

May 11 – FY 2024 Budget Adjustments

Potential Adjustments

and

Questions & Answers

<u>SECTION</u>	<u>Page</u>
Sources Available	1
Potential Adjustments	2
Questions and Answers	17
Attachments	28

Sources Available

Sources

The following table shows the available sources that were described by the City Manager at the Budget Adjustments meeting:

Amount	Ongoing Sources Description
\$101,469	Undesignated Balance in General Fund
\$456,000	Increased Sales Tax Revenue (additional month's actuals)
\$557,469	Sub-Total Available Ongoing Revenue Sources
\$250,000	Available Pay-As-You-Go Fund contingency
\$400,000	ARPA-Operations Savings
\$650,000	Sub-Total Available One-Time Revenue Sources
\$1,207,469	Total Available Revenue Sources

The \$101,469 and \$456,000 are both ongoing sources of revenue that can be used in the General Fund on operating adjustments without any other adjustments. The \$250,000 in available Paygo Funds, and \$400,000 in ARPA operational savings are one-time sources. Utilizing them for operating adjustments would still allow the General Fund to be in balance on a two-year lens but would slightly impact FY 2025's budget outlook and would require the following adjustments:

- Use the available \$400,000 in ARPA funds on building maintenance costs, allowing "Maintain City Owned Facilities" to be reduced by \$400,000 in the Pay-As-You-Go Fund. This would just be an accounting change and would not impact the amount of funds available for building maintenance activities in FY 2024.
- Utilize the \$400,000 freed-up in PAYGO, along with the \$250,000 in PAYGO contingency to transfer up to \$650,000 from PAYGO to the General Fund in FY 2024.

Any budget adjustments in excess of the above sources would require a reduction in another expenditure or additional revenue.

Potential Adjustments
From May 11 Council Budget Adjustments

Summary of Potential Adjustments

Potential Adjustments from May 11 Council Budget Adjustments				
Adjustment Number	Sponsor	Item <i>(click below to jump to item)</i>	Cost	Page #
Employee Pay				
1.	Ajmera, Johnson, Driggs and Bokhari	Maintain pay parity with Fire and Police (Includes bringing minimum Fire pay to \$20/hr).	\$330,000	4
2.	Ajmera/Bokhari	Adjustments for lowest paid hourly employees.	\$568,178	5
3.	Ajmera	Provide a one-time bonus for City of Charlotte staff using ARPA funding. (Modeled on FY 2023 bonus)	\$6.1-\$12.1 M	6
4.	Mayfield	Increase minimum pay for City of Charlotte employees to at least \$50,000 a year with necessary adjustments.	\$3,608,548	6
5.	Bokhari	Adjust compensatory time for Police and Fire to have an option to designate time to a bucket that does not expire.	n/a	7
6.	Bokhari	Provide options to enhance on-call job shifts in Police.	\$212,558	7
Financial Partners				
7.	Watlington	Provide funding for "For the Struggle" - Financial Partner applicant.	\$100,000	8
8.	Johnson	Include Heal Charlotte in the city's ARPA housing plans.	TBD	8
9.	Johnson	Provide Crisis Assistance Ministry with an additional \$125,000 for a total of \$550,000 in funding for FY 2024.	\$125,000	9
10.	Mayfield	Provide funding to The Males Place	\$100,000-\$400,000	9
11.	Mitchell	Provide funding to Carolina Metro Reds.	\$50,000	12
12.	Graham	Provide funding to Block Love Charlotte	\$230,000	12
New Initiatives/Enhancements				
13.	Johnson	Add a research/policy position to support City Council.	\$109,995	13
14.	MPT	Create an e-bike pilot.	TBD	13
15.	MPT	Create a universal basic income pilot.	Variable	13
16.	MPT	Provide additional funds for the Digital Divide initiative.	\$105,169- \$151,210	14
Other Considerations				
17.	MPT	Increase revenues received from the county for Fire's medical first responder services	TBD	15
18.	Bokhari	Provide options for Police to keep CMPD's helicopter in the CLT Airport hangar.	No FY 2024 Cost	16

Potential Adjustments

Employee Pay

1. Maintain pay parity with Fire and Police (Includes bringing minimum Fire pay to \$20/hr).

Adjustments for Fire that would maintain the 5 percent historical pay parity and ensure that Firefighters earn at least \$20/hour on a 52-week schedule would include the following actions:

- Eliminate Firefighter I step 1: This would increase the starting pay to \$53,703 by November and \$54,508 by January. This would align starting pay in Fire to within the historical 5 percent of Police and would boost the per-hour pay for a 52-hour Firefighter above \$20/hour.
- Add 2.5 percent Fire Engineer step 7: This would mean that all Firefighter Engineers receive a total of at least 8 percent in FY 2024 and aligns the pay parity between top Engineer and Top Police Officer within the historical 5 percent.
- Boost starting Captain (step 1) by 2.5 percent in November so that after the January market adjustment, it would be \$99,841. This means that starting Fire Captain would remain higher than top Police Officer, even with a 4-year degree (\$99,809).

The total cost of these three actions would be \$330,000 in FY 2024. The below table updates the historical pay parity that was previously presented:

Parity In Police and Fire Pay Plan Over Last Five Years, Proposed, and Adjusted							
Description	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24 Proposed	FY 24 Adjusted
Difference between Starting Police Officer and Firefighter	5.0%	5.1%	5.1%	5.1%	4.8%	7.5%	4.9%
Difference between Top Police Officer and Fire Engineer	1.7%	4.9%	4.7%	2.2%	2.2%	7.3%	4.7%
Difference Between Top Sergeant Pay and Top Captain Pay	0.0%	2.5%	3.7%	0.0%	0.0%	2.4%	2.4%

The below table shows the relationship between top Police Officer with a 4-year degree incentive and starting Fire Captain pay that was also discussed at the Budget Adjustments Meeting.

Difference in Top Police and Starting Fire Captain Pay Over Last Five Years, Proposed, and Adjusted							
Description	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24 Proposed	FY 24 Adjusted
Starting Fire Captain Pay	\$75,760	\$78,818	\$85,076	\$89,590	\$92,297	\$97,465	\$99,841
Top Police Pay	\$75,342	\$80,824	\$86,086	\$87,377	\$90,019	\$99,810	\$99,809
Percent Difference	-0.6%	2.5%	1.2%	-2.5%	-2.5%	2.3%	0.0%

2. Adjustments for lowest paid hourly employees.

The hourly plan adjustments that were presented at budget adjustments included the following two actions:

- Ensuring a minimum salary increase of \$3,600 for every full-time hourly employee. This would be done in two increments (\$1,800 increase in July and \$1,800 increase in January) and only impacts hourly employees that earn less than \$60,000.
- This will result in all current hourly employees earning at least \$45,200 in January. At this point, all employees between \$45,200 and \$46,200 could be bumped to \$46,200, creating a new minimum full-time annual salary for hourly employees.

The table below represents the percentage increase at current salaries from the previous plan in the Proposed FY 2024 Budget to the potential adjusted plan:

Full-Time Hourly Employee Salary on June 30	Salary by January in Proposed Budget	Salary by January in Proposed Adjustment	New Percentage Increase by January (Change from previous)
\$41,600 (Current minimum)	\$44,134	\$46,200	6.1% + 5.0% = 11.1%
\$45,000	\$47,741	\$48,600	6.1% + 1.9% = 8.0%
\$50,000	\$53,045	\$53,600	6.1% + 1.1% = 7.2%
\$55,000	\$58,349	\$58,600	6.1% + 0.4% = 6.5%
\$60,000 (No change)	\$63,654	\$63,654	6.1% (Remains at Proposed FY 2024 level)

The projected FY 2024 General Fund cost of this adjustment is included in the below table:

Description	FY 2024 Cost
Cost to Increase minimum salary increase by January to \$3,600	\$472,788
Cost to Increase all hourly employees between \$45,200 and \$46,200 in January to \$46,200	\$68,542
Equity pool for salaried worker adjustments	\$26,848
FY 2024 General Fund Cost of Budget Adjustment	\$568,178

The total number of General Fund and Non-General Fund hourly employees currently in each salary range are highlighted in the table below.

Salary Range	General Fund	Non-General Fund	Total
\$41,600-\$44,999	217	218	435
\$45,000-\$49,999	190	252	442
\$50,000-\$54,999	286	243	529
\$55,000-\$59,999	232	146	378
Total	925	859	1,784

The cost of the adjustments to enterprise funds range between \$3,500 and \$290,000 and are anticipated to be absorbed within existing spending plans.

Among 20 peer national cities and four North Carolina cities, Charlotte currently is tied with two other cities for the highest minimum starting salary for full-time general employees at \$41,600. However, when other cities are adjusted to Charlotte's 2023 cost of living, Charlotte currently ranks 7th out of the 24 cities. Depending on what other cities do in the current budget cycle, this adjustment could mean Charlotte is 1st out of the 24 cities in minimum pay, and 3rd out of the 24 cities in cost-of-living adjusted minimum pay for general employees.

3. Provide a one-time bonus for City of Charlotte staff using available ARPA unprogrammed funding.
(Modeled on FY 2023 bonus)

The city used ARPA funding to provide employees two 1 percent retention incentives in July and September of 2022, with a minimum total payment of \$1,000. These retention incentive payments were given to all hourly employees, Public Safety Pay Plan employees, and salaried employees at Grade 19 or below, with a total cost of \$11.4 million.

The cost of providing this same group of employees a 2 percent or \$1,000 bonus (whichever is greater) in FY 2024 is \$12.1 million including benefits. The cost of providing a 1 percent or \$500 bonus (whichever is greater) is \$6.1 million including benefits.

4. Increase minimum pay for City of Charlotte employees to at least \$50,000 a year with necessary adjustments.

The plan presented at budget adjustments recommended increasing the minimum full-time pay from \$41,600 to \$46,200 utilizing the following two steps:

- Ensuring that all full-time hourly pay plan employees receive a minimum \$3,600 pay increase in FY 2024, split between July and January. This has the effect of boosting the lowest paid employees to \$45,200 by January.
- Boosting employees that would then be between \$45,200 and \$46,200 to \$46,200 in January. This causes little compression because at up to 2.2 percent additional, it does not impact any series jobs or group any hourly series jobs together.

If starting pay was boosted to \$50,000 instead, it would require a 20.2 percent increase above current minimum levels. If done independently, it would group many series jobs and hourly jobs at different pay levels together, resulting in significant compression. To avoid the compression, a two-step process very similar to the above would be recommended. It would consist of:

- Ensuring that all full-time hourly pay plan employees receive a minimum \$7,400 increase, split between July and January. This would have the effect of boosting the lowest paid employees to \$49,000 by January.
- Boosting employees that would be between \$49,000 and \$50,000 to \$50,000 in January. Like the second action above, this action would cause minimal compression because at 2 percent additional, it would not impact series jobs or group any hourly series jobs together.

- This overall action would increase average hourly pay by 13 percent in FY 2024 on average. Doing this would require a significant compression pool for salaried employees who overlap with hourly workers.

General Fund Cost of Recommended Approach to \$50,000 Minimum Pay by January	
Description	FY 2024 General Fund Cost
\$7,400 Minimum Increase for Hourly Workers	\$1,952,736
Boost minimum hourly pay plan pay from \$49,000 to \$50,000 for hourly workers after above	\$130,709
Equity pool for salaried Worker adjustments	\$1,525,103
FY 2024 General Fund Total	\$3,608,548

Additionally, the above plan would require an increase in Enterprise Funds, including an approximately \$900k-\$1.1 million increase in Charlotte Water. Although the rate impact could be deferred until future years, Charlotte Water estimates that every \$1.0 million in operating costs would require a water rate increase of approximately 0.2 percent.

5. Adjust compensatory time for Police and Fire to have an option to designate time to a bucket that does not expire.

The Fair Labor and Standards Act (FLSA) governs the amount of compensatory time employees may accrue. According to the FLSA, sworn police and fire employees can currently accrue up to 480 hours of compensatory time, and other public employees may accrue up to 240 hours of compensatory time. This time does not expire. Once an employee accrues the maximum amount of unused compensatory time — 480 hours for sworn police and fire — they must be paid cash overtime wages for all additional overtime hours. The city does not have the ability to increase the maximum amount of time that can be accrued above the limit established by the FLSA. City Policy HR-31 also states that employees classified as “exempt” under FLSA are not eligible to receive compensatory time

6. Provide options to enhance on-call job shifts in Police.

To ensure continuous availability of services, some roles throughout the city require employees to operate in a rotating on-call schedule. On-call responsibilities within CMPD primarily fall on detectives and specialty units (e.g., Aviation, Crime Analysis, etc.). While these employees receive regular pay if called in for physical work, they are not currently compensated for being on-call.

Other departments such as Charlotte Water, pay employees \$1 per hour for required on-call time that occurs outside of a regular assigned shift. Preliminary analysis of CMPD’s on-call scheduling indicates that approximately 40 officers, sergeants, and hourly employees are assigned to an on-call shift each day on average. Implementation of \$1 per hour on-call pay for officers, sergeants, and hourly employees within CMPD would cost approximately \$212,558 including benefits.

Financial Partners

7. Provide funding for “For the Struggle” - Financial Partner applicant.

For the Struggle did apply for funding through the city’s financial partners application process and requested \$100,000 in funding. The following is an excerpt from their application packet.

Describe the activities that will be supported through requested city funding:

The city funding will support operating expenses for the Elder Response Initiative and the SaluteU Program.

Operating expenses include:

- (1) salary for the Elder Response Initiative team members- \$50,000 of the \$100,000 request;*
- (2) salary for Deputy Director that manages all bookkeeping and accounting relative to Elder Response*
- (3) Initiative (e.g. e.g. invoicing, payment, contract fulfillment, preparing and analyzing financial statements and records and more)- \$12,500 of the \$100,000 request;*
- (4) salary for Executive Director responsible for oversight and proper execution of both programs- \$12,500 of the \$100,000 request and*
- (5) Salary for SaluteU Program Director- \$25,000 of the \$100,000 request.*

The activities of the Elder Response Initiative are providing:

- (6) free future planning (e.g. wills, trusts, Powers of Attorney, financial education to families)*
- (7) free assistance with applying for property tax relief;*
- (8) free critical home repairs;*
- (9) access to legal representation for property-related issues;*
- (10) free healthy cooked meals and groceries for seniors living on the Beatties Ford Road Corridor;*
- (11) free environmental friendly upgrades to seniors’ homes to reduce utility costs and simultaneously address system environmental injustices in historically black communities; and*
- (12) assistance with Activities of Daily Living such as taking medication, taking out trash, yard work and more.*

The activities of the SaluteU Program are providing the following services to youth participants:

- (13) A “Changed Action Plan” or CAP- 12-month plan outlining the youth’s plan to change his/her actions along with the youth’s career and financial goals;*
- (14) Weekly courses on conflict management, financial planning and career readiness;*
- (15) Connection with SaluteU Program Employers;*
- (16) Free weekly boxing classes at Stokes Boxing Academy as an outlet to release stress and anger;*
- (17) Assigned mentor with past involvement with the criminal system;*
- (18) Access to SaluteU Program attorneys as needed; and*
- (19) Therapy and mental health services as needed.*

8. Include Heal Charlotte in the city’s ARPA housing plans.

Housing and Neighborhood Services (HNS) is seeking council approval for an ARPA funded program for housing support grants. This grant opportunity will be designed to support capital and/or

programming costs to address needs related to the homeless or unstably housed population, with all funding devoted to medium sized and/or emerging non-profits. Funding requests would be solicited through an RFP process. HNS has reached out directly to Heal Charlotte to apply for this opportunity should the program receive council approval.

9. Provide Crisis Assistance Ministry with an additional \$125,000 for a total of \$550,000 in funding for FY 2024.

Crisis Assistance Ministry did apply for funding through the city's financial partners application process and requested \$550,000 in funding. The current amount of funding recommended in the Proposed FY 2024 Budget is \$425,000 and is the same amount of funding provided within the FY 2023 Budget. Based on the information from the application packet, the \$550,000 in funding requested would be allocated as \$175,000 for utility assistance and \$375,000 for rental assistance. *These funds would help residents avoid eviction and ultimately, homelessness.*

10. Provide funding to The Males Place (\$100,000-\$400,000).

The Males Place did not apply for funding through the city's financial partners application process, however based on Council's input The Males Place provided a funding proposal.

The Males Place (TMP) is committed to providing comprehensive, and prevention based cultural and educational programming, mentoring and life skills training necessary for manhood development for African American boys, ages 12 through 18, while creating a safe environment for young men to grow experientially in community settings. This is accomplished by providing young men with the opportunity to learn critical thinking, strengthen problem solving skills and apply them in areas of interest over their years with the program. TMP has provided a proposal that details how any level of funding from the city could be leveraged within the organization to enhance services, including, additional enrollments, program supplies, events for mentees, and having a health counselor available to address trauma. Additional information about the organization and their funding request is provided as Attachment 1.

Funding Request:

\$400,000 Level to include:

- *Meetings on Wednesday's, from 6 to 8 p.m., and Saturday's 8 to 10 a.m.*
- *Anti-Bullying / Suicide Prevention discussions, African-centered manhood training to build self-esteem, understanding and purpose, in accordance with Kwanza principles. TMP will seek to supplement its efforts within this area, even if a stipend for services is required.*
- *Administrative – Executive Director, Program Administrative Coordinator, Mental Health Counselor (as needed to address trauma, therapeutic services, mental health – trauma informed training, with stipend)*
- *Workforce programming stipend to support mentees with activities (most are from low-income families), teach fiscal responsibility, and the principles of providing for a family, manhood training.*
- *Quarterly stipend to encourage and support the amazing volunteer effort and commitment that we receive from our mentor / masharis.*
- *Supplies/Materials – Greenhouse purchase and construction, agricultural equipment purchases to*

provide greater produce yield and volume to the Beatties Ford community we serve, and beyond.

- *Mentor (Mashari) / mentee (Warrior) (5:1 ratio) one-on-one academic needs assessment and goal setting, with direct conversations on the mentee's strengths, interests, and goals, with guidance from the mentor regarding the significance of education and vocational training that will enable the mentee to achieve their goals. Mentee's commit to areas of improvement and are held accountable. TMP has maintained a 99 to 100% graduation rate amongst warriors historically.*
- *Tutoring stipend, as needed.*
- *Monthly parent/family engagement meetings, to make TMP's efforts collaborative. Mental Health Counseling stipend to support referral counseling, as needed;*
- *Increase speaker engagement, with stipend if necessary.*
- *Commitment to locate real property to establish a permanent home for TMP, with airable land, a building to house TMP's meeting space, a library, agriculture equipment and green house.*
- *Travel – regional and international trips;*
- *Increase enrolment by approximately 11 to 12 warriors (mentees);*
- *Administrative costs: The Executive Director is compensated approximately \$1,200 per month, and 10% of grant fundings.*

\$300,000 Level to include:

- *Meetings on Wednesday's, from 6 to 8 p.m., and Saturday's 8 to 10 a.m.*
- *Anti-Bullying / Suicide Prevention discussions, African-centered manhood training to build self-esteem, understanding and purpose, in accordance with Kwanza principles. TMP will seek to supplement its efforts within this area, even if a stipend for services is required.*
- *Administrative – Executive Director, Program Administrative Coordinator, Mental Health Counselor (as needed to address trauma, therapeutic services, mental health – trauma informed training, with stipend)*
- *Workforce programming stipend to support mentees with activities (most are from low-income families), teach fiscal responsibility, and the principles of providing for a family, manhood training.*
- *Supplies/Materials – Greenhouse purchase and construction, agricultural innovation and expansion to provide greater produce yield and volume to the Beatties Ford community we serve.*
- *Mentor (Mashari) / mentee (Warrior) (5:1 ratio) one-on-one academic needs assessment and goal setting, with direct conversations on the mentee's strengths, interests, and goals, with guidance from the mentor regarding the significance of education and vocational training that will enable the mentee to achieve their goals. Mentee's commit to areas of improvement and are held accountable. TMP has maintained a 99 to 100% graduation rate amongst warriors historically.*
- *Tutoring stipend, as needed.*
- *Monthly parent/family engagement meetings, to make TMP's efforts collaborative.*
- *Increase speaker engagement.*
- *Best efforts to locate real property to establish a permanent home for TMP, with airable land, a building to house TMP's meeting space, a library, agriculture equipment and green house.*
- *Travel – regional and international trips;*
- *Increase enrolment by approximately 6 to 10 warriors (mentees);*
- *Administrative costs: The Executive Director is compensated approximately \$1,200 per month, and 10% of grant fundings.*

\$200,000 Level to include: Meetings on Wednesday's, from 6 to 8 p.m., and Saturday's 8 to 10 a.m.

- *Anti-Bullying / Suicide Prevention discussions, African-centered manhood training to build self-esteem, understanding and purpose, in accordance with Kwanza principles. TMP will seek to supplement its efforts within this area.*
- *Administrative – Executive Director, Program Administrative Coordinator, Volunteer Mental Health Counselor (if available, as needed to address trauma, therapeutic services, mental health – trauma informed training)*
- *Workforce programming /training, uncompensated, to support mentees with activities (most are from low-income families), teach fiscal responsibility, and the principles of providing for a family, manhood training.*
- *Supplies/Materials – agricultural innovation and expansion to provide greater produce yield and volume to the Beatties Ford community we serve.*
- *Mentor (Mashari) / mentee (Warrior) (5:1 ratio) one-on-one academic needs assessment and goal setting, with direct conversations on the mentee's strengths, interests, and goals, with guidance from the mentor regarding the significance of education and vocational training that will enable the mentee to achieve their goals. Mentee's commit to areas of improvement and are held accountable. TMP has maintained a 99 to 100% graduation rate amongst warriors historically.*
- *Tutoring stipend, as needed.*
- *Monthly parent/family engagement meetings, to make TMP's efforts collaborative.*
- *Increase speaker engagement.*
- *Travel – regional educational travel annually;*
- *Increase enrolment by approximately 2 to 5 warriors (mentees);*
- *Administrative costs: The Executive Director is compensated approximately \$1,200 per month, and 10% of grant fundings.*

\$100,000 Level to include:

- *Anti-Bullying / Suicide Prevention discussions, African-centered manhood training to build self-esteem, understanding and purpose, in accordance with Kwanza principles. TMP will seek to supplement its efforts within this area.*
- *Workforce programming /training, uncompensated, to support mentees with activities (most are from low-income families), teach fiscal responsibility, and the principles of providing for a family, manhood training.*
- *Supplies/Materials – basis agricultural tools and equipment to maintain TMP's current agricultural support of the Beatties Ford community we serve.*
- *Mentor (Mashari) / mentee (Warrior) (5:1 ratio) one-on-one academic needs assessment and goal setting, with direct conversations on the mentee's strengths, interests, and goals, with guidance from the mentor regarding the significance of education and vocational training that will enable the mentee to achieve their goals. Mentee's commit to areas of improvement and are held accountable. TMP has maintained a 99 to 100% graduation rate amongst warriors historically.*
- *Monthly parent/family engagement meetings, to make TMP's efforts collaborative.*
- *Travel – regional educational travel;*
- *Increase enrolment by approximately one to two warriors (mentees);*
- *Administrative costs: The Executive Director is compensated approximately \$1,200 per month, and 10% of grant fundings.*

11. Add Carolina Metro Reds as financial partner.

Carolina Metro Reds did apply for funding through the city's financial partners application process and requested \$50,000 in funding. The following is an excerpt from their application packet.

Describe the activities that will be supported through requested city funding:

The primary use of incremental funding will be toward employing people who will be focused on the coaching, tutoring, and operation of the organization. While there are significant operating costs related to uniforms, equipment, umpires, league fees and tournaments, the major impact on players and families is through the people representing the organization. To date, the annual financial investment in people has been modest and key roles (including coaches, teachers, van drivers, operational support) have been filled by a large number of committed volunteers. While this has been effective to this point, recognizing the continued planned growth in participants (from 100 in 2019 to 230 in 2022 to a projected level of 300 in 2023) it will be very beneficial to be able to compensate key roles (via hiring or contracting) to increase the pace and certainty of the growth and related programming impact. While volunteers would continue to be significantly leveraged, per the submitted budget template, key roles to provide fractional compensation/stipends include:

- 1. Coaching -1 lead coach for each of the five age groupings, shared across multiple teams for a full year- 5x\$5,000 \$25,000;*
- 2. Tutoring – experienced teachers for reading literacy and for college preparation \$15,000;*
- 3. Operational Support – increased support for key operational activities including team and organizational communication, scheduling, risk management, and financial management. \$10,000.*

12. Provide funding to Block Love Charlotte.

Block Love Charlotte did not apply for funding through the city's financial partners application process, however based on Council's input Block Love Charlotte provided a funding proposal.

Block Love Charlotte's mission is to provide restoration, resources, education, and essential tools to the individuals that occur hardship in the Charlotte community. The organization has served almost 300,000 meals, provided over 7,000 individuals and families with services, assisted over 220 people with permanent housing, and assisted a family in becoming a homeowner with a new home. The organization would like to request \$230,000 to support a Day Services Program which will focus on several areas most needed for our homeless neighbors to get them to a place of sustainability: Assessment & HMIS, Educational Services, Life and Social Skills Training, Mental Health, Healthcare, and Support Groups/Resources. Additional information about the organization and their funding request is provided as Attachment2.

Block Love Charlotte could potentially qualify for a Housing Support Grant or Community Resilience Grant which are administered by the Housing & Neighborhood Services department. The Community Resilience Grant is anticipated to launch on May 18, 2023. The Housing Support Grant is pending City Council approval.

New Initiatives/Enhancements

13. Add a research/policy position to support City Council.

Adding a research and analysis position to support City Council in FY 2024 would cost \$109,995. This includes operating costs for salaries, benefits, and health care premium expenses. The primary roles of this position would provide research and analysis on topics and initiatives at the direction of Council and analyze policy ideas and proposals. The cost of the position is modeled after an Assistant to the City Manager position.

14. Create an e-bike pilot.

The City of Denver is frequently referenced as a model for an electric bike incentive program. The city of Denver offers up to \$1,400 off the sale of an electric bike with Denver's Climate Action Rebate program. In the City of Denver's 2022 program, 4,734 e-bike rebates were redeemed, and 2,330 (nearly 50 percent) of the rebates went to income-qualified residents. The City of Denver uses a third party to administer the voucher rebate program with pre-selected bike shops. Denver's e-bike rebate program is funded through the city's Climate Protection Fund, which uses a \$0.25 sales tax to pay for local climate mitigation projects including the vouchers. After nine months of the program, the city has spent \$4.7 million on e-bike rebates.

To implement a similar pilot program in the City of Charlotte, a third party would be required to administer the rebate/incentive program. Mirroring Denver's framework, for every 500 e-bikes provided it would cost \$500,000. This includes expenses for a standard rebate amount of \$300, an income-qualified rebate of \$1,200, and an additional cost of \$200 for the purchase per e-cargo bike. There are two types of rebate vouchers. The standard rebate is for Charlotte residents to save \$300 on the sale of an e-bike or save \$500 on the sale of an e-cargo bike. The income-qualified rebate is for residents that meet Charlotte's income-qualified requirements for residents to save \$1,200 on the sale of an e-bike or save \$1,400 on the sale of an e-cargo bike. One e-bike purchase is allowable per resident. It is estimated that an additional \$65,000 is needed for the third party administration of the e-bike program.

15. Create a universal basic income pilot.

The idea of a universal basic income program applies to eligible individuals and not households through periodic cash payments. Further research needs to be conducted to assess legal authority to build a framework for a universal basic income. If Council reviewed the universal basic income framework and tailored the program for eligible households, the table below highlights the cost by AMI eligible households. The advantage to this approach is the availability of household data and the limited availability of individual socioeconomic data.

AMI Limits	Number of Households Estimate	Monthly Payments to Each Household				
		\$100	\$200	\$300	\$400	\$500
30% AMI	63,605	\$6,360,500	\$12,721,000	\$19,081,500	\$25,442,000	\$31,802,500
50% AMI	123,719	\$12,371,900	\$24,743,800	\$37,115,700	\$49,487,600	\$61,859,500

AMI Limits	Number of Households Estimate	Monthly Payments to Each Household				
		\$100	\$200	\$300	\$400	\$500
60% AMI	151,495	\$15,149,500	\$30,299,000	\$45,448,500	\$60,598,000	\$75,747,500
80% AMI	191,698	\$19,169,800	\$38,339,600	\$57,509,400	\$76,679,200	\$95,849,000

Source: US Census Bureau and estimates by Office of Strategy and Budget

The data below shows that 16.8 percent, or 154,000 residents in the City of Charlotte, receive food and nutrition services. This number includes children and may include multiple individuals per household.

Monthly Payments to Each Person					
Number of people receiving FNS services	\$100	\$200	\$300	\$400	\$500
154,000	\$15,400,000	\$30,800,000	\$46,200,000	\$61,600,000	\$77,000,000

Source: City of Charlotte Quality of Life Explorer

Aside from creating a program such as this, cost of administration will have to be accounted for. A more limited guaranteed income pilot program was started in Durham offering guaranteed monthly stipends of \$600 to formerly incarcerated Durham residents. The cost of administering the 12-month program for 115 recipients was about \$110,000.

Any potential pilot designs that limit by more than just income would need to be verified by the City Attorney's Office to ensure that they comply with state law.

16. Provide additional funds for the Digital Divide initiative.

Following budget adjustments, Innovation and Technology was asked how more funding for the digital divide could be used. I&T would utilize additional funding in the following ways: The main goal of any additional funding is to solidify long-term staff capacity for Smart Charlotte, the city's program for delivering digital inclusion and civic innovation efforts, to coordinate existing digital inclusion efforts to fully leverage existing and potential future funding, and to ensure capacity for community outreach and engagement around civic technology and digital inclusion.

I&T Rank	Annual Cost	Status	Item
1	\$151,210	Possible Add	Program / Project Manager - Support next phase of Digital Inclusion Efforts: - Manage the work associated with Access Charlotte phase 3 (i.e., Universal Platform and Future connected) - Provide long-term capacity and management of current and future Smart Charlotte / Digital Inclusion efforts - Establish metrics and reporting in support of the program objectives - Develop community engagement around digital inclusion, civic technology, and data privacy

I&T Rank	Annual Cost	Status	Item
2	150,000	Possible Add	SmartCLT Digital Inclusion / Engagement Funds - Add support for community engagement around digital inclusion, civic technology, and data privacy - Add support for civic innovation pilot program - Add support for small business digital inclusion efforts
3	\$105,169	Possible Add	Business Analyst - Support next phase of Digital Inclusion Efforts: - Coordinate the design and deploy the Learn to Earn program - Enhance CLT+ as the integrated resident portal

Funding Plan for Proposed Adjustments

Of the original \$10 million in funds from the American Rescue Plan Act (ARPA) allocated by City Council for Bridging the Digital Divide, \$7.5 million has been obligated for Phase 2 services, which the city is currently implementing. This includes funding for a contract with Spectrum to continue and expand access to direct home internet for 7900 households, in addition to 15 community sites, and one city-owned learning lab. It also supports Digital Navigation services from Queens University which help residents with basic digital skills and to sign up 10,000 households for the Affordable Connectivity Program (ACP), offering \$30 towards home internet. Lastly, the \$7.5 million allocation also supports the personnel costs of two existing employees who are solely dedicated to this program.

The positions proposed by Innovation and Technology in response to City Council's proposed Budget Adjustments could be accommodated within the \$2.5 million in ARPA funds that remain for Phase 3.

Expenditure Line-Item	ARPA Budget
Extend internet services for Phase 1 participants/locations (Phase 2)	\$1.78M
Expand internet services to additional participants/locations (Phase 2)	\$4.10M
Digital Navigation/Literacy (Phase 2)	\$1.32M
City Personnel Costs (Phase 2)	\$0.30M
Phase 3 (Upward Mobility/Self-Service/Innov. Tech.)	\$2.50M
TOTAL	\$10.00M

Other Considerations

17. Increase revenues received from the county for Fire's medical first responder services. What does the city get paid for first responder services for medical calls from Medic/County, and what do the other Mecklenburg County towns get paid for these services? What would be needed to increase the rate charged for the city's medical first responder services?

Charlotte Fire gets a flat annual contractual rate of \$499,035 from MEDIC and the county. The city buys most medical supplies, but some items are provided by MEDIC, like NARCAN. In recent years, this rate has amounted to about \$5 per call. The towns get a monthly stipend of \$1,027.50 and \$20.55 per call as well as reimbursement for standard Emergency Medical Service (EMS) equipment.

In FY 2017-2022, the city annually responded to an average of 82,075 medical calls. Using the amount of \$20.55 per call, Charlotte Fire would generate an estimated \$1,686,641 each year or \$1,187,606 more than the current annual contract rate of \$499,035.

These first responder services are governed by contract between the city and Mecklenburg County Medical Services Agency. Any changes to the current agreement would need to be renegotiated and incorporated into this contract for first responder services.

18. Provide options for Police to keep CMPD's helicopter in the CLT Airport hangar.

The Charlotte-Mecklenburg Police Department (CMPD) Helicopter Hangar is currently located on Charlotte Douglas International Airport property. The existing CMPD Hangar site conflicts with future airfield development plans. In the FY 2024 Proposed Budget, the CMPD Helicopter Hangar Relocation project was added to the Advanced Planning and Design program. Including the Hanger Relocation in the Advanced Planning program provides access to available funds to explore the best option for relocation and defining the project scope, which results in more precise cost estimates for future funding considerations. The feasibility of the project is continually assessed as it moves through the planning phase. If the Hanger Relocation remains feasible after completing initial planning evaluation, the project will enter the design phase, where it will continue to be assessed for feasibility. After planning and design phases have produced a cost estimate, which may take 12 to 18 months, total project funding would be considered for inclusion in a future budget.

Using an outside vendor, the Airport is working with an architecture firm to assist with understanding the needs and requirements for new construction of a helicopter hangar. Though a new site has not been identified, the Airport will continue working with CMPD and General Services regarding the airfield program timeline, provide support and guidance for the hangar design, and will revisit the previously shared sites as temporary sites until a long-term option is identified. The project team is also working with the city's Economic Development Department to expand the search for alternative suitable properties. The only budget action that City Council could take in FY 2024 is removing the project from the Advanced Planning Program.

Questions & Answers
From May 11 Council Budget Adjustments

Summary of Questions & Answers

Questions & Answers from May 11 Council Budget Adjustments		
Question Number	Item	Page #
1.	Provide additional information about the validity of MSA methodology the city uses when reviewing cost of living. (Includes update)	19
2.	What services are Municipal Service Districts responsible for regarding public safety, litter/trash clean up, and beautification?	20
3.	What are anticipated start dates for capital project construction in District 4?	22
4.	Does the city still have the 3-year window for financial partners?	22
5.	How many participating financial partners are at the 3-year mark?	23
6.	What are the 37 UDO positions programmed for?	23
7.	What effect does inflation have on wages? Provide detail about the relationship between the city's programmed salary increases and inflation.	24
8.	How was an equity lens incorporated into FY 2024 budget development?	25
9.	How does Aviation user fees impact passengers? Provide additional detail about fee increases planned for FY 2024.	25
10.	What are the goals of the Police Compensation recommendations.	26
11.	If Mecklenburg County increases taxes, how will this impact residents and what impact will this have on the city's revenues and services delivered to residents?	26
12.	Provide an update on items funded during last year's Budget Adjustments.	27

Questions & Answers

1. Provide additional information about the validity of MSA methodology the city uses when reviewing cost of living. (Includes update)

Strategy and Budget used fair market rents data from the Area Median Income (AMI) tools on Housing and Urban Development's (HUD) website (link) to provide information on cost of living. After Budget Adjustments on May 11, HUD implemented an FY 2023 update of Area Median Income tools that had been delayed to May 15, 2023, as described in the below statement.

The FY 2023 median family incomes and income limits would ordinarily be based on the ACS 2020 estimates. However, because of the lack of 1-year ACS 2020 estimates described above, HUD intends to instead base the FY 2023 median family incomes and income limits on ACS 2021 data. Since 2014, HUD has released median family incomes and income limits in March or April of each year. Because the special tabulations of ACS 2021 data HUD needs for median family income calculations will not be available until early 2023², HUD intends to delay the release of FY 2023 median family incomes and income limits until on or about **May 15, 2023**. Should HUD revise this date, HUD will make a similar announcement on <https://www.huduser.gov/portal/datasets/il.html>.

This update also updated fair market rents to FY 2023 levels on the website. FY 2023 fair market rent data had been available from alternative sources however this was mistakenly not discovered by Strategy and Budget until after budget adjustments.

Incorporating the updated Fair Market Rents data would update the city's methodology to the following:

FY 2023 Charlotte MSA Fair Market Rents					
	Efficiency	One-Bedroom	Two-Bedroom	Three-Bedroom	Four-Bedroom
FY 2023 FMR	\$1,154	\$1,180	\$1,333	\$1,691	\$2,183
Monthly Salary Needed	\$3,847	\$3,933	\$4,443	\$5,637	\$7,277
Yearly Salary Needed	\$46,160	\$47,200	\$53,320	\$67,640	\$87,320

The Universal Living Wage is an initiative of House the Homeless, Inc., a 501(c)3 organization based in Austin, Texas. The calculation is based on HUD's standard that no more than 30 percent of a person's gross income, be spent on housing. The calculation is derived by using the Fair Market Rent (FMR) in the area in which an individual lives divided by 30 percent (0.3) to determine the living wage (annual salary) for that person.

The city's Human Resources department conducted a survey of Charlotte's 20 peer cities to get the minimum full-time general employee pay including some North Carolina big cities. Among the 20 peer national cities and four North Carolina cities, Charlotte is currently tied with two other cities (Austin and Columbus) for the highest minimum starting salary for full-time general employees at \$41,600. However, when other cities are adjusted to Charlotte's 2023 cost of living, Charlotte

currently ranks 7th out of the 24 cities. Depending on what other cities do in the current budget cycle, this adjustment could mean Charlotte is 1st out of the 24 cities in minimum pay, and 3rd out of the 24 cities in cost-of-living adjusted minimum pay for general employees – based on the proposed FY 2024 minimum annual pay of \$46,200 suggested at budget adjustments.

Pending Minneapolis for which data is currently unavailable, the data below supports this:

Minimum Full-time Hourly Employee Pay		
Peer Cities	Current Minimum Annual Pay	Adjusted for Cost of Living
Charlotte	\$41,600	\$41,600
Arlington	\$25,334	\$33,004
Atlanta	\$31,200	\$34,127
Austin	\$41,600	\$40,945
Columbus	\$41,600	\$49,261
Dallas	\$37,440	\$39,326
Denver	\$35,963	\$35,859
Durham	\$36,608	\$44,109
Fort Worth	\$31,200	\$35,956
Greensboro	\$34,320	\$42,931
Houston	\$31,200	\$37,138
Indianapolis	\$32,240	\$38,376
Kansas City	\$31,200	\$39,028
Long Beach	\$32,240	\$34,712
Louisville	\$31,512	\$43,710
Memphis	\$32,885	\$44,362
Minneapolis	x	x
Nashville	\$37,440	\$36,178
Omaha	\$29,765	\$37,923
Portland	\$30,680	\$31,693
Raleigh	\$38,501	\$37,733
San Diego	\$33,904	\$29,267
Seattle	\$38,875	\$33,020
Tulsa	\$33,280	\$49,029
Winston- Salem	\$31,200	\$39,028

**Cost of Living plus Rent Index is provided by Numbeo*

2. What services are Municipal Service Districts responsible for regarding public safety, litter/trash clean up, and beautification?

A Municipal Service District is a defined area within a city, town, or village in which the unit's governing board levies an additional property tax to provide projects or extra services that benefit the properties in the district. The Municipal Service District Act of 1973 authorizes City Councils in the State of North Carolina to create MSDs for downtown revitalization projects when services are needed to a greater extent than those provided for the entire city, as part of its annual budget process.

Many types of enhanced services can be provided. A few examples of service considerations include:

- Supplemental cleaning
- Amenities for enhanced beautification
- Targeted marketing and branding

Center City Partners

Charlotte Center City Partners acts as a convener on top issues in the urban core, to imagine opportunities beyond what exists and develop strategic partnerships in and beyond our city. CCCP also envisions and activates strategies and actions aimed to assure Charlotte Center City is a welcoming and equitable, economically vibrant, culturally rich, and beloved place for all.

The Center City Ambassador program was codesigned with CMPD as eyes and ears on the street, as extensions of outreach teams to support our most vulnerable neighbors and to provide super-hospitality to residents, workers, and visitors. Recently CCCP has expanded the program into South End.

Beautification

- Provide \$35,068 to the city to support landscaping and horticulture MSD 1-3
- Pay \$40,000 for landscaping in direct costs in South End
- Pay \$66,000 for Tryon Mall Holiday lights
- CCCP raises private money and expands public art and murals offerings through the CCCP Community Trust organization Public Art / Murals
- Litter and trash cleanup is addressed by City Service. When CCCP produces events such as Camden Commons and Charlotte SHOUT!, CCCP pays pay directly for these services.

Public Safety

- Hosts monthly CMPD Leadership meetings with CCCP leadership
- CCCP makes direct investment through the Center City Ambassador Program of \$760,312
- CCCP coordinates and hosts Center City Public Safety Council Meetings bringing together private sector building managers and owners, private security teams, and CMPD.
- CCCP coordinates and hosts ad hoc Public Safety meetings and communications on behalf of residents.
- CCCP brings CMPD leadership to the South End Advisory Council meetings, South End and Uptown Neighborhood meetings and CCCP Board meetings to share Public Safety information with stakeholders and leaders.
- CCCP stays abreast of efforts to discourage aggressive panhandling and share tools.

SouthPark Partners

SouthPark Community Partners (SCP) has developed a strong partnership with CMPD and is considering options for a long-term public safety strategy that is responsive to community needs. SCP's initial public safety audit, informed by their CMPD partnership, has indicated information sharing and targeted investments are likely to yield the greatest return. SCP is currently project spending approximately 3 percent of their annual budget on public safety programs, though that investment may change as additional needs arise.

SCP anticipates investing MSD funds in various beautification projects connected to The Loop, placemaking, and public art. These projects correlate to various budget line items and will be based in the values and aspirations articulated in the SouthPark Vision Plan, which is kicking off this summer. SCP looks forward to updating Council on public safety and beautification plans as they progress through FY 2024.

University City Partners

University City Partners (UPC) works closely with the Municipal Service District members, the board, and CMPD University City District to support public safety, maintenance, and beautification efforts in University City. Meetings are held monthly to coordinate safety efforts, focus on areas of concern, educate partners and more. Staff works proactively to receive input and direction on how to tackle these areas. Over the past years the organization has focused on the installation of cameras and contracting third parties for the maintenance and beautification of public and private spaces in the University City area. This year approximately 21 percent of the UPC budget has gone towards these activities. In addition, UCP provides in-kind support with marketing, education, and community engagement in University City on behalf of CMPD.

3. What are anticipated start dates for capital project construction in District 4?

JW Clay Boulevard

JW Clay Boulevard is currently in the utility relocation phase and awaiting AT&T to complete moving their utilities before construction can begin. The city anticipates beginning the bid phase starting Summer 2023 pending the AT&T completion of relocating utilities as scheduled. Construction is planned to start in Spring 2024.

McCullough Drive

McCullough Drive is currently in the utility relocation phase with AT&T and Duke Energy. The city is monitoring the progress of Duke to complete relocation of utilities before construction can begin. The city is anticipating the bid phase to start Fall 2023 pending no setbacks in the utility relocation phase. Construction is planned to start in Summer 2024.

Street Banners

JW Clay Boulevard and McCullough Drive Streetscape projects will include light poles with banner hardware within the project limits. Light poles with banners are included in the project scope and will be installed by University City Partners.

4. Does the city still have the 3-year window for financial partners?

There is currently no policy that limits discretionary general fund financial partner (FP) funding to three years. There was a policy specific to previous Out of School Time (OST) partners that limited funding to three years with a maximum city contribution not to exceed 33 percent of the organization's overall budget. As of FY 2022, partners providing OST services are considered within the same process as our other discretionary general fund financial partners. Two legacy Out of School Time partners are currently recommended for funding as part of the discretionary financial partner process: Greater Enrichment Program and Alliance for Education.

5. How many participating financial partners are at the 3-year mark?

The table provided below lists existing general fund partners. All current partners except Bengali Women's forum have been funded for more than three years. Race Matters for Juvenile Justice has been funded through general operating funds in FY 2022 and FY 2023; however, this is their first year applying as a financial partner.

General Fund	Current Financial Partners				
	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Adopted	FY2024 Proposed
Alliance Center for Education	\$ 51,368	\$126,000	\$ 52,096	\$ 90,000	\$ 90,000
Bengali Women's Forum	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000
Charlotte Regional Business Alliance	\$161,526	\$165,085	\$166,553	\$167,322	\$168,341
Community Building Initiative	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Greater Enrichment Program	\$154,945	\$200,000	\$150,212	\$200,000	\$200,000
My Brother's Keeper - Charlotte Mecklenburg	\$ 25,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Women's Business Center	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Race Matters for Juvenile Justice	\$ -	\$ -	\$ -	\$ -	\$ 51,468
Safe Alliance	\$492,676	\$397,038	\$397,038	\$397,038	\$397,038
TreesCharlotte	\$100,000	\$100,000	\$150,000	\$250,000	\$250,000

6. What are the 37 UDO positions programmed for?

The FY 2024 Proposed Budget includes 37 new positions across six city departments related to implementing the UDO. These positions are not funded by unrestricted revenues (e.g., property and sales taxes; storm water bills). Departments plan on recovering the cost of these new positions through the fees charged for land development reviews, permits, and inspections and the Proposed FY 2024 user fee schedule includes the costs of these positions.

Planning, Design & Development (General Fund)

The Proposed Budget includes 10 positions in the Community Tree Canopy Preservation (CTCP) division that will ensure timely plan review and inspection associated with new tree canopy regulations pertaining to residential infill development and heritage trees, as well as enhanced efforts to ensure ongoing compliance with the city's tree canopy regulations. These positions will be reimbursed with user fee revenue and include 5 Associate Planners, 3 Code Enforcement Inspectors, 1 Code Enforcement Supervisor, and 1 Planning Project Coordinator.

The Proposed Budget also includes 10 positions in Land Development that will ensure timely interpretations of zoning regulations, zoning review, review of appeals and variance applications, and on-site inspections as established in the UDO. These positions will be reimbursed with user fee revenue and include 3 Associate Planners, 1 Clerk to the UDO Board of Adjustment, 1 Construction Inspector Senior, 1 Construction Manager, 3 Plan Review Coordinators, and 1 UDO Administrator.

Transportation (General Fund)

The Proposed Budget includes four positions that will ensure timely review of developer projects and complete the requirements of the Comprehensive Transportation Review and the Streets Manual.

These positions will be reimbursed with user fee revenue and include 1 Engineering Project Coordinator, 2 Engineering Project Managers, and 1 Engineering Project Manager Senior.

Fire (General Fund)

The Proposed Budget includes two Fire Inspectors. The new inspector positions will support state-mandated fire inspections and the review of UDO-specified Land Development Plans. These positions will be funded through user fees.

Innovation and Technology (General Fund)

The Proposed Budget includes two positions to provide enhanced support to the Charlotte Development Center. These positions will be funded through user fees and include 1 Application Administrator Senior and 1 Business System Analyst.

Storm Water Services (Enterprise Fund)

The Proposed Budget for the Storm Water Operating Fund includes 8 positions to increase capacity to review and inspect private residential and commercial development activities for stormwater regulations. These positions will be reimbursed by user fee revenue and include 3 Construction Inspectors, 1 Construction Inspector Senior, 2 Engineering Project Coordinators, 1 Plan Review Engineer, and 1 Senior Engineer.

CATS (Enterprise Fund)

The Proposed Budget for the CATS Operating Fund includes 1 Transportation Planner II position, which will serve as CATS' land development plan review liaison and rapid transit corridor reservation reviewer upon UDO implementation. This Transportation Planner II position will be funded by user fee revenue.

7. What effect does inflation have on wages? Provide detail about the relationship between the city's programmed salary increases and inflation.

Typically, as prices of goods and services increase (inflation), workers require additional pay to meet the rising cost of goods and services. In FY 2023, the city provided an eight percent salary increase to all general hourly employees and a four percent merit pool for salaried employees. Inflation as measured by Consumer Price Index is projected to end at about 6.3 percent in FY 2023 according to estimates from Wells Fargo Economics. According to Wells Fargo Economics CPI forecast, by July 2024, inflation may have fallen to about 2.4 percent year-over-year. This would mean CPI for FY 2024 would be at about 2.7 percent comparing FY 2023 to FY 2024. Below is a table showing inflation and salary increases for comparison

Pay Type	FY 2022		FY 2023		FY 2024	
	Salary Increase	Inflation	Salary Increase	Inflation Projection	Salary Increase	Inflation Projection
Hourly	4.0%	7.2%	8.0%	6.2%	6.0%	2.7%
Salaried Pool	3.0%	7.2%	4.0%	6.2%	4.0%	2.7%

Source: City of Charlotte, Wells Fargo Economics and inflation forecasts for FY 2023 and FY 2024 calculated using Wells Fargo CPI estimates.

8. How was an equity lens incorporated into FY 2024 budget development?

After City Council's adoption of the Equity in Governance Framework in October 2022, Strategy & Budget (S&B) worked with city departments to integrate City Council's vision into the budget development process. The process included using the Equity in Governance Framework to review specifically how the department is currently making equity a priority and how the department will further advance equity in the future including:

- How the department has and will use its existing base budget to prioritize and advance equity, and
- How the department's FY 2024 budget requests, if funded, would advance equity.

Funding requests for each department were reviewed in terms specific to:

- How the department is ensuring programs, plans, policies, practices, and investments help reduce disparities.
- How the department identified disparities related to service provision and what steps has the department taken to improve equitable outcomes.
- How the department has engaged community members and stakeholders from communities of color, underrepresented communities, and/or low-income communities so that provision of the department's services is directly influenced by those impacted by the service.
- What training opportunities the department provided to staff to help educate and alleviate inequity.
- How the department measures the effectiveness of service provision as it relates to enhancing equity.
- Ways the department used or will use racial and economic data to prioritize and develop criteria for resource distribution.
- How the current provision of the department's services advances or hinders equity for communities of color, underrepresented communities, and/or low-income communities.
- Departments reviewing services to determine if there are unintended consequences in the way the department's services are currently provided. If identified, the department will ensure any inequities or unintended consequences in communities of color, underrepresented communities, and/or low-income communities are addressed.
- Reviewing performance measures to determine if any performance measures should be adjusted or added to measure progress in equitable provision of department services. As part of FY 2024 Budget Development, S&B also directed departments to continue re-envisioning performance measures for their services with a focus on equity.

9. How does Aviation user fees impact passengers? Provide additional detail about fee increases planned for FY 2024.

Many fees that the Aviation Department charges users of the facility are staying flat or decreasing for FY2024. Several Airline fees are experiencing modest percent increases due to the exhaustion of State and Federal stimulus funding programs that were available to the airports during the pandemic. The exhaustion of this funding combined with inflationary cost increases to wages, goods, services, and the full recovery of passenger air travel are putting upward pressure on Airline Fees, including the International Facility Use Fee. The Charlotte Douglas International Airport continues to provide a

tremendous value, and the lowest cost to operate among all large hub airports in the county. There is no correlation between Aviation’s specific fees and operating costs to airline ticket prices, which are impacted by supply and demand.

10. What are the goals of the Police Compensation recommendations.

The future of sworn police staffing is primarily dependent on how resignation and hiring levels change over the next few years. Based on the longevity and age of CMPD’s current officers, annual retirements are projected to decline from approximately 80 per year to approximately 59 per year beginning in 2024. Despite this drop in retirements, sworn staffing levels are projected to continue to decline unless resignations and hiring rates improve. Resignations have increased over the last two years, rising from an average of 47 per year from 2018-2020 (54, 39, and 47, respectively) to 67 in 2021 and 72 in 2022.

The FY 2024 Proposed Budget includes changes to the police pay plan to improve both recruitment of new officers and the retention of existing officers:

- Recruitment: By eliminating the first two steps in the police pay plan, the FY 2024 Proposed Budget increases the starting pay for police officers with a four-year degree from \$56,612 to \$62,911.
- Retention: The FY 2024 Proposed Budget consolidates two steps in the middle of the police pay plan to create a 10% pay increase from step three to step four, as an analysis of resignation data showed a spike in resignations for three- to four-year officers. The Proposed Budget also increases top officer pay by ~10.5 percent to encourage officers to remain with CMPD throughout their career.

11. If Mecklenburg County increases taxes, how will this impact residents and what impact will this have on the city’s revenues and services delivered to residents?

The following table shows FY 2023 values of Charlotte homes grouped into quintiles of value, and the average change in value from revaluation, along with an estimated property tax impact at proposed rates. The table includes a revenue-neutral city rate of 26.04 cents and a county rate of 47.31, per the County Manager’s Budget Presentation, which includes 1.6 cents above revenue neutral.

Description	Average Tax Impact of Homes Valued in Below Quintiles				
	Bottom 20%	20-40% Values	40-60% Values	60-80% Values	80-100% Values
FY 2023 Home Value	\$92,749	\$163,644	\$215,479	\$299,703	\$659,691
FY 2023 City Tax	\$323	\$570	\$750	\$1,043	\$2,296
FY 2023 County Tax	\$572	\$1,010	\$1,329	\$1,849	\$4,070
FY 2023 Total Tax	\$895	\$1,579	\$2,079	\$2,892	\$6,366
FY 2024 Home Value	\$178,408	\$286,761	\$350,967	\$450,772	\$946,571
FY 2024 City Tax	\$465	\$747	\$914	\$1,174	\$2,465
FY 2024 County Tax	\$844	\$1,357	\$1,660	\$2,133	\$4,478
FY 2024 Total Tax	\$1,309	\$2,103	\$2,574	\$3,306	\$6,943
Change in City Tax	\$142	\$177	\$164	\$131	\$168
Change in County Tax	\$272	\$347	\$331	\$284	\$409
Change in Total Tax	\$414	\$524	\$495	\$414	\$577

Sales tax revenue distributions to municipalities in Mecklenburg County is made under the ad valorem distribution formula. Under this formula, the amount of property taxes levied by the county or municipality on behalf of its other taxing districts is included in the unit's total levy and the proportion that each unit's levy bears to the total levy of all units in the county determines the amount of local sales and use tax revenue that each unit receives. Based on the above formula, if a municipality or county increases its property tax rate with no corresponding increase in other taxing units in the county, the municipality or county's tax levy goes up which increases its proportion of sales tax revenue at the expense of the other units the following year.

Sales tax distributions are determined by the previous year's formula. Mecklenburg County increasing property taxes will not impact sales tax in FY 2024. In FY 2025, every one cent that was increased will reduce the city's General Fund sales tax by \$1.96 million.

12. Provide an update on items funded during last year's Budget Adjustments.

During FY 2023 Budget Adjustments, six General Fund adjustments were added to the budget. Two adjustments were made for Planning, including increasing the Planning Commission stipend and adding one position. Both actions will remain in effect in FY 2024. Additionally, Trees Charlotte was increased to \$250,000. Trees Charlotte was again recommended at \$250,000 in the FY 2024 budget. \$50,000 was added for Housing and Neighborhood services community engagement activities. As part of a department budget, this increase was built into FY 2024 as well. The two adjustments from FY 2023 that are not included in FY 2024 are \$75,000 in support for workforce development childcare and \$84,354 in funding to the Mecklenburg County Historic Landmark Commission. The childcare funds have not yet been programmed or utilized, and steps are being taken to ensure that the funds will remain available when ready to be utilized.

Attachments



May 17, 2023

Attention: Cherie Smith, Budget Analyst
City of Charlotte Strategy and Budget Department
Cherie.smith@charlottenc.gov

We are pleased to submit this funding request proposal for consideration from the City of Charlotte on behalf of The Males Place, Inc.

Mission/Overview:

The mission of The Males Place, Inc (TMP) is to provide comprehensive, and prevention based cultural and educational programming, mentoring and life skills training necessary for manhood development for African American boys, ages 12 through 18, while creating a safe environment for young men to grow experientially in community settings in the US and abroad.

Because The Males Place is highly focused on the mentoring value, participants have regular dialogue with their mentors who evaluate the holistic benefits of the physical, psychological, spiritual and educational effects of the various projects and activities that the young males participate in weekly. Developing close and supportive mentoring relationships is a mechanism of promoting positive outcomes in Black boys. Many graduates from the program matriculate to a four-year college, university, two-year technical program or enlist in the military before entering the workforce entrepreneurial endeavor and become productive responsible tax paying citizens

The core group consists of 10 volunteer mentors - including the executive director - five senior mentors and seven support mentors assigned to four kingdoms of the program. TMP mentees have the opportunity to participate in a wide range of special interest community service programs, attend sports events, visual and performing arts programs and international travel experiences that has included Ghana, Cuba and Belize.

TMP provides the young men with the opportunity to learn critical thinking, strengthen problem solving skills and apply them in areas of interest over their years with the program. Community volunteers from various professions facilitate these sessions.

Need

We are seeking to offer entrepreneurial enrichment and work force development opportunities for underrepresented students. Our program is designed to enhance student's research and entrepreneurial efforts and continues to effectively demonstrate innovative ways to support students from one of Charlotte's under resourced communities – West Charlotte.

This program is a commitment to the investment of the future of many of Charlotte's most underserved teen populations by recognizing the need for entrepreneurial cultivation. The involvement and commitment to preparing underrepresented minority teens for entrepreneurship, college, and career readiness is priority number-one. Moreover, TMP serves as a solid foundation and blueprint for community stakeholders that have indicated the need for providing more work-force development and research related opportunities within underrepresented communities.

The program seeks to provide students from middle and high schools with non-traditional opportunities to realize their full potential. We take pride in introducing students annually to the many benefits of entrepreneurship education, including:

- ✓ Improved problem-solving skills
- ✓ Enhanced self-worth
- ✓ Ability to apply theory to real life situations
- ✓ Greater awareness of social responsibility
- ✓ Better likelihood of completing formal education

Our program is also committed to working with young people who may attend school; but are more interested in learning more about how to channel their abilities and entrepreneurial spirit. We have the resources to support and empower them, assisting with their development, encouraging their ability to be self-reliant, and helping them build a better life.

Programs:

Mentorship

The Males Place offers a weekly robust life skills, manhood & socialization training drawn on time honored African center traditions. These sessions occur every Wednesday from 6 pm to 8 pm. Special guest facilitators are also brought in to share with the mentees or provide job-shadowing opportunities. Each month also includes a family night. TMP focuses on African cultural history and alignment with present day issues and knowledge of self. Diverse professionals who've shared with the mentees include Emma Allen State Farm, Beta Delta Boule, Year Up (Bank Of America) and various professionals from the engineer, construction, architect and finance areas.

Agricultural Program (Work-force Development)

It is TMP's vision to be a food oasis and an inspiration in assisting African American people in reclaiming agricultural food sovereignty and self-sufficiency traditions. TMP offers direct access to fresh vegetables, fruits, and herbs for donations to program participants, seniors and underserved neighbors along the Beatties Ford Road corridor.

Through TMP's agricultural program, the program mentees are learning to grow greater

volumes of fresh locally grown organic produce to more adequately address our local food insecurity crisis. This is instilling the values of collective work and responsibility. The project will also incorporate growing technologies that include aquaponics and hydroponics. Programming occurs on Wednesdays and Saturdays.

TMP provides comprehensive and preventive health educational programs, enrichment experiences and resources necessary for appropriate manhood development. Youth participating in TMP's program will experience an increased knowledge of culture and nutrition. Through holistic methods of training and learning, TMP inspires the youth to learn and develop into leaders. The program target number of households is 30 in the West Charlotte/Beatties Ford area. Another 150-200 individuals and families in the corridor will be impacted by the healthy nutritious food that will be offered at the Rosa Parks Farmer's Market and selected senior citizen community centers.

TMP's goal is to provide high quality learning and agricultural experiences so that apprentices are skillful, confident, sustainable growers, processors and distributors.

TMP desires to create a thriving, local and diverse food system that will benefit our respective communities. TMP has noticed an increased community effort to reach out for fresh healthy vegetables, herbs and fruits by the gardening agricultural effort TMP has offered at the Rosa Parks Farmers Market and other distribution sites. Attendance these past seasons continues to expand from previous years due to the collaborative support from the county's health department and other local farmers/vendors. By offering the supplemental nutrition assistance program (SNAP) as a part of the market, this has allowed the community not to have any barriers to this produce.

Social Justice

Social justice learning is another benefit that TMP mentees experience. This occurs in life-skills sessions, coordinated panel discussions, workshops and direct-action participation (e.g., attending citizen review hearings; conducting mentoring and violence prevention community forums, City Council meetings).

Through this programming bucket, TMP's mentees benefit from:

- ✓ Acquisition of learning new skills.
- ✓ Demonstration through performance tasks;
- ✓ Independent study through resources and clues;
- ✓ Enhance investigative, problem solving and creativity thinking skills

Impact & Measurements:

TMP's teaching garden program will enable the youth participants to better understand (1) the basic skills of horticultural therapy; (2) the benefits of eating healthy nutritious food and; (3) learning the essential skills in growing and preparing healthy food. Other outcomes that will be measured include: (4) providing access to fruits and vegetables and (5) enhancing understanding as it relates to community stewardship and food preservation. Volunteers from the church partnership, along with community volunteers, will assist with the project. TMP will be evaluating: (1) how their attitudes change toward healthy living and health practices; (2) the cause and effect of working in connection to

the land; (3) using organized methods for solving problems; and (4) better understanding of connection, belonging and being understood - as a part of their social and emotional development - as it relates to the weekly mentoring sessions.

The areas that will be evaluated for success include: knowledge and skills; social, behavioral and emotional competencies; program involvement; and family functioning. Within the knowledge/skills area, increased knowledge of culture, enhanced nutritional knowledge, enhanced agricultural skills, increased social and political awareness - as it relates to food sovereignty - and civic awareness and efficacy will be reviewed. Within the social, behavioral and emotional competencies, TMP hopes to see increased pro-social behavior (discipline, improvement in self-awareness, reduction in truancy, improved grades, etc.). In program involvement, TMP expects to see consistent attendance and increased responsibility within the program. This program will also improve interaction with parental and family supports.

Leadership & Recognition:

Executive Director, Reggie Singleton, has been selected to serve on several local and national panels to speak about the success of the young male's group and the important connection of the land with their ancestral heritage. TMP's regenerative sustainability agricultural work has received a number of media coverage and local story highlights. TMP was featured on CBS's Nightly News segment last year and has been recognized by the Mayor's Mentoring Alliance as the "top male mentoring organization" in Charlotte. TMP was also highlighted in QC Metro Magazine as one of the city's "Exceptional Organizations Using their Power to Make Charlotte a Better Place. TMP's Board of Directors includes several social entrepreneurs, an educational researcher and business leaders with experience in building social capital with African American populations.

You can review these success stories here:

Charlotte Observer – published May 20, 2022

The Males Place Mentorship Program For Black Boys Has Roots In Agriculture <https://www.youtube.com/watch?v=5fgDpUfki8U>

CBS News – aired Monday July 18, 2022

Gardening program teaches young men life

lessons https://www.youtube.com/watch?v=E_e4XgD-OE

Program Testimonials

“Struggling with the challenges of life as a young African American male, I have felt a colossal gap in myself as I was one of many from a single parent home. Having a benevolent viewpoint and a craving to help others is the source of my purpose. As many before me, serving in many positions in my life like The Males’ Place, North Carolina A & T Student Staff, and the United States Army-National Guard granted me some of my greatest advantage for the prosperity not only to my people, community, and nation which is my perspective of the American dream. Becoming more aware of the culturally diversity within our community and nation in an ever-changing society due exposure, experience, and education has generated a competitive edge that has reinforced my key

principles as well as growth opportunities. This happenstance has enabled me the ability to self-correct due to the values, character, and skills gained from first-hand accounts that continue to motivate me, my life as a Son, Brother, Father, Student, and Sergeant. I am confident in my decisions to lead in a much more significant way by embracing myself as a young gifted African American male in our current society. I am a Warrior destined for success because of those who stood before me and those who stand with me now and always. I am Sgt Denzel D. Ross, son of Malisha L. Ross, brother of JaMes Ross-Erwin, and father of Audrey and Wyatt Ross. MLK stated “The ‘ My truth’ ultimate measure of a man is not where he stands in moments of convenience and comfort, but where he stands at times of challenge and controversy. I stand proud!”

- Denzel Ross

“My son is 15 and was smelling himself. He is coming into his manhood. He needed tough love. His dad is not a good influence, but he looks up to his father. I needed to switch gears. From the first encounter, I saw them check my son in the garden. It was a perfect stranger and a perfect day. I didn’t have apprehension whatsoever. I let them speak on my behalf. They spoke of the outcomes they have observed. My son struggled with emotions and speaking up. Ever since, he is doing better and speaking with others.”

-Parent

Funding Request

\$400,000 Level to include:

- Meetings on Wednesday’s, from 6 to 8 p.m., and Saturday’s 8 to 10 a.m.
- Anti-Bullying / Suicide Prevention discussions, African-centered manhood training to build self-esteem, understanding and purpose, in accordance with Kwanza principles. TMP will seek to supplement its efforts within this area, even if a stipend for services is required.
- Administrative – Executive Director, Program Administrative Coordinator, Mental Health Counselor (as needed to address trauma, therapeutic services, mental health – trauma informed training, with stipend)
- Workforce programming stipend to support mentees with activities (most are from low-income families), teach fiscal responsibility, and the principles of providing for a family, manhood training.
- Quarterly stipend to encourage and support the amazing volunteer effort and commitment that we receive from our mentor / masharis.
- Supplies/Materials - Greenhouse purchase and construction, agricultural equipment purchases to provide greater produce yield and volume to the Beatties Ford community we serve, and beyond.
- Mentor (Mashari) / mentee (Warrior) (5:1 ratio) one-on-one academic needs assessment and goal setting, with direct conversations on the mentee’s strengths, interests, and goals, with guidance from the mentor regarding the significance of education and vocational training that will enable the mentee to achieve their goals. Mentee’s commit to areas of improvement and are held accountable. TMP has maintained a 99 to 100% graduation rate amongst warriors historically.
- Tutoring stipend, as needed.
- Monthly parent/family engagement meetings, to make TMP’s efforts

- collaborative. Mental Health Counseling stipend to support referral counseling, as needed;
- Increase speaker engagement, with stipend if necessary.
 - Commitment to locate real property to establish a permanent home for TMP, with airable land, a building to house TMP's meeting space, a library, agriculture equipment and green house.
 - Travel – regional and international trips;
 - Increase enrolment by approximately 11 to 12 warriors (mentees);
 - Administrative costs: The Executive Director is compensated approximately \$1,200 per month, and 10% of grant fundings.

\$300,000 Level to include:

- Meetings on Wednesday's, from 6 to 8 p.m., and Saturday's 8 to 10 a.m.
- Anti-Bullying / Suicide Prevention discussions, African-centered manhood training to build self-esteem, understanding and purpose, in accordance with Kwanza principles. TMP will seek to supplement its efforts within this area, even if a stipend for services is required.
- Administrative – Executive Director, Program Administrative Coordinator, Mental Health Counselor (as needed to address trauma, therapeutic services, mental health – trauma informed training, with stipend)
- Workforce programming stipend to support mentees with activities (most are from low-income families), teach fiscal responsibility, and the principles of providing for a family, manhood training.
- Supplies/Materials - Greenhouse purchase and construction, agricultural innovation and expansion to provide greater produce yield and volume to the Beatties Ford community we serve.
- Mentor (Mashari) / mentee (Warrior) (5:1 ratio) one-on-one academic needs assessment and goal setting, with direct conversations on the mentee's strengths, interests, and goals, with guidance from the mentor regarding the significance of education and vocational training that will enable the mentee to achieve their goals. Mentee's commit to areas of improvement and are held accountable. TMP has maintained a 99 to 100% graduation rate amongst warriors historically.
- Tutoring stipend, as needed.
- Monthly parent/family engagement meetings, to make TMP's efforts collaborative.
- Increase speaker engagement.
- Best efforts to locate real property to establish a permanent home for TMP, with airable land, a building to house TMP's meeting space, a library, agriculture equipment and green house.
- Travel – regional and international trips;
- Increase enrolment by approximately 6 to 10 warriors (mentees);
- Administrative costs: The Executive Director is compensated approximately \$1,200 per month, and 10% of grant fundings.

- ***\$200,000 Level to include:*** Meetings on Wednesday's, from 6 to 8 p.m., and Saturday's 8 to 10 a.m.
- Anti-Bullying / Suicide Prevention discussions, African-centered manhood training to build self-esteem, understanding and purpose, in accordance with Kwanza principles. TMP will seek to supplement its efforts within this area.
- Administrative – Executive Director, Program Administrative Coordinator, Volunteer Mental Health Counselor (if available, as needed to address trauma, therapeutic services, mental health – trauma informed training)
- Workforce programming /training, uncompensated, to support mentees with activities (most are from low-income families), teach fiscal responsibility, and the principles of providing for a family, manhood training.
- Supplies/Materials - agricultural innovation and expansion to provide greater produce yield and volume to the Beatties Ford community we serve.
- Mentor (Mashari) / mentee (Warrior) (5:1 ratio) one-on-one academic needs assessment and goal setting, with direct conversations on the mentee's strengths, interests, and goals, with guidance from the mentor regarding the significance of education and vocational training that will enable the mentee to achieve their goals. Mentee's commit to areas of improvement and are held accountable. TMP has maintained a 99 to 100% graduation rate amongst warriors historically.
- Tutoring stipend, as needed.
- Monthly parent/family engagement meetings, to make TMP's efforts collaborative.
- Increase speaker engagement.
- Travel – regional educational travel annually;
- Increase enrolment by approximately 2 to 5 warriors (mentees);
- Administrative costs: The Executive Director is compensated approximately \$1,200 per month, and 10% of grant fundings.

\$100,000 Level to include:

- Anti-Bullying / Suicide Prevention discussions, African-centered manhood training to build self-esteem, understanding and purpose, in accordance with Kwanza principles. TMP will seek to supplement its efforts within this area.
- Workforce programming /training, uncompensated, to support mentees with activities (most are from low-income families), teach fiscal responsibility, and the principles of providing for a family, manhood training.
- Supplies/Materials – basis agricultural tools and equipment to maintain TMP's current agricultural support of the Beatties Ford community we serve.
- Mentor (Mashari) / mentee (Warrior) (5:1 ratio) one-on-one academic needs assessment and goal setting, with direct conversations on the mentee's strengths, interests, and goals, with guidance from the mentor regarding the significance of education and vocational training that will enable the mentee to achieve their goals. Mentee's commit to areas of improvement and are held accountable. TMP has maintained a 99 to 100% graduation rate amongst warriors historically.

- Monthly parent/family engagement meetings, to make TMP's efforts collaborative.
- Travel – regional educational travel;
- Increase enrolment by approximately one to two warriors (mentees);
- Administrative costs: The Executive Director is compensated approximately \$1,200 per month, and 10% of grant fundings.



Request for Funding



Prepared for :

City of Charlotte

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20
23

ABOUT THE COMPANY

Block Love Charlotte has been an entity since January 2019, operating as just a group of volunteers going out weekly to serve the homeless communities in Charlotte, NC. Our team provided food, clothing, hot breakfasts, toiletries, and resources. Block Love Charlotte was established as a nonprofit organization in 2020. She continued serving homeless neighbors, domestic violence victims, and single fathers through resources and our feeding program. Through the pandemic, projects and still are making an impact with additional services for self-sufficiency. In 2020, the pandemic caused the world to be at a standstill, and our homeless neighbors were at higher risk for the COVID-19 virus because of a lack of healthcare and resources. Our organization continued to be the resource needed in the most vulnerable time of our nation's lives. Block Love Charlotte began feeding the community three times a day, providing the PPE required for safety, and connecting them to mobile resources for covid testing and healthcare services.

Block Love Charlotte has assisted over 220,000 meals during the pandemic and provided over 200 people in sheltered environment, which consists of motels and hotels. Our team worked sixteen hours days to ensure our homeless neighbors were safe and had the essentials needed, such as hygiene products, toothpaste, tissues, food, clothing, sleeping bags, and water. Our organization was able to connect the individuals with the Health Department and Rao Health to come where the encampments were located to provide vaccinations, boosters, and HIV medications.

The pandemic catapulted Block Love Charlotte to provide community pop-ups that provided groceries to families and older adults that were located in the food deserts (more than two miles from a grocery store).

OUR MISSION

Our mission is to provide restoration, resources, education and essential tools to the individuals that occur hardship in our community. We shall empower, show love and teach them to become self-sufficient while advocating for their needs and human rights.

OUR VISION

Our Vision is to improve the quality of life for those individuals that suffer from homelessness, domestic violence and single fathers; one block at a time in our communities. We shall partnership with other business and agencies for resources and make a difference in communities globally.

The pop-up became more than groceries; it provided safety for older adults and other high-risk individuals from trying to go to a grocery store for food. Our team is still providing groceries in the food deserts three Saturdays out the month to the communities that are in the underserved communities and now has partnered with a nonprofit organization that has a curb-side food distribution that will come to Block Love Charlotte once a month.

In 2021, Block Love Charlotte had the opportunity to bring other agencies and nonprofit organizations together for a common cause and educate them on the need for our homeless population. Through the collaborations, our organization partnered with Mecklenburg County, Roof Above, and other grassroots organizations on the North Inn Encampment Project. The project allowed us to assist with the intake of needs, transportation to appointments, and feeding program, and we became the facilitator at motel#2, and providing case management services. Block Love Charlotte offers 24-hour security and meal supplements. They hosted educational and workforce development workshops with county agencies, the Department of Social Services, Charlotte Works, the Department of Health and Human Services, and the Promise Resource Network (PRN).

In 2022, Block Love Charlotte was approved to work with Emergency Shelter Grant through United Way to pilot a program that assists individuals and families in preparation for permanent housing. Through our organizational programs, we provided workshops for life and social skills, worked with the landlord for our clients for accommodation, assisted with the first-month rents and deposits, provided financial literacy classes, and collaborated with agencies for workforce development training, soft skills, and getting their state identification so they can obtain employment.

Our organization has served almost 300,000 meals, over 7,000 individuals and families with services, and over 220 people in permanent housing, and assisted a family in becoming a homeowner with a brand new home.

Although our organization has been viable to our community, more work is needed. We aim to decrease the barriers that prohibit our neighbors from having the skills, education, and financial stability required to maintain affordable housing. Block Love Charlotte will continue cultivating relationships, building partnerships, and advocating for our homeless neighbors to have equal opportunity to resources, healthcare, mental health services, employment, and housing.

MEET OUR DAY SERVICE TEAM



blockloveclt



DEBORAH PHILLIPS
Executive Director



LARRY SIMS
Program Manager



TOBIN MURPHY
Operations Manager

PROGRAM FOR DAY SERVICES

The Day Services Program is located at 2738 North Graham St., Charlotte, NC 28206. The hours of operation will be Monday through Friday, 10am-5pm, close for one hour, and reopen from 6pm-8pm. The facility will be open on Saturdays from 10am-1pm and Sundays by appointment only and pre-scheduled workshops. The Day Service Program was established to provide services and resources to those individuals and families classified as homeless. All mental health services provided will be scheduled, and if mental health emergencies arise after hours, we require them to call 911 or mobile crisis services through Alliance or Daymark Recovery Services for 24-hour behavioral facility.

The Day Service Program will have three staff on the shifts to assist with daily operations. The Executive Director, Program Manager, and the Operations Manager will serve the clients in the facility 90% and 10% in the community. The 10% in the community will consist of transporting clients to their appointments with DSS to apply for government assistance, a government ID, or meet with a potential landlord for affordable housing.

The Day Services will focus on several areas most needed for our homeless neighbors to get them to a place of sustainability: Assessment & HMIS, Educational Services, Life and Social Skills Training, Mental Health, Healthcare, and Support Groups/Resources.

The Assessment & HMIS will provide a tracking system that will allow the program to assess the needs in Mecklenburg County. The data will be stored in the HMIS, and they will be able to identify the services the individuals receive with other agencies to prevent overlapping services.

Coordinated Entry: The Coordinated Entry Program will assist homeless individuals with an assessment that can identify their needs and a strategic plan to get affordable housing. The HMIS (Homeless Management System) tracks data on homeless people who need services. The following will be in the assessment and tracking in the HMIS.

The assessment will include the following but not be limited to:

- Demographics
- Identifying Barriers (evictions, convictions, probation, parole, transportation, mental health, medical, substance abuse, etc.)
- Financial Income/Credit
- Identification Barriers (government ID, social security cards, birth certificates, visa)
- Unemployment
- Medication Management/Health Concerns

Block Love Charlotte will assist individuals with assessing housing affordability to ensure they can meet the financial qualifications of deposit and first month's rent. Our team will assist in the housing search and the completion of the housing application. Block Love Charlotte will pay for the housing application and search out housing agencies and programs the individuals qualify to rent. Each person coming through the Coordinated Entry Program will have an individualized plan that will assist in meeting their goals, follow-ups, and data tracking toward affordable housing.

Educational Services will be offered for those needing a high school diploma or GED online. The Educational Services will allow individuals to complete their assignments in the facility and get assistance on academic studies required to succeed. We offer individuals the opportunity to take additional online certifications to provide a gateway for a new career path. Block Love Charlotte will partner with Central Piedmont Community College for the GED and Urban League of Central Carolinas for other credentials needed to advance their education.

Life and Social Skills Training & Workshops shall equip individuals with the skills and tools needed to be productive in society. Our team will educate and teach, but not be limited to, practical communication skills, self-awareness, decision-making skills, conflict resolutions, coping skills, time management, financial literacy, and being a good neighbor.

Mental Health Services. Block Love Charlotte shall provide individual and group therapy to individuals that don't have Medicaid or qualify for services through Alliance. A substantial contributor to mental well-being is the state of their environmental circumstances that can cause effects psychological wellness. Our licensed professional will focus on group topics but not limited to depression and anxiety signs and symptoms, coping strategies to reduce stress, and physical, psychological, social, and cultural factors contributing to mental health. All individual counseling will be scheduled with a psychologist or therapist.

Healthcare Services. Block Love Charlotte will partner with Carolinas Wellness Clinic to provide medical for individuals who need healthcare services. The clinic will be at the facility at least once a week to give examinations, treat various medical conditions, immunizations, covid-19 vaccinations, medication management, and IV hydration for individuals needing fluids.

Support Groups & Resources. Block Love Charlotte shall provide support groups in the facility for domestic violence victims, teen groups, parenting through mental health, parenting reunification, and substance abuse groups. We will partner with other agencies and nonprofit organizations to put other group topics on the schedule as needed. Block Love Charlotte will also bring awareness to sex trafficking, domestic violence abuse, elder abuse, and teen runaways by hosting forums and events with partnership initiatives at the center and in the community.

Program Schedule

Coordinated Entry/ Assessment We will utilize a tracking system that will allow the program to assess the needs in Mecklenburg County. The data will be stored in the HMIS. They will be able to identify the services the individuals receive with other agencies to prevent duplication of services and ensure they are not falling through the gaps of services needed for sustainability.	Mon-Fri Saturday Sundays by appt only.	10am-5pm 6pm-8pm Sat 10am-1pm
Educational Services Linking clients to complete their GED/high school diploma, certifications, or higher education. Completing online classes.	Mon-Fri Saturday	10am-5pm 10am-1pm
Life Skills Workshops: Focus on financial literacy that includes money management budgeting, setting up a bank account, grocery shopping with a budget, & setting a schedule to pay bills on time, time management, accountability-appointments, & how maintaining affordable housing.	Mon & Wed	11am-4pm
Social Skills Workshops: We will teach practical communication skills, self-awareness, decision-making skills/conflict resolution- (personal/workplace), and coping skills.	Tues & Thurs	11am-4pm
Mental Health Counseling: We shall provide individual and group therapy to those not in Alliance for mental health services. The therapist will provide the scheduling for individual treatment.	Friday (individual) Saturday (Group)	Fri 10a-4pm Sat 11a-1pm
Workforce Development: Partnering to assist with connecting clients to employers to employees.	TBA	

Program Schedule

Support Groups: The support groups will include the buddy system, mental health, substance abuse, teen groups, and domestic violence and abuse groups.	Mental Health w/Solidshe. Sat. Other dates TBA	3rd Sat of every month.
Parenting Reunification Group: This group will focus on parents who have been absent in their child's life due to incarceration or who have visitation to full custody in their permanent housing.	Saturday 2x a month	12-1pm
Teen Group	TBA	
Substance Abuse Groups	TBA	
Domestic Violence Group	TBA	

STATEMENT OF NEED

Charlotte-Mecklenburg Housing and Homelessness data (2023) has indicated that 2,675 people are experiencing homelessness, which is tracked into the Homeless Management Information System (HMIS). Although this system is tracked with agencies providing services and with the county, a significant portion is not being tracked, and many homeless families are falling through the gaps in services. The housing data for October (2022) stated that Mecklenburg County had 3,260 people homeless, which means 585 must have obtained housing from October 2022 through January 2023, but it is not in the HMIS system. The gaps also show no extensive counts of homeless children in Charlotte, NC. Sometimes it is difficult to track the homeless population because some are not receiving any services, or the data from agencies may not be updated due to the community's barriers.

As women and men become homeless, the children become homeless without adequate services. Charlotte Mecklenburg Schools (2023) reported in February 2023 that 3700 students are homeless. In the 2021-2022 school year, the data from CMS and Mecklenburg County commissioners said that over 4200 students were experiencing homelessness for the entire school year. Dr. Coltrane of CMS indicated that by June 2023, the number of students could be over 5,000 that are classified under the McKenny Vento Act. Homeless children's increase impacts their academics, socialization, and mental health. Most families are not positioned to assist their children or themselves due to the lack of services and skills needed to be successful.

The homeless community faces severe barriers that prohibit them from resources, healthcare, mental health services, food, and affordable housing. The City of Charlotte (2023) reports have indicated that the city needs an additional 32,000 units of affordable housing to meet the current need, which suggests that over 55,000 residents don't currently have affordable places to live, and this includes the homeless population. As the prices continue to increase housing, it makes it even more difficult to provide affordable housing, and it continues to grow the number of people experiencing homelessness. Although there was a slight decrease in November 2022 of homeless veterans, the number increased to 242 by the end of December and up to 250 in January 2023. The increase in veterans signifies there is still a rise in veterans that are homeless and need services.

The impact on homeless individuals and families does not start with affordable housing. The stabilization begins with mental health services and health care to provide overall wellness to get back into the workforce to obtain affordable housing. The data shows that 30% of people who are chronically homeless have mental health conditions, over 50% of substance abuse problems, and 90% of chronic medical conditions. People experiencing homelessness need skills training and workshops for life skills, social skills, conflict resolution, and financial literacy to maintain housing once approved. Unfortunately, over 90% of the homeless population does not have transportation to agencies to be a part of the services offered. According to the data within Mecklenburg County, only a few organizations work on these skills and meet the homeless population in their environment. Block Love Charlotte is one of those agencies that have provided these services for the last five years.

As Charlotte continues to grow, there is a need for services to decrease the substantial increase in unemployment, vocational services, skills training and workshops, financial literacy, support groups, and assistance in connecting them to additional resources at one location. Wrap-around services are needed in a day center so that the homeless neighbors can access services, resources, healthcare, and their mental health needs. Several agencies offer assistance, but again, transportation becomes an issue that will distinguish whether they go to these agencies. Although the population understands it is necessary to attend appointments, apply for assistance through social services, or attend workshops, most have been mistreated by agencies, don't have the willpower to travel throughout Charlotte to obtain services, and have trust issues that set them apart from receiving resources. Data shows that only 35.5% will go to different agencies to receive benefits because they are at various locations and spend most of their time standing in line to be served.

If services such as need assessment/coordinated entry, mental health services, healthcare services, life and social skills training, financial literacy workshops, and support groups; are in one location, it will provide stability and prepare them for housing. Research from the Department of Health and Human Services (2023) indicated that agencies that provide resource centers encompassing skills training and resources increase consistency in services, family infrastructure, resource utilization, and decreased service duplication.

SERVICE STRATEGIES

Block Love Charlotte has been working with the homeless communities for over five years and developed trust with the neighbors, provided evidence-based data, facilitated services for emergency shelters, and gained partnerships throughout the community that opened the opportunities for other nonprofit organizations to assist in the cause to decrease homelessness in our city and county. Block Love Charlotte will open the center to provide consistent day services. The Day Service Program proposes funding to provide Coordinated Entry/HMIS, Educational Opportunities, Life and Social Skills Training, Support Groups, Feeding Program, Mental Health, and Healthcare Services in one location. The funding will assist the programs below and will provide an impact on the population served.

The funding will help address the need for coordinated entry services that will provide data tracking to identify the homeless population's barriers and needs. The Executive Director will provide a needs assessment to identify additional resources needed for sustainability. Block Love Charlotte will use the HMIS (Homeless Management Information System) To input vital data and updates to track services and the number of individuals we serve daily. The Executive Director will continue having team meetings with the county to ensure a continuum of services and commitment to the HMIS.

The Educational Service Opportunities will include computer access to obtain their GED or high school diploma online and certifications needed for employment. The program will decrease the dropout rate and increase higher educational learning.

The Life and Social Skills Training will include workshops to increase knowledge and competency. The Program Manager will conduct seminars on financial literacy, time management, accountability appointments, how to maintain affordable housing, conflict resolution personally and in the workplace, and being a good neighbor. After completing skills training, each client will receive a certificate indicating completion so we can connect them to permanent housing. We aim to increase these skills for the homeless population to be more efficient and productive in housing.

Workforce Development will consist of Block Love Charlotte partnering with Beatties Ford Vocational School for certifications. Our organization will provide a scholarship to fund at least four clients. In our Day Service Center, we will partner with Ericka's Closet to give soft skills and resume writing workshops. Ericka's Closet will connect individuals with a criminal record to an employer that hires felons and gets them back into the workforce.

Mental Health Service is a vital component of serving our homeless community. Block Love Charlotte will have individual and group counseling at the Day Services one day a week and on Saturdays. The individuals attending don't currently meet the criteria or have Medicaid to go to Alliance. The licensed psychologist and therapist will conduct bio-psychosocial assessments and identify the time the individual needs therapy. Block Love Charlotte will also collaborate with Alliance for medication management for psychotropic drugs. We have partnered with another agency to provide substance abuse groups at the facility.

Healthcare Services access is one of the most crucial barriers for the homeless population. Institutional and social barriers to healthcare access have increased homelessness's risk of adverse health outcomes compared to the average person. Infections, injuries, and acute conditions fester when you don't have a shelter, and these communicable diseases easily spread throughout the homeless population. Block Love Charlotte wants to be funded for health services. Our organization has partnered with a health clinic that will come on certain days to treat our homeless neighbors. The physicians will provide annual exams, lab testing, and immunizations and can treat various medical conditions. Block Love Charlotte will transport clients during the winters and summers who may need IV hydrations due to dehydration induced by heat or those needing x-rays or other testing.

Support Groups are essential for our homeless population. It provides a support system and allows them to be among others with similar circumstances. Block Love Charlotte will offer support groups for buddy systems, parenting and reunification with children, teen groups, and domestic violence support groups for victims and families. Block Love Charlotte will assist individuals with additional resources, assist them in applying for government assistance such as Medicaid and food stamps, and help them with the application process for social security through case management services.

THE IMPACT

The impact having services and resources in one facility will prevent structural barriers that prevent the homeless community from accessing programs and resources available. Structural barriers increase frustrations, primary targets of increased access, and service gaps. It is also limited by the day and hours that different agencies are operating, the hostile atmosphere our homeless community experiences, and the stigma and other complexities that make it uncomfortable or discriminating towards the homeless population. Block Love Charlotte will be open Monday through Friday and throughout the evening and Saturday through the afternoon to provide more flexibility to serve the homeless community. Block Love Charlotte team has gained trust with this target population, so they feel more comfortable because they're treated with respect and dignity. It becomes easier to be open-minded about services and resources when the individuals are comfortable.

When looking at the impact on our target population, we also must identify the capacity barriers posed by the lack of available resources that meet the need of those eligible for benefits or services. Although funding is capped for certain services, it indicates that when the funding runs out, so does the service. Block Love Charlotte has been providing services without grant funding that show a continuum of services and resources; therefore, it will offer more mainstream programs with grant funding. The impact from this program would be provided to those below the poverty level and those who don't meet the criteria for government assistance. Mental health and substance abuse services and healthcare are usually a capacity barrier that's consisted of eligibility. Block Love Charlotte will impact the community by providing mental health services accessible to those individuals that did not qualify for Medicaid or do not have Medicaid at the time of services. Providing mental health services and groups will decrease challenges in building and maintaining social connections and prevent them from being marginalized and isolated within our city. The impact will also provide less social anxiety and feelings of discrimination so they can benefit from the treatment in a comfortable setting, which is the key to recovery.

Having a physician to provide healthcare services onsite will decrease the financial burdens and hurdles that one faces going into the Emergency Room for services and waiting for hours. The clients will receive medical care and treatment for wellness, and the physician team will continue being their medical providers and offer all services as the primary physician. The impact capacity will increase a healthy lifestyle and decrease co-morbidity diseases impacting overall health.

Having the Day Service in one centralized area will increase social inclusion for the population served, initiate engagement, and cultivate relationships with other agencies to build a rapport for additional services. It will provide an opportunity for integrating with people with lived experiences of homelessness and leaders that can share their stories to inspire and empower them to maximize the resources. The homeless community will have access to case management services that assist and support individuals in developing their skills. Our organization will provide for essential needs, identify households with significant risks, provide services for women and children, and monitor overall service delivery.

Employment can play an intricate role in recovery. Providing soft skills and workshops at the center will allow them to connect to an employer, even with a criminal background. Having the ability to put people back to work increases their self-esteem and financial gain and will also decrease the unemployment rate and assist businesses in sustaining themselves. The impact of being employed offers a structured activity with a sense of purpose and accomplishment. The long-term goal is to provide financial security that leads to permanent housing.

PERFORMANCE AND MEASUREMENTS

From 2020 to currently, Block Love Charlotte has severed over 317,635 people in the homeless community, provided over 2200 sleeping bags, 600 tents, over 545 nights in temporary shelter space, 542 ride shares (Uber and Lyft), 220 people gained or maintained housing through rental assistance, deposits, utilities, and down payments for affordable housing. Block Love Charlotte has also had referrals that help over 12 people with their continuity of education and assisted 143 with connecting them to jobs or workforce development agencies to obtain employment. Our agency has also provided workshops on life skills needed to be more efficient and productive in sheltered housing.

Block Love Charlotte has exceeded our feeding program goals for three years, providing essentials such as sleeping bags, tents, and supplies. From January to March 2023, we had an increase in meals and served 9,800 meals. Our projections, based on the need and the accessibility at the Day Service Center, will be over 50,000 meals for this year.

Our goal this year for assisting individuals with rental assistance, deposits, utilities, and down payments for affordable housing may increase because we are offering more services in a centralized place and will be able to identify the progress toward receiving permanent housing. We aim to assist at least eighty additional individuals in a year, extending to 300 individuals. Below are the goals for the organization for services. We have met all the plans and exceeded our feeding goal each year.

Goal: To assist 40,000 individuals with meals a year through our feeding program.

Goal: To assist individuals and families with 125 nights of temporary shelter a year.

Goal: To assist individuals and families with 181 rideshare, which includes bus passes, Uber, and Lyft.

Goal: To assist 73 individuals with rent assistance that includes first-month rent, deposit for housing, utilities, and down payments for affordable housing.

Goal: To assist 165 with educational needs that include a high school diploma, GED, certification classes, trades, and higher education.

Goal: To assist 165 individuals with workforce development and job placement. The goal is to provide workshops and partnering with other agencies to connect them with job placement.

With the Day Services, our goals will remain the same until we have enough data to indicate additional needs. The Board of Directors and the Executive Director will revise accordingly. Our goal for the healthcare is to serve at least 80% of clients through the Day Service Program. Our goal for the mental health services is to serve at least 65% of the clients through the Day Service.

Challenges

There were some challenges with a decrease in numbers last year with the warming and cooling stations. In the winter weather, we recognized that other agencies were providing additional warming stations and blankets, and many families were in sheltered living; therefore, it wasn't used to the total capacity. There needed to be communication systems for the unsheltered and transportation for clients who couldn't bring their bulk personal items on the bus. Due to climate changes, we have experienced a hotter summer, and cooling stations will be needed to support our communities. We aim to serve 30-40 clients per event during operational hours.

Block Love Charlotte utilizes QuickBooks to input data and measure data of different services. We can identify an incline or decline in individuals we serve in the community. We track the engagement in services, and support groups, individuals who have been housed, who have modified their living conditions and employment, and those who are continuing their education.

We currently use a CRM, Network for Good, to track data and increase our donorship. All our donors, contributions, in-kind donations, and fundraising are processed in the CRM. The fundraiser metric for secured gifts or donations received a month compared to the monthly donation growth. We are being trained on the HMIS for data tracking for housing and homelessness.

Through our quality assurance, we assess through qualitative measurement. Our team provided surveys and interviews to the individuals that we serve. The qualitative measures help us identify how our team provides services and the feedback from the individuals and families we serve. We provide reviews on our organization quarterly. The participants are not required to put their names on the surveys to decrease the insecurities of participating.

Our workshops also provide pre- and post-testing that identify the competency and what they have learned after the training. The information allows us to determine if the individuals are retaining the information and if they can put the knowledge to use while working towards permanent housing.

We are working on capacity building this year with an Executive Coach that has been in a nonprofit for over twenty-six years. We are focusing on key performance indicators that inform us how well the nonprofit is operating and how we are meeting our goals financially and programmatic. We also review program models and deliveries to ensure execution and evaluations. Lastly, we are working on fund development for economic mobility. Our team has conducted several fundraisers, and now we are incorporating ways to execute other revenue-generated activities.

BUDGET FOR THE PROGRAMS

Description Of Expenses	Costs
Community Engagement / Outreach Coordinator	\$40,000
Programs - Support Groups/Activities & Workshops	\$30,000
Daily Meals	\$30,000
Community Events - Bring services to under served communities including free meals/daily living essentials/books and more	\$20,000
Healthcare Services	\$20,000
Transportation	\$12,000
Workforce Development	\$30,000
Housing Assistance / Temporary Shelter - Application Fees, Deposits, Utility Assistance, Rooms for the most vulnerable	\$20,000
Facility Rent	\$28,000
TOTAL EXPENSES	\$230,000

FUNDING APPLIED & GRANTED

Funding Description	Applied	Received	Applying For	Amount of Funding
Unite Charlotte 3rd yr. United Way Grant	yes	yes	n/a	\$60,000
Mecklenburg County	yes	pending	n/a	\$264,000
Charlotte Chapter of Jack & Jill	yes	yes	n/a	\$16,000
Parham Charitable Fund	yes	yes	n/a	\$2,500
TEGNA Foundation	yes	yes	n/a	\$2,500
Charlotte Chapter Delta Sigma Theta Charity	yes	pending	n/a	\$5,000
Spectrum	yes	n/a	n/a	\$10,000
Panthers Charities Grant	yes	n/a	yes	\$10,000
University City United Methodist Church Grant	no	n/a	yes	\$5,000
PROJECTED GRANT REVENUE				\$375,000

FUNDRAISERS FOR 2023

Fundraiser Description	Date	Projected Funding
The Knights Opener/ Giveback	March 31,2023	\$10,000
Car Show Fundraiser	June 10, 2023	\$25,000
Sleep Out Annual Fundraiser	October 7-8, 2023	\$10,000
Annual Gala Fundraiser	November 19, 2023	\$25,000
Projected Fundraiser Revenue	n/a	\$70,000

With the projections of grants, contributions, and fundraising, Block Love Charlotte will continue to sustain economic mobility to provide services to the population served. Block Love Charlotte is also working on a strategic plan to increase donorship and collaborations on projects to increase revenue.

The funding that is received, a portion will be used for the sustainability of mental health and healthcare services. The grants we applied for specific projects will be geared to those projects unless unrestricted funds exist.



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GET IN TOUCH



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