2020
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Governing Body	\$ 110,377	\$ 128,898	\$ 117,365	\$ 99,440	\$ 123,566
Administration	940,035	973,254	996,769	1,000,045	1,164,926
Legal	124,810	136,079	152,286	153,040	162,605
Buildings and Grounds	190,100	208,700	241,000	281,000	461,720
Police Department	1,681,741	1,938,641	2,215,182	2,603,171	2,734,953
Fire Department	1,101,840	1,198,235	1,453,906	1,763,477	2,036,223
Public Works	1,571,470	1,754,508	1,642,729	1,697,649	1,792,325
Planning	359,784	516,597	573,635	479,305	596,300
Economic Development	378,593	446,469	263,654	255,378	151,275
Travel and Tourism	372,360	358,751	415,212	419,024	442,735
Recreation	466,888	398,280	407,857	419,390	336,135
Parks	1,010,696	836,713	943,882	911,417	950,534
Non Dept & Service Agencies	453,443	426,032	344,850	461,652	449,286
Non Dept - Contribution to Capital Projects	1,136,700	1,200,057	1,300,000	1,400,000	1,263,000
<b>Total Expenditures</b>	<b>\$ 9,898,837</b>	<b>\$ 10,521,214</b>	<b>\$ 11,068,327</b>	<b>\$ 11,943,988</b>	<b>\$ 12,665,583</b>

***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 2020 budget maintains funding for routine maintenance and equipment replacement. In addition, the budget officer crafted the FY 2020 budget to focus on the board of commissioners’ goals and initiatives as well as implementation of recommendations from the Davidson Strategic Plan, Comprehensive Plan, Economic Development Plan, Active Transportation Plan, and traffic and marketing studies.

***Personnel expenditures***

***\$6,496,537 or 51.3% 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 funding, unemployment claims, and wellness initiatives.

The budget officer recommends to the board additional funding for salary adjustments. The recommendation includes 3.5% merit pool average for implementation on September 1, 2019, and funds for a 1% market increase for implementation on July 1, 2019

***Operating expenditures***

***\$3,139,571 or 24.8% of total general fund expenditures***

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

- \$ 100,000 –Funding for Parks Repairs and Maintenance
- \$ 150,000 – Funding for sidewalk construction, to address priorities in the Walks and Rolls Active Transportation Plan
- \$ 75,000 – maintenance of the tree inventory
- \$ 58,200 – Arts funding
- \$ 131,500 – Funding for town special events (Community Dinner, Christmas in Davidson, Art on the Green, Town Day)
- \$ 15,000 – Funding for Safe Alliance
- \$ 3,000 – Funding for the National Night Out Program

***Capital expenditures***

***\$569,350 or 4.5% of total general fund expenditures***

Planned capital expenditures for FY 2020 include:

- \$300,000 – street resurfacing (plus an additional \$333,000 in paving expenditures using Powell Bill revenue)
- \$182,450 – four police patrol cars using pay-go financing
- \$32,000 – to provide a truck for the arborist employee
- \$25,000 – gate enhancements to the public works facility
- \$20,000 – traffic calming improvements
- \$10,000 – greenways project fund

***Debt service expenditures***

***\$747,839 or 5.9% of general fund expenditures***

As a percentage of overall general fund expenditures, the level of debt service increased with the financing of 251 South Street, a backhoe, and a fire pumper apparatus.

***Non-departmental Expenditures***

***Non-departmental Operating  
\$295,900 or 2.3% 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.

***Contingency  
\$153,386 or 1.2% of general fund expenditures***

Contingency funding is budgeted for FY 2020 for salary merit and market increases. As exact amounts are known, funds will be transferred to the appropriate line items.

***Contribution to Continuum/Capital projects  
\$1,263,000 or 10.0% of general fund expenditures***

Under our interlocal agreement, the town’s annual contribution to Continuum (formerly known as MI-Connection), is capped at \$1,000,000. The financial interest of the town has been modified to 30% of the financial risks and rewards of the system, formerly represented by the pro rata share of subscribers within each town. This budget also commits \$263,000 to fund future capital projects, which was reduced by \$137,000 to cover the 251 South Street debt service.

