

May 20 Budget Adjustments Q&A

The following are requests received from City Council during the May 20 Council Budget Adjustment meeting that received five or more votes for further investigation. Each request has been categorized as a request for expense reductions, an on-going expense, a one-time expense, a debt expense, or other.

SOURCES

I. REQUESTED OPTIONS TO REDUCE PROPOSED TAX INCREASE

City Council requested staff provide options to reduce the proposed 1.5 cent property tax increase during the May 20 Council Budget Adjustment meeting. Options provided by staff are outlined in the document below.

Council Adjustment
Direct staff to provide options for reducing property tax increase (minus \$12-33 million)

REQUESTED BUDGET ADJUSTMENT INFORMATION

II. ON-GOING, GENERAL FUND EXPENSE REQUESTS

The following are on-going General Fund expense requests received from City Council during the May 20 Council Budget Adjustment meeting.

Council Adjustment	Adjusted Amount
Advance CMPD step increase from January to November	\$427,110
TOTAL	\$427,110

Every 0.1 cent added to the property tax rate is worth \$2.24 million ongoing. If City Council decides not to adjust the proposed property tax rate, staff recommend the following on-going General Fund sources to support City Council's expense requests.

Mecklenburg County's Proposed FY 2025 Budget increased the collection rate for police services reimbursement in extra territorial jurisdictions (ETJs). These funds are paid to the city, and the change results in an additional \$231,000 in on-going General Fund revenue available.

Based on the remaining \$196,110 of on-going funding needed to achieve the on-going City Council expense requests, if approved, staff recommends delaying hiring of the below positions in the table by a little more than five months. All items in the table are new in the budget and not tied to any kind of reimbursement.

General Fund Non-Public Safety Increases in Proposed Budget (not reimbursed by revenue)			
Department	Reduced Amount	Description in Budget Book	Page #
Finance	\$47,578	Add a position to enhance internal controls	88
General Services	\$44,829	Support maintenance and sustainability of city facilities	102
Human Resources	\$56,361	Add a position to support compensation planning	120
Strategy and Budget	\$47,342	Add one position to support capital projects	172
TOTAL	\$196,110		

III. ONE-TIME, CASH EXPENSE REQUESTS

The following are one-time cash expense requests received from City Council during the May 20 Council Budget Adjustment meeting.

Council Adjustment	Adjusted Amount
Workforce housing partnership with CMS Teacher Village and inclusion of city employee housing units	\$1,000,000
Workforce development – fund all Financial Partner requests that are specific to Workforce Development	\$1,728,833
Block Love Charlotte	\$230,000
Carolina Youth Coalition	\$125,000
Charlotte Museum of History	\$100,000
Hearts for the Invisible	\$100,000
Home Again Foundation	\$100,000
Save Our Children's Movement	\$34,000
CMPD Outer carrier vest	\$500,000
CMPD Ballistic shields	\$97,500
CMPD Active shooter kits	\$150,000
Litter clean-up/work force development (FY 2025 total \$500,000)	\$250,000
Charlotte Black Film Festival (discuss on-going from hospitality/tourism funds)	\$287,000
BOOM Charlotte	\$100,000
TOTAL	\$4,802,333

If the \$6,900,000 of American Rescue Plan Act interest available is to be preserved for future utilization, staff recommend utilizing the following one-time cash funding sources to support City Council's expense requests.

The Pay-As-You-Go (PAYGO) Fund includes initiatives that are one-time in nature, such as Corridors of Opportunity, as well as programs that support long-term critical city maintenance schedules, such as purchasing vehicles for city operations and maintaining city-owned facilities. Any funding increases to one-time initiatives are recommended to come from the PAYGO programs in the table below. The below programs all consist of one-time programmatic support in PAYGO not tied to city facilities or infrastructure.

Potential Reduction Sources for One-Time Expenses	
PAYGO Project/Program	Proposed FY 2025 Budget
Invest in Corridors of Opportunity	\$5,000,000
Reduce Juvenile Crime	\$3,500,000
Pilot Mobility Innovation District	\$2,000,000
Advance Strategic Energy Action Plan	\$1,000,000
Support Public-Private Partnerships to End and Prevent Homelessness	\$1,000,000
Support Employee Financial Stability	\$500,000
Total	\$13,000,000

IV. BONDS AND DEBT EXPENSE REQUESTS

The following are one-time debt expense requests received from City Council during the May 20 Council Budget Adjustment meeting.

Council Adjustment	Adjusted Amount
Increase Bike Program Bond funding (from \$8M to \$10M)	\$2,000,000
Animal Care & Control Shelter	(not included)

The following are staff recommended one-time debt funding sources to support City Council’s expense requests.

The Proposed FY 2025 Budget includes \$55 million in General Obligation (GO) Bonds for Strategic Investment Areas, which have been identified through a new, data-driven approach intended to match the most critical areas of mobility infrastructure need with investment. The program is intended to be scalable based on funding availability. Due to its flexibility, any funding increases to GO Bond programs/projects, such as the Bicycle Program, are recommended to come from the Strategic Investment Area program.

Any additional debt funding for the Animal Care & Control Shelter would be future Certificates of Participation (COPs). There is \$30 million of available COPs capacity currently reserved in the Other Sources Summary Schedule (page 311) in future years for projects from the Advanced Planning Program. City Council could reserve a portion of these funds for future Animal Care and Control construction.

V. OTHER

The following is an additional request received from City Council during the May 20 Council Budget Adjustment meeting. This is a policy change. The Employee Life and Health Fund is funded by an allocation charged to every FTE to support projected expenses. Based on the low total dollar value of the change, staff recommend absorbing the costs in the Employee Health and Life Fund without any additional budget considerations in FY 2025, if approved. Additional information is outlined in the document below.

Additional Requests
Provide on-going medical insurance for spouse/dependents (that are currently covered) for city employees that die in the line of duty

ADDITIONAL BUDGET ADJUSTMENT Q&AS

The following Budget Adjustment Q&As are also included in the document below.

Additional Budget Adjustment Q&As
Arts and Culture funding model and path forward
Review current project appropriations
Police and Fire efficiencies
Housing Trust Fund analysis: 1) How can the tax increase be redirected to economic mobility? 2) When will funding start coming back into the Trust Fund from earlier loans?
Expectation of support for Code Enforcement’s Quality of Life Team and parking in bike lanes
Evaluate different revenue structures

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Adjustments

Requested options to reduce proposed tax increase.

1. Direct staff to provide options for reducing the property tax increase.

The property tax increase supports enhanced and expanded services in public safety, arts and culture, transportation, neighborhoods, and housing. If City Council would like to reduce the property tax increase, the below actions could be considered. None of these actions were recommended in the Proposed FY 2025 Budget by staff. A detailed description of each action is included under the table:

Options to Reduce Property Tax Increase		
Action	Tax Impact	Description of Action
A	(0.3 cents)	Eliminate all increases in the 2024 Bond beyond what were initially planned (eliminates Affordable Housing, Corridors, and Transportation Bond increases)
B	(0.3125 cents)	Eliminate all support for arts and culture above the FY 2024 General Fund level of \$4 million (would reduce Arts and Culture below the \$6 million provided in previous years because of a previous ARPA supplement)
C	(0.073 cents)	Eliminate new non-public safety General Fund positions (includes eliminating positions in CBI, Sustainability, 311, General Services, Workforce Development, Housing, Housing, Finance, and Strategy and Budget)
D	(0.068 cents)	Eliminate all Financial Partner support (eliminates all discretionary financial partners)
E	(0.237 cents)	Eliminate 1% from the salary increase for all city employees (hourly employee increase goes to 4%, salaried 3%, public safety 1.5% + step)
F	(0.101 cents)	Eliminate \$2.261 million in cash-funded support for street resurfacing (reducing the number of miles that will be resurfaced in FY 2025)

The above actions add up to 1.091 cents from the 1.5 cent property tax increase, but result in reduced housing and transportation capital funding, reduced support of arts and culture, negatively impacted city services, and reduced pay for employees compared to the Proposed Budget.

Description of Actions

Action A: Reduce property tax increase by 0.3 cents by eliminating increases in the 2024 bond. This action reduces revenue by \$6.72 million. This would result in all below actions to realign the 2024 bond to the unadjusted steady state capacity of \$228 million, instead of \$400 million.

- Reduce the Affordable Housing Bond from \$100 million to \$50 million;
- Eliminate the \$55 million Strategic Investment Areas program;
- Reduce the Sidewalk Program from \$50 million to \$20 million;
- Reduce Vision Zero funding from \$20 million to \$4 million;
- Reduce Corridors of Opportunity from \$25 million to \$10 million;
- Eliminate the \$5 million for the Implement Center City Transportation Improvements;
- Eliminate \$1 million from the Repair and Replace Bridges Program; and
- Eliminate the future Advanced Planning Capacity in the city’s Certificates of Participation debt program.

Action B: Reduce property tax increase by 0.3125 by eliminating the additional \$7 million for Arts and Culture. This would result in \$4 million rather than \$11 million for on-going Arts and Culture. Over the past three years there has been \$2 million in ARPA utilized each year in addition to \$4 million from the general fund, for a total of \$6 million. This action would effectively result in a reduction of the \$6 million in FY 2024 Arts and Culture support down to \$4 million for FY 2025, a \$2 million reduction.

Action C: Reduce property tax increase by 0.078 cents by eliminating non-public safety positions in the General Fund. This action reduces \$1,647,482 in costs. These funds were recommended in the budget because they would be utilized to maintain and enhance service levels in areas such as 311, Housing, sustainability, CBI, and human resources management. The elimination of these positions would potentially result in reduced service performance in these areas.

General Fund Non-Public Safety New Position Increases in Proposed Budget (not reimbursed by revenue)			
Department	Amount	Budget Action in Budget Book	Budget Book Page
CBI	\$103,559	Add one position to advance city MWSBE contracting goals	58
City Attorney	\$68,999	Add a position to support real estate legal services	62
Finance	\$97,438	Add a position to enhance internal controls	88
General Services	\$104,667	Support citywide purchasing and contracting	102
General Services	\$91,810	Support maintenance and sustainability of city facilities	102
Housing	\$207,094	Enhance CharMeck 311 Customer Service	112
Housing	\$207,905	Support enhanced housing services for affordable housing development	112
Human Resources	\$123,172	Enhance training, recruitment, and talent acquisition	120
Human Resources	\$115,427	Add a position to support compensation planning	120
Solid Waste	\$110,141	Add position to support Solid Waste service verification	158
Special Initiatives	\$114,261	Add one position to support sustainability efforts	166
Special Initiatives	\$206,054	Add two positions to support workforce development	166
Strategy and Budget	\$96,955	Add one position to support capital projects	172
	\$1,647,482	Non-Public Safety New Position Sub-Total	

Action D: Reduce the property tax increase by 0.068 cents, worth \$1,520,315, by eliminating all General Fund Financial Partners. This would include all current FY 2024 Financial Partners that applied and new Financial Partners that were proposed in the FY 2025 budget that are funded by the General Fund and PAYGO. This elimination of partners funded by PAYGO would also provide an additional \$1,130,000 in PAYGO that could be utilized for one-time support.

Action E: Reduce the property tax by 0.237 cents which saves \$5,311,545 by reducing the salary increase for all employees by 1 percent. The action may impact positive progress over the past year in staffing key city services such as Police, 911, Solid Waste, vehicle maintenance, and rail. This change is illustrated in below table:

Impact of Reducing Employee Salary Increase by Employee Type			
Description	Increase In Proposed Budget	Increase to Reduce Tax Increase	Reduction
Salaried Pay Plan Employees	4% Merit Pool	3% Merit Pool	\$1,045,648
Hourly Pay Plan Employees	5% Increase; \$3,280 minimum	4% Increase; \$2,818 minimum	\$1,105,931
Public Safety Pay Plan Employees	2.5% market adjustment + up to 5% step	1.5% market adjustment + up to 5% step	\$3,159,966

Action F: Reduce the property tax increase by 0.117 cents by eliminating the \$2.261 million total General Fund and PAYGO supplement for street resurfacing. This action would reduce funds available for street resurfacing based on the below table:

Total Street Resurfacing Funds Before and After Reduction		
Description	Proposed Budget	Revised After Reduction
Powell Bill Revenue	\$13,679,745	\$13,679,745
Street Resurfacing Bond Funds*	\$24,600,000	\$24,600,000
General Fund Supplement	\$1,000,000	\$0
PAYGO Supplement	\$1,261,000	\$0
Total	\$40,540,745	\$38,279,745

*Bond funds are utilized over two fiscal years

REQUESTED BUDGET ADJUSTMENT INFORMATION

On-Going General Fund Expense Requests

2. Advance CMPD step increase from January to November.

Police Officers receive two components to their salary increase. They receive a 2.5 percent market adjustment (or across the board increase) in July. Then they receive a (typically 5 percent step) step increase on their anniversary date.

In the (current) FY 2024 Budget, the city also added two steps at the top of the pay plan to allow Police Officers to receive higher top pay. These steps were added in September 2023 (5 percent), and January 2024 (2.5 percent). Top pay Police Officers in FY 2024 received a 10.5 percent increase in total, including the three percent market adjustment. The FY 2024 Budget also included a plan for FY 2025 that would increase the top 2.5 percent step to 5 percent in January 2025. This is the action that was recommended in the proposed budget. It occurs in January because it is part of the two-year plan and because it is exactly one year since their most recent increase.

- To expedite this January action to November, to align with Fire’s common merit date and hourly employees second increase, it would cost the General Fund \$427,110

One-Time Cash Expense Requests

3. Workforce housing partnership with CMS - City Employee housing units (within Teacher Village). Amount: \$1,000,000

Charlotte-Mecklenburg Schools (CMS) is planning to construct an affordable housing development specifically for teachers (the “teacher village” referenced in the budget meeting) on land owned by CMS. They have not finalized a proposal or made a formal ask from the city, but CMS leadership has been promoting the need for teacher housing in conversations with city and county leadership and elected officials.

4. Workforce development – Fund all Financial Partner requests that are specific to Workforce Development. Amount: \$1,728,833

During the Financial Partner application process agencies self-identify which strategic priorities their work advances. As such, the following tables include the funding request and proposed performance measures for each agency that indicated a connection to workforce development. Full excerpts from the Financial Partners Packet are included in Attachment 1. Each of these agencies applied through the annual Financial Partners process.

Proposed FY 2025 Budget Workforce Development Financial Partner Applicants - Unfunded	
Applicant Organization	FY 2025 Request
Be You Be Great	\$725,333
Carolinas Asian Chamber of Commerce	\$246,000
Community Leadership Academy	\$250,000

Proposed FY 2025 Budget Workforce Development Financial Partner Applicants - Unfunded	
Envision Charlotte	\$200,000
Freedom Fighting Missionaries	\$100,000
Stiletto Boss University	\$77,500
WYTV7 Community Broadcast	\$130,000
TOTAL	\$1,728,833

Strategic Priority	Objective	Measure	Target
Be You Be Great			
Workforce & Business Development	Provide affordable alternative training for skilled Barbering, Painting, Auto Mechanic and Detailing	# of students participating in programs and employed within 6 to 9 months after completion of program.	1,200 participants
Carolinas Asian American Chamber of Commerce			
Workforce & Business Development	1. Continue focus on Asian small business development for growth and profitability Enhance young Asian adults and professionals upward mobility through workforce development	Training certificates, coach/trainer feedback and self-assessment report 1. Financial literacy in business operation, succession planning and personal investment 2. Vocation training and job placement soft skills training for young professionals	1. Participants in Asian Small business development- Over 12 ethnicity or more than 50% of the AAPI community groups are represented. 2. Healthcare service navigator trained-7. 3. Trainer/coach rating- Over 80 passed. 4. Self-assessment report-over 80% positive
Community Leadership Academy			
Workforce & Business Development	To increase the number of classes from 2 times a year to 4 times a year. To hire an additional instructor.	Pre-surveys will be given to participants before program start and post surveys given at the conclusion. Increase in enrollment by 50%.	100% of participants graduating from the program. 100% job placement.
Envision Charlotte			
Workforce & Business Development	Accelerate new business models, expand revenue streams, and create jobs through the lens of the circular economy	1) Count of business plans implemented 2) Waste diversion by tonnage, 3) A Full-time/Part-time employees hired/or partnered with	1) Implement 2 business drafted business plans 2) Increase City's recycling rate of target materials by 10% 3) Create 15 jobs
Freedom Fighting Missionaries			
Workforce & Business Development	Secure workforce development anchor, stakeholder endorsements and career focused efforts to provide upward mobility.	Research and classify all stakeholders utilizing a procedure chart to regulate how, where and when you must communicate with them.	Increase workforce development anchors by 50%.

Strategic Priority	Objective	Measure	Target
Workforce & Business Development	Develop a functional tracking system to ensure timely progress and adherence to the designated process and format for plan implementation.	Participation in employment readiness, interviewing skills training, workplace etiquette and attire training.	Increase automated workflow by 25%.
Workforce & Business Development	Build a work method with realistic timelines.	Employment placements with our list of second chance employers like Atrium Health, Lowe's Home Improvement, Spectrum, and the CRVA at a rate starting at \$36k a year.	Increase career readiness and employment by 30%.
Workforce & Business Development	Build programs that motivate development and provide techniques for learning new expertise and abilities, mainly around professional growth.	Determining the effectiveness of professional development by assessing if participants have achieved their employment goals stated in their Freedom Transition Plan (FTP).	Increase soft skills training by 35%.
Stiletto Boss University			
Workforce & Business Development	Enhance Entrepreneurial Knowledge and Skills	Assess participants' understanding of entrepreneurship principles through pre and post-program quizzes and evaluations.	Achieve a minimum 20% improvement in participants' knowledge and skills related to business planning, marketing, finance, and networking.
Workforce & Business Development	Increase Confidence in Public Speaking	Evaluate participants' public speaking abilities through before-and-after assessments during pitch competitions and presentations.	Attain a 25% increase in participants' confidence and effectiveness in public speaking.
Workforce & Business Development	Foster Collaboration and Sisterhood	Conduct participant surveys and observations to assess the development of collaborative skills and sisterhood bonds.	Achieve a minimum 30% increase in participants reporting positive experiences of collaboration and sisterhood within the program.
Workforce & Business Development	Promote Community Impact Projects	Track the planning and execution of community impact projects initiated by participants.	Facilitate a minimum of 80% of program participants engaging in community impact projects by the end of the program cycle.
Workforce & Business Development	Encourage Business Idea Execution	Monitor the progress of participants in executing their business ideas, including product development and marketing.	Support at least 50% of participants in successfully executing their business ideas within the timeframe of the program.

Strategic Priority	Objective	Measure	Target
WYTV7 Community Broadcast			
Workforce & Business Development	To initially, recruit 20 youth for the program.	Pre-surveys will be given to participants before program start and post surveys given at the conclusion.	90% of participants graduating from the program with the skills to make wise financial decisions

Additional Funding of Non-profit Organizations/Programs

Staff contacted each of the organizations added for funding consideration by Council at the Budget Adjustments Meeting. Below are highlights of the organizations with letters from the organizations attached as Attachment 1.

**5. Block Love Charlotte – (Did not apply through the financial partners process for FY 2025)
Amount: \$230,000**

Block Love Charlotte (BLC) is a non-profit organization providing restoration, resources, education and essential tools to the individuals that incur hardship in our community. BLC provides meals, clothing, and assistance with housing. As an FY24 financial partner, the organization has been able to open a resource center that provides educational resources around substance abuse, domestic violence, and mental health.

**6. Carolina Youth Coalition (Did not apply through the financial partners process for FY 2025)
Amount: \$125,000**

Carolina Youth Coalition (CYC) is a non-profit organization dedicated to nurturing and propelling high-achieving, under-resourced students to and through college. Founded in 2018, CYC is modeled after the highly successful Baton Rouge Youth Coalition (BRYC) and aims to enhance economic mobility within Charlotte, NC. Carolina Youth Coalition provides an extensive range of free, best-in-class college prep, career readiness, and college persistence programming to ensure its participants, mostly low-income and first-generation college students, are gaining access to and persisting through best-fit colleges with as little debt as possible. CYC’s core programming begins as early as 9th grade and follows participants, called “Fellows,” throughout their time in college.

**7. Charlotte Museum of History (Did not apply through the financial partners process for FY 2025)
Amount: \$100,000**

The Charlotte Museum of History saves and shares the Charlotte region’s history, connecting the past to current issues and opportunities. The museum sits on an eight-acre wooded campus in fast-changing East Charlotte. It’s the site of the oldest surviving house in Mecklenburg County, the Rock House built circa 1774 for the Hezekiah Alexander household. Listed on the National Register of Historic Places and a designated local landmark, the house is Charlotte’s only remaining structure from the days of the Revolutionary period. Nearby are a relocated barn dating to the era, a reproduction log kitchen, and a reconstructed two-story springhouse. Tours of the site and museum programs highlight how people lived during that era and tell of the many cultures that came together to build Charlotte, including the stories of Black, Indigenous, and immigrant communities.

8. Hearts for the Invisible *(Did not apply through the financial partners process for FY 2025)*
Amount: \$100,000

Hearts For The Invisible Street Outreach program assists individuals and families experiencing homelessness by connecting them to emergency services, including shelter, transitional and permanent housing, and mental and physical health care. By leveraging community partnerships and collaboration, we effectively guide homeless individuals to appropriate services. As a result of recent ordinance changes, Hearts for the Invisible is currently contracted with the city's Housing and Neighborhood Services Department to provide outreach specific to the Uptown areas to assist individuals experiencing homelessness. In addition, the organization provides support services by assisting individuals and families with SNAP and Medicaid applications, employment opportunities, healthcare provider connections, food referrals, housing searches, and provision of survival supplies.

9. Home Again Foundation *(Did not apply through the financial partners process for FY 2025)*
Amount: \$100,000

Home Again Foundation is a nonprofit organization dedicated to providing sustainable, affordable housing with supportive services for the homeless and those who are risk of becoming homeless. The housing models include the development of a community of tiny cottages. The community will offer supportive services such as social workers, case management, food services, life skill training, financial literacy, medical services, benefits coordinator, job training, housing director, outreach services, laundry, addiction counseling, legal services, and other services as needed. Home Again Foundation is in the process of securing land in Mint Hill and has requested land in Matthews.

10. Save our Children Movement *(Did not apply through the financial partners process for FY 2025)*
Amount: \$34,000

The Save Our Children Movement Inc has provided safety, education, food, as well as job training, employment, and connection to services to children and families since its incorporation in 2014. SOCMINC operates a youth after-school and summer camp program named KEFA, which stands for Kinetic-Education-Food-Arts.

KEFA is providing a summer camp this year for children k-12th grade. KEFA is operating its primary camp at Renaissance West Steam Academy. The secondary location is in partnership with Sharkeeta Stevenson at New Outreach Christian Center. SOCMINC will serve over 80 children from dangerous communities this summer. For 7 hours a day throughout the summer, SOCMINC will commit to serve children, their older siblings, parents, and family members through a myriad of services connected to and in partnership with SOCMINC.

11. Additional Equipment and Supplies for CMPD (outer carrier vests; ballistic shields; active shooter kits).
Amount: \$ 747,500

CMPD provided the following response to the three equipment requests:

1. Active Shooter Kits

- I. The Police Department currently has 710 Individualized First Aid Kits (IFAK). These kits would need to be expanded to include the following: (710 Bag Expansion x \$95 = \$67,450)
 - 2 – Loaded 9mm Glock 17 Magazines'
 - 1 – Loaded 223 Rifle Magazine
 - 710 – Tactical Sling Bag

- II. 510 new Active Shooter Kits will be needed to outfit all officers on patrol who have completed the necessary training. (510 Kits x \$150 = \$76,500)
2. Outer Carrier Vests
 - I. Currently the Chief of Police has not approved Outer Carrier Vests for general wear by CMPD Patrol Officers.
 - II. There are outer carrier vests available to persons who qualify for an ADA Accommodation
 - III. Public Order Bike and CMPD specialized units utilize outer carrier vests.
 3. Portable Ballistic Shields (For downed officer rescue)
 - We currently have 6 Ballistic Shields in our Special Operations Division. If additional shields are added, it would cost approximately \$2000 per shield.

12. Litter clean-up/work force development (FY 2025 total \$500,000)

Amount: \$250,000

The city launched a pilot in 2020 with Center for Employment Opportunity (CEO) to provide transitional work for individuals returning from incarceration to multiple city departments. CEO works to reduce recidivism and increase employment by providing immediate paid employment, skills training, and ongoing career support to individuals returning from prison. CEO guarantees every participant who completes a brief orientation up to four days a week of transitional work on a crew and daily pay. CEO also provides a robust set of wraparound vocational support services. When individuals are not working, they receive job coaching to find full-time employment. Efforts have helped maintain the quality of life along corridors not historically covered by city resources (I.E., State maintained roads such as Harris Blvd, South Tryon, Mallard Creek, and Choate Circle). Solid Waste Services utilized one crew under the pilot program with CEO, which was expanded to two daily crews under the existing contract. In FY 2024, an additional crew was added with \$250,000 from the PAYGO Fund, bringing the total to three daily crews. Doubling the funding to \$500,000 would allow up to four crews daily in FY 2025.

Funding for Events from Hospitality/Tourism Funds

13. Charlotte Black Film Festival

Amount: \$ 287,000

The Charlotte Black Film Festival (CBFF) provides a platform for African American filmmakers and content creators to showcase their work, celebrate their culture, and tell their stories. The event promotes diversity and inclusion in the film industry by highlighting the talents and contributions of Black artists and those telling the stories of the African diaspora. The 2024 event represents the 14th annual festival in Charlotte.

The CBFF is a legally eligible use of Tourism funding. One consideration would be for the organization to provide expected impacts (local and tourism related) and a description of how the city's funds would be utilized. Another consideration would be how similar sponsorship requests would be handled if received from similar events/festivals.

14. BOOM Charlotte

Amount: \$100,000

BOOM Charlotte (BOOM) is an artist-led performance and visual arts showcase of contemporary and experimental works created on the fringes of popular culture. BOOM art experiences are intended to unite and strengthen the community and bridge traditional divides between social classes, races, and nationalities. The 2024 BOOM event represented the 7th annual festival in Charlotte.

BOOM is a legally eligible use of Tourism funding. One consideration would be for the organization to provide expected impacts (local and tourism related) and a description of how the city's funds would be utilized. Another consideration would be how similar sponsorship requests would be handled if received from similar events/festivals.

Bond and Debt Expense Requests

15. Increase Bike Program Funding from \$8 million to \$10 million in the 2024 General Obligation Bond. What would CDOT do with \$8 million vs. \$10 million?

Increasing the 2024 Bond funding for bicycle programming would further enable the bicycle program to advance priorities in the Uptown CycleLink, bicycle projects, and bicycle crossings. Additional funding in the bicycle program would complete design and advance some segments of the Uptown CycleLink into implementation, as the Uptown CycleLink is a critical component of Charlotte's effort to establish a "AAA" (All Ages and Abilities) bike network, aiming to transform Charlotte into a world-class bicycle-friendly city. A completed CycleLink network will connect over 60 miles of existing bikeways and over 130 miles of funded bikeways. Increased bond funding will also expedite bicycle projects through street retrofits. Retrofitting existing streets is one of the most effective strategies for enhancing bike infrastructure. This involves reallocating the space between curbs by adjusting lane markings (also known as pavement markings) to create bike lanes or other bike-friendly treatments. This approach optimizes the use of maintenance funds and reduces the waiting time for bikeway implementation. Additional bond funding will also prioritize the creation of bicycle crossings. Providing safe bicycle crossings is essential for improving overall bicycle connectivity and expanding the city's bicycle network throughout Charlotte, while also providing additional crossing opportunities for pedestrians. These initiatives align with council objectives to ensure faster implementation of bike-supportive facilities.

To account for the increased bicycle bond funding, a corresponding reduction to the planned Strategic Investment Areas funding is needed.

16. Animal Shelter Upkeep

Charlotte-Mecklenburg Animal Care and Control (AC&C) is the largest animal welfare organization in the state of North Carolina, physically housing over 10,000 animals per year within the current AC&C building of 25,812 square feet and 196 kennels.

Since 2020, \$10 million has been invested to improve the existing AC&C facility, located at 8315 Byrum Drive in Council District 3, and to ensure compliance with North Carolina codes. Ongoing renovations are anticipated to be complete in the third quarter of 2024.

The next phase of renovation is currently in the Advanced Planning Program. The proposed scope is consistent with the 2018 Facility Assessment Report and includes:

- Renovating and expanding the current facility to optimize the overall building operational efficiency,
- Addressing circulation requirements needed to prevent disease control, and
- Increasing the kennel capacity for cats and dogs.

A conceptual study, which proposed adding 145,000 square feet, 355 additional dog kennels, 201 additional cat kennels, and significant building infrastructure and systems needed to support the expansion, was completed in December 2023 and resulted in an estimated project cost of about \$200 million. Due to the significant cost of the proposed scope evaluated in the study, the project remains in the Advanced Planning Program and an alternative is currently being studied. The first option, construction of a satellite shelter on existing city-owned property at 2700 Toomey Avenue, is currently being assessed and a conceptual design is anticipated to be complete in the third quarter of 2024. If the satellite shelter option is deemed infeasible, a second option will be assessed to maximize kennel space at the current Byrum Drive facility.

In anticipation of the completion of the ongoing conceptual design, a Request for Qualifications for an owners-advisors was issued May 21, 2024, and a design-build delivery method is anticipated to be utilized, if the project advances to design. Consistent with the process previously established in the Advanced Planning Program, staff will review the project scope and cost estimate at the 30 percent design benchmark. If feasible, the proposed project will be presented to City Council for inclusion in a future budget utilizing Certificates of Participation capacity, including the \$30 million currently reserved over the next four fiscal years for projects from the Advanced Planning Program.

Other

17. Provide on-going medical insurance for spouse/dependents (that are currently covered) for city employees that die in the line of duty.

Fortunately, deaths of city employees in the line of duty are infrequent. Prior to April 29th, there were no surviving spouses (who were or are not otherwise city employees) on the health plan.

If City Council were to amend the plan’s provisions so that a surviving spouse and dependents would not have to pay any portion of an employee premium, the projected costs would be \$4,418 per spouse and \$1,454 per child for FY25. Given the dollar amount per person and the total number of potential eligible persons, the policy change is estimated to have a negligible annual cost and could be absorbed in the Employee Health and Life Fund without any additional budget considerations in FY 2025.

Upon the affirmative vote of City Council at the Straw Votes meeting, the following provision would be added to the recommend Compensation and Benefits portion of the Budget Book, which is also typically adopted by City Council when it adopts the budget ordinance on June 10th.

Amend the Surviving Spouse provision for employees killed in the line of duty so that the city will cover the full premium for their healthcare insurance while they remain eligible for coverage.

After budget adoption, Human Resources would update the provisions in the plan. Below is the current plan provision, with the proposed amendments.

Effective July 1, 2024, to include all employees - If an employee is “killed in the line of duty” as defined by the City Manager the following provisions apply:

- The surviving spouse and/or dependent children have the option to participate in the medical insurance plan, regardless of whether they were previously covered.
- Surviving spouses may continue coverage until the earlier of the spouse's remarriage or attainment of Medicare (age 65 or earlier if due to disability).
- Dependent children may continue medical coverage until they no longer qualify for coverage based on medical plan eligibility guidelines. In the event the spouse remarries, the dependent children may remain covered in accordance with plan eligibility guidelines.
- Premiums for surviving spouses/dependents will be covered by the city.

ADDITIONAL BUDGET ADJUSTMENT Q&AS

1. Arts and Culture funding model and path forward

Annual Operating Support Organizations

Prior to the creation of the Infusion Fund in FY 2022, the Arts & Science Council (ASC) managed the annual operating grant program. Over half (18 of 33) of the organizations listed below, have received annual operating support every year for the last 15 years. The list remained largely unchanged until the late 2010’s when the ASC began focusing on equity and diversity. Aside from the Gantt Center, every ALAANA (African, Latinx, Asian, Arab, Native American) designated organization, started to receive annual operating support in 2017 or later.

When the Infusion Fund began in FY 2022, the Arts and Culture Advisory Board, a public-private board half appointed by the city, followed the guidance from the Council’s Ad Hoc Committee on Arts and Culture which stated:

“In the coming year (FY 2022), recipients of last year’s ASC annual operating grant are to receive funding at FY 2020 or FY 2021 levels, whichever is greater.”

In the three-years of the Infusion Fund, the Arts and Culture Advisory Board has not adjusted the list of annually funded organizations. This achieves a cornerstone goal of the Infusion Fund, which was to bring stabilization to the arts and culture sector after years of unpredictable and declining funding. A complete list of funded organizations can be found in Attachment 2, section 1.

Allocation of Annual Operating Support

A key driver in the creation of the Infusion Fund was the significant decline in annual operating support, largely due to a massive reduction in workplace giving. In 2021, the total annual operating support provided was \$4.3 million, a 60 percent decline from the pre-recession funding peak of \$10.7 million. Since the Infusion Fund began devoting significant resources, following the Ad Hoc Council Committee’s guidance, THRIVE organizations have seen their cumulative funding double, while ALAANA designated organizations have seen their cumulative funding triple.

	2021 Low Point of Funding	FY 2025 Proposed	% of FY 2025 Total	% Inc from 2021
THRIVE	\$2,909,876	\$6,362,79	72%	119%
ALAANA (incl. Gantt)	\$347,509	\$1,085,56	12%	212%
All Others	\$1,042,615	\$1,401,64	16%	34%
Total	\$4,300,000	\$8,850,00	100%	

Additional Support for Artists and Organizations through the Infusion Fund

Per the ad hoc committee’s guidance in 2021, “to allocate remaining funds that is transparent, inclusive and innovative by design”, the Infusion Fund and the Arts and Culture Advisory Board have focused on supporting

more individual artists and organizations. There are two main programs the Infusion Fund has launched to provide more pathways for funding:

- Unrestricted funding open call (FY 2022)
 - Awarded \$400,000 to 51 artists, organizations, and collaboratives to receive operating support, not tied to a specific project or program.
- Opportunity Fund
 - Through five rounds of funding, has awarded \$1.6 million to 67 artists, organizations, and collaboratives to support projects and programs.
 - This funding is awarded outside of traditional grant funding cycles.
 - Final round of the Opportunity Fund is currently underway, with the expectation nearly \$1m collectively to individual projects and programs receiving up to \$40,000 each for initiatives that advance the priorities of the arts and culture plan.

A complete listing of funded groups can be found in Attachment 2, section 2.

In addition to direct funding from the Infusion Fund, the Arts and Culture Advisory Board provided \$2.9 million to the ASC to support their existing grant programs and enable them to add new grant programs, such as the Founder's Grant. The funds supported a significant number of organizations and artists across the county.

Proposed Funding Structure and Collaboration with County

The city's \$11m will be split into two main buckets of funding:

- \$9m will be disbursed via the Foundation For The Carolinas (FFTC) to organizations who are in the city and received operating support annually; grant amounts to be determined by the city
- \$2 million will be reserved for individual artists and organizations, and collaboration among organizations in the ecosystem.
 - This funding may be allocated by the future Arts Governance Board or provided to a community partner to allocate following guidance from the city.

The above approach aligns with the arts and culture plan and the ad hoc committee's direction to:

- Develop a grant-making process that aligns with the Council's broader policy goals and focuses on funding innovative opportunities that shall be open to all artists and arts groups as long as they can demonstrate how such funding will help strengthen the sector overall.
- Develop an innovative approach to determine how public and private resources can have the most impact on achieving sustainable growth and innovation across the entire sector.
- Assess how City assets can be used more equitably and inclusively to encourage collaboration across the sector.
- Build a 10-year Arts & Culture Plan incentivizing organizations or sectors to develop new approaches to delivering relevant, equitable and inclusive arts and culture to the community.

On April 9, the County Manager shared a presentation with the Board of County Commissioners that outlined the county's proposed \$10 million support for arts and culture. This proposed funding was confirmed through the

County Manager’s Proposed FY 2025 budget. Between the city and county proposal, the public sector will commit \$21 million to the arts and culture ecosystem.

Arts Funding Slide Shared with County Commissioners on April 9			
	City	County	Total
Annual Operating Grants - Charlotte Groups	\$9.0M		\$9.0M
Annual Operating Grants - County/Town Groups		\$1.0M	\$1.0M
Grants to individual artists, small cultural groups, community organizations	\$2.0M		\$2.0M
Venue assistance for individual artists and small groups		\$1.5M	\$1.5M
Education grants - mid to large groups		\$3.0M	\$3.0M
Cultural support to Individual artists, Culture Blocks etc.		\$4.5M	\$4.5M
Total	\$11.00M	\$10.00M	

In addition to public support for arts and culture, the private sector will continue to support the ecosystem through:

- Launching and supporting capital campaigns
- Bolstering existing and starting new endowments
 - Ex: \$42 million currently raised for Symphony endowment
- Sponsorships
- Private contributions and donations

Board Structure and Governance

The proposed governance structure is dependent upon the ASC becoming a supporting organization of FFTC. This process is underway, with both parties (ASC and FFTC) actively working towards formalizing this arrangement. This is an existing model of operating (Read Charlotte, Charlotte Mecklenburg Library Foundation) that will enable ASC to focus its efforts on grantmaking and supporting the creative community, while FFTC can manage back-office functions. The proposed new governing board would comprise 17 members:

- Five county appointees
- Five city appointees
- Three FFTC appointees
- Two Towns appointees
- Two appointees from the future ASC Grants Board

This board will be responsible for disbursing grant funds to artists and organizations, this includes funds outlined for programmatic uses above by the county and the city’s \$2 million reserved for individual artists and organizations. It is important to note, the city’s \$9 million for annual operating grants will not be allocated by this governance board; rather it will be disbursed by the FFTC following direction from the city.

Proposed Funding Requirements for Annual Operating Organizations

All organizations receiving annual operating support will be required to select from a set of actions and strategies from the Charlotte Arts and Culture Plan. Additionally, organizations will be split into tiers based upon annual operating support. Organizations are required to select and set performance measures for the upcoming year, with requirements determined by tier. Priorities, strategies and actions can be found in Attachment 2, section 3 and organizations broken out by tiers in Attachment 2, section 4.

- Tier 1:
 - FY 2024 Median operating grant: \$229,220
 - Every org that received more than that funding amount is Tier 1
 - All orgs that operate city-owned facilities are Tier 1
 - 12 Organizations
 - 5 strategies with 7 actions
 - Organizations operating a city- or county-owned facility **must** select and deliver on Priority 4, Strategy 3, Action 4: “Ensure city-/county-owned facilities are available for affordable use by local artists and arts and culture organizations.” As of FY25, these include: Discovery Place, Mint Museum, Harvey B. Gantt Center for African American Arts + Culture, Blumenthal Performing Arts, Bechtler Museum of Art.
 - All Tier 1 organizations must select at least one strategy from Priority 8.
- Tier 2:
 - Groups between the median funding amount (\$229,220) and the average funding amount (\$60,000)
 - Four organizations
 - 3 strategies with 5 actions
- Tier 3:
 - Groups at or below the average (\$60,000) funding amount in FY 2024
 - 17 organizations
 - 3 strategies with 3 actions
- Priorities that are ineligible due to nature of priority/strategy (not applicable to individual organizations)
 - Priority 2: governance
 - Priority 3: equitable, accessible, and inclusive support
 - Priority 6: Marketing/communications (may be eligible in future following market study)
- Overall:
 - 5 Priorities (8 total)
 - 13 Strategies (26 total)
 - 23 Actions (121 total)

2. Review current project appropriations.

There are two different types of funding available to General Fund departments:

1. Annual operating accounts, which represent all funding in the “Department Budgets” section of the budget book, and
2. Life to date accounts, which represent all funding in the Capital Investment Plan (CIP), including the Pay-As-You-Go (PAYGO) Fund, and some Special Revenue Funds, including grant funds.

There are no carry-forward balances in annual operating accounts. Any unused funding at the end of the fiscal year (FY), plus any surplus revenue, must first meet City Council’s 16 percent Fund Balance Reserve policy. Then, any remaining available funds are deposited into the PAYGO Fund, per Council policy, for one-time programming during the next budget process. These policies are part of good financial management and support the practice of matching of ongoing revenues with ongoing expenses.

Life to date accounts in the CIP are reviewed annually as part of the budget development process and when appropriate, reprogrammed as part of the annual budget adoption process. In the Proposed FY 2025 Budget,

\$125,000 of PAYGO funding is proposed for reprogramming (this can be seen in the “Reappropriation of Prior Authorization” revenue line on the PAYGO Summary Schedule on page 305 of the proposed budget book). The FY 2024 Budget included the reappropriation of \$1.1 million in PAYGO funding. Reappropriation of funding fluctuates based on project completion schedules.

Available funding from General Obligation Bond and Certificates of Participation projects are also reprogrammed as appropriate; however, most projects funded by these sources are part of programs (such as the Sidewalk Program, Vision Zero Program, and Building Sustainability Program) and therefore surplus funding is returned to the program to be reprogrammed to existing or new sub-projects within the program. All sub-projects within programs are reported on annually through the General CIP Project Updates document, which was provided during the February 12, 2024, Budget Workshop. If any surplus funding is available on General Obligation Bond and Certificates of Participation projects that are not part of programs, that funding would be reprogrammed as part of the annual budget adoption process.

Some Special Revenue Funds are also types of life to date account that have very specific, defined uses, such as the General Grants Fund, which contains federal, state, and local grants that support public safety, transportation, planning and community relations, and the Powell Bill Fund, which supports street resurfacing and maintenance.

Less restricted funding sources that could be used to address Council priorities include certain programs within the American Rescue Plan Act (ARPA). Additionally, interest earned on ARPA funds is unrestricted and may be utilized for any governmental purpose. Unprogrammed balances in these sources are listed in the table below. It is important to note that the utilization of these funds should be one-time in nature as there would be no reoccurring revenue to support the expense in FY 2026. In other words, utilizing these funds for ongoing expenditures such as new positions or increased compensation is not recommended.

Funding Source	Unprogrammed Balance	Current Programs	Eligible Uses/Restrictions
ARPA Interest	\$6,900,000 One-time Source	N/A	ARPA interest earnings are unrestricted and may be utilized for any governmental purpose.
HOME-ARP	\$500,000 One-time Source	<ul style="list-style-type: none"> – Tenant-based rental assistance – Supportive services 	HOME-ARP funds must benefit households that are homeless or at-risk of homelessness and must be used for: <ul style="list-style-type: none"> – Production or preservation of affordable housing – Tenant-based rental assistance – Supportive services – Purchase and development of non-congregate shelter
Emergency Rental Assistance Program (ERA-2)	\$4,000,000 One-time Source	<ul style="list-style-type: none"> – Displacement event protocol – Emergency rental assistance – Housing stability and eviction prevention services 	ERA-2 funds must be used to provide eligible households with: <ul style="list-style-type: none"> – Financial assistance, which can include: the payment of rent, rental arrears, utilities and home energy costs including arrears, and certain other expenses related to housing

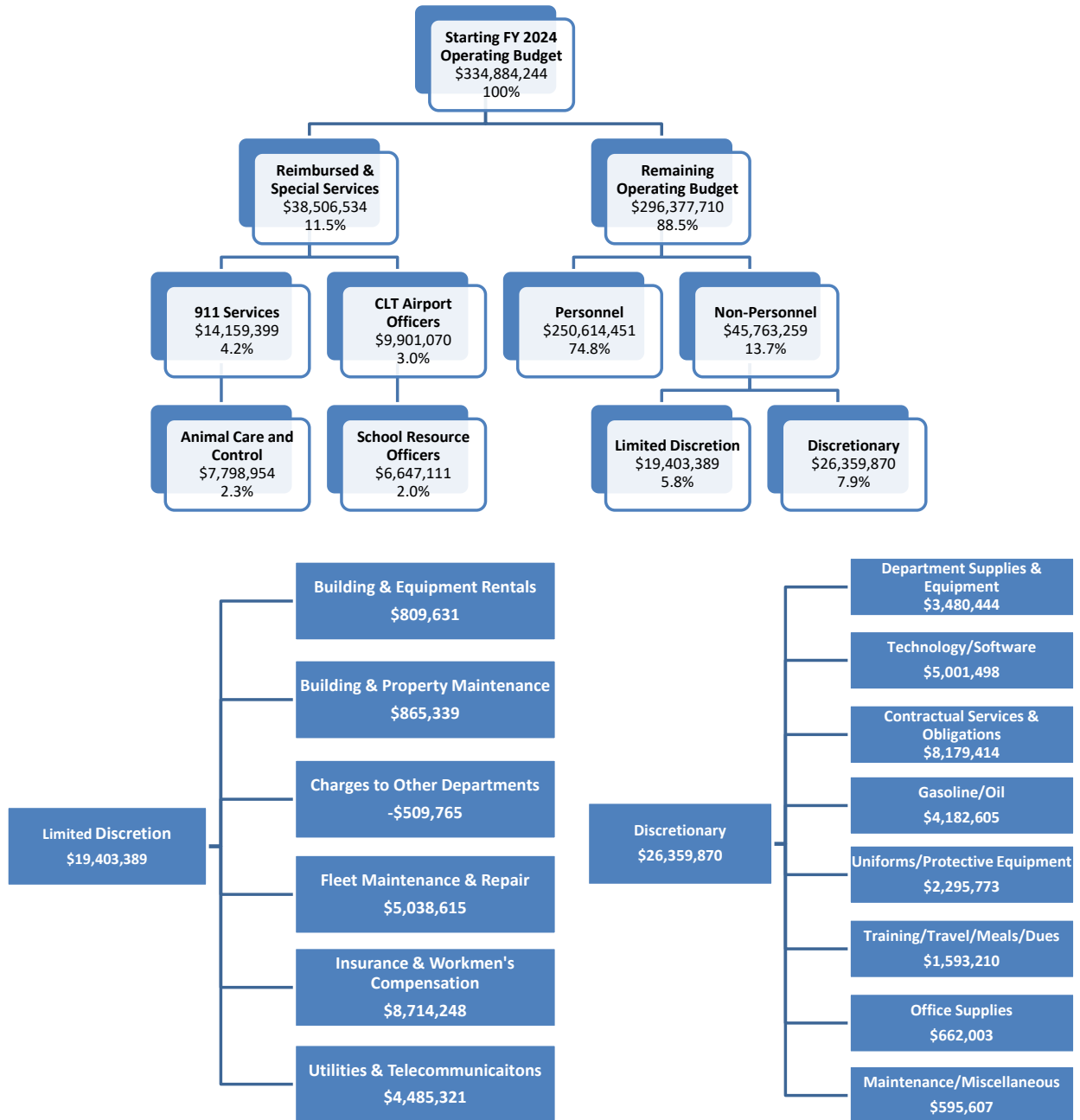
Funding Source	Unprogrammed Balance	Current Programs	Eligible Uses/Restrictions
			<ul style="list-style-type: none"> - Housing stability and eviction prevention services, which can include eviction prevention and eviction diversion programs, mediation between landlords and tenants, housing counseling, fair housing counseling, housing navigators, case management related to housing stability, and legal services or attorney’s fees related to eviction proceedings
HIRE Charlotte ARPA*	\$3,000,000 One-time Source	<ul style="list-style-type: none"> - Road to Hire - Charlotte Works - City Startup Labs, Inc. - Gener8tor Management - Target Industry Training - Talent Connector - Essential Skills Curriculum - RENE HVAC and Clean Tech Training - BankWork\$ Financial Services Training 	HIRE Charlotte ARPA funds are intended to: <ul style="list-style-type: none"> - Create and fill jobs - Build upward mobility and economic growth - Coordinate targeted recruitment of new and expanding companies with talent - Advance closer coordination of transportation, affordable housing, and neighborhood development efforts

*Additional proposals are currently being reviewed for use of the \$9.1 million of HIRE Charlotte ARPA funding, but exact costs are not anticipated to be known until later in 2024. Staff believe at least \$3 million will remain available for programming, but there could be additional funding once all current proposal costs are known. An additional \$3 million of Workforce Development ARPA funding is currently unprogrammed but is earmarked to implement the Workforce Development Plan, which is currently underway and anticipated to be completed in fall of 2024.

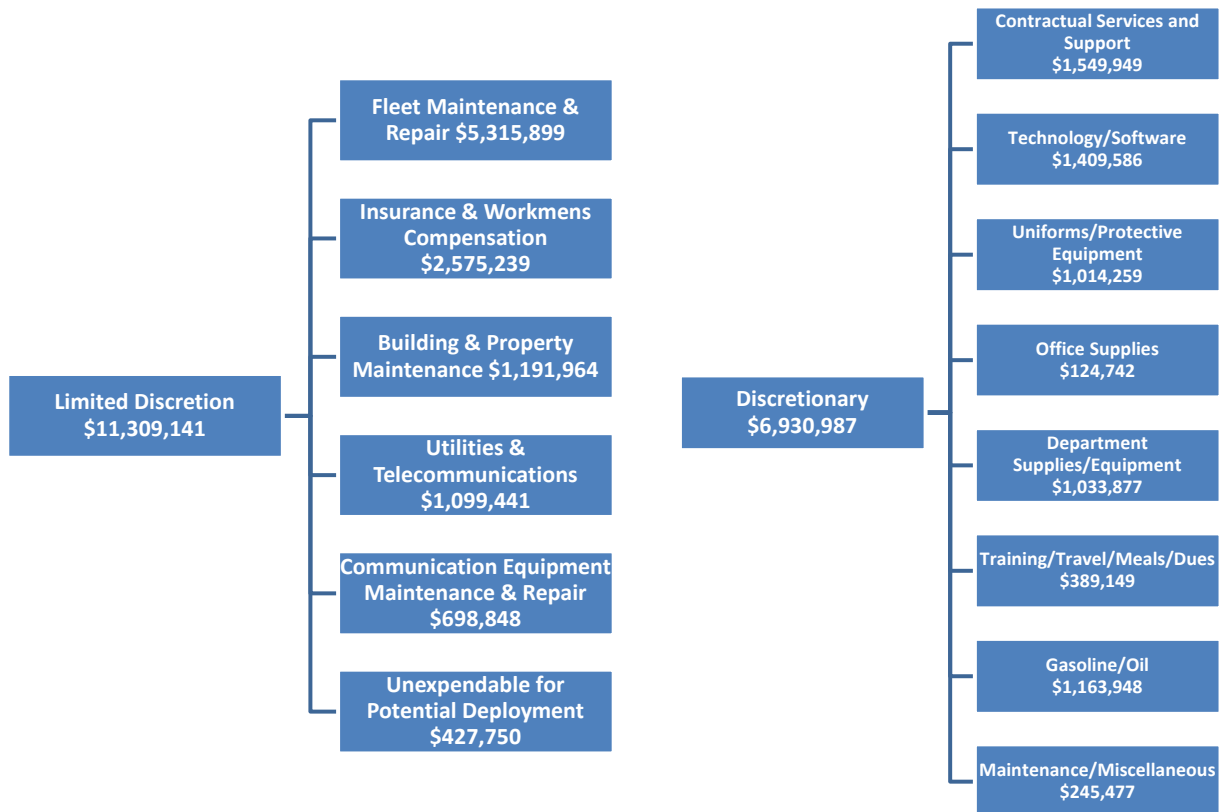
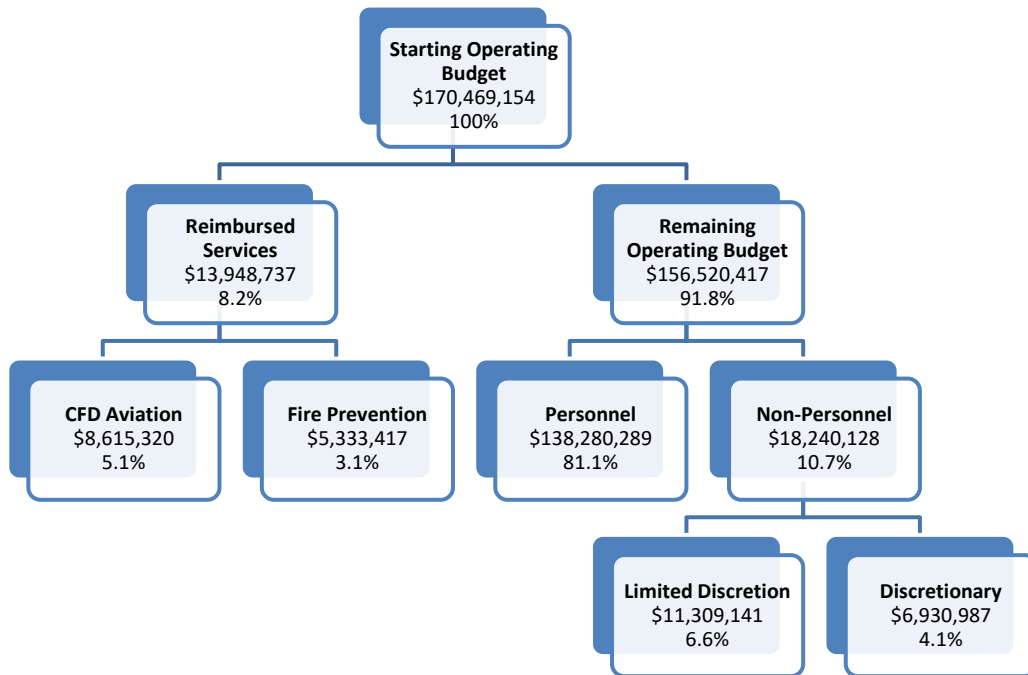
3. Police and Fire efficiencies

Together CMPD and Fire make up 60.6 percent of the city's Adopted FY 2024 General Fund budget. A breakdown of both departments' FY 2024 budgets is shown below:

Police



Fire



After accounting for reimbursable and special services, the majority of Police and Fire's budgets are dedicated to personnel costs and unavoidable costs such as utilities, rent, internal services, and maintenance of equipment and vehicles. Discretionary non-personnel costs make up just 7.9 percent and 4.1 percent of Police and Fire's total budgets, respectively.

Both Police and Fire, like all departments across the city, explore ways to improve efficiency and reduce discretionary spending during the annual budget development process. Both departments have identified and implemented several budget-reduction strategies over the past few years. Police and Fire have provided a description of these cost-saving actions below:

Police

Each year the Police Department looks at all contracts, cost escalations, inventory, maintenance and replacements for equipment, services needed, and goes through each line item to ensure that there is the correct amount of funding within each division to operate. Of the discretionary funds:

- the supplies and equipment category includes the purchase of ammunition, training materials, books, K-9 equipment and food, and small tools and equipment for patrol officers;
- contractual services includes drug testing, promotional testing, janitorial services, recruitment advertising, workload assessments, and vital records storage;
- technology and software includes all software systems required for investigations;
- travel/training/meals/dues includes required certifications and training, online subscriptions, and catering for graduations, promotions, and ceremonies; and
- uniforms and equipment includes all uniforms for both civilian and sworn as well as the necessary equipment required for each.

All purchasing requests have a hierarchy of approval through the chain of command to ensure oversight is maintained. CMPD has also established an improved inventory system to account for pieces of equipment do not fall under the \$5,000 Capital Equipment threshold, but are considered safety sensitive and should be formally accounted for. Over the past few years, CMPD has reduced the number of pieces of equipment that needed by establishing allocations resulting in the savings of long-term replacement costs.

Fire

- CFD worked to identify contractual savings with the telecommunications provider (AT&T). As a result of contract negotiations between CFD, city I&T, and the AT&T corporation, the city was able to identify a more cost-effective solution for Police and Fire callboxes, which has resulted in significant savings for the organization and for the city at large.
- CFD is working with the Logistics Division to identify and evaluate spending for consumable items used in every station. Because Fire is a 24 hour-a-day, 7-day-a-week operation, firefighters eat and sleep at their stations, which necessitates spending similarly for expenses as individuals incur in their own homes. We are modifying existing inventory software to provide better tracking for items used within stations including soap, paper towels, detergent, and a myriad of other essential supplies. We are also exploring different software solutions to allow us to better track the usage and spending for these items. In addition, we are creating a database that allows us to track when stations receive a new appliance or an appliance repair so we can better manage those costs. Also, the Logistics division is working with City procurement to ensure we identify the most cost-effective vendors to fill our needs. Finally, we have established a new

position within the Logistics Division (in FY24) that will be primarily responsible for analysis/tracking and management of inventory.

- We have established more stringent guidelines around travel and training for individuals within our department. For several years, travel and training has been deferred due to budgetary constraints. When employees travel, we ensure that it is for a purpose consistent with their job function, and we require that the most cost-effective transportation is used. We have developed an internal travel approval form that requires Deputy Chiefs to review the justification for travel in advance.
- We have deferred car wash expenses to only include exterior washes and we have discontinued our \$30.00 athletic shoe allotment policy for employees.
- Each division within CFD is now required to submit a spending plan during the fiscal year budget process. In addition, CFD has worked with City I&T on the development of a procurement approval form. This form requires anyone who is requesting a purchase outside of their pre-approved spending plan to provide a justification and obtain permission from Command Staff in advance of any purchase.
- CFD Command Staff has worked with MEDIC, the County Manager, and the City Manager to increase our contract allotment for medical calls within the City. Currently, the City receives \$499,035 annually for medical call response. That equates to, on average, around \$6.08 per call (excluding personnel costs). The Town response areas receive approximately \$21.00 per call. Chief Johnson has met with leadership to discuss options to increase our contractual allotment. Based on the average medical response call volume (82,000 calls at last analysis), it is estimated that the contract should be worth approximately \$1.7M.
- Strategy and Budget has worked with CFD to re-evaluate and re-structure our Prevention based user-fee model to expand cost recovery and increase revenue.
- CFD has applied for and received nearly \$2M in additional grant revenue over the last three fiscal years. Currently, we have an unprecedented number of new recruits, and the grant funding has assisted with providing turnout gear for the recruits (\$1.2M) since there was little capacity in the operating budget. In addition, we have received grant funding for Health and Safety training (\$40,000) and supplies for our smoke detector canvassing project (\$8,000).
- The annual Urban Area Security Initiative Grant funds a portion of the Special Operations warehouse rent (\$168,000), the Mobile Command Post Apparatus (\$985,270), the Rehab Truck (\$800,000), and a radio system (\$500,000). The UASI also grants funds to CMPD. This past fiscal year, those funds allowed for the purchase of an armored critical incident vehicle (\$500,000) and explosive ordnance disposal suits (\$45,000). Applying for and receiving this grant funding helps take stress off the General Fund.

4. For the Housing Trust Fund (HTF) analyze 1) redirecting tax increase to econ mobility and 2) when money may start coming back in from previous HTF loans.

Housing Trust Fund – Economic Mobility / Workforce Development

Housing bonds in North Carolina are governed by North Carolina General Statute 159-48. A city may borrow money and issue housing bonds for the purpose of paying the capital costs of providing housing for the benefit of low- and moderate-income persons, including construction, infrastructure, property and land acquisition, loans and grants, and associated services, costs, and expenses. Workforce development programming is not an eligible use of the housing bond. As part of the Housing Funding Policy Referral, the Housing, Safety & Community Committee will discuss opportunities to promote economic mobility and provide workforce development alongside housing bond investments by leveraging partnerships and alternative funding sources.

Housing Trust Fund Loan Repayment

Since the start of the Housing Trust Fund, contracts with developers could be structured as loans or grants. Between 2002-2023, there have been 150 HTF agreements:

- 40 grant agreements; and
- 110 loan agreements.

Loans re-payment is cashflow contingent and equal to 0.5 percent of outstanding principal and accrued interest during the life of the loan. At loan maturity, the city has the option to extend or modify the loan, or the developer may choose to pay the loan in full. If a loan is extended, the city benefits from additional long-term affordability and the opportunity to build in new requirements such as source of income protection. The first HTF project to reach loan maturity, McCreesh Place, was modified and adds an additional 20 years of affordability on 64 support housing units.

5. Expectation of support for Code Enforcement’s Quality of Life Team and parking in bike lanes

In August 2023, Code Enforcement’s Quality of Life Team began issuing citations in several of Charlotte’s truck parking hotspots, including I-85/I-485 corridor, North Tryon Street, West W. T. Harris, West Sugar Creek/Davis Lake area, Albemarle Road corridor (between East W.T Harris and Harrisburg Road), 521/Providence Road, and West Moores Chapel/I-485. Residents were provided with a way to conveniently report illegal truck parking by using the CLT+ App. Between November 14, 2023, and May 15, 2024, the Quality of Life team issued 1,622 illegal parking citations throughout the city; of the citations issued, 85 percent were illegally parked commercial vehicles, and 15 percent were illegal blocking of the bike lanes.

City staff is responsive to bike lane questions or maintenance needs using real-time data to expedite resolutions. Business owners have engaged with the team in the field, expressing their gratitude for addressing commercial truck parking – many of these trucks have blocked access to their businesses, and they were appreciative of the team for clearing the way.

6. Evaluate different revenue structures.

Beginning evaluations of different revenue structures for the City of Charlotte, including funding sources that would require General Assembly authorization.

Municipalities in North Carolina may only impose taxes and fees when the North Carolina General Assembly gives them such authority. The primary sources of revenue available are (1) locally-imposed taxes (e.g., property tax), (2) locally-imposed user fees (e.g., permitting fees, solid waste fees, water/sewer fees), and (3) taxes and charges imposed by the state but shared in part with local governments (e.g., video programming services taxes). With some small exceptions, the city is currently maximizing the use of the funding sources currently authorized by state statute.

In addition to the legal framework within which the city must operate, there are other policy considerations for alternative revenue sources, including the distribution of the burden, the effect on economic activity, its effect on the city’s budget, and administration/enforcement, including the simplicity of compliance for taxpayers. Every revenue source has tradeoffs among each of these considerations. Should City Council wish to further pursue one or more of the items below, a more thorough analysis and evaluation would be produced.

Equity

When considering revenue sources, one consideration is how the burden of taxation is distributed. “Horizontal

equity” is a concept that evaluates whether the tax-imposed leads to a result where persons, businesses, or other payers in comparable circumstances incur the same tax liability. A tax exemption, for example, that applies to some people and not others (who would otherwise be equal) would be contrary to “horizontal equity.” “Vertical equity” is a concept that evaluate how much the tax burden varies as the circumstances between payers differ; this is typically referred to when a tax is described as regressive, proportional, or progressive. Vertical equity is concerned with how unequal the burden is when the payers are unequal and how fast the burden changes (or doesn’t) as circumstances change.

Additional concepts around equity and fairness also include the “benefits received” principle compared to the “ability to pay” principle. For example, motor vehicle fuel taxes being levied and used to pay for street and highway repaving is a tax that loosely ties the benefits received by the user (miles driven on the road) to the amount of tax paid. The property tax, which largely funds fire and police services (services which, among other things, protect that property) could be described similarly. However, sometimes taxes are set based on the payer’s ability to pay rather than by how much they benefit from a service with the purpose that those who have the greatest financial capability of bearing the cost of government should bear the greatest amount of that cost.

Economic & Behavioral Impact

An additional concept to consider when evaluating a revenue source is its ability to impact human behavior as well as the broader economic impact that results from changes in personal and business decisions. Every kind of tax creates some level of distortion between the demand and supply of goods and services. It is up to elected policymakers to weigh the level of interference and consequences from imposing a tax on the economy.

In addition, it includes thinking about who will ultimately bear the financial burden of the tax. Although taxes are legally imposed by the letter of the law in one way, the payer may find a way to shift the “tax incidence” to another person. For example, if property taxes are increased, a property owner could pass that increased cost, through higher rent, to his or her tenants. Laws define the tax base, but market forces determine who ultimately will bear the financial burden of any tax.

Lastly, policymakers must consider that any change in tax policy may improve or diminish its economic competitiveness with other localities. Although many factors determine where a person or business chooses to reside, businesses and people may “vote with their feet” and choose to move or choose not to come to Charlotte based on the tax policy of the government.

Budget Stability/Volatility & Yield

Third, when evaluating a revenue source, policymakers must weigh how much a revenue source can generate relative to the burden it places on payers and the distortion such a tax may impose on the market as mentioned above. Relatedly, although a revenue may yield a substantial amount of revenue, the volatility of the revenue may make it difficult for a government to plan, resulting in swings in the level of services a government can provide. Revenues that are procyclical (i.e., revenues that move in close tandem with economic conditions) such as hotel taxes, amusement taxes, and sales taxes, can introduce new revenue to a budget, but can also make it more difficult to accurately budget and plan a level of service, especially during recessions.

Administration & Compliance

Lastly, when evaluating a revenue source, policymakers should weigh the procedural steps required to define the taxable base and establish a rate, as well as the cost of notification to and billing of payers, the administrative effort (i.e., staff, technology systems) to collect the revenue source and enforce collection of the revenue source when payers do not voluntarily comply.

USE OF EXISTING AUTHORITY

With some small exceptions, the City of Charlotte is currently maximizing the use of the funding sources currently authorized by state statute.

Areas that the city could more heavily rely on include the following:

- (1) General User Fees and Charges: Examples include on- and off-street parking and cemeteries
 - a. Note: The burden of these fees, particularly cemeteries, would fall on a population much narrower than the public at large, and may not generate a material amount of revenue
- (2) Regulatory User Fees: The FY 2025 Proposed Budget includes a General Fund subsidy for regulatory fees of approximately \$1.7 million. With some exceptions, the general City Council policy for regulatory user fees is for the subsidy to be \$0.
 - a. Note: Among the reasons why fees are typically subsidized include reducing large year-over-year increases in fees and inducing participation in a regulatory program, both of which would be impacted by the elimination of any subsidy. For example, the application fee for short-term right-of-way use permits has a 72% subsidy. Removing this subsidy would increase the fee from its FY 2024 level of \$35 to \$160 (357% increase), yielding another \$150,000 in revenue (assuming no impact on occurrences/compliance), but would be a large year-over-year increase and would deter people from applying with CDOT and complying with CDOT's regulations over the city's right-of-way.
- (3) Solid Waste Fee: Increasing the solid waste by \$1 per year generates approximately \$375,000.
 - a. Note: State law prohibits collecting more revenue than it costs to collect solid waste. In addition, increasing the solid waste fee shifts the financial burden of funding the government from properties that do pay property tax, but do not pay for city solid waste collection (e.g., commercial properties). The city is currently working with Mecklenburg County on various ways these fee may be billed in the future to give City Council more flexibility with setting this fee in the future, if City Council desires to utilize that option.
- (4) Special Assessments & Critical Infrastructure Special Assessments: North Carolina law authorizes the use of special assessments which is a special levy against specific properties for a specific time period for a specific capital project. However, special assessments are not widely used likely because they have limited authorized uses, are reimbursement-based, and the process for establishing them could be considered onerous. These mechanisms have not been frequently used since they were authorized; the two municipalities contacted by Strategy & Budget indicated they were very unlikely to use it again. Nonetheless, should City Council desire, this method does remain available to use despite its potential hurdles.

CHANGES IN CURRENT REVENUE SOURCES

PROPERTY TAX

Although it is a theoretical possibility, broadening the property tax base and/or changing how the property tax rate works would require changes in law or even the state constitution.

Property Tax Base

The Machinery Act consists of the state laws that prescribe the process for listing, appraising, assessing, and levying and collecting property taxes and includes exclusions and exemptions for property taxes. Only the General Assembly has the authority to create exemptions from being included within the taxable base for property taxes. One of the largest applicable exclusions consists of religious and, charitable, and educational property.

The removal of existing exclusions/exemptions and/or the expansion of the use of exemptions and exclusions could make the property tax more progressive. For example, if the General Assembly created larger exemptions/exclusions for low-income property owners, while allowing cities to keep the tax rate the same or higher, it would effectively make the effective property tax more progressive.

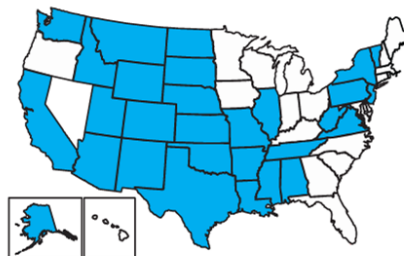
Property Tax Rate

While other cities, such as Boston and Minneapolis, have different property tax rates for different classifications of property (e.g., residential, commercial, industrial), the North Carolina state constitution requires that all property within a specific taxing jurisdiction be subject to the same tax rate. Local governments cannot adopt different tax rates for different types of property.

SALES TAX

In addition to enabling the city to have an additional sales tax on top of the existing sales tax, the City Council could advocate to the General Assembly to (a) expand the taxable base; (b) increase the sales tax rates for the existing sales tax articles; and/or (c) change how the state distributes sales tax among local governments to be more advantageous to the City of Charlotte. Lastly, it should be noted that Mecklenburg County has the authority to choose the method by which sales tax distributed to the County from the state is split between the County and the municipalities. It can choose distributing the sales tax funds based on population or based on tax levy and the County has chosen the tax levy method which is more advantageous to the County.

Map 2. States with Municipal Governments Authorized to Have Local Option Sales Taxes



[Afonso \(2016\)](#)

UTILITY FRANCHISE/SALES TAXES

Increasing the statewide sales taxes on electricity, telecommunications, and piped natural gas and/or changing the distribution formula to be more advantageous to Charlotte would increase the level of revenue the city collects.

OTHER STATE AID or REGULATION

In addition to the three primary general governmental revenues mentioned above, the city collects revenues that are in some way regulated by the state, either because the state has set or capped the tax rate for a particular source and/or because the state has set the formula by which funds are shared between the state and municipalities and among municipalities.

For example, the state charges a statewide sales tax on video programming services (e.g., satellite television services) and beer and wine. Each of these has a tax rate, as well as a formula set in statute for how these revenues must be split between the state and municipalities, as well as how it is to be split among municipalities.

In addition to direct state aid, the General Assembly has also set the maximum allowable tax rate for various taxes the city collects, including the motor vehicle license tax and the heavy equipment tax. For example, the maximum amount by law for a motor vehicle license tax is \$30 per year.

OTHER

Redirecting the use of Community Development Block Grant funds, particularly if the biennial affordable housing bond remains at \$50 million or higher, is another option, in theory. However, even though this is a block grant that is the most flexible source among the federal funds the city regularly receives, it still is limited in its authorized uses and that it must primarily benefit low- and moderate-income persons. Other than housing rehabilitation and violence prevention, its primary eligible uses revolve various facilities or other infrastructure such as sidewalks. However, the city's recent annual allocation has been around \$5.5 million which would not be sufficient to make a material impact on the capital projects the city typically pursues.

Lastly, changing the rate and/or tax base for the prepared food and beverage tax and the occupancy tax, as well as more expansive list of authorized uses, would generate more revenue for the city. However, redirecting these funds would have implications for the tourism and hospitality purposes for which they are currently used. Establishing an additional prepared food and beverage tax and/or occupancy tax on top of the existing taxes, with the additional tax being authorized specifically for more general government purposes, would yield more revenue for the city's general governmental services.

CREATING NEW REVENUE SOURCES

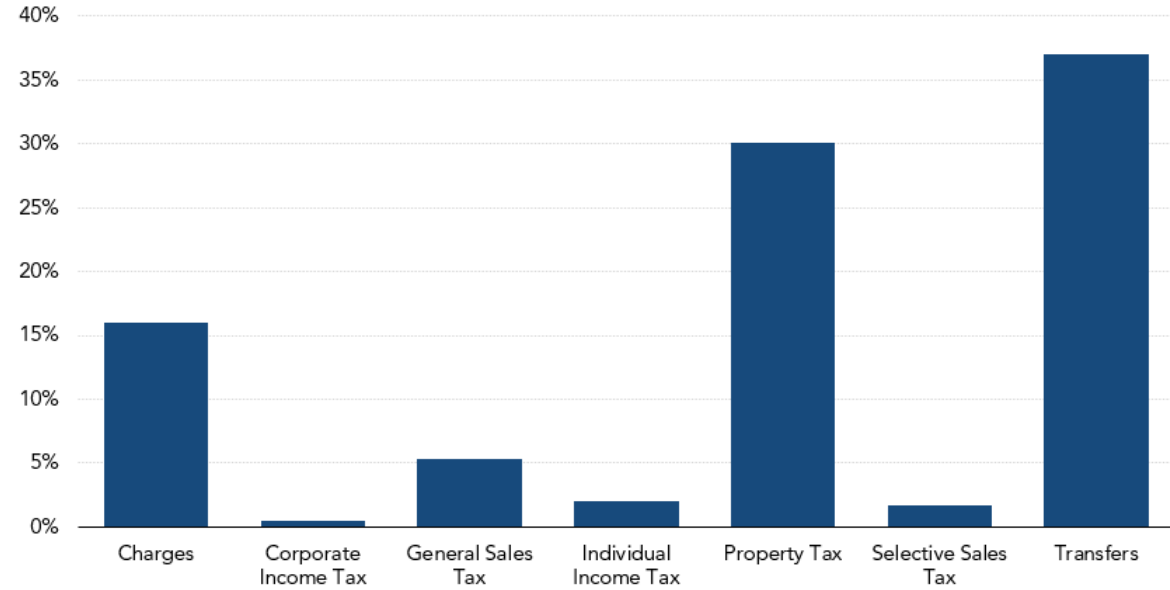
In addition to altering existing revenue sources, additional revenue sources could be created to slightly align more to other large cities outside of North Carolina. However, it should be noted that the property tax is the predominant tax resource available to local governments across the United States (see chart below).

FIGURE 3

Sources of Local General Revenue



Share of total local general revenues, by source, 2021



Source: US Census Bureau Annual Survey of State and Local Government Finances, 1977-2021 (compiled by the Urban Institute via State and Local Finance Data: Exploring the Census of Governments; accessed 14-Jul-2023 10:05), <https://state-local-finance-data.taxpolicycenter.org>.

SOURCE: Tax Policy Center. <https://www.taxpolicycenter.org/briefing-book/what-are-sources-revenue-state-and-local-governments>

INCOME TAX

Although the majority of U.S. cities and counties do not impose a local income tax, at least 17 states (and Washington, D.C.) have authorized local income taxes.

Personal Income Tax

An income tax for personal income, corporate income, or both could be created. In addition, the personal income tax could apply to non-residents who earn income within city limits but reside outside of city limits (i.e., “commuter tax”). For example, Detroit, is authorized to levy a tax on income for both residents and commuters. Some cities take full responsibility for the administration, assessment, collection, and enforcement of the income tax (“Direct Collection”). Other cities rely on state definitions of income and collect their income tax revenue through the state’s income tax return process (“State ‘piggyback’”). Lastly, some cities have a “hybrid” system of the two.

TABLE 1 Select Cities with Income Taxes

City	Income Tax Rate	Administration Method
Denver (occupational privilege tax)	\$9.75 per month	Direct Collection
Indianapolis	2.02%	State “piggyback”
Louisville (occupational license tax)	1.45%	Direct Collection
Baltimore	3.20%	State “piggyback”

City	Income Tax Rate	Administration Method
Detroit	2.40% (resident); 1.20% (non-resident)	State “piggyback”
Kansas City	1.00%	Direct Collection
New York City	3.876%	State “piggyback”
Columbus	2.50%	Hybrid
Portland	4.00% (1% regional; 3% county)	Hybrid
Philadelphia	3.8712%	Direct Collection
Washington, D.C.	4% for \$1-\$10,000 6% for \$10,001-\$40,000 8.5% for >\$40,000	Direct Collection

SOURCE: [Tax Foundation \(2023\)](#); [City of St. Louis](#)

Other large cities with some form of income tax include Cleveland; Pittsburgh; St. Louis; and Wilmington, Delaware

According to 2021 return data from the IRS, all of Mecklenburg County reported the following, which could be considered as proxy definitions for the taxable base for any income tax that City Council would consider. Although definitions of income and the taxable base differ, for reference the City of Baltimore is budgeting approximately \$450 million for its income tax (3.2 percent rate).

- Total Income: \$60.421 billion
- Adjusted Gross Income: \$59.851 billion
- Taxable Income: \$49.170 billion
- Total Federal Taxes Owed: \$10.678 billion

Corporate Income & Other Business Taxes

Several cities, including Louisville, Atlanta, and Seattle, tax businesses, based on net profits, gross revenues, or some other similar basis. These take the form of either some type of income tax or as a business license tax.

Until FY 2016, North Carolina authorized municipalities to levy a privilege license tax, which was a tax on businesses for the “privilege” of doing business in each city. As part of its broader changes to state taxes, the General Assembly eliminated the authority for cities to levy this tax. Proponents of this change advocated that because each city’s basis and administration of the tax varied, it was difficult for businesses to comply if they were located in multiple cities.

PAYROLL TAX

Although even less prevalent than local income taxes, there is at least one major city with a local payroll tax. Seattle has a payroll tax based on the business’s total payroll and the compensation of its employees. This payroll tax was created beginning in 2021 and was established to help the city with its affordable housing and sustainability efforts, among other purposes.

	Payroll expense <\$121,589,724	Payroll expense ≥\$121,589,724 but <\$1,215,897,244	Payroll expense ≥\$1,215,897,244
Annual compensation \$0-\$182,385	N/A	N/A	N/A
Annual compensation \$182,385 - less than \$486,359	Rate = 0.746%	Rate = 0.746%	Rate = 1.492%

	Payroll expense <\$121,589,724	Payroll expense ≥\$121,589,724 but <\$1,215,897,244	Payroll expense ≥\$1,215,897,244
Annual compensation \$486,359 or more	Rate = 1.811%	Rate = 2.024%	Rate = 2.557%

IMPACT FEES/EXACTIONS

With regard to the capital improvement plan budget, there are impact fees or exactions, which the city currently does not have the authority to collect unlike some cities in North Carolina and cities in other states. Impacts fees are assessments made by local governments on the owners or developers of land to recoup the capital costs for services needed to serve new development. Outside of system development fees for water/sewer, local governments in North Carolina have limited statutory authority to impose development exactions. There are a few municipalities, mostly in the Triangle and the Outer Banks, including Raleigh, Durham, and Cary, who have local acts authorizing them to use impact fees for specific purposes, including transportation. Many of these authorizations were granted by the General Assembly in the late 1980s. Courts have been clear that a clear, unequivocal statutory authorization be present for a local government to use impact fees or another form of exaction.

Furthermore, the United States Supreme Court has ruled that exactions must have an “essential nexus” and “rough proportionality” with the impacts of the development that the exaction seeks to mitigate.

OTHER REVENUE SOURCES

Cities in other states have access to numerous other sources, but they are not as consequential or some version of them appears to already exist in North Carolina at the local government level including utility taxes, hotel/motel/occupancy taxes, meals taxes, vehicle rental taxes, and others that are not such as red-light camera enforcement, gas taxes, property recordation/transfer taxes, and admissions/amusement taxes.

There also other taxes or fees that are unique. For example, Austin, Texas has a “transportation user fee” which is a fixed fee assessed to residents and a variable fee assessed to businesses based on the traffic levels they generate. The fee funds street maintenance and repair, annual street overlay and striping, and traffic management activities within the Transportation and Public Works Department. Most recently, the rate was \$17.87 per month for single-family homes. The City of Austin also has a “clean community fee” which is a fixed fee charged to residential and commercial utility customers to fund code enforcement activities and services such as litter abatement, street cleaning, and dead animal pickup. Most recently, it was \$9.60 per month for residential customers and \$19.35 per month for commercial customers.

Additional Resources

Local Government Revenue Sources – Cities Dashboard. Government Finance Officers’ Association.

<https://www.gfoa.org/revenue-dashboard-cities>

Rethinking Revenue Initiative. Government Finance Officers’ Association. <https://www.gfoa.org/rethinking-revenue>

How Local Governments Raise Their Tax Dollars. Pew Research. <https://www.pewtrusts.org/en/research-and-analysis/data-visualizations/2021/how-local-governments-raise-their-tax-dollars>

State and Local Finance Data – Exploring the Census of Governments. Tax Policy Center. <https://state-local-finance-data taxpolicycenter.org/pages.cfm>

Attachments

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FY 2025 DISCRETIONARY FINANCIAL PARTNERS NEW PARTNER APPLICATIONS

Council Budget Adjustments - Follow-up
Excerpt from Budget Workshop Packet
May 24, 2024

The overall agency and city program budgets included in this document were provided by the requesting agencies as supporting documentation in their FY 2025 Financial Partner applications.

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Table of Contents *(click on agency name to jump to that page)*

Agency Name	FY 2024 Adopted Funding Amount	FY 2025 Funding Request	Page No.
General Fund Partners Application Submittal Overview			1
New Applicant Financial Partners – General Fund			
Be You Be Great	-	\$725,333	3
Bright Hope	-	\$10,000	9
Carolinas Asian Chamber of Commerce*	-	\$246,000	13
Community Leadership Academy	-	\$250,000	19
Envision Charlotte	-	\$200,000	21
Freedom Fighting Missionaries	-	\$100,000	25
Stiletto Boss University	-	\$77,500	29
WYTV7 Community Broadcast	-	\$130,000	33

*Received \$250,000 in ARPA funding in FY 2024 for Small Business Ecosystem Partner Grant

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New Applicant Financial Partners - General Fund

Status of FY 2025 Plan Submittals For Unfunded Applicants

Organization	FY 2025 Application			
	FY 2025 Submitted Form	Overall Agency Budget	Overall Program Budget	Revenues
Be You Be Great	✓	△	△	△
Bright Hope	✓	✓	N/A	✓
Carolinas Asian Chamber of Commerce	✓	✓	N/A	✓
Community Leadership Academy	✓	✓	N/A	✓
Envision Charlotte	✓	✓	N/A	✓
Freedom Fighting Missionaries	✓	✗	✗	✗
Stiletto Boss University	✓	✓	N/A	✓
WYTV7 Community Broadcast	✓	✓	✓	✓

Submitted - ✓
 Incomplete - △
 Not submitted - ✗

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FY 2025 Financial Partner Agency Summary

Agency Name: **BE YOU BE GREAT, Inc.**

Agency Description

BE YOU BE GREAT began with a simple yet powerful mission: to inspire individuals to embrace their unique selves and achieve greatness. Our journey started over 20 years ago, ignited by the unwavering commitment of our CEO and founder, Big RED The Voice, Willis Draughn Jr. Throughout these decades, our community has consistently turned to us in times of need, and we've stood tall, ready to serve. Our founder, affectionately known as Big RED, has been the beacon of support for our city. From advocating for families affected by tragedies to assisting city workers in their times of need, from providing aid to displaced seniors during unforeseen disasters to guiding and uplifting the youth through mentorship programs, community initiatives, and mental health support, BE YOU BE GREAT has been at the forefront of addressing diverse community needs.

The heart of our story lies in our unwavering dedication to fostering unity, empathy, and empowerment. We've grown from answering the calls for support to creating impactful programs that touch lives and uplift spirits. Our commitment to 'BE YOU BE GREAT' is not just a mantra—it's a movement. Join us as we continue this journey of making a positive difference in the lives of individuals, families, and our community as a whole.

Agency Established

2019

Agency Funding Request

\$725,333

Population Served

64,988 Volunteers & Clients Served: Youth - Adults and Seniors: 1,001,058

SHOW ME HOW TO ACT: 467,653 CLIENTS SERVED IN 2023

Target Audience: Youth in school systems

Objective: This program aims to tackle issues like anti-bullying and gun violence. It likely includes educational workshops, activities, and discussions to promote understanding, empathy, and non-violent conflict resolution among students. The program also aims to "acting" in performing arts to learn through actions during plays, seminars, pep rallies.

BEYOND THE BLUE LIGHTS: 4,370 CLIENTS SERVED IN 2023

Target Audience: Police force and community members

Objective: This program is designed to strengthen the relationship between the police and the community they serve. It probably involves community engagement initiatives, open dialogues, and joint community-police events that help build trust and understanding, focusing on connecting with the community proactively, not just during emergencies.

GREATER HOUSE OF HOPE, LOVE & FAITH: 7,934 CLIENTS SERVED IN 2023

Target Audience: Individuals and families seeking housing

Objective: This is likely a housing program aimed at providing affordable housing options. It may include services like financial counseling, assistance with down payments, and support in finding suitable and affordable housing.

WHEREs The Reading: 315,092 CLIENTS SERVED IN 2023

Target Audience: General public, possibly with a focus on youth and children

Objective: reading clubs, literacy workshops, book donation drives, and events to encourage reading in the community.

GETT AT IT FITNESS: 158,768 CLIENTS SERVED IN 2023

Target Audience: General public, with a focus on youth and seniors

Objective: This wellness and health program is designed to promote physical fitness and healthy eating habits. It likely includes workout sessions, nutritional education, meal planning guidance, and tips on exercising correctly and safely.

SHOW ME HOW TO PAINT: 11,342 CLIENTS SERVED IN 2023

Target Audience: Individuals interested in painting, both for artistic expression and practical application. Objective: This program combines art with practical skills, teaching participants how to paint in various contexts, from artistic painting to house and commercial painting. It offers a blend of creative expression and vocational training.

SHOW ME HOW TO BE A MECHANIC: 7,510 CLIENTS SERVED IN 2023

Target Audience: Youth and seniors interested in automotive mechanics.

Objective: Focused on automotive repair and maintenance, this program provides hands-on training in working on cars and trucks. It's a vocational training program aimed at equipping participants with marketable skills in the mechanic field.

KUTTIN OF THE MINDS: 9,781 CLIENTS SERVED IN 2023

Master Kutz Barber Shop

Target Audience: Youth and seniors, with a focus on mentorship.

Objective: This unique program uses barbering as a platform for mentorship. It teaches barbering skills and provides a space for participants to engage in meaningful conversations, exchange life experiences, and build supportive relationships.

SHOW ME HOW TO DETAIL THROUGH ON TIME SHINE: 5,576 CLIENTS SERVED IN 2023

Target Audience: Individuals interested in car detailing

Objective: This program focuses on training participants in mobile car detailing. It offers practical skills for maintaining and enhancing the appearance of vehicles, potentially leading to opportunities in the auto detailing business.

SENIOR EMERGENCY RELIEF PROGRAM: 13,032 CLIENTS SERVED IN 2023

Target Audience: Senior in need of housing support, educational and emotional support

Objective: This program focuses on providing assistance to senior housing repairs, homelessness, preparing for GED testing, emotional support.

Council Priority Area(s)



Safe
Communities



Great
Neighborhoods



Workforce & Business
Development



Well-Managed
Government

Describe the activities that will be supported through requested city funding

SHOW ME HOW TO ACT:

Target Audience: Youth in school systems

Objective: This program aims to tackle issues like anti-bullying and gun violence. It likely includes educational workshops, activities, and discussions to promote understanding, empathy, and non-violent conflict resolution among students. The program also aims to “acting” in performing arts to learn through actions during plays, seminars, pep rallies.

BEYOND THE BLUE LIGHTS:

Target Audience: Police force and community members

Objective: This program is designed to strengthen the relationship between the police and the community they serve. It probably involves community engagement initiatives, open dialogues, and joint community-police events that help build trust and understanding, focusing on connecting with the community proactively, not just during emergencies.

GREATER HOUSE OF HOPE, LOVE & FAITH:

Target Audience: Individuals and families seeking housing

Objective: This is likely a housing program aimed at providing affordable housing options. It may include services like financial counseling, assistance with down payments, and support in finding suitable and affordable housing.

WHEREs The Reading:

Target Audience: General public, possibly with a focus on youth and children

Objective: reading clubs, literacy workshops, book donation drives, and events to encourage reading in the community.

GETT AT IT FITNESS:

Target Audience: General public, with a focus on youth and seniors

Objective: This wellness and health program is designed to promote physical fitness and healthy eating habits. It likely includes workout sessions, nutritional education, meal planning guidance, and tips on exercising correctly and safely.

SHOW ME HOW TO PAINT:

Target Audience: Individuals interested in painting, both for artistic expression and practical application. Objective: This program combines art with practical skills, teaching participants how to paint in various contexts, from artistic painting to house and commercial painting. It offers a blend of creative expression and vocational training.

SHOW ME HOW TO BE A MECHANIC:

Target Audience: Youth and seniors interested in automotive mechanics.

Objective: Focused on automotive repair and maintenance, this program provides hands-on training in working on cars and trucks. It's a vocational training program aimed at equipping participants with marketable skills in the mechanic field.

KUTTIN OF THE MINDS:

Master Kutz Barber Shop

Target Audience: Youth and seniors, with a focus on mentorship.

Objective: This unique program uses barbering as a platform for mentorship. It teaches barbering skills and provides a space for participants to engage in meaningful conversations, exchange life experiences, and build supportive relationships.

SHOW ME HOW TO DETAIL THROUGH ON TIME SHINE:

Target Audience: Individuals interested in car detailing

Objective: This program focuses on training participants in mobile car detailing. It offers practical skills for maintaining and enhancing the appearance of vehicles, potentially leading to opportunities in the auto detailing business.

FY2025 Performance Measures and Targets

Strategic Priority	Objective	Measures	Target
Workforce & Business Development	Provide affordable alternative training for skilled Barbering, Painting, Auto Mechanic and Detailing	# of students participating in programs and employed within 6 to 9 months after completion of program.	1,200 participants
Safe Communities	Provide mentoring, training and volunteer development program serving the community.	Graduate youth both troubled and underserved. Followed with continued mentoring to adulthood. And serving youth on how to make proper choices other than violence.	15,000 participants
Great Neighborhoods	Provide resource to the seniors to receive home repair, GED training, and other support services for better quality of life.	Provide seniors with resources to assist them with services to stay in the home and to receive GED support training.	<i>Not provided</i>
Well-Managed Government	Advocating for families affected by tragedies. Empowering seniors, youths and adults by educating and being a voice for their community. Partnering with Police, Political Leaders, other stakeholders.	Provide this resource to residents of the city of Charlotte in underserved communities. Conducting community events, community celebrations, parades	15,000 residents
Well-Managed Government	BEYOND THE BLUE LIGHTS: Provide support to the Police	This program is designed to strengthen the relationship between the police and the community they serve. It probably involves community engagement initiatives, open dialogues, and joint community-police events that help build trust and understanding, focusing on connecting with the community proactively, not just during emergencies.	<i>Not provided</i>

FY2025 Equity Measures and Targets

Strategic Priority	Objective	Measures	Target
Safe Communities	A program is designed to strengthen the relationship between the police and the community they serve. It probably involves community engagement initiatives, open dialogues, and joint community-police events that help build trust and understanding, focusing on connecting with the community proactively, not just during emergencies.	community participants to engage in outreach events and services	15,000 participants
Safe Communities	A housing program aimed at providing affordable housing options. It may include services like financial counseling, assistance with down payments, and support in finding suitable and affordable housing.	Participants served	3,000 participants
Safe Communities	Reading clubs, literacy workshops, book donation drives, and events to encourage reading in the community.	Clients served	10,000 CLIENTS
Safe Communities	Focused on automotive repair and maintenance, this program provides hands-on training in working on cars and trucks.	Clients served	3,000 clients

Strategic Priority	Objective	Measures	Target
	It's a vocational training program aimed at equipping participants with marketable skills in the mechanic field.		
Safe Communities	This unique program uses barbering as a platform for mentorship. It teaches barbering skills and provides a space for participants to engage in meaningful conversations, exchange life experiences, and build supportive relationships.	Clients served	2,500 clients
Safe Communities	This wellness and health program is designed to promote physical fitness and healthy eating habits. It likely includes workout sessions, nutritional education, meal planning guidance, and tips on exercising correctly and safely.	Clients served	3,000 clients
Safe Communities	This program aims to tackle issues like anti-bullying and gun violence. It likely includes educational workshops, activities, and discussions to promote understanding, empathy, and non-violent conflict resolution among students. The program also aims to acting in performing arts to learn through actions during plays , seminars, pep rallies.	Clients served	15,000 clients

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FY 2025 Financial Partner Agency Summary

Agency Name: **Bright Hopes**

Agency Description

Bright Hopes collaborates with school support teams with a focus on the Grier Heights community and Wallace Road. We enhance school efforts to support students who do not responsibly attend school. We implement school attendance challenges, connect families with resources and provide needed items that enable youth to stay connected to learning. During COVID-19, we provided headphones to four schools who identified students in need of them to stay connected to their class. The school provided students with a Chromebook, however students needed headphones to reduce noise and distractions in their home. Many students shared study areas with their siblings and learning was challenged. They could mute so others could learn but they could not control activities in their home. We delivered food to families who could not get to food distribution sites. We also assisted families with connecting to free and or low-cost places for required school immunizations. Hundreds of kindergarten students get put out of school each year because they do not have the required immunizations. Snacks are provided to teachers for students who are hungry. It is hard to think about learning when you are hungry.

For several years, Bright Hopes provided a free Strong Start pre-kindergarten six session class for low-income students from one of our most challenging communities. Students gained skills that gave them a strong start toward a positive school year. Parents were given information of resources that could help keep youth learning. Students received two books to take home and add or start their home library every time they attended. Bright Hopes Parent Power project assisted parents with utilizing Charlotte Mecklenburg school tool Parent Assist. Parent Assist allowed parents to check their child's school attendance and other things that helped them stay connected to their child's learning. We partnered with an elementary school and served identified students who missed 10 or more days from school. Each child was given an alarm clock and parents received support to address barriers that caused their child to miss school. We challenged all students in that school to reach toward perfect attendance and recognized students monthly who maintained this status. This enticed other students to set responsible attendance goals. Those youth who maintained perfect attendance for the year got invited to a special end of year field trip. Community volunteers and school staff helped with these activities.

Agency Established

2008

Agency Funding Request

\$10,000

Population Served

We serve schools, communities and groups who have been identified as having great support needs based on things like income below the poverty limit, Title I schools, food deserts and or high crime. Our focus areas have been the Grier Heights community and Wallace Road. Our population has been primarily people of color.

Council Priority Area(s)



Describe the activities that will be supported through requested city funding

Bright Hopes focus is responsible school attendance. When students do not responsibly attend school, they miss opportunities to gain needed knowledge for their success. At times it can be as simple as identifying a different person to responsibly get everyone up and out for school. We work to keep youth excited about being in school.

When students are excited, they can often get their parents excited. Think about how often we do things just because a child wanted us to do it. We support parents by addressing school attendance barriers. Funding will be used to provide and connect parents to community resources, motivate and encourage elementary age youth as it relates to responsible school attendance and support teachers. We connect with school support teams and implement activities that enhance what they are doing, and we work to encourage responsible school attendance. Funding will be used to cover the cost of activities and projects implemented by Bright Hopes that encourage responsible school attendance. It will also be used to cover the cost of an audit and insurance.

FY2025 Performance Measures and Targets

Strategic Priority	Objective	Measures	Target
Safe Communities	Responsible school attendance	Improved school attendance and performance.	Cut absentees by 50%

FY2025 Equity Measures and Targets

Strategic Priority	Objective	Measures	Target
Safe Communities	Identify barriers to responsible attendance.	Provide resources, information and support	Improved attendance by 50%

Overall Agency Budget

Expenditures FY 2023- FY 2025						
	FY 2023 ACTUAL	FY 2024 BUDGET	FY 2025 PROJECTED BUDGET	FY 2025 CITY REQUEST	Percent city request of overall budget	
Personnel						
Salaries	\$ 5,299	\$ 18,230	\$ 36,461	\$ 5,000	13.7%	
Merit	\$ -	\$ -	\$ -	\$ -	0.0%	
Benefits	\$ -	\$ -	\$ -	\$ -	0.0%	
Subtotal Personnel Expenses	\$ 5,299	\$ 18,230	\$ 36,461	\$ 5,000	14%	
Operating						
Capital Equipment (e.g. vehicles, computers)	\$ -	\$ 2,000	\$ 4,000	\$ -	0.0%	
Communications (e.g. publishing, marketing)	\$ 1,204	\$ 2,500	\$ 5,000	\$ -	0.0%	
Facilities (e.g. rent, utilities)	\$ 3,840	\$ 3,840	\$ 7,680	\$ -	0.0%	
Office Supplies	\$ -	\$ 2,000	\$ 4,000	\$ -	0.0%	
Travel & Training	\$ -	\$ 500	\$ 1,000	\$ -	0.0%	
Technology	\$ -	\$ 2,000	\$ 4,000	\$ -	0.0%	
Accounting Fees	\$ 930	\$ 2,500	\$ 5,000	\$ -	0.0%	
Legal Fees	\$ 150	\$ 2,000	\$ 4,000	\$ -	0.0%	
Supplies/ Food/ Supports	\$ 5,113	\$ 12,630	\$ 25,259	\$ 5,000	0.0%	
Bank Fee	\$ 154	\$ 200	\$ 400	\$ -	0.0%	
Board Meeting	\$ 61	\$ 100	\$ 200	\$ -	0.0%	
Youth Books	\$ 1,500	\$ -	\$ -	\$ -	0.0%	
Professional Development	\$ -	\$ 1,500	\$ 3,000	\$ -	0.0%	
Subtotal Operating Expenses	\$ 12,952	\$ 31,770	\$ 63,539	\$ 5,000	7.9%	
Total Expenditures	\$ 18,251	\$ 50,000	\$ 100,000	\$ 10,000	10.0%	

Revenues			
	FY2023	FY 2024	FY2025
	Actual	Current Budget	Projected Budget
Government Grants & Funding - Federal/State	\$ -	\$ 4,500.0	\$ 10,000
Mecklenburg County Funding	\$ 10,000	\$ 10,000	\$ 10,000
Foundation Grants & Funding	\$ 2,400	\$ 28,000	\$ 60,000
Donor Contributions	\$ 4,085	\$ 5,000	\$ 10,000
Service Fees	\$ -	\$ -	\$ -
Other Revenue	\$ 6,439	\$ 7,000	\$ 10,000
Total Revenues	\$ 22,924	\$ 54,500	\$ 100,000

Current Board of Directors

Gwendolyn Forney Shirley Crawford Tawana Gladden Bonnie Phillips
 Xiomara Livingston

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FY 2025 Financial Partner Agency Summary

Agency Name: **Carolinas Asian American Chamber of Commerce**

Agency Description

Organization

Carolinas Asian-American Chamber of Commerce (CAACC) was founded by Dr. Ky-Hyun Chun in 1999. It is an all-volunteer organization, with a nine-member board (Vietnamese, Japanese, Chinese, Indian, Filipino), responsible to drive all our programs. Three affiliates are partners to CAACC, Asian American Foundations for the Carolinas (AAFC), Charlotte Dragon Boat Association (CDBA), Universal Institute of Successful Aging in the Carolinas (UISAC) and Charlotte Asian Heritage Association (CAHA). Funding for our operations comes mostly from corporate sponsorship of our Asian Festival/Dragon Boat Race annual event in May.

Operation Overview (2006-Present)

Leadership Development

Sponsorship of Asian community members to undertake the leadership training program developed by the Community Building Initiatives (CBI). Graduates are actively serving the community, and some gained full-time employment in part due to this program. Another program at CBI, the U-40 (under 40) leadership development, was also attended by CAACC sponsored members. Among our key missions, CAACC functioned as a platform to support members to work toward their aspired goals in community service. Three major affiliates were founded, now independent, Charlotte Dragon Boat Association (CDBA), Charlotte Asian Heritage Association (CAHA), responsible for erecting the Gandhi statue in uptown Charlotte and, UISAC (Universal Institute of Successful Ageing in the Carolinas), partner of the Chamber with significant impact in serving the Asian seniors and the refugee community.

Business Support

Our on-demand business service was organized to support local Asian business owners. While all these owners are well-versed in their day-to-day operation, we often served as a resource to advise/resolve their unique business needs, such as mediation, clearance for store expansion, business relocation, access to micro-lending, legal and other referrals. During the pandemic, we continue to provide financial aid information at local, state, and federal source, and to apply for COVID healthcare grant on behalf of the refugee families and to assist the refugee new business owners to gain waiver in simplifying the financial support application process.

Education Focus

Tutoring and mentoring of the underperforming Asian high school students- nearly all are refugees notably from Myanmar and the Montagnard from Vietnam. Many graduated from high school and some gained entry to CPC with our team helping them to navigate the application process. The project continued through 2015. FAS (Filipino American Spirit) was launched to teach youngsters Tagalog, the Filipino national language, to ensure the treasured heritage of the island nation will be respected and practiced in future generations. CAACC board members of the founding board of trustees of a then new education institution in North Carolina in 2018, East Voyager Academy, a Chinese language immersion school, the first in North Carolina and the eight public charter school in the nation. The network and local/state information gained in servicing the community through CAACC was invaluable to gain the State Board of Education approval.

Culture Enrichment

committed sponsorship was credited for allowing our introducing a cross-cultural, community building event in Dragon Boat racing to the region. Launched in 2006, the first in the Carolinas, the event expanded rapidly and today, there are more than twelve events within a 250-mile radius in several states. Each year, we welcome several out of state teams, including one from Canada. The Charlotte Dragon Boat/Asian Festival is the most colorful, program-packed event held appropriately in May to celebrate the Asian-Pacific Heritage month. The festival has

been recognized in 2018 and 2019 as one of best May events by the Southeast Tourism Board. The Fall Unity Festival was inaugurated in 2008 at the dedication of the Gandhi statue uptown. The tradition continues with focus on wellness and peace.

In 2017, the Charlotte Thanksgiving Day Parade welcomed the two hundred plus-people Asian Community unit, organized by CAACC, in the procession, featuring the giant Golden Dragon, Chinese and Indian dance troupe, Peaceful Dragon, accompanied by a walking group of with colorful traditional national dresses. In 2023, CAACC partnered with the Asian American Foundation for the Carolinas (AFFC) to host an AAPI community-curated three-month exhibit, A JOURNEY OF HOPE, at the Charlotte Museum of History, the first of its kind in the Southeast.

Community Engagement

While the stigma of Asian being a model minority has been dispelled, the long-held belief that the Asians are self-sufficient and independent may still be true today, but mostly applies to one's behavior within one's own ethnic group. There is still a lack of interactions among groups in such a diverse community, but, to the outside, we are collectively identified as the AAPI community and conducting ourselves as a connected, cohesive entity. The onset of the pandemic and the rise of Anti-Asian hate crime amply exposed the vulnerability of our community, especially among the underserved in seeking healthcare, social service, and small business assistance. We have been actively engaging all Asian community groups, especially the underserved, such as the Myanmar (/Burmese), Bhutanese, Cambodians, Hmong, and Laotians to transform the "silo" mindset and behavior to a collaborative relationship. Our goal is collaborating with them as partners in social, economic, health/well care and cultural areas to make them and the rest of our community feel connected and engaged in moving forward as a family member of the greater Charlotte community we call home. The financial Partner contract will significantly bolster our financial capital to reach this goal.

Agency Established

1999

Agency Funding Request

\$246,000

Population Served

Indian, Vietnamese, Chinese, Filipino, Korean, Montagnard. Bhutanese, Cambodian, Myanmar, Laotian, Hmong, Nepalis, Sri Lankan, Taiwanese, Thai, Bangladesh, Indonesian, Japanese, Malaysian, Mongolian, Pakistan, Singaporean, Tonga.

Council Priority Area(s)



Describe the activities that will be supported through requested city funding

Workforce Development

*Financial literacy workshops & seminars for small business- Trainer and translator fee (20 sessions 20 cohort/session)

*Vocational training- Program fee (16)

*Soft skill training- Trainer/translator fee (2 sessions, 20 cohort/session)

Safe Community

*Implement pilot program with Installation of security device and safe sidewalk in selected neighborhoods (40 homes)

Great Neighborhood

*Community gardens (2)

*Town Hall events (4) for 50 each with meals or refreshments

*Organized sports activities (2) with refreshments and team tops Admin Expense

*Stipend for program operating team of 3

Communication

*Web site, social media, telecom

*AAPI community-wide networking events (2)

FY2025 Performance Measures and Targets

Strategic Priority	Objective	Measures	Target
Workforce & Business Development	<ol style="list-style-type: none"> 1. Continue focus on Asian small business development for growth and profitability 2. Enhance young Asian adults and professionals upward mobility through workforce development 	<p>Training certificates, coach/trainer feedback and self-assessment report</p> <ol style="list-style-type: none"> 1. Financial literacy in business operation, succession planning and personal investment 2. Vocation training and job placement 3. Soft skills training for young professionals 	<ol style="list-style-type: none"> 1. Participants in Asian Small business development- Over 12 ethnicity or more than 50% of the AAPI community groups are represented. 2. Healthcare service navigator trained-7. 3. Trainer/coach rating- Over 80 passed. 4. Self-assessment report-over 80% positive
Safe Communities	<p>Ensure a safe and healthy neighborhood for the Asian community.</p>	<ol style="list-style-type: none"> 1. Advocate and seek partnership to improve safety and walkability of selected neighborhood, e.g., Steele Creek, by installing cameras, street- lights and repair side- walk. 2. Adopt the use of a popular portal, Nextdoor.com, to enhance communications among families in the neighborhood. 3. Collaborate with local healthcare provider for scheduled mobile clinic to the neighborhood for diagnostic and preventive care procedure. 4. Evaluate progress through neighborhood survey via respective community representatives. 	<ol style="list-style-type: none"> 1. Burglary statistics in the Steele Creek area drop 40%. 2. Neighborhood communication media, Nextdoor.com- Regularity, frequency of postings across the community served. 3. Healthcare provider semi-annual visits to 2-3 Asian community. 4. Conduct Neighborhood Safety Survey via the community representatives- 3 times/yr. 5. Coordination meeting- Asian community representatives and law enforcement agency: CMPD- 3/yr. FBI- 2/yr.
Great Neighborhoods	<p>To overcome the long-standing challenge of the “Belongingness” issue by identifying and developing opportunities to significantly improve the interactions first, among the ethnically diverse Asian families in the neighborhoods, followed by connecting with the entire community.</p>	<ol style="list-style-type: none"> 1. Seek partnership with Park & Recreation Department to build community garden, play area, and access to nearby recreation center. 2. Initiate Town Hall or networking format informational gathering for the neighborhood 3. Organize sport/recreational activities within and between the neighborhoods. 	<ol style="list-style-type: none"> 1. Two pilot programs in year one with park & Recreation and three in year two. 2. Two Town Hall or networking events in year one with two neighborhood and two with three neighborhood in year two. 3. One sporting/recreational event with one and multiple neighborhoods in year 1. Increase to two of the same in year 2.

Strategic Priority	Objective	Measures	Target
Great Neighborhoods	Ensure the city demonstrates inclusion through commitment to and focus on equity, engagement, and environment.	1.Submit quarterly progress report on all identified project activities with highlights on the underserved Asian community. 2.Convene roundtable sessions between Councilmembers and the underserved Asian community groups.	1. Timeliness and content of the Quarterly report and roundtable sessions & Feedback from the City officials.

FY2025 Equity Measures and Targets

Strategic Priority	Objective	Measures	Target
Great Neighborhoods	1.Configure the leading AAPI community leadership organizations to facilitate communications to achieve the target outcome of all programs. 2.Identify and implement project activities specific to the underserved Asian community groups in all four of the proposed program areas.	1.Ensure all underserved Asian community groups are represented in the newly configured organization structure. 2.Implement projects to meet the identified needs in workforce development and small business support of the underserved Asia community, e.g., Bhutanese, Mongolians, Montagnards, Myanmar and Nepali.	1. Vocational/small business training certificates received among the underserved, e.g., Bhutanese, Mongolian, Montagnard, Myanmar and Nepali- 70% 2. Healthcare service navigators trained- 5. 3. Job placement of the certified trainees- 80% 4. Community garden- 3.
Safe Communities	Ensure a safe and healthy neighborhood, with families well connected with each other.	1.Improve safety by installing streetlights, sidewalk, and pavement repair. 2.Initiate a pilot HOA type program in the high-density neighborhood, e.g., the Montagnards in Westerly Hills and the Burmese in Sheffield Park. 3.Organize on-site or mobile Clinic for diagnostic and preventive care procedures. 4.Conduct Neighborhood Survey via community representative in respective neighborhoods.	1. Safety improvement work completed or in progress for two neighborhoods, e.g., Westerly Hills, Sheffield Park and Lakewood. 2. The outcome of the pilot HOA type program will be used to guide the next step, such as merging it with an established HOA in the neighborhood, or a standalone HOA like organization. 3. Two mobile clinics for at least three underserved communities 4. Conduct Neighborhood Safety Survey- 3 times/yr. 5. Coordination meeting- Asian community representatives and law enforcement agency: CMPD- 3/yr. FBI- 2/yr.
	To overcome the long-standing challenge of the “Belongingness” issue by identifying and developing opportunities to significantly improve the interactions with the rest of the AAPI community.	1.Seek partnership with Park & Recreation Department to build community garden, play area, and access to nearby recreation center. 2.Initiate Town Hall or networking format informational gathering at their churches first, then at other popular venues such as the Asian Library, East	1. Two pilot projects with Park & Recreation Department in year 1 and two more in year 2. 2. Accept performance at the 2025 Charlotte Asian Festival 3. Three smaller scale (less than (50) Town Hall or

Strategic Priority	Objective	Measures	Target
		Voyager Academy and Hindu Center.	and three larger scale events (80 plus) in other venues in year 2. 4. Decision on initiating/terminating the mentor/tutor of the high school students by end of 1Q

Overall Agency Budget

Expenditures FY 2023- FY 2025					
	FY 2023 ACTUAL	FY 2024 BUDGET	FY 2025 PROJECTED BUDGET	FY 2025 CITY REQUEST	Percent city request of overall budget
Personnel					
Salaries- contractors (3 officers, 1 admin assistant)	\$ -	\$ 67,400	\$ 60,000	\$ 50,000	83.3%
Subtotal Personnel Expenses	\$ -	\$ 67,400	\$ 60,000	\$ 50,000	83.3%
Operating					
Capital Equipment (e.g. vehicles, computers)	\$ -	\$ 8,000	\$ 8,000	\$ 7,000	87.5%
Communications (e.g. web hosting, publishing, marketing, software lease, paper, other supplies)	\$ 3,151	\$ 28,000	\$ 8,000	\$ 5,000	62.5%
Facilities (e.g. rent, utilities)	\$ -	\$ 500	\$ -	\$ -	0.0%
Technology	\$ 1,692	\$ 16,800	\$ 7,000	\$ 6,000	85.7%
Monthly AAPI financial literacy workshop (with translations)	\$ -	\$ 40,800	\$ 40,000	\$ 30,000	75.0%
Software (QuickBooks) lease for the literacy workshop	\$ -		\$ 8,000	\$ 8,000	100.0%
AAPI vocational training program fee (targeted underserved community)	\$ -	\$ -	\$ 70,000	\$ 50,000	71.4%
Soft skill training for AAPI small business	\$ -	\$ -	\$ 7,000	\$ 5,000	71.4%
Monthly small business workshop open to all	\$ -	\$ 19,600		\$ -	0.0%
AAPI Young professionals engagement (soft skill workshop, networking)	\$ -	\$ -	\$ 18,000	\$ -	0.0%
AAPI Small business outreach	\$ -	\$ 20,100	\$ 7,000	\$ 5,320	76.0%
AAPI mobile Town Hall (4)- 50 attendees each	\$ -		\$ 6,000	\$ 6,000	100.0%
AAPI small business awareness campaign	\$ -	\$ 30,000	\$ -	\$ -	0.0%
AAPI small business mobile town square (Pop-ups")	\$ -	\$ 2,600	\$ -	\$ -	0.0%
Home/neighborhood security pilot program (40 homes)	\$ -	\$ -	\$ 71,200	\$ 60,000	84.3%
Organize AAPI neighborhood sport activities (2), 4 teams each	\$ -		\$ 1,680	\$ 1,680	100.0%
Community Gardens	\$ -	\$ -	\$ 3,000	\$ 3,000	100.0%
2024 Kick-off networking event	\$ -	\$ 5,000	\$ 5,000	\$ 3,000	60.0%
2024 Annual recognition and gala	\$ -	\$ 11,200	\$ 11,000	\$ 6,000	54.5%
Programming- Contracts, venues, speakers	\$24,800	\$ -	\$ -	\$ -	0.0%
Reimbursement (members project expenses)	\$ 5,952	\$ -	\$ -	\$ -	0.0%
Sponsorship/donations	\$ 3,050	\$ -	\$ -	\$ -	0.0%
Insurance	\$ 395	\$ -	\$ -	\$ -	0.0%
Support AAPI underserved community workforce development by partner (AAFC)	\$ -	\$ 15,000	\$ -	\$ -	0.0%
Sponsorship/donations	\$ -	\$ 6,000	\$ -	\$ -	0.0%
Subtotal Operating Expenses	\$39,040	\$271,000	\$ 330,880	\$ 246,000	74.3%
Contingency	\$ -	\$ 2,000	\$ 10,000	\$ -	0.0%
Total Expenditures	\$39,040	\$273,000	\$ 340,880	\$ 246,000	72.2%

Revenues			
	FY2023	FY 2024	FY2025
	Actual	Current Budget	Projected Budget
Government Grants & Funding - Federal/State	\$ -	\$ -	\$ -
Mecklenburg County Funding	\$ -	\$ -	\$ -
Foundation Grants & Funding	\$ 20,000	\$ 15,000	\$ 45,000
Donor Contributions	\$ 6,000	\$ -	\$ 5,000
Service Fees(Festival)	\$ 3,050	\$ 6,000	\$ 13,000
Other Revenue (Membership, AAPI partners)	\$ 10,250	\$ 4,000	\$ 31,990
Charlotte City Funding	\$250,000	\$ 250,000	\$ 246,000
Total Revenues	\$ 39,300	\$ 275,000	\$ 340,990

Current Board of Directors

Dr. Nini Bautista	Nimish Bhatt
Div Bhingradia	Alex Bui
Eileen Cai	Dr. John Chen
Lena Chun	Ann Gonzales
Binh Phu	Alex Romero
Jerry Tucker	Dr. Jian Zhang

FY 2025 Financial Partner Agency Summary

Agency Name: **Community Leadership Academy**

Agency Description

At Our Community Leadership Academy, we believe in the transformative power of culinary education. Through our comprehensive culinary training program, we are dedicated to equipping individuals with the skills and knowledge needed to excel in the dynamic and rewarding culinary industry. Our program goes beyond teaching cooking techniques; it encompasses food safety, nutrition, menu planning, and culinary creativity. By providing hands-on training from experienced chefs and offering certification opportunities, we empower participants to pursue their passion for culinary arts and embark on a fulfilling career path.

Agency Established

2019

Agency Funding Request

\$250,000

Population Served

Our organization is dedicated to supporting and empowering a diverse community, focusing on three key groups:

1. Recently immigrated individuals to the city, fostering their integration and providing resources for a smooth transition.
2. Individuals recently released from prison, offering reintegration services to promote a successful and positive return to society.
3. Those actively seeking a career change, providing guidance, training, and resources to facilitate a seamless transition into new and fulfilling career paths.

By addressing the unique needs of these populations, our programs aim to promote inclusivity, enhance community engagement, and contribute to the overall well-being and success of these individuals.

Council Priority Area(s)



Workforce & Business
Development

Describe the activities that will be supported through requested city funding

The program covers various cooking techniques, food safety, nutrition, menu planning, and culinary creativity and participants receive hands-on training from experienced chefs. Our academy offers a series of certified cooking classes designed to cater to individuals of all skill levels, from beginners to advanced cooks. These classes cover a wide range of cuisines and cooking styles, providing participants with the opportunity to develop their culinary skills in a supportive and interactive environment.

FY2025 Performance Measures and Targets

Strategic Priority	Objective	Measures	Target
Workforce & Business Development	To increase the number of classes from 2 times a year to 4 times a year. To hire an additional instructor.	Pre-surveys will be given to participants before program start and post surveys given at the conclusion. Increase in enrollment by 50%.	100% of participants graduating from the program. 100% job placement.

FY2025 Equity Measures and Targets

Strategic Priority	Objective	Measures	Target
Great Neighborhoods	Equip each student with the skill and knowledge needed to excel in the culinary field.	Each student passes exams with at least a 90% score.	*90% of participants have 100% attendance *90% active participation level Each student obtains their certification in culinary arts.

Overall Agency Budget

Expenditures FY 2023- FY 2025					
	FY 2023 ACTUAL	FY 2024 BUDGET	FY 2025 PROJECTED BUDGET	FY 2025 CITY REQUEST	Percent city request of overall budget
Personnel					
Salaries	\$ 57,600	\$ 57,600	\$ 172,800	\$ -	0.0%
Merit	\$ -	\$ -	\$ -	\$ -	0.0%
Benefits	\$ -	\$ -	\$ -	\$ -	0.0%
Subtotal Personnel Expenses	\$ 57,600	\$ 57,600	\$ 172,800	\$ 250,000	144.7%
Operating					
Capital Equipment (e.g. vehicles, computers)	\$ 3,360	\$ 3,360	\$ 3,360	\$ -	0.0%
Communications (e.g. publishing, marketing)	\$ 1,200	\$ 1,200	\$ 1,200	\$ -	0.0%
Facilities (e.g. rent, utilities)	\$ -	\$ -	\$ -	\$ -	0.0%
Office Supplies	\$ 1,200	\$ 1,200	\$ 1,500	\$ -	0.0%
Travel & Training	\$ 1,200	\$ 1,200	\$ 1,200	\$ -	0.0%
Groceries	\$ 22,000	\$ 25,000	\$ 25,000	\$ -	0.0%
Insurance	\$ 1,200	\$ 1,200	\$ 1,200	\$ -	0.0%
Technology	\$ 120	\$ 120	\$ 120	\$ -	0.0%
Repair, Maintenance, Janitorial	\$ 2,200	\$ 2,200	\$ 2,200	\$ -	0.0%
Accounting and Legal	\$ 500	\$ 500	\$ 500	\$ -	0.0%
Subtotal Operating Expenses	\$ 32,980	\$ 35,980	\$ 36,280	\$ -	0.0%
Total Expenditures	\$ 90,580	\$ 93,580	\$ 209,080	\$ 250,000	119.6%

Revenues			
	FY2023 Actual	FY 2024 Current Budget	FY2025 Projected Budget
Government Grants & Funding - Federal/State	\$ -	\$ -	\$ -
Mecklenburg County Funding	\$ -	\$ -	\$ -
Foundation Grants & Funding	\$ -	\$ -	\$ -
Donor Contributions	\$ 68,000	\$ 70,000	\$ 70,000
Service Fees	\$ -	\$ -	\$ -
Other Revenue	\$ 53,000	\$ 64,000	\$ 64,000
Total Revenues	\$ 121,000	\$ 134,000	\$ 134,000

Current Board of Directors

Robel Moma	Eshetu Wakijera
Seloma Amare	Heather Miller
Nicole Johnson	Dylan Tucker
Joshua Abraham	Greg Wardlaw
Michelle Molnar	

FY 2025 Financial Partner Agency Summary

Agency Name: **Envision Charlotte**

Agency Description

Envision Charlotte, established in 2011 as a non-profit by Duke Energy, the City of Charlotte, and Charlotte Center City Partners, is at the forefront of guiding Charlotte's transformative journey toward a circular economy. Our mission encompasses education, innovation, and collaboration to advance sustainability practices in the city.

Over the past 13 years, Envision Charlotte has spearheaded numerous successful projects, marking significant achievements such as our pioneering efforts in energy reduction. In a landmark initiative, we led 61 out of the 64 largest commercial buildings in uptown Charlotte over a 5-year period, collectively reducing their energy use by an impressive 19.2%. This resulted in substantial savings of over \$26 million.

Beyond energy reduction, we expanded our impact into water, air, and waste, laying the foundation for a comprehensive sustainability approach centered around the circular economy. In 2018, in collaboration with the City of Charlotte, we engaged Metabolic, a global leader in the circular economy, to conduct a study of Charlotte's waste stream. The insights gathered guided the strategic plan for transitioning Charlotte towards circular practices.

One notable outcome of this initiative was the establishment of the Innovation Barn. This center serves as a hub for advancing strategies in plastics, organics, textiles, and construction materials. At the Innovation Barn, we seize opportunities to divert materials from landfills, fostering innovation and job creation. Currently, the Innovation Barn hosts 11 tenants, all actively engaged in circular economy practices, both as part of their business models and collectively as a community.

Envision Charlotte's commitment to sustainability and circular practices has earned us recognition on national and international stages. Recently, NewsWeek identified us as one of five cities worldwide leading the way in sustainability. As we continue to innovate and collaborate, Envision Charlotte remains dedicated to driving positive change and establishing Charlotte as a global model for circular economies.

Agency Established

2011

Agency Funding Request

\$200,000

Population Served

Envision Charlotte extends its services to the entire Mecklenburg region and beyond, making our initiatives accessible to the public at large. Our commitment to inclusivity is evident through the hundreds of tours we conduct annually, welcoming diverse participants interested in sustainability and innovation.

Our educational outreach is extensive, encompassing field trips from both public and private schools. We collaborate with many of Charlotte's major employers to educate their employees on sustainable practices and offer valuable volunteer opportunities.

In our pursuit of building impactful business models, our strategic focus is on empowering minority entrepreneurs. We strive to create job opportunities specifically in areas of Charlotte where the need for economic development is most pronounced. By directing our efforts toward these objectives, we aim to foster inclusivity, economic growth, and community empowerment throughout our service area.

Council Priority Area(s)



Well-Managed
Government



Workforce & Business
Development

Describe the activities that will be supported through requested city funding

We are seeking funding to catalyze the development of business models that actively contribute to the circular economy, fostering innovation, job creation, and workforce development. In Charlotte, there exist promising opportunities to divert more materials from landfills, simultaneously unlocking new business prospects.

Presently, the cost of shipping glass for recycling exceeds its market value, resulting in a negative environmental impact. To address this, we're formulating a plan to establish small hubs in Charlotte. These hubs will efficiently manage local glass waste from businesses and residents, not only reducing transportation costs but also creating employment opportunities within the community.

In the realm of plastics, we've established a Plastics Lab dedicated to repurposing Charlotte's plastic waste into valuable products such as park benches, building blocks for sheds or tiny homes, and bike lane delineators. Our goal is to conceptualize a business model that manufactures these products locally, offering sustainable alternatives to items currently sourced from elsewhere.

These initiatives represent just a glimpse of the potential opportunities for businesses to thrive while simultaneously tackling waste challenges and fostering job growth. Your support will play a pivotal role in bringing these innovative circular economy solutions to fruition.

FY2025 Performance Measures and Targets

Strategic Priority	Objective	Measures	Target
Workforce & Business Development	Accelerate new business models, expand revenue streams, and create jobs through the lens of the circular economy	1) Count of business plans implemented 2) Waste diversion by tonnage, 3) A Full-time/Part-time employees hired/or partnered with	1) Implement 2 business drafted business plans 2) Increase City's recycling rate of target materials by 10% 3) Create 15 jobs
Well-managed Government	Increase stakeholder engagement to advance Charlotte's transition to a circular economy	Targeting k-12 and local companies	Target 5,000 middles schoolers, 5,000 company employees

FY2025 Equity Measures and Targets

Strategic Priority	Objective	Measures	Target
Workforce & Business Development	Create and implement business models that target historically disadvantaged neighborhoods for employment	Focusing on Corridors of Opportunities and other underserved neighborhoods.	Creating 6-10 jobs with the opportunity for job advancement.
Well-managed Government	Partnering with existing minority and women-owned businesses to create additional opportunities within the circular economy	Focusing on landfill diversion via new business models.	Divert 4,000 tons of material from the landfill.

Overall Agency Budget

	Expenditures FY 2023- FY 2025				Percent city request of overall budget
	FY 2023	FY 2024	FY 2025	FY 2025	
	ACTUAL	BUDGET	PROJECTED BUDGET	CITY REQUEST	
Personnel					
Salaries	\$276,083	\$310,000	\$ 405,000	\$ 85,000	21.0%
Merit	\$ -	\$ -	\$ -	\$ -	0.0%
Benefits	\$ -	\$ -	\$ -	\$ -	0.0%
Subtotal Personnel Expenses	\$276,083	\$310,000	\$ 405,000	\$ 85,000	21.0%
Operating					
Capital Equipment (e.g. vehicles, computers)	\$ 53,720	\$110,000	\$ 100,000	\$ -	0.0%
Communications (e.g. publishing, marketing)	\$ 24,270	\$ 20,000	\$ 30,000	\$ 5,000	16.7%
Facilities (e.g. rent, utilities)	\$ 26,426	\$ 35,300	\$ 45,000	\$ 15,000	33.3%
Office Supplies	\$ 8,355	\$ 14,200	\$ 20,000	\$ -	0.0%
Travel & Training	\$ 2,370	\$ 20,000	\$ 20,000	\$ -	0.0%
Technology	\$ -	\$ -	\$ -	\$ -	0.0%
Programs	\$240,333	\$368,500	\$ 365,000	\$ 95,000	26.0%
Subtotal Operating Expenses	\$355,474	\$568,000	\$ 580,000	\$ 115,000	19.8%
Total Expenditures	\$631,557	\$878,000	\$ 985,000	\$ 200,000	20.3%

	Revenues		
	FY2023	FY 2024	FY2025
	Actual	Current Budget	Projected Budget
Government Grants & Funding - Federal/State	\$ -	\$ 300,000	\$ -
Mecklenburg County Funding	\$ 75,000	\$ 75,000	\$ 75,000
Foundation Grants & Funding	\$350,000	\$ 150,000	\$ 250,000
Donor Contributions	\$ 12,525	\$ 25,000	\$ 50,000
Service Fees	\$ -	\$ -	\$ -
Other Revenue	\$439,482	\$ 335,000	\$ 620,000
Total Revenues	\$877,007	\$ 885,000	\$ 995,000

Current Board of Directors

Darlene Heater
 Adrienne Chillemi
 Rebecca Freeland
 LaTazja Henry
 Ken Chrisman
 Kim Marks
 Emmett Weindruch
 Katherine Neebe
 John Culbertson
 Brent Cagle
 Genevieve Piche
 David Callaway
 Dr. Philip E. Otienoburu

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FY 2025 Financial Partner Agency Summary

Agency Name: **Freedom Fighting Missionaries**

Agency Description

The mission of Freedom Fighting Missionaries, Inc. (FFM) is to empower and support individuals who have been formerly incarcerated in their journey towards reentry and successful community integration. FFM aims to break down the barriers that formerly incarcerated individuals face by providing them with access to vital resources and opportunities.

FFM's mission is centered around four key pillars: identification, healthcare, employment, and affordable housing. They recognize the importance of these areas in helping individuals rebuild their lives and create a stable foundation for their future.

Through their programs and initiatives, FFM strives to assist individuals in obtaining proper identification, which is often a significant hurdle for those with a justice involvement. They also prioritize healthcare access, recognizing the importance of physical and mental well-being in the reentry process.

FFM is dedicated to providing employment opportunities and job training to individuals, recognizing that stable employment is critical to successful reintegration into society. They work to connect individuals with employers who are open to hiring individuals with a justice involvement.

Lastly, FFM is committed to addressing the housing challenges faced by formerly incarcerated individuals. They are currently in the process of building a 24-unit apartment building specifically designed for individuals with barriers to housing due to their past justice involvement.

Overall, FFM's mission is to empower individuals with a justice involvement and provide them with the tools and support necessary to rebuild their lives, achieve self-sufficiency, and become productive members of their communities.

Agency Established

2020

Agency Funding Request

\$100,000

Population Served

Freedom Fighting Missionaries, Inc. (FFM) is a 501c3 reentry non-profit organization that serves individuals who are returning to the community after incarceration in Charlotte, NC. FFM primarily focuses on supporting individuals who have been formerly incarcerated and are seeking to reintegrate into society. The direct population that FFM serves includes individuals who have completed their prison sentences and are in the process of transitioning back into the community. This population may include men and women of various ages, ethnicities, and backgrounds who have been involved in the criminal justice system.

FFM provides services to individuals regardless of their offense history, as their primary goal is to support successful reentry and community integration. They understand that each person's journey is unique and tailor their services to meet the specific needs of the individuals they serve.

The organization recognizes that reentry can be a challenging and complex process, and they aim to assist individuals in overcoming barriers and accessing the resources necessary for a successful transition. FFM's services are designed to address various aspects of reentry, including identification, healthcare, employment, and affordable housing, with the ultimate aim of promoting stability, self-sufficiency, and a positive future for those they serve.

Overall, FFM is committed to providing support, guidance, and opportunities for individuals in Charlotte, NC who are reentering society after incarceration, helping them rebuild their lives and become active, productive members of their communities.

FFM focuses on four key pillars to support individuals in their reentry and successful community integration after incarceration. These pillars are:

1. Identification: FFM helps individuals obtain identification documents such as driver's licenses, social security cards, and birth certificates. Having proper identification is crucial for accessing services, finding employment, and reintegrating into society.
2. Healthcare: FFM provides access to healthcare services, including physical and mental health care. They connect individuals with healthcare providers, assist in obtaining health insurance, and offer support in managing any health-related needs during the reentry process.
3. Employment: FFM assists individuals in finding employment opportunities by providing job readiness training, resume building, interview preparation, and job placement assistance. They also collaborate with local businesses and organizations to create employment opportunities for those who have been incarcerated.
4. Affordable Housing: FFM helps individuals secure safe and affordable housing options upon their release. They work with housing agencies, landlords, and community partners to provide housing resources, support in navigating the housing market, and assistance in securing stable housing.

Council Priority Area(s)



Workforce & Business
Development

Describe the activities that will be supported through requested city funding

Employment readiness, interviewing skills training, workplace etiquette and attire training. Participants enter employment placements with our list of second chance employers at a rate no less than \$15.00 per hour. Education and industry specific training will also be provided for participants

FY2025 Performance Measures and Targets

Strategic Priority	Objective	Measures	Target
Workforce & Business Development	Secure workforce development anchor, stakeholder endorsements and career focused efforts to provide upward mobility.	Research and classify all stakeholders utilizing a procedure chart to regulate how, where and when you must communicate with them.	Increase workforce development anchors by 50%.
Workforce & Business Development	Develop a functional tracking system to ensure timely progress and adherence to the designated process and format for plan implementation.	Participation in employment readiness, interviewing skills training, workplace etiquette and attire training.	Increase automated workflow by 25%.
Workforce & Business Development	Build a work method with realistic timelines.	Employment placements with our list of second chance employers like Atrium Health, Lowe's Home Improvement, Spectrum, and the CRVA at a rate starting at \$36k a year.	Increase career readiness and employment by 30%.
Workforce & Business Development	Build programs that motivate development and provide techniques for learning new expertise and abilities, mainly around professional growth.	Determining the effectiveness of professional development by assessing if participants have achieved their employment goals stated in their Freedom Transition Plan (FTP).	Increase soft skills training by 35%.

FY2025 Equity Measures and Targets

Strategic Priority	Objective	Measures	Target
Workforce & Business Development	Executive Coaching	<p>Deeper understanding of individual contributions and approaches to collaborative tasks.</p> <p>Focused and intentional time to connect, align, and collaborate as a team.</p> <p>Tools to achieve coherence across the organization's processes and systems.</p>	Onboarding implementation, Managing transient team members, and Interview Coaching.
Workforce & Business Development	Strategic Planning	FFM Leaders, Innovative & Strategic Visioning, Determine Our Goals, Goals, Abandonment, & Implementation, and Team Implementation.	Ensure continuity & agreement in the planning process, Complete vision & casting exercises, Sustain the work & create a vibrant work culture.
Workforce & Business Development	Public Relations, Marketing, and Advertisement	Expand organizational awareness.	Increase donor support, increase community partnerships, increase search engine optimization.
Workforce & Business Development	Create Professional Organizational Structures, and Board of Directors financial oversight training.	Increase Board of Directors engagement and create financial oversight committee within Board of Directors.	Provide more Board oversight, engagement, and fundraising efforts.

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FY 2025 Financial Partner Agency Summary

Agency Name: **Stiletto Boss University**

Agency Description

Stiletto Boss University (SBU) is a dynamic youth training program for high-school girls, founded by social entrepreneur Jania Massey in 2015. Rooted in entrepreneurship, our mission is to teach the power of collaboration, sisterhood, and community impact. SBU aims to connect young women to opportunities, build social capital, and mold the next generation of community leaders. Our goal is to empower young women to create social enterprises that generate income while giving back to the community.

SBU is committed to molding young ladies with confidence in public speaking, basic business skills, and owning their gifts. Our top priority is teaching what it takes to create a successful business, providing future opportunities and promoting sustainability and unity within the community.

Program Structure - 3 Phases:

- Entrepreneur Education: Curriculum covering finance, marketing, networking, and more.
- Entrepreneur Application: Participants apply practices learned by creating marketing plans or building budgets.
- Entrepreneur Execution: Participants execute business skills, showcasing products in a community business or Stiletto Challenge (pitch competition).

PROGRAM FORMATS:

- In School Chapters: SBU partners with local schools, offering programs during or after school hours. Chapters, led by SBU Ambassadors, cover entrepreneurship basics. Students are eligible to pitch at the annual youth pitch challenge. We have served over 10 schools since we started in 2016.
- Community Based Partnerships: Similar to in-school partnerships, SBU works in local community settings with SBU Chapter Ambassadors. Programs are funded by grants, and students can pitch at the annual youth pitch challenge. We have served over 5 schools since we started in 2016.
- SBU Headquarters (HQ) Program: A fee-based program providing a deeper dive into business and social impact. Led by SBU HQ Managers, meeting bi-weekly in the evenings. Participants have access to business mentors, exclusive SBU HQ curriculum, and can pitch at the annual youth pitch challenge.
- SBU Premium: A monthly subscription for self-paced training, covering entrepreneurial topics. Includes video/audio expert sessions, digital workbooks, challenges, and a private forum. Cost: \$10 per month or \$15 with a virtual ambassador.
- Bosscamp: A 6-week hybrid summer camp teaching entrepreneurship and community impact. Campers engage with expert instructors, plan community impact projects, and execute based on community needs.

This multifaceted approach allows us to reach and empower a diverse group of young women. With a variety of programs, SBU is making a lasting impact on our community and beyond.

Agency Established

2017

Agency Funding Request

\$77,500

Population Served

Stiletto Boss University (SBU) directly serves middle and high school girls, typically ranging from ages 11 to 18. This diverse and dynamic population includes young women from various socioeconomic backgrounds, ethnicities, and communities. SBU is committed to inclusivity, ensuring that its programs are accessible to girls with different experiences and aspirations.

The direct population served by SBU encompasses students who may be attending local schools partnering with SBU for in-school programs, as well as those participating in community-based programs within specific neighborhoods. Additionally, girls engaged in SBU Headquarters (HQ) programs, SBU Premium, and Bosscamp contribute to the direct population served by receiving specialized training and mentorship.

SBU's inclusive approach is designed to empower girls with the skills and confidence needed to explore entrepreneurship, build social capital, and contribute positively to their communities. By reaching out to this specific age group, SBU aims to nurture a new generation of leaders who are socially conscious, collaborative, and equipped to make a meaningful impact on their surroundings.

Council Priority Area(s)



Workforce & Business
Development

Describe the activities that will be supported through requested city funding

The funding received by Stiletto Boss University (SBU) will support a range of activities aimed at empowering and educating young girls through innovative and impactful programs. The funding will contribute to the sustainability and expansion of existing initiatives, allowing SBU to reach a broader audience and make a more profound impact on the community. The supported activities include:

1. Expansion of In School Chapters: Funding will support the establishment of new In School Chapters in collaboration with local educational institutions, providing more girls with access to SBU's entrepreneurship curriculum and mentorship. 25% of budget
2. Community-Based Partnerships: The funds will facilitate the continuation and growth of community-based programs, enabling SBU to reach girls in local neighborhoods and community centers. This includes providing resources for program materials, mentorship, and pitch competition events. 15% of budget
3. SBU Headquarters (HQ) Program Enhancement: Funding will be allocated to enhance the SBU HQ program, offering a deeper and more comprehensive business and social impact curriculum. This includes providing participants with access to business mentors, organizing networking events, and covering program-related expenses. 20% budget
4. SBU Premium Subscription Program: The supported activities will include the expansion and improvement of the SBU Premium subscription program. Funding will contribute to the creation of new content, expert sessions, digital workbooks, and the development of a vibrant online community for members. 10%
5. Bosscamp Summer Camp: The funds will be utilized to strengthen and expand the Bosscamp summer camp. This includes securing expert instructors, organizing community impact projects, and ensuring that participants have access to necessary resources and materials. 10% of budget
6. Diversity and Inclusion Initiatives: SBU will allocate funding to implement targeted initiatives aimed at enhancing diversity and inclusion within the program. This may involve scholarships or financial assistance for participants, cultural sensitivity training for facilitators, and outreach strategies to underrepresented communities. 5% of budget
7. Program Evaluation and Improvement: A portion of the funding will be dedicated to program evaluation, enabling SBU to measure the effectiveness of its initiatives and make data-driven improvements. This includes assessing participant outcomes, collecting feedback, and refining program content based on evaluation results. 5% of budget
8. Outreach and Community Engagement: Funding will support outreach efforts to engage more schools, community organizations, and partners. This includes marketing materials, information sessions, and collaborative events to raise awareness about SBU and encourage participation. 5% of budget

In summary, the funding received by Stiletto Boss University will be instrumental in expanding and enhancing its diverse range of programs, ensuring that more young girls have the opportunity to develop entrepreneurial skills,

foster sisterhood, and make positive contributions to their communities.

FY2025 Performance Measures and Targets

Strategic Priority	Objective	Measures	Target
Workforce & Business Development	Enhance Entrepreneurial Knowledge and Skills	Assess participants' understanding of entrepreneurship principles through pre and post-program quizzes and evaluations.	Achieve a minimum 20% improvement in participants' knowledge and skills related to business planning, marketing, finance, and networking.
Workforce & Business Development	Increase Confidence in Public Speaking	Evaluate participants' public speaking abilities through before-and-after assessments during pitch competitions and presentations.	Attain a 25% increase in participants' confidence and effectiveness in public speaking.
Workforce & Business Development	Foster Collaboration and Sisterhood	Conduct participant surveys and observations to assess the development of collaborative skills and sisterhood bonds.	Achieve a minimum 30% increase in participants reporting positive experiences of collaboration and sisterhood within the program.
Workforce & Business Development	Promote Community Impact Projects	Track the planning and execution of community impact projects initiated by participants.	Facilitate a minimum of 80% of program participants engaging in community impact projects by the end of the program cycle.
Workforce & Business Development	Encourage Business Idea Execution	Monitor the progress of participants in executing their business ideas, including product development and marketing.	Support at least 50% of participants in successfully executing their business ideas within the timeframe of the program.

FY2025 Equity Measures and Targets

Strategic Priority	Objective	Measures	Target
Workforce & Business Development	Foster Inclusive Participation	Track the demographic composition of program participants, specifically focusing on ethnic diversity, socioeconomic status, and geographic representation.	Achieve a 15% increase in the enrollment of girls from underrepresented communities over the course of the program.
Workforce & Business Development	Eliminate Barriers to Access	Conduct accessibility assessments and gather feedback to identify and address potential barriers to program participation.	Implement strategies to eliminate identified barriers, resulting in a 10% increase in accessibility for girls facing challenges in participating.
Workforce & Business Development	Ensure Financial Accessibility	Evaluate the financial accessibility of fee-based programs, such as SBU HQ, and track the utilization of scholarships or financial assistance.	Provide financial support to at least 20% of participants in fee-based programs, ensuring that financial constraints do not hinder their participation.
Workforce & Business Development	Amplify Representation in Leadership Roles	Assess the diversity within leadership roles, including program ambassadors, mentors, and guest speakers.	Achieve a 20% increase in the representation of individuals from underrepresented backgrounds in leadership positions within the program.
Workforce & Business Development	Facilitate Inclusive Learning Environments	Conduct participant surveys and focus group discussions to assess perceptions of inclusivity within	Attain a minimum 25% increase in participant feedback indicating that the

Strategic Priority	Objective	Measures	Target
		program sessions.	program provides an inclusive and supportive learning environment.
Workforce & Business Development	Strengthen Community Partnerships	Evaluate the diversity of community partners and assess the inclusivity of locations for program delivery.	Establish partnerships with at least two additional community organizations serving underrepresented populations, enhancing outreach and inclusivity.
Workforce & Business Development	Monitor and Address Disparities	Regularly analyze participant data to identify any disparities in program outcomes based on demographics.	Implement targeted interventions to address identified disparities and strive for equitable program outcomes for all participants.

Overall Agency Budget

Expenditures FY 2023- FY 2025						
	FY 2023 ACTUAL	FY 2024 BUDGET	FY 2025 PROJECTED BUDGET	FY 2025 CITY REQUEST	Percent city request of overall budget	
Personnel						
Salaries	\$72,500	\$130,000	\$ 150,000	\$ 50,000	33.3%	
Merit	\$ -	\$ -	\$ -	\$ -	0.0%	
Benefits	\$15,669	\$ 19,000	\$ 22,000	\$ 12,700	57.7%	
Subtotal Personnel Expenses	\$88,169	\$149,000	\$ 172,000	\$ 62,700	36.5%	
Operating						
Capital Equipment (e.g. vehicles, computers)	\$ 1,100	\$ 1,500	\$ 1,900	\$ 1,900	100.0%	
Communications (e.g. publishing, marketing)	\$ 3,000	\$ 4,000	\$ 5,000	\$ 5,000	100.0%	
Facilities (e.g. rent, utilities)	\$ 1,900	\$ 2,200	\$ 2,500	\$ 2,500	100.0%	
Office Supplies	\$ 1,500	\$ 1,700	\$ 2,000	\$ 2,000	100.0%	
Travel & Training	\$ 700	\$ 1,000	\$ 1,200	\$ 1,200	100.0%	
Technology	\$ 1,500	\$ 2,000	\$ 2,200	\$ 2,200	100.0%	
Subtotal Operating Expenses	\$ 9,700	\$ 12,400	\$ 14,800	\$ 14,800	100.0%	
Total Expenditures	\$97,869	\$161,400	\$ 186,800	\$ 77,500	41.5%	

Revenues			
	FY2023 Actual	FY 2024 Current Budget	FY2025 Projected Budget
Government Grants & Funding - Federal/State	\$ -	\$ -	\$ -
Mecklenburg County Funding	\$ -	\$ -	\$ 75,000
Foundation Grants & Funding	\$114,000	\$ 200,000	\$ 200,000
Donor Contributions	\$ 7,000	\$ 15,500	\$ 15,000
Service Fees	\$ 17,300	\$ 20,000	\$ 25,000
Other Revenue	\$ 1,700	\$ 2,500	\$ 5,000
Total Revenues	\$140,000	\$ 238,000	\$ 320,000

Current Board of Directors

Julie Goff	Kellie Cartwright
Nichole Harris	Krystle Myers
LaSahe Tietsort	Nichole Benjamin
Kris Gentilella	Mary Nicole Douglas
Hannah Beavers	

FY 2025 Financial Partner Agency Summary

Agency Name: **WYTV7 Community Broadcast**

Agency Description

WYTV7's goal is to communicate educational resources for people in need. We provide programs such as mentoring and youth empowerment, health and wellness including exercise and scholarships. Also, we have Financial, Health, Life Coaches, Marriage Counselors and Therapist just to name a few available in our Mobile APP Resource Directory. These Professionals work toward strengthening families and or individuals ' needs. WYTV7 serves as volunteers with other partnering organizations and provides projects within communities. We collaborate with other community leaders and offer learning seminars or workshops whether online or in person. Our purpose is to do good work and give back to the community.

Agency Established

2018

Agency Funding Request

\$130,000

Population Served

The program is designed to help vulnerable populations who are underserved. The goal of the program is to help participants improve their financial literacy and make better financial decisions.

Council Priority Area(s)



Workforce & Business
Development

Describe the activities that will be supported through requested city funding

We seek funding for a 4–6-month financial literacy program, offering virtual and in-person sessions by certified instructors. The curriculum covers budgeting, saving, debt management, and investing. Funding is needed for staff salaries, instructor fees, consulting services, printing and supplies.

FY2025 Performance Measures and Targets

Strategic Priority	Objective	Measures	Target
Workforce & Business Development	To initially, recruit 20 youth for the program.	Pre-surveys will be given to participants before program start and post surveys given at the conclusion.	90% of participants graduating from the program with the skills to make wise financial decisions

FY2025 Equity Measures and Targets

Strategic Priority	Objective	Measures	Target
Workforce & Business Development	Develop a curriculum that reflects the cultural and socioeconomic backgrounds of the underserved population	Collect feedback from participants to continuously improve the effectiveness	90% of participants have 100% attendance 90% active participation level 85% increase of financial literacy knowledge

Overall Agency Budget

Expenditures FY 2023- FY 2025					
	FY 2023 ACTUAL	FY 2024 BUDGET	FY 2025 PROJECTED BUDGET	FY 2025 CITY REQUEST	Percent city request of overall budget
Personnel					
Salaries	\$ 72,500	\$ 130,000	\$ 150,000	\$ 50,000	33.3%
Merit	\$ -	\$ -	\$ -	\$ -	0.0%
Benefits	\$ 15,669	\$ 19,000	\$ 22,000	\$ 12,700	57.7%
Subtotal Personnel Expenses	\$ 88,169	\$ 149,000	\$ 172,000	\$ 62,700	36.5%
Operating					
Capital Equipment (e.g. vehicles, computers)	\$ 1,100	\$ 1,500	\$ 1,900	\$ 1,900	100.0%
Communications (e.g. publishing, marketing)	\$ 3,000	\$ 4,000	\$ 5,000	\$ 5,000	100.0%
Facilities (e.g. rent, utilities)	\$ 1,900	\$ 2,200	\$ 2,500	\$ 2,500	100.0%
Office Supplies	\$ 1,500	\$ 1,700	\$ 2,000	\$ 2,000	100.0%
Travel & Training	\$ 700	\$ 1,000	\$ 1,200	\$ 1,200	100.0%
Technology	\$ 1,500	\$ 2,000	\$ 2,200	\$ 2,200	100.0%
Subtotal Operating Expenses	\$ 9,700	\$ 12,400	\$ 14,800	\$ 14,800	100.0%
Total Expenditures	\$ 97,869	\$ 161,400	\$ 186,800	\$ 77,500	41.5%

Revenues			
	FY2023 Actual	FY 2024 Current Budget	FY2025 Projected Budget
Government Grants & Funding - Federal/State	\$ -	\$ -	\$ -
Mecklenburg County Funding	\$ -	\$ -	\$ 75,000
Foundation Grants & Funding	\$ 114,000	\$ 200,000	\$ 200,000
Donor Contributions	\$ 7,000	\$ 15,500	\$ 15,000
Service Fees	\$ 17,300	\$ 20,000	\$ 25,000
Other Revenue	\$ 1,700	\$ 2,500	\$ 5,000
Total Revenues	\$ 140,000	\$ 238,000	\$ 320,000

If requesting funding for a specific program within your agency, please provide description of the specified program

WYTV7 CBN is proposing a financial literacy training program that will be offered both virtual and in person format. The program will be taught by certified trained instructors and will cover topics such as budgeting, saving, debt management, and investing. The program will be offered for 4-6 months, with monthly classes that will allow participants to learn, ask questions and get feedback from the instructors. The program is designed to help vulnerable populations who are underserved. The goal of the program is to help participants improve their financial literacy and make better financial decisions.

Overall Program Budget

Expenditures FY 2023- FY 2025					
	FY 2023 ACTUAL	FY 2024 BUDGET	FY 2025 PROJECTED BUDGET	FY 2025 CITY REQUEST	Percent city request of overall budget
Personnel					
Salaries	\$ 72,500	\$ 119,000	\$ 130,000	\$ 52,000	40.0%
Merit	\$ -	\$ -	\$ -	\$ -	0.0%
Benefits	\$ 3,000	\$ 3,000	\$ 5,500	\$ 5,500	100.0%
Subtotal Personnel Expenses	\$ 75,500	\$ 122,000	\$ 135,500	\$ 57,500	42.4%
Operating					
Capital Equipment (e.g. vehicles, computers)	\$ 1,000	\$ 750	\$ 2,500	\$ 2,500	100.0%
Communications (e.g. publishing, marketing)	\$ 1,000	\$ 1,000	\$ 3,500	\$ 3,500	100.0%
Facilities (e.g. rent, utilities)	\$ 500	\$ 1,000	\$ 3,500	\$ 3,500	100.0%
Office Supplies	\$ 750	\$ 500	\$ 2,500	\$ 2,500	100.0%
Travel & Training	\$ 500	\$ 500	\$ 2,200	\$ 2,200	100.0%
Technology	\$ 1,000	\$ 1,200	\$ 3,500	\$ 3,500	100.0%
Subtotal Operating Expenses	\$ 4,750	\$ 4,950	\$ 17,700	\$ 17,700	100.0%
Total Expenditures	\$ 80,250	\$ 126,950	\$ 153,200	\$ 75,200	49.1%

Revenues			
	FY2023 Actual	FY 2024 Current Budget	FY2025 Projected Budget
Government Grants & Funding - Federal/State	\$ -	\$ -	\$ -
Mecklenburg County Funding	\$ -	\$ -	\$ 75,000
Foundation Grants & Funding	\$ 75,000	\$ 90,000	\$ 100,000
Donor Contributions	\$ 7,000	\$ 10,000	\$ 15,000
Service Fees	\$ 18,000	\$ 20,000	\$ 25,000
Other Revenue	\$ 5,000	\$ 10,000	\$ 15,000
Total Revenues	\$105,000	\$ 130,000	\$ 230,000

Current Board of Directors

Karen Legrant Libby Grier Tracy Walton LaTonya Allen
 Larry Grier Denise White

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blockloveclt

2738 N. Graham Street
Charlotte, NC 28206

(980) 288-4895
www.blockloveclt.org

May 23, 2024

Deborah D. Phillips, Executive Director
2738 N. Graham Street
Charlotte, NC 28206

City of Charlotte
Charlotte-Mecklenburg Government Center
600 East 4th Street Charlotte, NC 28202

City of Charlotte,

Thank you to the City of Charlotte, the Mayor, the City Council, the City Manager, Action NC, the citizens of Charlotte, and those who support and believe in the mission of Block Love Charlotte. Since receiving our current funding, Block Love Charlotte has been able to successfully open the doors to our Day Service Center as well as continue our outreach throughout the streets of Charlotte.

As of today, we have served over 12,000 meals. We have hosted 8 free grocery giveaways with free lunch events which has helped more than 500 families ensure that food was on their tables.

Our programs and events have included Walk the Walk where we prompted heart health in the community and Teas & TaTas in which we partnered with Invision Diagnostics to provide Mammograms to the insured and uninsured including covering the cost of up to five mammograms for those without insurance. We have also hosted Navigating Through Mental Health which was a tremendous success and provided a safe space to have conversations around mental health with our houseless neighbors. Our site also serves as a location for Peer Support Training hosted by Camino Healthcare and led by Powerhouse of Purpose.

We have assisted 17 families and individuals with temporary shelter, rent, and utilities and three individuals with permanent housing with only one needing financial assistance. To ensure families have been able to make appointments and get to school or work, we have been able to provide bus passes as well as ride-share opportunities. Referrals have been made for employment including numerous referrals to GoodWorks to have individuals apply for jobs with Solid Waste through the City of Charlotte.

With our amazing partnership with CARERING and their mobile Bridge Unit powered by Novant, individuals have been able to receive free wellness and mental health screenings as well as maternal healthcare advisement and STD testing provided by the Mecklenburg County Health Department.

Through our partnership with other organizations, we have helped host families at events with My Pieces, Butterfly Vision Project, Step up to Leadership Social Development Program, Project Outpour, Alternative to Violence, and Beauty for Ashes where we provided food and daily living essentials.

Spreading Love throughout this city one Block at a time.



blockloveclt

2738 N. Graham Street
Charlotte, NC 28206

(980) 288-4895
www.blockloveclt.org

Our door for collaborations is always open and we shared our official grand opening with other nonprofits to allow them to showcase their services for free as we are all offering solutions to help move the needle from houseless to homes and strengthen our community.

May kicks off our support groups including Substance Abuse, Domestic Violence, and our Lived Experience rap sessions where those who now have housing can speak to those going into housing and offer encouragement as well as give advice on how to maintain and sustain their housing or even move into a place of home ownership.

As we move forward, our goal is to grow our programs, extend our outreach, and continue our efforts in fighting the good cause of helping our neighbors access employment and education opportunities, receive treatment for mental health and substance abuse, and break down barriers to accessing adequate and safe housing.

Thank you once again for considering continued funding for Block Love Charlotte. The impact of our work is being felt by the houseless community and throughout the city of Charlotte and we want to continue the opportunity of spreading love, one block at a time.

Sincerely,

Deborah Phillips, Executive Director

Program Schedule

<p>Coordinated Entry/ Assessment</p> <p>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.</p>	<p>Mon-Fri Saturday Sundays by appt only.</p>	<p>10am-5pm 6pm-8pm Sat 10am-1pm</p>
<p>Educational Services</p> <p>Linking clients to complete their GED/high school diploma, certifications, or higher education. Completing online classes.</p>	<p>Mon-Fri Saturday</p>	<p>10am-5pm 10am-1pm</p>
<p>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.</p>	<p>Mon & Wed</p>	<p>11am-4pm</p>
<p>Social Skills Workshops: We will teach practical communication skills, self-awareness, decision-making skills/conflict resolution- (personal/workplace), and coping skills.</p>	<p>Tues & Thurs</p>	<p>11am-4pm</p>
<p>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.</p>	<p>Friday (individual) Saturday (Group)</p>	<p>Fri 10a-4pm Sat 11a-1pm</p>
<p>Workforce Development: Partnering to assist with connecting clients to employers to employees.</p>	<p>Mondays - Thursdays</p>	<p>By Appointment</p>

Program Schedule

<p>Support Groups: The support groups will include the buddy system, mental health, substance abuse, teen groups, and domestic violence and abuse groups.</p>	<p>Mental Health w/Solidshe. Sat. Other dates TBA</p>	<p>3rd Sat of every month.</p>
<p>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.</p>	<p>Saturday 2x a month</p>	<p>12-1pm</p>
<p>Teen Group</p>	<p>2nd & 4th Saturdays</p>	<p>2pm</p>
<p>Substance Abuse Groups</p>	<p>Every Other Tuesday</p>	<p>6pm - 7pm</p>
<p>Domestic Violence Group</p>	<p>Every Other Wednesday</p>	<p>6pm - 7pm</p>

BUDGET FOR PROGRAMS

Description Of Expenses	Costs
Community Engagement / Outreach Coordinator	\$42,000
Programs - Support Groups/Activities & Workshops	\$30,000
Daily Meals and Fighting Food Insecurities	\$25,000
Community Events - Bring services to under served communities including free meals/daily living essentials/books and more	\$20,000
Healthcare Services	\$20,000
Transportation	\$2,000
Workforce Development	\$25,000
Housing Assistance / Temporary Shelter - Application Fees, Deposits, Utility Assistance, Rooms for the most vulnerable	\$20,000
Facility Rent	\$36,000
Administration and Accounting	\$10,000
TOTAL EXPENSES	\$230,000

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CAROLINA YOUTH COALITION

Carolina Youth Coalition (CYC): Advancing Workforce and Business Development through Education

About CYC

Carolina Youth Coalition (CYC) is a non-profit organization dedicated to nurturing and propelling high-achieving, under-resourced students to and through college. Founded in 2018, CYC is modeled after the highly successful Baton Rouge Youth Coalition (BRYC) and aims to enhance economic mobility within Charlotte, NC. Carolina Youth Coalition provides an extensive range of free, best-in-class college prep, career readiness, and college persistence programming to ensure its participants, mostly low-income and first-generation college students, are gaining access to and persisting through best-fit colleges with as little debt as possible. CYC's core programming begins as early as 9th grade and follows participants, called "Fellows," throughout their time in college.

Program Impact and Growth

Since its inception, CYC has grown from serving 40 high school Fellows in 2018 to over 400 high school and college Fellows in 2024. We have established ourselves as one of the leading college access organizations in the Charlotte area, providing vital support to low-income and first-generation college students. During the 2023-2024 school year, CYC served 250 high school students and 150 college students. Our long-term goal is to expand our high school program to serve 500 students by 2028.

Our Fellows

CYC serves high school students from under-resourced communities in Charlotte. Specifically, we target promising first-generation college students and/or young people from families with an annual income of \$60,000 or less (i.e., Pell Grant eligible). The median income for the families served during 2023-2024 was \$37,185. Charlotte-Mecklenburg Schools estimates that there are approximately 2,200 students across the district who meet our qualifications.

Race/Ethnicity	%
Asian	7
Black	77
Hispanic	12
White/other	4

Need	%
% of seniors who are first-gen college-goers	80
% of seniors who are Pell Grant-eligible	72



CAROLINA YOUTH COALITION

Our Programs

Torch Fellows Program

The Torch Fellows Program is a free, 10-month afterschool program that prepares 9-12th graders to identify, gain acceptance to, and pay for their *best-fit* college. Throughout this journey, Fellows participate in a comprehensive set of academic, college-readiness, and social-emotional learning programs and experiences which include:

- Personalized college application guidance
- Standardized test prep and writing coaching
- 1:1 mentorship and academic tutoring
- College tours and coverage of college application costs
- Career exploration and leadership development opportunities
- Connection to scholarships and financial assistance
- Access to CYC's Youth Union after-school space and technology

Program Impact

- 250 Torch Fellows served in 2023-2024 (19 % increase from the 2022-2023 school year)
- Have earned over \$58 million in scholarships and grants (Redeemed over \$17+ million)
- 74% are attending college debt-free
- 93% of seniors projected to borrow less than the NC average

College Fellows Program

In tandem with the Torch Fellows Program, the College Fellows Program (CFP) completes a pipeline of targeted, individualized supports that both remove barriers to college enrollment and greatly increase the likelihood of completion. The CFP combines case management during the first year of college with ongoing support like career coaching, connections to internships, and emergency financial assistance. This program ensures that CYC College Fellows are equipped to successfully transition to and persist through college and are ready to enter the workforce or pursue postgraduate studies.

Program Impact

- 97% of college fellows remained enrolled and/or have completed a college degree
- CYC College Fellows are attending 50 colleges in 20 states including Appalachian State University, Berea College, Brown University, Central Piedmont Community College, Columbia University, Davidson College, Georgetown University, Georgia Tech, Howard University, University of Miami, NC State University, North Carolina A&T, University of Pennsylvania, Queens University, Rice University, UNC Chapel Hill, UNC Charlotte, UNC Greensboro, Wake Forest University, and Yale University.



Metrics of Success

CYC maintains a comprehensive data collection and evaluation plan that includes formal assessments, internal tracking systems, surveys, and self-reported data to ensure ongoing program and student performance. To enroll in the Torch Fellows program, students are asked to complete an application that requests demographic, residence/household, school performance, family income, and immigration status information. At initial intake, students take the ACT as well as a survey to determine household size, employment status, free and reduced lunch eligibility, and housing status, among other information.

Through participation in the Torch Fellows Program, Fellows will...

1. Be socially, academically, and financially prepared for college success.
2. Earn acceptance to a best-fit post-secondary institution with a responsible plan to pay for it.
3. Gain a greater understanding of various career paths and the academic and professional pathway to their desired career.
4. Build a strong sense of self-efficacy and the ability to self-advocate Torch Fellows Program Metrics of Success

*College Access/Affordability

- 100% of Seniors admitted to four-year colleges
- 90% of Seniors matriculating to four-year universities
- 95% of Fellows entering college borrowing less than NC student loan average (\$9K/yr)

*College Preparation & Readiness

- 60% of senior Fellows 3+ ACT college readiness benchmarks
- Senior ACT growth average of 3+ points)
- % of Fellows who graduate with at least one college credit equivalent course (100%)

*Self-efficacy & advocacy

- % of Fellows who agree or strongly agree to the following statements on the end-of-year survey:
 1. *My college aspirations have broadened as a result of my participation in CYC.
 2. I will succeed in college.
 3. I understand the unique challenges students of color, low-income students, and first-generation students face on college campuses.

CYC Fellows typically maintain a 3.0 grade point average or above. Program participants are identified through the primary methods:

1. Referrals from school personnel or nonprofit program partners
2. Applicants may self-nominate into the program by completing the online application.
3. Once in the program, Fellows can refer their peers through our Fellow Referral Program.



Timeline and Milestones:

CYC's short-term goal is to significantly increase the number of high school students served by the CYC program from 250 students (FY24) to 350 students in the 2024-2025 academic year. By expanding to accommodate 300 high school Fellows, CYC aims to enhance student access to mentorship, and academic support, fostering their academic and personal development.

CYC's long-term goal is to further expand the CYC program over several years, ultimately reaching a milestone of serving 500 high school students annually by 2028. By achieving this goal, CYC aims to significantly increase its impact on student success and higher educational attainment within the community.

Growth Plan *** *Feasibility Study and Growth Plan conducted in FY22 with 240 Total Fellows*

Fiscal Year	# Torch	# College	Total Served
FY24	250	155	405
FY25	300	190	490
FY26	400	240	640
FY27	450	300	750
FY28	500	350	850

Fy 24-25:

- Pilot Site 2 in Charlotte to broaden in-person participation accessibility
- Establish and deepen strategic high school partners and student recruitment pipelines
- Codify in-person and virtual program delivery models for efficiency and scalability
- Solidify human resources, accounting, and development functions and infrastructure
- Scale College Persistence model and post-collegiate support
- Hire two (2) additional full-time staff.

FY 26-27:

- Continued growth of the Board of Directors, Advisory Council, and Young Professionals Auxiliary
- Expand research and evaluation capacity
- Explore expansion to Site #3 in Charlotte if needed

FY 28-29

- Fill Site 2 to 100% capacity
- Explore statewide and regional expansion opportunities



CAROLINA YOUTH COALITION

Alignment with Workforce and Business Development Priorities

The City of Charlotte's strategic priorities include workforce and business development, particularly enhancing economic mobility for under-resourced communities. CYC's programming directly contributes to these priorities by:

1. **College Readiness and Access:** Preparing students to access higher education opportunities, which is essential for developing a skilled workforce. Our rigorous college prep programs ensure students are well-equipped to enter and succeed in higher education.
2. **Career Readiness:** Offering career readiness programming that includes internships, job shadowing, resume building, and interview preparation. These experiences help students understand the professional landscape and gain the skills necessary to enter the workforce successfully.
3. **Economic Mobility:** By enabling students to graduate from college with minimal debt, CYC reduces financial barriers to economic mobility. Our support helps students achieve higher earning potential and contributes to the economic vitality of the Charlotte community.
4. **Community Engagement:** Engaging local businesses and organizations in our programs to provide mentorship, internships, and job opportunities for our Fellows. This collaboration fosters a robust connection between education and the local economy, benefiting both students and businesses.

Request for Support

To continue and expand our impactful work, we seek financial support from the City of Charlotte's financial partner program. Specifically, we request funding to:

1. **Expand Programming:** Increase our capacity to serve more high school students, aiming for 300 high-school students in FY 25. This expansion will include hiring additional staff, enhancing our curriculum, and extending our outreach efforts.
2. **Enhance Career Readiness Initiatives:** Develop more comprehensive career readiness programs, including partnerships with local businesses for internships and job placements, workshops on emerging industries, and direct career counseling services.
3. **Support College Persistence:** Provide ongoing support for our college Fellows to ensure they not only attend college but also graduate. This includes academic advising, financial aid counseling, and mental health resources.



CAROLINA YOUTH COALITION

Budget Proposal Description:

The requested **\$125,000** would enable CYC to expand its reach to 300 high school students in FY25. Funding will be used for the following:

Program Expenses (\$38,000)

- **Future Fellows Summer Enrichment Program**
 - New program for our admitted 9th grade CYC Fellows. This is a dynamic 3 -week summer program that blends academic enrichment with career exploration. Each morning Future Fellows will spend time in English and math workshops designed to boost critical thinking, reading, writing, and problem-solving to successfully transition into the high school classroom and thrive academically. In the afternoon students will visit various organizations and corporations in the Charlotte area, where they will gain exposure to a wide range of career pathways
 - College tours, leadership retreats, career exploration opportunities, college application fees, academic support, family engagement events, and emergency family support.
- **Program Support Expenses (\$10,000)**
 - Transportation, program space, volunteer recruitment/training and food.
- **Technology expenses (\$15,000)**
 - Computers and data tracking software for our transportation
- **Staffing (\$50,000)**
 - College and career counselors, part-time program facilitators, van drivers.
- **Services and Professional Fees (\$12,000)**
 - Academic Tutoring Program, ACT Program (classes and boot camps)

CYC and its Board of Directors maintain a comprehensive fundraising plan consisting of a diversified portfolio of revenue sources that include individual donors, events, charitable foundations, corporate sponsorships, a major gifts program, and other funding. In lieu of funding from the City of Charlotte, CYC would exhaust all other options available to fund the program in order to avoid potential program disruptions or undesirable changes.

CYC is committed to advancing workforce and business development in Charlotte by empowering under-resourced students to achieve their educational and professional goals. By supporting CYC, the City of Charlotte can invest in a proven model that enhances economic mobility and strengthens the local workforce. We look forward to the opportunity to partner with the City and continue making a significant impact in our community.

Thank you for your consideration,

Paulette Purnell

Director of Development

Project Budget Template

**Carolina Youth Coalition
Torch Fellows Program (2024-2025)**

SECTION ONE: PROJECTED INCOME

Funding Sources	Amount	Are Funds Requested or Committed?
City of Charlotte	\$ 100,000.00	Requested
Albemarle Foundation	\$ 235,250.00	Committed
Annable Family Foundation	\$ 300,000.00	Committed
CBI Workplace Solutions	\$ 50,000.00	Committed
Charlotte Mecklenburg Community Foundation	\$ 30,000.00	Requested
Equitable Foundation	\$ 100,000.00	Committed
Honeywell International	\$ 125,000.00	Committed
Individual Contributions	\$ 74,625.00	Requested
Leon Levine Foundation	\$ 80,000.00	Committed
Mecklenburg County	\$ 100,000.00	Requested
Total Income	\$ 1,194,875.00	

SECTION TWO: PROJECTED EXPENSES

Expense Item	Amount	Amount from This Grant Program
Full-time staff wages	\$ 575,750.00	\$ 50,000.00
Part-time staff wages	\$ 43,000	
Insurance, benefits, and payroll taxes	\$ 123,128	
Supplies and Travel		
Youth Union Supplies	\$ 1,250	
In-State College Tours	\$ 20,000	\$ 7,000.00
Junior College Kickoff	\$ 6,000	
Future Fellows Summer enrichment Program	\$ 20,000	\$ 10,000.00
Out-of-state College Tours	\$ 40,000	
Mentor Match event and Trainings	\$ 2,625	\$ 2,000.00
Fellow Incentives	\$ 2,500	
Career Exploration engagements	\$ 15,000	\$ 5,000.00
Family Engagement Programs and Fall Retreat	\$ 26,500	\$ 8,000.00
End of Year Awards Ceremony	\$ 45,000	
Fellow & Family Holiday Event	\$ 4,000	
College Signing Day	\$ 5,500	
Daily Snacks	\$ 20,000	\$ 5,000.00
Emergency Family Support	\$ 10,000	\$ 3,000.00
Transportation	\$ 17,300	\$ 8,000.00
Technology		
Program Technology (Computers and Chromebooks)	\$ 25,000	\$ 15,000.00
College Counseling System	\$ 4,500	
Volunteer Training Platform (Relias)	\$ 5,000	
E-systems and CRM (Neon)	\$ 12,350	
Services and Professional Fees		
Standardized Test Registration/Score Reporting Fees	\$ 2,000	
ACT Program (classes and bootcamps)	\$ 16,000	\$ 5,000.00
Curriculum Resources and Facilitators	\$ 7,000	
Academic Tutoring Program	\$ 15,000	\$ 5,000.00
College Application Fees	\$ 1,500	\$ 1,000.00
College Matriculation Fees	\$ 1,500	\$ 1,000.00
Volunteer Background Checks and Recruitment	\$ 1,750	

Project Budget Template

Professional Development	\$	7,000	
Office and Occupancy	\$	118,060	
Lease	\$	102,000	
Utilities and Wifi	\$	16,060	
Miscellaneous	\$	662	
Total Expenses	\$	1,194,875	\$ 125,000.00

If necessary, please include any clarifying information about the project budget.

This budget represents expenses for the Torch Fellows Program for FY25 ending June 30, 2025. FY25 encompasses CYC's seventh school year in operation. We anticipate serving approximately 300 high school Fellows and 180 College Fellows.

- (1) In order to accurately reflect the true cost the Torch Fellows Program and the investment made in our participants, this project budget includes both direct and indirect costs.
- (2) Our "high-touch" program model invests more money compensating full-time staff members for their time and efforts than it does in any other major expense category. Our annual budget reflects the fact that the value of the instruction and mentorship CYC's full-time program staff provides to Fellows far outweighs the value of the concrete resources CYC offers (e.g., ACT books, payment of college application fees, etc.)
- (3) Includes two van drivers and college interns.
- (4) Includes costs for program expenses. Supplies. Van fuel/insurance/maintenance, snacks
- (5) CYC strives to eliminate transportation barriers for as many participants as possible through providing after-school and evening transportation with two 15-passenger vans.

FY25 Carolina Youth Coalition Budget Overview

Following is CYC's operating income and expense budget through Fiscal Year 2025 ending June 30th, 2025. FY25 encompasses CYC's sixth school year in operation. We anticipate serving approximately 300 high school Fellows and 180 College Fellows. We have done our best to provide accurate revenue and expense estimates for this period. If needed, clarification on any line item can be provided upon request.

		2024-2025
Income		
	Foundations	\$262,500
1	Corporations	\$1,210,000
	Individual contributions	\$1,140,100
2	Government	\$100,000
	Total Income	\$2,712,600
Expenses		
3	Full-time salaries and wages	\$999,000
	Part-time salaries and wages	\$58,000
	Insurance, benefits, and other related taxes	\$199,742
	Administrative expenses	\$106,580
	Office and occupancy	\$139,360
4	Torch Fellow Program services and supplies	\$197,150
5	College Persistence Program services and supplies	\$27,000
	Match Savings Program	\$50,000
6	Program support expenses	\$37,500
7	Scholarships	\$150,000
8	Community programs and special events	\$58,500
9	Fundraising events and campaign consulting fees	\$84,500
	Research and Evaluation	\$4,500
	Marketing	\$50,000
	Technology expenses	\$42,350
10	Transportation, fuel, maintenance and registration	\$22,550
	Licensure and Professional Development	\$22,250
	Total Expenses	\$2,248,982

Notes

- 1 CYC revenue significantly increased while in the midst of \$10M capacity building campaign including pledged contributions from Albemarle Foundation, Bank of America, Equitable Foundation, Honeywell International, and the NBA Foundation among others.
- 2 Mecklenburg County - Community Service Grant Program.
- 3 Our program models invest more money compensating full-time and part-time staff members for their time and expertise than it does in any other major expense category. Our annual budget reflects the fact that the value of the instruction and mentorship CYC's full-time program staff provides to Fellows through our programs far outweighs the value of the concrete resources CYC offers (e.g., ACT books, payment of college application fees, etc.). In FY25, CYC will employ twelve full-time staff and three part-time staff/contractors.
- 4 9th grade transition program, ACT prep workshops, tutoring program, college tours, college counseling software, professional development days, supplies, coverage of test registration and application fees, end of year ceremony, etc.
- 5 Care packages, school visits, winter engagement events, emergency support, alumni tracking software, etc.
- 6 Afterschool food, volunteer recruitment and training, student swag
- 7 "Gap scholarships" up to \$5,000 for four years for CYC Fellows who have a gap between their financial aid package and the cost of attendance.
- 8 Leadership retreat, family orientations and engagement events, holiday party, end-of-year awards etc.
- 9 \$10M capacity building campaign fundraising consultant and annual Mardi Gras fundraiser
- 10 CYC provides afterschool and evening transportation to Fellows via two 15-passenger vans.

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CHARLOTTE MUSEUM OF HISTORY

Ms. Cherie Smith, Budget Analyst
City of Charlotte
600 East 4th Street
Charlotte, NC 28202
RE: How CMH Would use Funds Provided by the City

To Ms. Smith and Whom It May Concern:

Thank you for connecting with me today to discuss Charlotte Museum of History's (CMH) budget and how funds from the city would be utilized in FY25. I'm happy to provide that narrative for you. First, I want to address the ask that we have of the city: a) to be added to the list of arts organizations that are considered for annual support from the city and b) \$650,000 for FY25 to use towards general operating support.

The ask to be added to the list was presented by Mayor Pro Tem Anderson and did not have a specific dollar amount attached to it. It was also noted by the City Manager that not being on this list would preclude us from receiving funds from organizations outside of the city (namely the County) if we were not included on this list. It's one thing to not want to fund us directly, but it is entirely another to actively prevent us from getting funds from other organizations because of a list that was drafted 16 years ago. I am hopeful that our leadership will see how inequitable it is to limit our options in this manner.

Now for \$650,000. As we all know, CMH is not a city-owned facility and therefore our facility expenses fully fall on us to maintain. Whereas city owned buildings are kept shiny and new, we must pay for every repair, fallen tree, broken elevators, all utilities, etc. on our own. The Infusion Fund gave cash to not only city-owned arts organizations, but dozens on non-city owned entities, such as the Charlotte Ballet, Opera Carolina, and of course, the Levine Museum of the New South who does not currently have a permanent facility to maintain due to the sale of their building. We reached our number of \$650,000 by first looking at our barebones operational run rate- that is, if we do nothing but the bare minimum, how much it costs us to operate. From there, we looked at our extensive list of long-delayed facilities and grounds repairs and upgrades and the quotes received on what it would cost to address the most urgent of these needs. We then looked at the publicly available 990s of all museums who have received Infusion Funds and compared their Infusion Fund revenue to their reported annual revenue. We found that our peer museums had anywhere from 25-40% of their reported revenue supported by Infusion Funds. This was especially important as the Infusion Fund covered years where organizations were hurt by the pandemic, where CMH received no municipal support and yet were the first museum in the city to have virtual programming available for the community. Using this data, we came up with \$650,000 as a number that would allow us to catch up on years of neglect as an institution and be on par with our peers—the major museums of Charlotte.

For specifics, that money would allow us to upgrade our entire campus security system, including our historic structures which are currently unprotected. All of our existing historic buildings need mold remediation and pest control performed on them. This money would also allow us to upgrade our event equipment to host smaller nonprofits like the many film festivals and concert series that are popping up, but who have not been able to utilize our space due to our outdated sound and lighting systems. We could also kick off our technology upgrade plan by swapping out the oldest of our laptops and desktops (which are about 8 years old) and incorporate more digital interactives and accessibility options in our exhibits.

I thank you all for the ability to speak on the issues plaguing CMH. I do not think the lack of CMH funding has been malicious—I genuinely think people assumed we received funding and inertia set in. However, we will not be able to continue our work unless this faux pas is rectified.

Thank you very much for your time.

A handwritten signature in cursive script that reads "Terri L. White".

Terri L. White
President and CEO
Charlotte Museum of History

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May 22, 2024

City of Charlotte
Attn: Ms. Cherie Smith, Strategy & Budget Office
Charlotte-Mecklenburg Government Center
600 East 4th Street
Charlotte, NC 28202

Dear Ms. Smith,

I am writing to request the inclusion of \$100,000 in the City of Charlotte's budget to support Hearts for the Invisible Charlotte Coalition (HFTICC) 's operations and nonprofit capacity-building efforts. This funding is crucial for ensuring the sustainability of our rapidly growing organization and enhancing our ability to serve the homeless population in our community effectively. HFTICC has experienced explosive growth since its inception, achieving over 250 positive program exits in our first year alone. Our budget has expanded to over \$1 million in restricted federal funding, underscoring the significant demand for our services and the effectiveness of our programs. However, this rapid growth has also highlighted the need for robust nonprofit infrastructure to support our expanded operations.

Our primary program, Hearts For The Invisible Street Outreach, has successfully connected individuals and families experiencing homelessness with emergency shelter, transitional housing, permanent housing, and essential mental and physical health services. We have achieved this through strategic community partnerships, comprehensive outreach efforts, and a dedicated multidisciplinary team. Despite these successes, our current funding structure, heavily reliant on restricted federal funds, limits our flexibility to invest in critical infrastructure and capacity-building initiatives.

The requested \$100,000 will be allocated towards:

- **Infrastructure Development:** We will enhance our operational capacity by investing in technology, staff training, and administrative support.
- **Program Expansion:** We aim to increase our ability to serve more individuals and families, particularly those with significant barriers to housing stability.
- **Sustainability Initiatives:** Develop long-term strategies to ensure the continued success and growth of our programs, including strategic planning, grant writing, and community outreach efforts.

By supporting HFTICC, the City of Charlotte will invest in a proven, effective solution to homelessness that aligns with the city's strategic goals of improving public health, safety, and overall community well-being. Our partnership with the City will enable us to continue making a meaningful impact on the lives of our community's most vulnerable members. Should you require any additional information or wish to discuss this proposal further, please do not hesitate to contact me.

Sincerely,

Jessica Lefkowitz, Executive Director
Hearts for the Invisible Charlotte Coalition

Attachments: HFTIC Program Overview, HFTIC Program Logic Model

8640 University City Blvd Ste A3-113 Charlotte, NC 28213
(704) 296-8060
www.hfticc.org info@hfticc.org



Hearts For The Invisible Street Outreach Program Overview

Mission and Approach

Hearts For The Invisible Street Outreach program assists individuals and families experiencing homelessness by connecting them to emergency services, including shelter, transitional and permanent housing, and mental and physical health care. By leveraging community partnerships and collaboration, we effectively guide homeless individuals to appropriate services.

North Carolina Statewide Homeless Management System Integration (NCHMIS)

Our integration into the NCHMIS system enhances our ability to serve clients efficiently, allowing us to document and share necessary information with agencies that provide homelessness services.

Hearts Houses Milestones

- March 2021: Launched our first Heart's House, "Hearts House-Druid Hills," offering affordable housing for six men, primarily from tent encampments, all experiencing significant homelessness.
- Summer 2022: Opened "Hearts House-Westerly Hills," providing housing for three men.
- Future Goals: Due to the high number of unsheltered males, we are currently focused on men, but we plan to extend services to women.

Addressing Barriers

Recognizing the significant gap in housing opportunities for individuals with barriers such as criminal records, disabilities, unfavorable credit, and low-income employment, we provide shared living as a viable option. Our services include mentorship, job placement assistance, financial literacy training, supplemental food assistance, spiritual fellowship, and life coaching. Residents are referred by partnering organizations or through our street outreach program.

Comprehensive Street Outreach

- Spring 2023: Contracted by Mecklenburg County to form a multidisciplinary outreach team to serve those living in uninhabitable places.
- Strategic Initiatives: Tasked with developing a County-Wide Outreach Plan and co-leading the Annual Point In Time Count.

Team Composition

Our team includes licensed clinical social workers, addiction specialists, and peer support professionals; some are contracted through Amara Wellness Services (AWS), a CARF-accredited provider of substance abuse and mental health services. This partnership enhances our ability to connect clients with mental health services and substance abuse programs, supporting housing retention and overall wellness.

Support Services

We assist individuals and families with SNAP and Medicaid applications, employment opportunities, healthcare provider connections, food referrals, housing searches, and provision of survival supplies. Through strategic planning and community partnerships, we ensure comprehensive support for those we serve.]

8640 University City Blvd Ste A3-113 Charlotte, NC 28213

(704) 296-8060

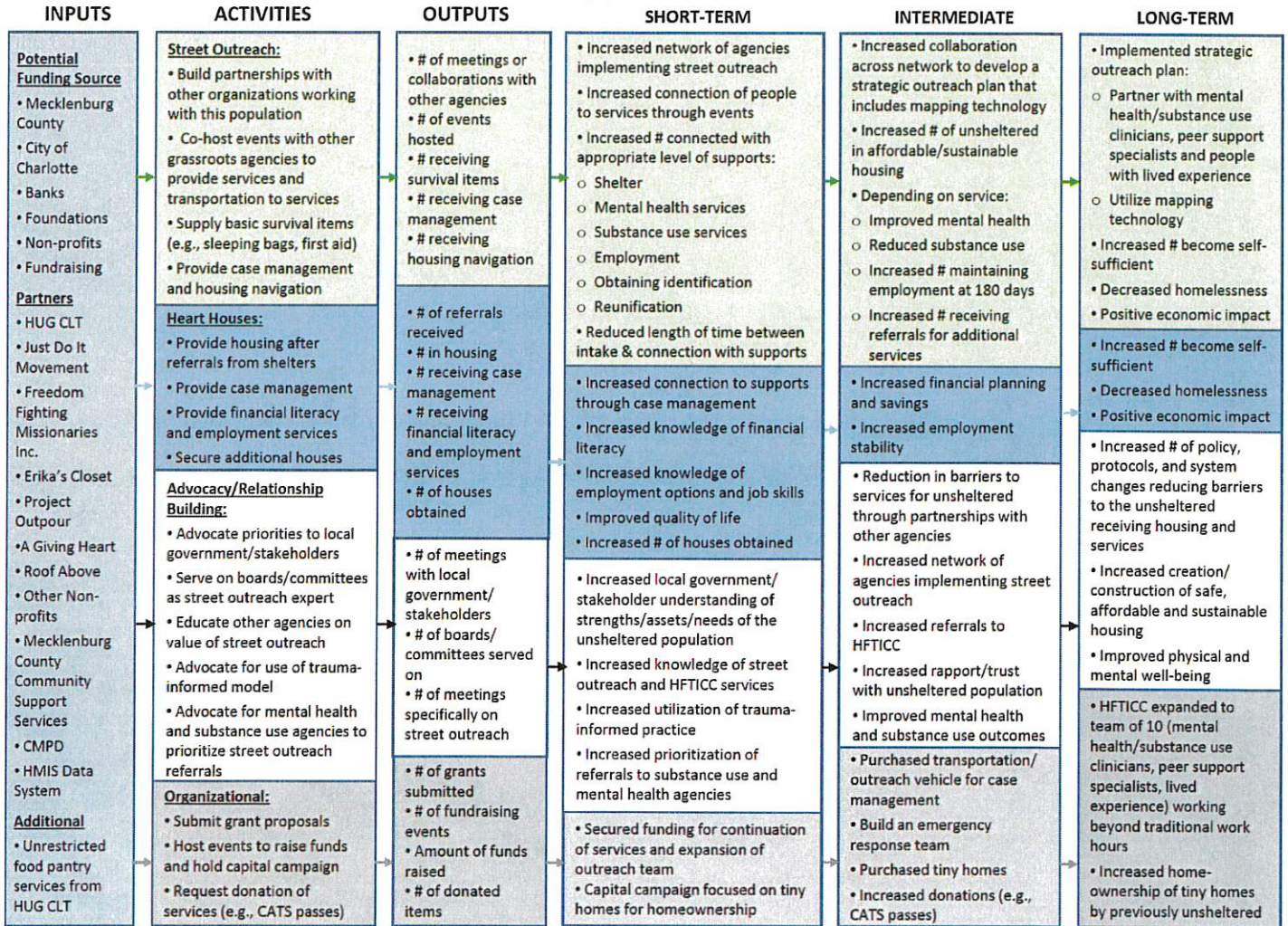
www.hfticc.org info@hfticc.org



HFTIC Program Logic Model

Hearts for the Invisible Charlotte Coalition Inc. (HFTICC) Logic Model

Purpose: To provide housing-focused street outreach for individuals experiencing unsheltered homelessness while advocating for increased safe, affordable and sustainable housing options.



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Home Again Foundation Basic Information

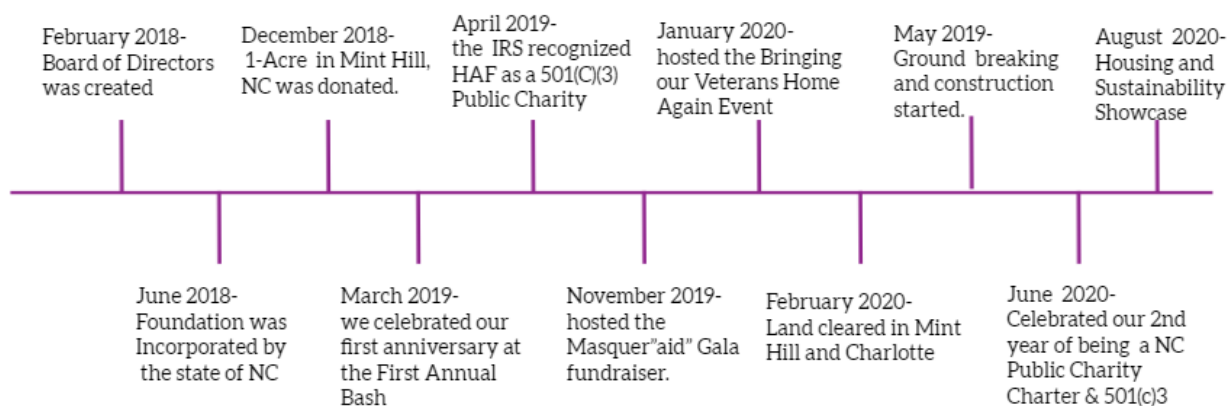
Mission Statement:

Home Again Foundation is a nonprofit organization dedicated to providing sustainable, affordable housing with supportive services for the homeless and those who are risk of becoming homeless. Home Again Foundation believes everyone deserves a safe place to call home, the dignity of a new beginning, and the hope for a brighter tomorrow!

Our mission is to assist the homeless and those who are at risk of becoming homeless into affordable housing and provide them with the services to ensure they have longevity in their success. The housing models include the development of a community of tiny cottages. Our community will offer supportive services such as social workers, case management, food services, life skill training, financial literacy, medical services, benefits coordinator, job training, housing director, outreach services, laundry, addiction counseling, legal services, and other services as needed.

In 2021, Home Again Foundation built an 8-cottage community called Small Beginnings. Within the first year these cottages gave 7 adults and 4 children a place to call home again. This community has been filled with individuals and families that fall below 50% of the Charlotte Area Median Income with a majority falling under the 30% AMI. Within the first 6 months of living at this community our Residents received individualized plans to grow self-sufficiency and independence with our Chief Housing and Program Officer. Residents have attended classes such as financial literacy and have had multiple community events.

Home Again Foundation also assisted with the 2025 Charlotte-Mecklenburg Housing & Homelessness Strategy specifically the Affordable Housing Workstream.



Also, other noteworthy events: Promise of Tomorrow Campaign kickoff October 2020 and Rick Gilbert, President and Founder, was named Humanitarian of Year by Canopy Housing Foundation December 2020, February 2021 Ribbon Cutting Ceremony on Small Beginnings Community, March 2021 Residents move in and Small Beginnings Community is filled, June 2021 Family Fund Day and One Knight One Cause Concert Series Fundraiser at Truist Stadium (Home of the Charlotte Knights)was scheduled with support from Country Star Randy Travis but unfortunately was canceled due to inclement weather.

Home Again Foundation
7427 Matthews Mint Hill Road
Suite 105 252
Charlotte, NC 28227



Home Again Foundation is currently only in Mecklenburg County however, our long-term goal is to be statewide, nationwide, and then worldwide!

Currently we have a birthday celebration set for June 1, 2024, Canopy Foundation Strides 5k beneficiary in October, and a Veteran Gala set for the first weekend in November. We are currently promoting our Promise of Tomorrow Campaign that started in October of 2020. Our volunteer base has grown to over 400. These volunteers have assisted with cookouts, Galas, daily operations, other fundraising events, building decks and a bridge, and landscaping.

Home Again Foundation is in the process of securing land in Mint Hill (currently with our real estate lawyer) and has requested land in Matthews. We will be creating the first truly affordable housing community for Veterans only. This community will run much like its sister community, Small Beginnings. The community we have proposed in Matthews will cost between 1.5 million and 2 million depending on the cost of the land. Depending on the property this community will either have cottages or be a townhome style building. The community will house anywhere between 8-16 homes depending on location secured. The homes will range between 1 bedroom, 2 bedrooms, and 3 bedrooms and all residents will fall below 80% AMI for Mecklenburg County.

Links to News Channel Stories

<https://www.wcnc.com/mobile/article/money/markets/real-estate/affordable-housing-crisis/charlotte-nonprofit-affordable-housing/275-0d0126af-cd73-4ad1-980a-8845b55a1831>

<https://www.fox46.com/video/affordable-cottage-program-in-charlotte-hopes-to-expand-with-city-county-approval/6492114/>

https://spectrumlocalnews.com/nc/charlotte/news/2021/03/20/new-community-with-affordable-rent-prices-helps-neighbors-in-need?cid=share_fb

<https://www.wbtv.com/video/2021/03/09/cottages-help-break-homeless-cycle/>

<https://www.wsoctv.com/news/local/it-just-feels-good-woman-finds-hope-through-housing-nonprofit/CQ5JRE7WHZFWLNFMT5334HXKCA/>

https://account.charlotteobserver.com/paywall/subscriber-only?resume=249453050&intcid=ab_archive

Videos: Produced by Board Member Eric Thomas

<https://youtu.be/WzFdp6Nrnol?si=qKjqs8iyWvzvU8Kp>

Home Again Foundation
7427 Matthews Mint Hill Road
Suite 105 252
Charlotte, NC 28227



https://youtu.be/ZOASsTHY_2k?si=Wj_EQx9q4q7r11RO

<https://youtu.be/zgrP5CzjTKM?si=8EUq-jiZ99FmVMuP>

https://youtu.be/VK83oDEtQM0?si=Rt32_mzLrcFhtnvv

<https://youtu.be/VFGXQJEI97w?si=6umLkDmQxOT1MAcu>



BOARD OF DIRECTORS

Richard (Rick) Gilbert – President and Founder: 31 + years with Sam’s Club in Matthews. 24 Years working with the Room in the Inn program sponsored by Roof Above (combination of Urban Ministry & Men’s Shelter). Awarded the 2020 Humanitarian of the year.

Michael Silvestri – Chairman of the Board. Extensive insurance liability claims, commercial and construction experience in the Charlotte area. Board member of Sabrina’s Second Chance, and Head Rugby Coach.

Rachel Cody – Secretary of the Board & Director of Marketing and Communications. Former Marketing Manager for Sam’s Clubs in the Charlotte area for 10 years. 24 years working with the Room in the Inn program sponsored by Roof Above. Advocate for Ace and TJ’s GRIN KIDS.

Vickie Craighead-Davis – Board Member and Chief Housing and Programs Officer. Vickie brings 10 + years of direct experience processing the homeless as Director of Neighbor Relations at Urban Ministry, the Men’s Shelter and currently with Charlotte Housing. Vickie has developed an extensive package of wrap around supportive services including an evaluation matrix to identify areas of needs like education, employment skill, etc. that will assist the residents to become self-sufficient.

John Clark – Advisor (previous board member). Retired Lt Colonel United States Air Force with 24 years of service specializing in Projects & Logistics Management. Haiti Hurricane Relief and Operation Unified for refugee relief efforts.

Jim Strauss – Board Member. Chief Financial Officer and Director of Philanthropy. 5 fundraising campaigns for Church to raise multi-million dollars for land and new facilities. Treasurer, Grand Knight for Knights of Columbus Council 12832 Mint Hill, NC. Former Chair and Treasurer for Kairos Evans Correctional Institution in Bennettesville, SC and member of JumpStart program for prison release preparation. Captain USMC retired.

Eric Thomas- Board Member- He worked as an operational meteorologist for 38 years. He’s now retired and working fulltime on his other passion of photography, filmmaking, and storytelling. He has received multiple awards such as Deidra T. Lackey Legacy Award, Multiple Emmy Awards for Best Weathercast, Multiple Best of Charlotte Awards from local publications and American Meteorologist Society Seal of Approval.

Adam Hargett- Board Member Assistant Vice President for Woodforest National Bank in Indian Trail, NC. He has been in his role with the bank since 2006. Adam has taught financial literacy to families in the Charlotte and surrounding areas for over a decade now. He volunteered with the Matthews chapter of Habitat for Humanity and led the charge with his company, and they sponsored an entire home build. Adam served on Habitat of Humanity’s board of directors as Vice Chair from 2018-2023.



Debby Gilbert- Board Member, Debby has worked with the homeless for over 20 years. She served 4 years in the US Air Force as a medical logistics specialist. She has been working in the medical equipment field since 1995. She has held a variety of management/director roles through Griffin Home Health Care and Carolinas Home Medical Equipment before taking on her current position at Atrium Health at Home.

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Rodney McGill
Founder/Executive Director
The Save Our Children Movement Inc/KEFA ACADEMY(SOCMINC/KEFA)
2201 Caronia St
Charlotte, NC 28208

May 21, 2024

Subject:

Dear Mayor, City Manager, and City Council,

Greetings to all. The Save Our Children Movement Inc operates a youth after-school and summer camp program named KEFA, which stands for Kinetic-Education-Food-Arts.

KEFA is providing a summer camp this year for children k-12th grade. KEFA is operating its primary camp at Renaissance West Steam Academy. The secondary location is in partnership with Sharkeeta Stevenson at New Outreach Christian Center.

Renaissance West serves 99% Little Rock apartment children. KEFA is working with Charlotte's ATV group to rebuild and keep that community safe. KEFA and ATV, along with other groups, are holding a "Peace March" through that community on May 25th of this year.

SOCMINC will serve over 80 children from dangerous communities this summer. For 7 hours a day throughout the summer, SOCMINC will commit to serve children, their older siblings, parents, and family members through a myriad of services connected to and in partnership with SOCMINC. KEFA, being the childcare component of SOCMINC, allows SOCMINC to forge relationships with the family and broader community.

SOCMINC has provided safety, education, food, as well as job training, employment, and connection to services to children and families since its incorporation in 2014.

We look forward to potentially being a partner with the City of Charlotte in preventing youth violence, along with providing quality childcare and connecting families to services.

Please visit our website to learn more about commitment to a safer and better community.
www.SOCMINC.org

Kind regards,

Rodney McGill
Founder/Executive Director
The Save Our Children Movement Inc/KEFA ACADEMY(SOCMINC/KEFA)
2201 Caronia St
Charlotte, NC 28208

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Arts and Culture Funding Model and Path Forward

Supplemental Information Section - 1

Organizations are listed alphabetically and, in the order, they began to receive annual operating support with a few important notes below:

- Organizations shaded in blue are THRIVE organizations
- Organizations in orange text are ALAANA organizations
- Organizations with an “*” after their name are housed in, or primarily use city facilities
- Removes organizations that exist outside the city, and will be supported by the county

Organization	Years Funded
Actor's Theatre of Charlotte	2006 - Present
Arts+	2006 - Present
Blumenthal Performing Arts	2006 - Present
Carolina Voices	2006 - Present
Charlotte Ballet*	2006 - Present
Charlotte Symphony Orchestra*	2006 - Present
Children's Theatre of Charlotte*	2006 - Present
Discovery Place, Inc.*	2006 - Present
Harvey B. Gantt Center*	2006 - Present
Historic Rosedale Foundation	2006 - Present
Levine Museum of the New South*	2006 - Present
McColl Center for Art + Innovation*	2006 - Present
Mint Museum of Art, Inc.*	2006 - Present
Opera Carolina*	2006 - Present
Theatre Charlotte	2006 - Present
Wing Haven	2006 - Present
Martha Connerton/Kinetic Works, Inc.	2006, 2021 - Present
The Light Factory	2006 - 2013, 2017 - Present
Bechtler Museum of Modern Art*	2009 - Present
Clayworks	2009 - Present
A Sign Of The Times of the Carolinas	2017 - Present
Charlotte Art League	2017 - Present
Charlotte Folk Society	2017 - Present
Gay Mens Chorus of Charlotte	2017 - Present
JazzArts Charlotte	2017 - Present
One Voice Inc.	2017 - Present
The Carolinas Latin Dance Company	2017 - Present
Three Bone Theatre	2018 - Present
Tosco Music Parties, Inc.	2018 - Present
Carolinas Aviation Museum	2019 - Present
BNS Productions	2021 - Present
Charlotte Center For Literary Arts Inc	2021 - Present
Goodyear Arts	2021 - Present
Que-OS	2021 - Present

Arts and Culture Funding Model and Path Forward

Supplemental Information Section - 2

FY 2022 Open Call Funding - \$400k Total		
Organization	Org. Type	Award Amount
ALLturnatives, Inc.	Nonprofit	\$8,691
Alternative Avenues Through the Arts Inc.	Nonprofit	\$8,691
Applesauce Group	Nonprofit	\$8,691
ArtPop	Nonprofit	\$8,691
ArtWalks CLT	Group/Collective	\$8,691
Project Rough Cuts	Nonprofit	\$8,691
Brand the Moth	Nonprofit	\$8,691
Caritas Acapella Ensemble	Nonprofit	\$8,333
Carolinas Asian American Chamber of Commerce Foundation	Nonprofit	\$8,691
Caroline Calouche & Co.	Nonprofit	\$8,691
Chamber Music - Calin Lupanu and Monica Boboc	Nonprofit	\$8,691
CHARLOTTE BLACK PRIDE	Nonprofit	\$5,000
Charlotte Choir School	Nonprofit	\$8,691
Charlotte Concert Band	Nonprofit	\$6,400
Charlotte Master Chorale	Nonprofit	\$8,691
Charlotte Pride	Nonprofit	\$8,691
Charlotte Writers Club	Nonprofit	\$8,691
Charlotte Youth Ballet	Nonprofit	\$8,691
CineOdyssey	Nonprofit	\$8,691
COMITE DE FIESTAS PATRIAS Y TRADICIONES DE CHARLOTTE	Nonprofit	\$8,333
crownkeepers	Nonprofit	\$8,691
Dance Artist Alliance CLT (DAACL) formerly Charlotte Dance Festival ; Open Door Dance Foundation/ Inspire Inclusion Dance	Nonprofit	\$4,000
Festival in the Park, Inc.	Nonprofit	\$8,691
First Ward Creative Arts Academy PTA	Nonprofit	\$3,000
Friendship Day School for the Sciences and the Arts; Friendship Day School for the Sciences and the Arts	Nonprofit	\$8,500
Grace Chasers	Nonprofit	\$8,691
Grooming Greatness Foundation	Nonprofit	\$8,691
Joedance Film Festival	Nonprofit	\$8,691
Latin American Coalition	Nonprofit	\$8,691
MoRA (Monroe Road Advocates)	Nonprofit	\$8,691
OBRA Collective	Nonprofit	\$8,691
Planet Improv, Incorporated	Nonprofit	\$8,691
POTIONS & PIXELS	Nonprofit	\$8,691
Power Up USA	Nonprofit	\$8,691
R Creative Collective (RCC)	Group/Collective	\$1,667
SAVE CEDAR GROVE	Group/Collective	\$8,691
SBG Digital	Nonprofit	\$8,691
SISTORIES	Group/Collective	\$8,691
Stone House Art Gallery	Group/Collective	\$3,333

Arts and Culture Funding Model and Path Forward

FY 2022 Open Call Funding - \$400k Total		
Organization	Org. Type	Award Amount
The Arts & Education Empowerment Program	Nonprofit	\$8,000
The Charlotte Center for the Humanities, Inc.	Nonprofit	\$8,691
The Charlotte Street Art Collaborative	Group/Collective	\$8,667
The Culture Queens	Group/Collective	\$2,500
The Guild of Charlotte Artists	Nonprofit	\$2,000
The Matriarch Collective	Group/Collective	\$8,691
the Nouveau Sud Circus project	Group/Collective	\$8,691
Upcycle Arts	Nonprofit	\$8,691
VAPA (Visual and Performing Arts) Center	Group/Collective	\$8,691
VisArt, Inc	Nonprofit	\$8,691
We Rock Charlotte (formerly Girls Rock Charlotte)	Nonprofit	\$8,691
Youth Orchestras of Charlotte	Nonprofit	\$8,691
TOTAL		\$399,991

Opportunity Fund (FY 2022 – FY 2024) - \$1.6m Total			
Project	Organization/Artist	Award Date	Amount
I Am Queen Charlotte	AboutFace CLT	Mar-22	\$35,000
Southern Cultural Treasures	South Arts (to JazzArts Charlotte)	Mar-22	\$200,000
Brooklyn: The Collective Memory	Justin Hicks	Sep-22	\$35,000
Charlotte International Arts Exchange	Joanne Rogers/Nine Eighteen Nine Studio Gallery	Sep-22	\$50,000
10-Minute Play Festival	African American Playwrights Group and Performing Arts and Literary Society	Oct-22	\$5,000
2023-2024 dance and circus performances	Caroline Calouche & Co. and the Charlotte Cirque and Dance Center.	Oct-22	\$25,000
Culture Bearers Artist Residency	QC Family Tree	Oct-22	\$17,500
Fresh2Death	CrownKeepers	Oct-22	\$30,000
Hunnid Dollar Art Fair	BLMRKTCLT	Oct-22	\$20,000
"Move to Live; Migrate to Survive: A Woman's Dancing Body"	Movement Migration	Oct-22	\$20,000
Queen Sugar Bash	Holiday Wish Foundation	Oct-22	\$18,500
Street Culture Arte	Jose Valentin Ramirez Cardiel	Oct-22	\$20,000
"The Flirt Bar"	Charlotte's Off-Broadway	Oct-22	\$10,000
"The Little Prince"	Moving Poets	Oct-22	\$20,000
The Print Shop Concert Series	Shoot2Edit Studios	Oct-22	\$40,000
"Violence/Enough"	Carlos Alexis Cruz and the Nouveau Sud Circus project	Oct-22	\$20,000
Welcome Here	Arts for ALL	Oct-22	\$5,000
Access to Move	Dance Artist Alliance CLT	Nov-22	\$6,000

Arts and Culture Funding Model and Path Forward

Opportunity Fund (FY 2022 – FY 2024) - \$1.6m Total			
Project	Organization/Artist	Award Date	Amount
Arko & the Moon Immersive Exhibit	Arko and Luvly Moon	Nov-22	\$20,000
BOOM Echoes: Engage	BOOM Charlotte	Nov-22	\$25,000
Youth Poetry Slam Initiative	BreatheINK	Nov-22	\$5,000
Collaboration by Charlotte Art League and Charlotte Lab School's Co Lab	Charlotte Art League	Nov-22	\$26,000
Community Impact Film Series Pilot Program	Charlotte Film Society and the Independent Picture House	Nov-22	\$9,000
Craft Workshops	Craft & Trade Academy	Nov-22	\$12,500
Detention Center Poetry and Art Program	Guerilla Poets	Nov-22	\$11,564
Durag Fest	Dammit Wesley and Lica Michelle	Nov-22	\$20,000
Healing Through Art	Social Justice Center	Nov-22	\$5,000
Historic West End Partnership and Concert Performance	Charlotte Symphony Orchestra	Nov-22	\$20,000
Music Everywhere CLT	Charlotte Center City Partners Community Trust	Nov-22	\$40,000
Queen Charlotte Chorus	Queen Charlotte Chorus	Nov-22	\$2,500
Recording Inclusivity Initiative	WDAV Classical Public Radio	Nov-22	\$22,000
The "Afterschool" Audio Engineering Masterclass	Nigel Malone of Colorful Noise	Nov-22	\$15,000
The Arts Empowerment Project	Promoting Peace + Justice and Encounters Life Skills Seminar	Nov-22	\$25,000
Charlotte Latino Film Festival	Cine Casual	Jun-23	\$30,000
FUERZAFest	Hispanic Federation	Jun-23	\$30,000
After-School Art Clubs	Lorien Academy of the Arts	Jun-23	\$30,000
We Rock Youth Stage	Girls Rock Charlotte DBA We Rock Charlotte	Jun-23	\$20,000
Modern Artesanía: Art Exploration Workshops	OBRA Collective	Jun-23	\$22,338
Viva La Música CLT!	Tosco Music	Jun-23	\$24,000
On Game	Junious Ward, Poet Laureate	Jun-23	\$7,000
Charlotte Reciprocity Circles	Charlotte Is Creative	Jun-23	\$20,500
CLT Edge Fest	Charlotte Street Art Collaborative	Jun-23	\$30,000
Hispanic American Countries' National and Independence Days	Comite de Fiestas Patrias y Tradiciones de Charlotte - Charlotte's Patriotic Celebrations and Traditions Committee	Jun-23	\$30,000
Sensory and Disability Inclusive Art Exhibition	Metrolina Association for the Blind	Jun-23	\$30,000

Arts and Culture Funding Model and Path Forward

Opportunity Fund (FY 2022 – FY 2024) - \$1.6m Total			
Project	Organization/Artist	Award Date	Amount
Common Thread Theatre Collective	Davidson College	Jun-23	\$30,000
Long Memories: A call to SHOUT!	Tamara Williams	Jun-23	\$20,000
Creating a Space for the Kids Club Art Enrichment Program	The Broken Crayon LLC	Jun-23	\$30,000
GiGi's Music and Dance Programs	GiGi's Playhouse Charlotte	Jun-23	\$29,826
Hope and Healing Community Mural	Maria Napier	Jun-23	\$4,500
Local Street 2023	Carla Aaron-Lopez	Jun-23	\$26,000
The Third Root/ La Tercera Raiz	El Alma de la Luna Dance Academy	Jun-23	\$8,000
Earth Symphony Choral Festival and Concert	Charlotte Master Chorale	Jun-23	\$30,000
Thrive (group exhibition)	Thriving Artists: Caitlin Morris, Tristan Safonov, Toni Evans, Nato, Mono Feo, Del Mar, Maria Napier, Steven Leflair, Mark Milazzo, Becca Nipper	Jun-23	\$10,000
Arts+ Collaborative Performance Series	Arts+	Jun-23	\$15,000
Charlotte Poetry Festival	Tarik Kiley	Jun-23	\$20,000
The Big Read of "Homegoing"	Gannt Center	Jun-23	\$25,000
Wall Poems: New Four-Mural Series and Performance	Wall Poems, Inc.	Jun-23	\$18,000
Dia de Los Casi Muertos	Julio Gonzalez	Jun-23	\$10,000
Big Moves: 704	Baran Dance	Jun-23	\$30,000
Loose Leaves Choreographic Showcase	Loose Leaves	Jun-23	\$21,250
Why Did you Stay?	ReeCee Raps	Jun-23	\$15,000
Charlotte New Music Program Expansion	Charlotte New Music DBA The Savvy Organization	Jun-23	\$16,800
Bard at the Barn	Monroe Road Advocates for Shepherd Shakespeare Company	Jun-23	\$9,763
Home-Grown Melodies	Burnt Reeds	Jun-23	\$28,600
Video Game/Classical Music Collide	Phoenix Down RPG	Jun-23	\$18,000
From Brooklyn to Brownes Ferry: The Migration of Grace AME Zion Church	Ashley Tate (Asst. Prof. of Dance at UNCC) with Charlotte Strings Collective, Hip-Hop musician YUNG Citizen, Nadia Anderson (Assoc. Prof.of Architecture and Urban Design at UNCC), and video artist Marlon Morrison	Jun-23	\$20,000
Swimcap	Mixed Metaphors Productions	Jun-23	\$10,000

Arts and Culture Funding Model and Path Forward

Supplemental Information Section - 3

Performance Measure Choices by Priority, Strategy, and Action			Reference Notes	
Priority	Strategy	Action	Ad Hoc Committee Letter (Spring 2021)	Council Policy Framework (Spring 2023)
Priority 1: funding	1.2 Foster ongoing/increasing private financial participation	<ol style="list-style-type: none"> 1. Foster support by the private sector 2. Support artists/creative and organizations through earned revenue 	Innovative approach to public-private partnership & collaboration to benefit entire community and achieve sustainable growth and innovation across the entire sector	**City funding for the arts will continue after the Infusion Fund expires at the end of FY 2024, subject to annual budget approvals by Council.
	1.3 Build organization development capacity	<ol style="list-style-type: none"> 1.3.1 Prioritize hiring/training of development staff 1.3.2 Create technical assistance programs for orgs 1.3.3 Assess, develop, launch capital campaign/endowment 1.3.4 Identify funds from new funding sources 	Economic development & tourism	**Discussions will be conducted with private funders to determine their potential continuing involvement in arts funding after Infusion Fund expiry.
Priority 4:	4.1 Partner to convert vacant spaces, identify/incentivize creation of arts districts	<ol style="list-style-type: none"> 4.1.1 work with city/county/business to identify and convert vacant spaces 4.1.2 Secure lots/land to develop throughout the county 4.1.3 Identify diversified funding to support purchase of spaces 	Broad spectrum of creatives groups flourish while legacy organizations are sustained yet called to more equitable service (organizations receiving public funding to be accountable for becoming more relevant & responsive to community)	Efforts will be made to diversify funding support to new partners and revenue sources.
	4.2 Partner with developers/businesses to build and operate multidisciplinary art spaces	<ol style="list-style-type: none"> 4.2.1 Use corporate lobbies for exhibits 4.2.2 enhance privately owned public space activation 4.2.3 Increase murals on exterior surfaces 	Equitable and inclusive use of city assets to encourage collaboration across the sector	**The Arts and Science Council will continue to manage the City's public art investments as well as a portion of other grant funding

Arts and Culture Funding Model and Path Forward



Performance Measure Choices by Priority, Strategy, and Action			Reference Notes	
Priority	Strategy	Action	Ad Hoc Committee Letter (Spring 2021)	Council Policy Framework (Spring 2023)
		4.2.4 Incentive corporate contributions to vacant space conversations 4.2.5 Partner with and incentive developers to include arts in new building projects		in line with the current Opportunity Fund. This grantmaking by the ASC will be accompanied by an admin fee in line with those payable to the other grantmaking organizations.
Priority 4 (cont'd)	4.3 Prioritize local artist access and affordability to city/county public art and non-traditional art spaces	4.3.4 Ensure city-/county-owned facilities are available for affordable use by local artists and arts and culture organizations.	Metrics to determine best use of resources	Subject to agreement with private funders, other grants shall be awarded by established nonprofit organizations, nominated in the Arts and Culture Plan, that have established presence in the areas supported by the Plan. The allocations to these funding organizations will reflect key Council priorities, as reflected in the opportunities section of the Council member conversation report (see above).
Priority 5: Eliminate barriers to participation	5.1 provide tickets and transportation to arts and culture events	5.1.1 Increase free events/tickets (or discounted) at city and county owned facilities	Incentivizing organization or sectors to develop new approaches to	

Arts and Culture Funding Model and Path Forward

Performance Measure Choices by Priority, Strategy, and Action			Reference Notes	
Priority	Strategy	Action	Ad Hoc Committee Letter (Spring 2021)	Council Policy Framework (Spring 2023)
		5.1.2 Leverage philanthropic resources to reduce costs of attending events 5.1.3 create a free transportation program	delivering relevant, equitable, and inclusive arts and culture to the community	
	5.2 Ensure cross-cultural shared collaborations	5.2.2 Create a mobile arts and culture program 5.2.6 Explore and support use of technology to eliminate barriers to access		
	5.3 Support creatives in community	5.3.1 Create a community artists program		
Priority 8: arts education	8.2 Strengthen arts education in all pre-k – 12 schools	8.2.3 Provide field trips to arts and culture experiences for students in all grades		
	8.4 Fortify and expand educational programming from local arts organizations	8.4.2 fund the development of new programs or subsidies to expand existing programs		
	8.5 Create pathways for people to become professional artists	8.5.2 Create more paid internships/apprenticeships for students		

Arts and Culture Funding Model and Path Forward

Supplemental Information Section - 4

Organization	Proposed FY 2025 Amount	
Charlotte Symphony Orchestra	\$1,130,698	 <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Tier 1</div>
Discovery Place, Inc.	\$1,114,163	
Mint Museum of Art, Inc.	\$1,106,686	
Charlotte Ballet	\$863,848	
Gantt Center	\$758,388	
Levine Museum of the New South	\$566,217	
Children's Theatre of Charlotte	\$540,443	
Opera Carolina	\$500,111	
Bechtler Museum of Modern Art*	\$122,302	
McColl Center for Art + Innovation	\$418,331	
Blumenthal Performing Arts	\$318,799	
Arts+	\$286,919	
Theatre Charlotte	\$161,674	
Carolinas Aviation Museum	\$128,434	
JazzArts Charlotte	\$126,953	
Wing Haven	\$95,994	
Clayworks	\$64,670	 <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">Tier 3</div>
One Voice Inc.	\$59,280	
Carolina Voices	\$55,790	
The Light Factory	\$53,891	
Que-OS	\$53,891	
Goodyear Arts	\$48,597	
Tosco Music Parties, Inc.	\$43,412	
Gay Mens Chorus of Charlotte	\$35,029	
Charlotte Art League	\$32,335	
Three Bone Theatre	\$32,335	
Charlotte Center For Literary Arts Inc	\$29,588	
BNS Productions	\$22,378	
A Sign Of The Times of the Carolinas	\$21,557	
Historic Rosedale Foundation	\$18,592	
Charlotte Folk Society	\$17,534	
Martha Connerton/Kinetic Works, Inc.	\$13,077	
The Carolinas Latin Dance Company	\$8,084	
Total Op Support	\$8,850,000	

*Bechtler receives additional support through a contractual agreement with the ASC. In FY 2023, this amount was almost \$330,000.

Note: The FFTC will receive a \$150,000 administrative fee to disburse checks and collect performance reports from each individual organization and provide it to the city each year.