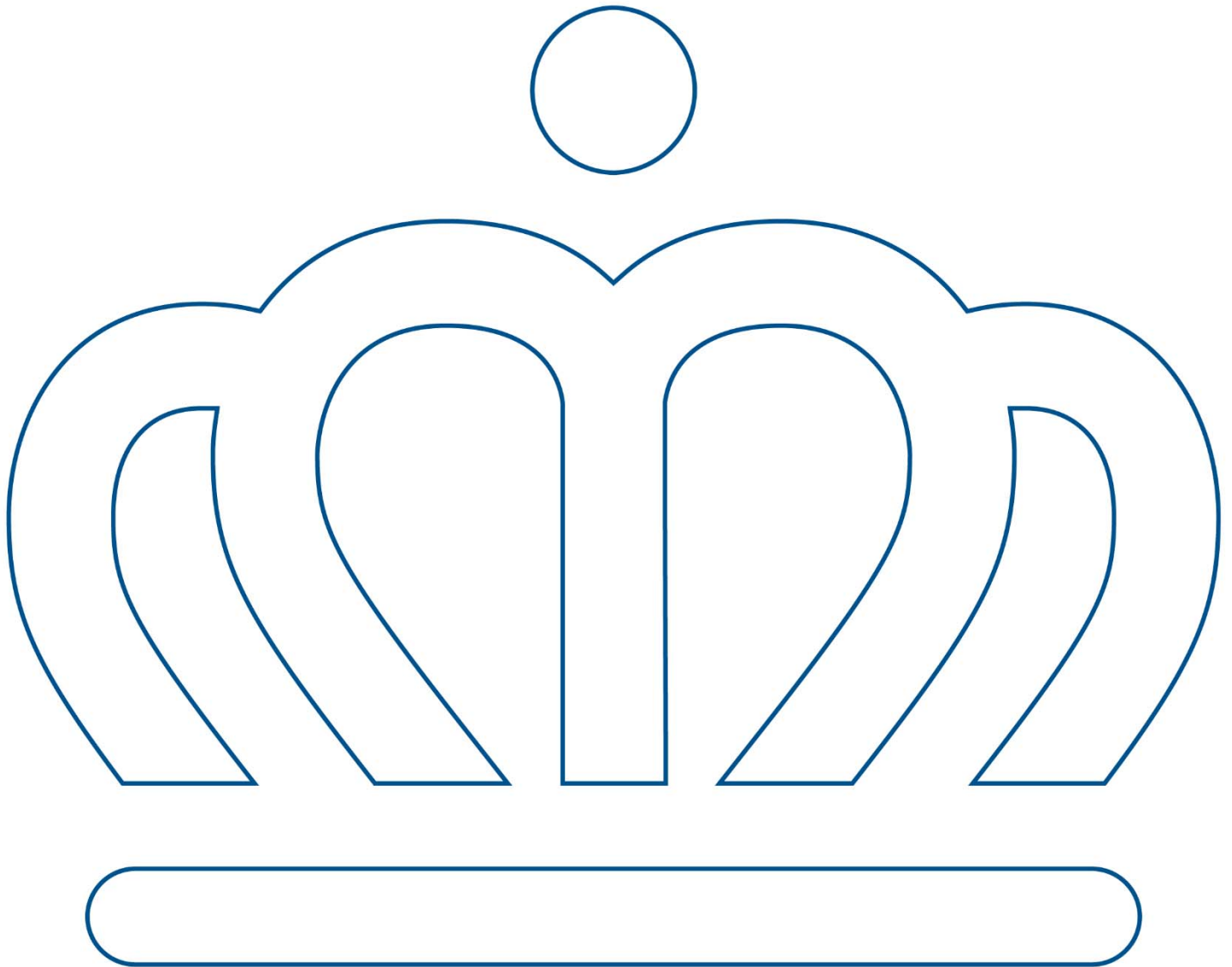


# EXECUTIVE SUMMARY

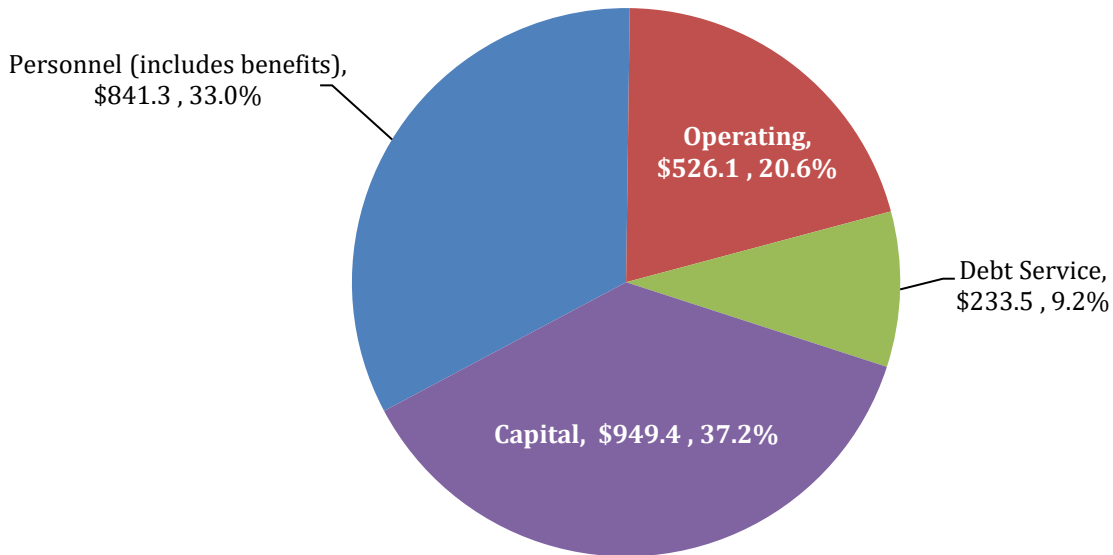


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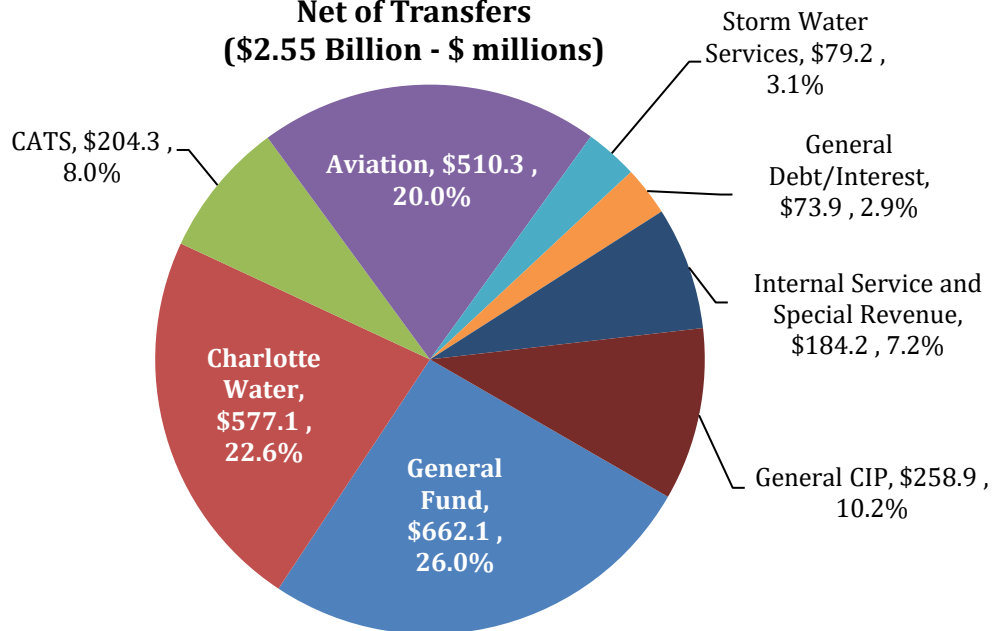
## Overview of Total Budget

The total FY 2021 budget is \$2.55 billion. The total budget is comprised of the annual operating budget and the Capital Investment Plan (CIP). The annual operating budget reflects day-to-day operations, while the CIP represents large capital outlays over a five-year time horizon. In accordance with North Carolina State Statutes and sound fiscal policy, this is a balanced budget.

**Total Expenditures by Category**  
(\$2.55 Billion - \$ millions)



**FY 2021 Proposed Budget**  
**Net of Transfers**  
(\$2.55 Billion - \$ millions)



- Remains a strong value to the community and consistent with Council Policy •

## Revenue and Finance

Development of the FY 2021 Budget included a review of revenue and financial approaches that maintain a good value to tax and rate payers that are consistent with Council policy, and uphold the City's strong financial ratings.

The property tax rate for FY 2021 is 34.81¢ per \$100 of assessed valuation, the same rate as in FY 2020. The FY 2021 assessed value is estimated at \$146.51 billion, with an estimated collection rate of 99.0%.

The allocation of the tax rate is provided in the table below:

Fund	FY 2020 Tax Rate	FY 2021 Tax Rate	Change from FY 2020 to FY 2021
General Fund	27.31¢	27.31¢	0.00¢
Debt Service	6.77¢	6.77¢	0.00¢
Pay-As-You-Go Capital	.73¢	.73¢	0.00¢
<b>Total Tax Rate</b>	<b>34.81¢</b>	<b>34.81¢</b>	<b>0.00¢</b>

### Charlotte Water

The FY 2021 Water and Sewer Fee is proposed to increase by 1.9 percent for the typical homeowner. The typical homeowner would experience a \$1.24 per month increase. Charlotte Water's proposed budget focuses on maintaining a high quality drinking water and wastewater system, guaranteeing a high level of customer satisfaction, ensuring operational efficiency and compliance, improving safety and security, and promoting a thriving, economically sustainable community.

### Storm Water

The FY 2021 Storm Water Services Fee is proposed to remain unchanged. The FY 2021 proposed budget funds four new positions to support storm drainage improvement and surface water quality enhancement projects.

### Solid Waste

The FY 2021 Solid Waste Fee is proposed to increase by \$0.80 per month (\$9.60 annually). The proposed increase will generate additional revenue to cover FY 2021 increases in Solid Waste operations, including contractual obligations and waste disposal fees. Contract increases include escalations for solid waste collection services performed by private haulers and for rollout containers. Mecklenburg County is proposing increases of \$1.10 per ton for landfill disposal.

The following table reflects the FY 2021 **city tax and fee** impact for homes using the FY 2020 median home value in Charlotte, \$214,800, calculated based on owner-occupied, single family homes:

City of Charlotte Taxes and Fees	Prior Year FY 2020	Proposed FY 2021	\$ Change	% Change
Property Taxes	\$747.72	\$747.72	\$0.00	0.0%
Solid Waste fee (Residential)	\$58.06	\$67.66	\$9.60	16.5%
Water and Sewer (Average user rate)	\$801.84	\$816.72	\$14.88	1.9%
Storm Water (Average user rate)	\$70.21	\$70.21	\$0.00	0.0%
<b>Total Monthly</b>	<b>\$139.82</b>	<b>\$140.47</b>	<b>\$2.04</b>	<b>1.5%</b>
<b>Total Annual</b>	<b>\$1,677.83</b>	<b>\$1,702.31</b>	<b>\$24.48</b>	<b>1.5%</b>

- *A balanced budget reflecting Council Priorities with revenue limitations* •

## General Fund Budget

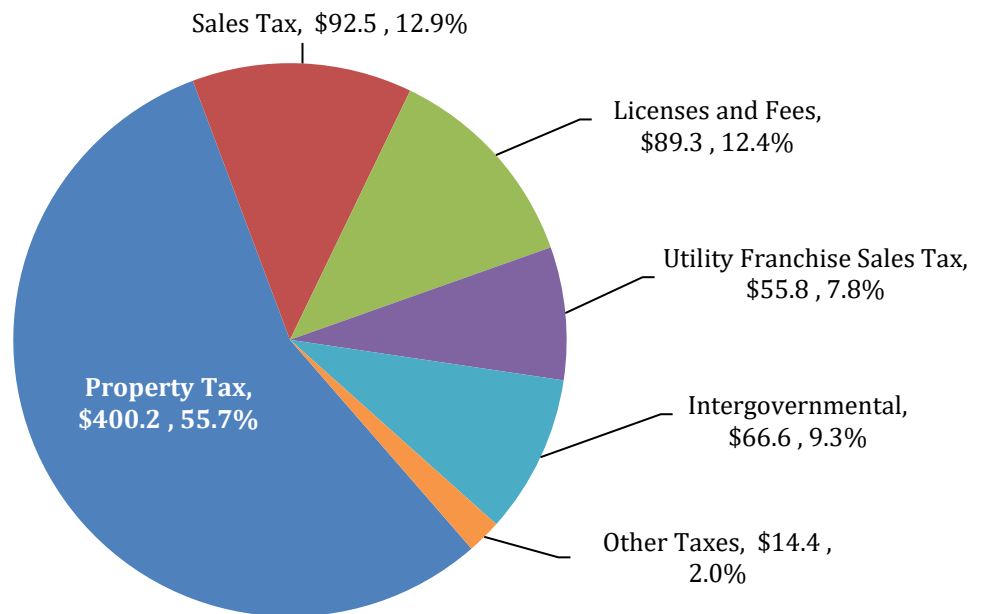
### General Fund Definition

A central fund into which most of the city's general tax revenues and discretionary resources are pooled, which is allocated to support many of the operations of city government.

### General Fund Revenues

The two largest revenue sources in the General Fund are Property Tax and Sales Tax, which comprise approximately 69 percent of total revenue. The total General Fund revenue decreased by \$8.9 million to \$718.8 million in FY 2021, a decrease of 1.2 percent from FY 2020.

**General Fund Revenues  
Where the Money Comes From  
\$718.8 Million  
(\$ in millions)**

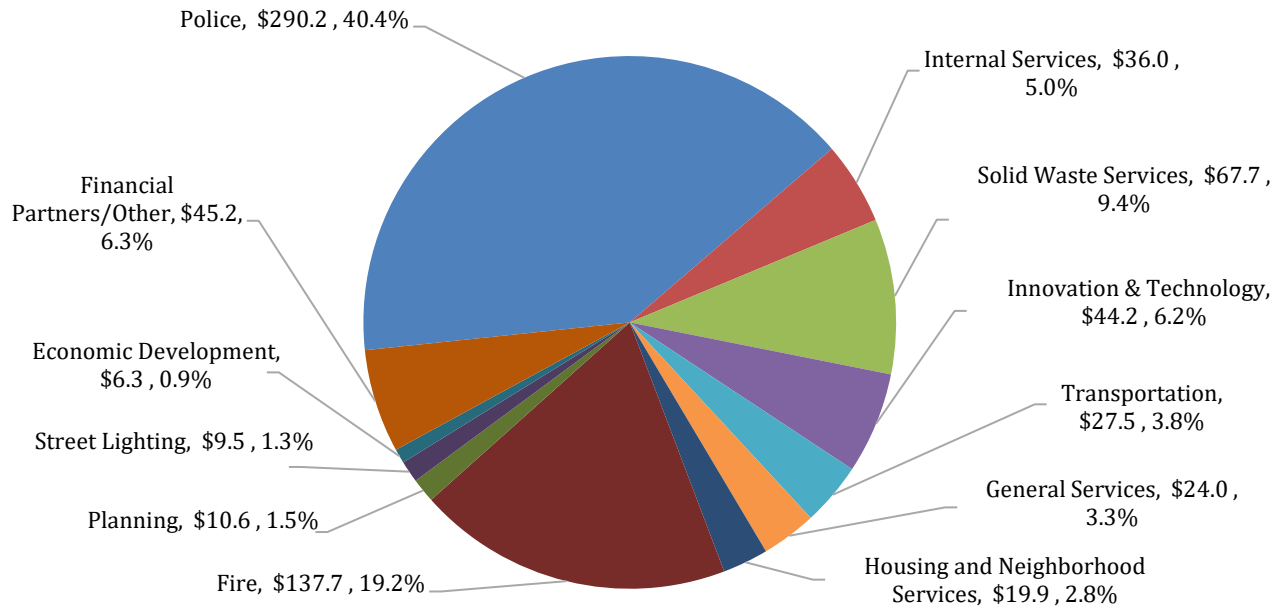


## General Fund Expenditures

The proposed FY 2021 General Fund budget is \$718.8 million, a 1.2 percent decrease from FY 2020.

### FY 2021 General Fund Expenditures Where the Money Goes \$718.8 million

(\$ in millions)



# Summary of Tax Levies

	<b>FY 2018 Adopted</b>	<b>FY 2019 Adopted</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Proposed</b>
<b>Citywide Assessed Property Valuation</b>	\$96,617,272,663	\$98,847,293,588	\$142,710,564,432	\$146,506,892,738
<b>Citywide Tax Rate Per \$100 Valuation</b>				
Fund				
General	0.3741	0.3816	0.2731	0.2731
Municipal Debt Service	0.0926	0.0951	0.0677	0.0677
Pay-As-You-Go	0.0120	0.0120	0.0073	0.0073
<b>Total City-wide Tax Rate</b>	<b>0.4787</b>	<b>0.4887</b>	<b>0.3481</b>	<b>0.3481</b>
<b>Collection Rate</b>				
<b>All Funds</b>	<b>0.9875</b>	<b>0.9900</b>	<b>0.9900</b>	<b>0.9900</b>
<b>Citywide Tax Levy<sup>1</sup></b>				
Fund				
General	\$354,527,152	\$373,429,260	\$385,804,493	\$396,109,221
Municipal Debt Service	\$87,915,917	\$93,063,738	\$95,712,072	\$98,193,315
Pay-As-You-Go	\$11,369,147	\$11,743,058	\$10,328,752	\$10,588,053
<b>Total Citywide Tax Levy</b>	<b>\$453,812,216</b>	<b>\$478,236,056</b>	<b>\$491,845,316</b>	<b>\$504,890,589</b>
<b>Municipal Service Districts Rates Per \$100 in Valuation</b>				
District 1 - Center City	0.0168	0.0208	0.0136	0.0136
District 2 - Center City	0.0233	0.0293	0.0227	0.0227
District 3 - Center City	0.0358	0.0418	0.0338	0.0338
District 4 - South End	0.0668	0.0668	0.0390	0.0390
District 5 - University City	0.0279	0.0279	0.0279	0.0279
<b>Municipal Service Districts Assessed Valuation</b>				
District 1 - Center City	\$7,885,841,558	\$8,183,546,653	\$12,927,318,402	\$12,707,138,685
District 2 - Center City	\$3,284,759,497	\$3,483,647,721	\$5,764,520,666	\$5,398,841,945
District 3 - Center City	\$3,358,293,703	\$3,436,932,487	\$5,156,043,404	\$5,317,713,558
District 4 - South End	\$1,384,388,551	\$1,460,907,143	\$2,715,795,445	\$2,866,090,828
District 5 - University City	\$2,697,136,682	\$2,723,105,506	\$3,873,938,001	\$3,948,043,156

<sup>1</sup>Levy excludes estimated rebates, interest, penalties and prior year taxes.

# Summary of Position Allocations by Fund

Departments	FY 2019 Budget Total FTEs	FY 2020 Budget Total FTEs	FY 2021 Proposed Total FTEs	FY 2021 FTE Count Change
City Attorney	30.00	30.00	39.00	9.00
City Clerk	7.00	8.00	8.00	-
City Manager's Office	11.00	11.00	11.00	-
Communications	35.00	34.00	33.00	-1.00
Community Relations	10.00	12.00	12.00	-
Economic Development	19.00	21.00	21.00	-
Finance	119.00	88.00	85.00	-3.00
Fire	1,207.00	1,237.00	1,232.00	-5.00
General Services	450.00	491.00	473.00	-18.00
Housing and Neighborhood Services	235.75	236.75	226.75	-10.00
Human Resources	46.00	47.00	51.00	4.00
Internal Audit	10.00	11.00	11.00	-
Innovation and Technology	145.00	148.00	219.00	71.00
Mayor and City Council	12.00	12.00	12.00	-
Planning	97.00	108.00	104.00	-4.00
Police	2,504.50	2,498.50	2,455.50	-43.00
Solid Waste Services	314.00	316.00	309.00	-7.00
Strategy and Budget	18.00	17.00	16.00	-1.00
Transportation	423.75	424.75	412.75	-12.00
<b>Total General Fund</b>	<b>5,694.00</b>	<b>5,751.00</b>	<b>5,731.00</b>	<b>-20.00</b>
Aviation	659.00	708.00	708.00	-
Charlotte Area Transit System	534.75	582.75	582.75	-
Storm Water	153.00	171.00	175.00	4.00
Charlotte Water	958.00	997.00	997.00	-
<b>Total Enterprise Funds</b>	<b>2,304.75</b>	<b>2,458.75</b>	<b>2,462.75</b>	<b>4.00</b>
Risk Management	23.00	23.00	23.00	-
<b>Total Internal Services Funds</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>-</b>
<b>Total All Funds</b>	<b>8,021.75</b>	<b>8,232.75</b>	<b>8,216.75</b>	<b>-16.00</b>



# Summary of Position Allocations by Fund

(Prior to centralization efforts)

Departments	FY 2019 Budget Total FTEs	FY 2020 Budget Total FTEs	FY 2021 Proposed Total FTEs	FY 2021 FTE Count Change
City Attorney	30.00	30.00	31.00	1.00
City Clerk	7.00	8.00	8.00	-
City Manager's Office	11.00	11.00	11.00	-
Communications	35.00	34.00	33.00	-1.00
Community Relations	10.00	12.00	12.00	-
Economic Development	19.00	21.00	21.00	-
Finance	119.00	88.00	86.00	-2.00
Fire	1,207.00	1,237.00	1,243.00	6.00
General Services	450.00	491.00	485.00	-6.00
Housing and Neighborhood Services	235.75	236.75	233.75	-3.00
Human Resources	46.00	47.00	47.00	-
Internal Audit	10.00	11.00	11.00	-
Innovation and Technology	145.00	148.00	146.00	-2.00
Mayor and City Council	12.00	12.00	12.00	-
Planning	97.00	108.00	107.00	-1.00
Police	2,504.50	2,498.50	2,496.50	-2.00
Solid Waste Services	314.00	316.00	315.00	-1.00
Strategy and Budget	18.00	17.00	16.00	-1.00
Transportation	423.75	424.75	416.75	-8.00
<b>Total General Fund</b>	<b>5,694.00</b>	<b>5,751.00</b>	<b>5,731.00</b>	<b>-20.00</b>
Aviation	659.00	708.00	708.00	-
Charlotte Area Transit System	534.75	582.75	582.75	-
Storm Water	153.00	171.00	175.00	4.00
Charlotte Water	958.00	997.00	997.00	-
<b>Total Enterprise Funds</b>	<b>2,304.75</b>	<b>2,458.75</b>	<b>2,462.75</b>	<b>4.00</b>
Risk Management	23.00	23.00	23.00	-
<b>Total Internal Services Funds</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>-</b>
<b>Total All Funds</b>	<b>8,021.75</b>	<b>8,232.75</b>	<b>8,216.75</b>	<b>-16.00</b>

## Major General Fund Revenue Sources

A balanced budget requires anticipated revenues equal appropriated expenditures. Using best practice budgeting principles, anticipated revenue is the key driver of the budget development process. The city's revenue forecasting philosophy is focused on realistic expectations, while considering historic data and trends.

The following outlines the major revenue sources in the General Fund and the assumptions used to forecast them.

The total General Fund budget for FY 2021 is \$718,809,225, a revenue decrease of \$8.9 million (or decline of 1.2 percent) from the FY 2020 Budget. The General Fund property tax rate is 27.31¢ per \$100 valuation. For FY 2021, revenue estimates are compiled using information provided by the North Carolina League of Municipalities, statistical trends, and other local factors.

**Property Taxes:** The General Fund budget is balanced with a property tax rate of 27.31¢ per \$100 valuation. This will yield \$400.2 million in total current and prior year ad valorem tax revenue based on an average real and personal property tax collection rate of 99.00 percent. This represents a \$9.98 million revenue increase compared to FY 2020. The tax base used represents a total property valuation of \$146.5 billion (including motor vehicles). One cent on the tax rate produces \$14.5 million in revenue, after the estimated collection rate is applied. This tax rate is the lowest of the ten largest cities in the state.

**Sales Taxes:** The General Fund is projected to collect \$92.5 million in sales tax revenue in FY 2021, a \$25.3 million (or 21.5 percent) decrease from the FY 2020 budget. About \$9.7 million of the \$25.3 million loss represents the loss in sales tax that is forecasted to occur in FY 2021 due to a decline in taxable sales. The remaining \$15.6 million of the \$25.3 million loss represents the Pay-As-You-Go Fund portion of sales tax that was previously appropriated in the General Fund and then transferred to the Pay-As-You-Go Fund; this will now be directly appropriated in the Pay-As-You-Go Fund. Local sales taxes levied by the city and county comprise 2.5 percent of the total 7.25 percent sales tax paid on retail sales in North Carolina. The local sales tax portion consists of a 1-cent tax that was first levied in 1967, a ½-cent tax levied in 1983, a ½-cent tax levied in 1986, and an additional ½-cent that was levied in 1998 to support the transit system. Effective October 1, 2008, the state acquired control over ¼-cent of the Article 44 local option sales tax. The city is completely reimbursed for the loss of this revenue with hold harmless payments. The State of North Carolina collects sales taxes and distributes it to localities.

**Utility Franchise Sales Tax:** As of July 1, 1999, each city's share of the Utility Franchise Fee was based on actual receipts from companies providing electricity. The state levied a 3.22 percent franchise tax on the total gross receipts of all businesses within the state that provide electricity. An amount equal to 3.09 percent of the total gross receipts of electricity service derived from the sale within any municipality was distributed to the municipality in which these gross sales were made. On July 1, 2014, the state imposed a sales tax on electricity and piped natural gas, which replaced the Utility Franchise Fee. This revenue source is projected to be \$55.8 million in FY 2021, the same revenue as in the FY 2020 budget.

**Solid Waste Services Fee:** The city collects a single family residential solid waste annual fee and a multi-family annual fee to offset a portion of the cost of providing solid waste services. The annual single family and multi-family residential fees are increased by \$9.60 (or 80 cents per month), from FY 2020, for a total of \$67.66. This revenue source is projected to generate \$24.2 million in FY 2021, an increase of \$4.1 million from FY 2020.

## General Fund

The following provides a line item detail and year-to-year comparison of all budgeted General Fund revenues.

	<b>FY 2018 Actual</b>	<b>FY 2019 Actual</b>	<b>FY 2020 Adopted</b>	<b>FY 2021 Proposed</b>	<b>Percent FY 2020 FY 2021</b>
<b>PROPERTY TAX</b>					
Property Tax - Current Year Base	\$351,923,194	\$368,376,608	\$382,829,271	\$391,354,486	2.2 %
Property Tax - Synthetic TIG Properties	-	-	\$2,975,221	\$4,682,746	57.4 %
Prior Year	\$7,892,543	\$7,722,567	\$4,800,000	\$4,550,000	-5.2 %
Rebates	-	-	-\$2,400,000	-\$2,400,000	0.0 %
Penalties	\$495,913	\$513,127	\$500,000	\$500,000	0.0 %
Interest	\$1,488,908	\$3,190,908	\$1,500,000	\$1,500,000	0.0 %
Rebates of Listing Penalties	-	-	-\$8,000	-\$8,000	0.0 %
<b>Total</b>	<b>\$361,800,558</b>	<b>\$379,803,210</b>	<b>\$390,196,492</b>	<b>\$400,179,232</b>	<b>2.6 %</b>
<b>SALES TAX<sup>1</sup></b>					
Sales - Article 39 (1.0%) & portion of Article 42 (0.5%)	\$108,056,362	\$113,335,184	\$117,730,642	\$92,470,739	-21.5 %
<b>Total</b>	<b>\$108,056,362</b>	<b>\$113,335,184</b>	<b>\$117,730,642</b>	<b>\$92,470,739</b>	<b>-21.5 %</b>
<b>UTILITIES FRANCHISE TAX</b>					
Utility Franchise	\$52,933,406	\$54,337,653	\$55,799,321	\$55,799,321	0.0 %
<b>Total</b>	<b>\$52,933,406</b>	<b>\$54,337,653</b>	<b>\$55,799,321</b>	<b>\$55,799,321</b>	<b>0.0 %</b>
<b>POLICE SERVICES</b>					
Law Enforcement Services - County	\$17,994,061	\$14,560,000	\$15,901,116	\$16,153,157	1.6 %
Small Town Service Fees	\$165,218	\$123,454	\$165,000	\$150,000	-9.1 %
School Resource Officers - School Board	\$5,025,661	\$5,075,467	\$5,808,530	\$5,808,530	0.0 %
<b>Total</b>	<b>\$23,184,940</b>	<b>\$19,758,921</b>	<b>\$21,874,646</b>	<b>\$22,111,687</b>	<b>1.1 %</b>
<b>TAX REIMBURSEMENTS</b>					
Beer & Wine Tax	\$3,596,072	\$3,652,112	\$3,815,073	\$3,881,837	1.8 %
State Waste Disposal Tax	\$695,875	\$729,568	\$595,000	\$585,000	-1.7 %
<b>Total</b>	<b>\$4,291,947</b>	<b>\$4,381,680</b>	<b>\$4,410,073</b>	<b>\$4,466,837</b>	<b>1.3 %</b>
<b>SOLID WASTE FEE</b>					
Refuse Disposal Fees	\$13,259,164	\$15,877,366	\$20,085,000	\$24,160,230	20.3 %
Business Garbage Fees	\$212,225	\$235,569	\$225,000	\$225,000	0.0 %
<b>Total</b>	<b>\$13,471,389</b>	<b>\$16,112,935</b>	<b>\$20,310,000</b>	<b>\$24,385,230</b>	<b>20.1 %</b>
<b>BUSINESS PRIVILEGE LICENSES</b>					
Business Privilege Licenses	\$21,506	\$16,431	-	-	0.0 %
<b>Total</b>	<b>\$21,506</b>	<b>\$16,431</b>	<b>-</b>	<b>-</b>	<b>0.0 %</b>
<b>OTHER REVENUES</b>					
<b>Licenses and Permits</b>					
Motor Vehicle Licenses	\$3,006,224	\$2,960,733	\$3,193,000	\$2,994,053	-6.2 %
Motor Vehicle Licenses - Rebates	-\$79,278	-\$80,435	-\$48,000	-\$48,000	0.0 %
Animal Licenses - Fertile	\$158,607	\$151,800	\$160,000	\$150,000	-6.3 %
Animal Licenses - Spav/Neuter	\$447,144	\$430,499	\$450,000	\$435,000	-3.3 %
Fire Plan Review Fees	\$1,962,619	\$2,002,104	\$2,793,345	\$1,949,804	-30.2 %
Vehicle Licenses - City Billed	\$18,740	\$17,470	\$20,000	\$40,000	100.0 %
Fire Permits	\$1,634,995	\$2,045,047	\$1,344,775	\$2,424,495	80.3 %
Security Dog Licenses	\$30	\$30	\$100	-	-100.0 %
Vehicle for Hire Fees and Permits	\$290,372	\$253,066	\$281,660	\$250,000	-11.2 %
Carrier Franchise Fees	\$80,673	\$80,676	\$100,000	\$100,000	0.0 %
Video Programming (Cable Franchise) Fees	\$7,566,705	\$7,182,888	\$7,566,705	\$7,222,394	-4.6 %
Development Plan Review Fees	\$5,945,227	\$3,388,894	\$3,195,435	\$1,922,550	-39.8 %
Sexually Oriented Businesses Licenses	\$92,165	\$91,985	\$92,000	\$92,000	0.0 %
Temporary Infrastructure Permits	\$6,775	\$3,930	\$109,350	\$10,550	-90.4 %
Parking and Parade Permits	\$119,721	\$195,761	\$323,875	\$233,695	-27.8 %
<b>Total</b>	<b>\$21,250,719</b>	<b>\$18,724,448</b>	<b>\$19,582,245</b>	<b>\$17,776,541</b>	<b>-9.2 %</b>

<sup>1</sup>Previously, the Pay-As-You-Go portion of sales tax was appropriated in the General Fund. Beginning in FY2021, the Pay-As-You-Go portion of sales tax (\$15.6 million) will be directly appropriated in the Pay-As-You-Go Fund.

## General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Budget	FY 2021 Proposed	Percent Change FY 2020 FY 2021
<b>Fines, Forfeits and Penalties</b>					
Vehicle for Hire Penalties	\$19,523	\$9,395	\$20,000	\$10,000	-50.0%
Housing Code Violations	\$184,937	\$155,812	\$185,000	\$156,000	-15.7%
Parking Citations	\$862,978	\$878,955	\$870,000	\$880,000	1.1%
Parking Citation Penalties	\$81,073	\$72,159	\$82,000	\$73,000	-11.0%
Security Alarm Fines	\$728,744	\$841,980	\$730,000	\$800,000	9.6%
Fire Citation Fines	\$16,410	\$17,950	\$50,000	\$20,000	-60.0%
Zoning Enforcement Fines	\$138,972	\$211,712	\$148,000	\$210,000	41.9%
Court Assessment Crime Lab	\$89,682	\$54,420	\$85,000	\$65,000	-23.5%
Privilege License Penalties	\$1,372	\$728	-	-	0.0%
Animal License Penalties	\$51,607	\$40,717	\$50,000	\$40,000	-20.0%
Animal Citation Penalties	\$17,622	\$8,949	\$17,500	\$17,500	0.0%
Court Costs - Superior	\$95,647	\$108,694	\$115,000	\$115,000	0.0%
Court Awards - Vice & Narcotics	\$25	\$5	-	-	0.0%
Animal License Late Fees	\$66,100	\$62,580	\$65,000	\$65,000	0.0%
<b>Total</b>	<b>\$2,354,692</b>	<b>\$2,464,056</b>	<b>\$2,417,500</b>	<b>\$2,451,500</b>	<b>1.4%</b>
<b>Interlocal Grants and Agreements</b>					
Wireless Communications	\$3,966,955	\$3,837,085	\$3,606,311	\$3,881,655	7.6%
Fleet Maintenance	\$1,426,332	\$1,467,698	\$1,493,000	\$2,118,459	41.9%
First Responder	\$444,125	\$524,875	\$566,929	\$567,000	0.0%
Procurement Services	\$115,328	\$114,312	\$115,328	\$115,328	0.0%
Customer Services - CharMeck 311	\$1,411,560	\$1,287,932	\$1,335,207	\$1,277,684	-4.3%
CMGC Occupancy	\$786,729	\$795,378	\$841,034	\$820,570	-2.4%
Recycling Program Proceeds	\$217,830	\$66,238	\$70,000	\$35,000	-50.0%
CMGC Phone Costs - County	\$45,367	\$125,751	-	-	0.0%
County Fire Reimbursement	\$15,854	-	\$723,000	\$668,000	-7.6%
<b>Total</b>	<b>\$8,430,080</b>	<b>\$8,219,269</b>	<b>\$8,750,809</b>	<b>\$9,483,696</b>	<b>8.4%</b>
<b>Federal and State Shared Revenues</b>					
ABC Stores Revenue	\$4,543,436	\$4,734,982	\$4,829,681	\$7,056,474 <sup>1</sup>	46.1%
<b>Total</b>	<b>\$4,543,436</b>	<b>\$4,734,982</b>	<b>\$4,829,681</b>	<b>\$7,056,474</b>	<b>46.1%</b>
<b>General Government</b>					
Enhanced User Fees	-	\$23,190	\$807,383	\$807,383	0.0%
Utility Right-of-Way Ordinance Fees	\$1,326,477	-	-	-	0.0%
Zoning Petition Filing Fees	\$2,714,908	\$1,722,933	\$1,341,018	\$1,656,040	23.5%
Annexation Fees	\$1,200	\$6,400	\$400	\$400	0.0%
Subdivision Services	\$587,396	\$3,974,522	\$4,405,127	\$5,136,795	16.6%
Zoning Admin Fees	\$1,040,665	\$787,460	\$1,030,909	-	-100.0%
Historic District Fee	\$54,720	\$36,785	\$52,310	\$54,665	4.5%
Equipment Mgmt Svcs - Fleet	\$80,486	\$24,739	\$72,000	-	-100.0%
Procurement Professional Services	\$410,860	\$383,639	\$400,000	\$400,000	0.0%
Procurement CCPA	\$353,105	\$240,718	\$300,000	\$300,000	0.0%
Tree Planting	\$39,238	\$15,500	-	-	0.0%
Park It! Program Fees	\$6,760	\$5,910	\$6,700	\$6,000	-10.4%
Parking Garage Fees	\$1,099,399	\$1,097,814	\$1,131,000	\$1,131,000	0.0%
Parking Meter Revenue	\$1,270,625	\$1,174,648	\$1,277,000	\$1,200,000	-6.0%
Underbrush and Debris Removal	\$503,180	\$580,929	\$500,000	\$565,000	13.0%
Demolition - Clearing	\$311,216	\$233,179	\$303,000	\$240,000	-20.8%
Utility Street Cuts	\$2,442,777	\$2,061,317	\$2,600,000	\$2,600,000	0.0%
Rent Revenue - Misc	\$836,522	\$761,547	\$1,131,942	\$1,027,000	-9.3%
<b>Total</b>	<b>\$13,079,534</b>	<b>\$13,131,230</b>	<b>\$15,358,789</b>	<b>\$15,124,283</b>	<b>-1.5%</b>

<sup>1</sup> Beginning in FY 2021, ABC proceeds will no longer be split 75/25 with the Municipal Debt Service Fund.

## General Fund

	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
<b>Public Safety</b>					
State Reimb for Services Provided -	\$2,223,142	\$833,299	\$1,529,281	\$1,529,281	0.0%
Federal Reimb for Services Provided - Fire	-	\$182,427	\$230,000	\$400,000	73.9%
Police - Fingerprint Reports	\$29,265	\$14,668	\$27,500	\$27,500	0.0%
Sale of Animals	\$34,481	\$32,538	\$35,000	\$35,000	0.0%
Spay/Neuter Fees	\$80,593	\$67,577	\$80,000	\$70,000	-12.5%
Vehicle Towing and Storage	\$107,555	\$116,714	\$108,000	\$115,000	6.5%
Animal Reclaim Fees	\$88,086	\$77,554	\$95,000	\$85,000	-10.5%
<b>Total</b>	<b>\$2,563,122</b>	<b>\$1,324,777</b>	<b>\$2,104,781</b>	<b>\$2,261,781</b>	<b>7.5%</b>
<b>Cemeteries</b>					
Sale of Cemetery Lots	\$232,230	\$237,496	\$383,700	\$275,000	-28.3%
Grave Digging	\$295,345	\$322,115	\$519,100	\$395,000	-23.9%
Monument Foundation	\$85,615	\$93,285	\$116,560	\$115,000	-1.3%
Perpetual Care	\$32,950	\$43,720	\$98,880	\$44,000	-55.5%
<b>Total</b>	<b>\$646,140</b>	<b>\$696,616</b>	<b>\$1,118,240</b>	<b>\$829,000</b>	<b>-25.9%</b>
<b>Use of Money and Property</b>					
Interest on Liens	\$249,627	\$226,361	\$250,000	\$250,000	0.0%
Damage to City-Owned Equipment	\$573,680	\$622,939	\$561,680	\$590,000	5.0%
Reimbursement for City Car Use	\$100,641	\$116,405	\$106,090	\$116,000	9.3%
<b>Total</b>	<b>\$923,948</b>	<b>\$965,705</b>	<b>\$917,770</b>	<b>\$956,000</b>	<b>4.2%</b>
<b>Sale of Salvage and Land</b>					
Sale of Land	\$35,556	\$353,153	-	-	0.0%
Sale of Salvage	\$142,509	\$245,301	\$130,000	\$130,000	0.0%
Sale of Used Autos	\$877,250	\$927,506	\$865,000	\$790,000	-8.7%
<b>Total</b>	<b>\$1,055,315</b>	<b>\$1,525,960</b>	<b>\$995,000</b>	<b>\$920,000</b>	<b>-7.5%</b>
<b>Other</b>					
Interest on Investments	\$1,767,159	\$4,302,374	\$3,000,000	\$1,673,278	-44.2%
Miscellaneous Grants and Contributions	\$107,800	\$68,991	-	-	0.0%
Newspaper Rack Revenue	\$6,050	\$4,600	\$6,000	\$6,000	0.0%
Reimb City Svcs - SWS Spec Svcs	\$99,533	\$84,331	\$120,000	\$85,000	-29.2%
Telecom Review/Modifications	\$17,500	\$11,500	-	-	0.0%
Google Fiber Hut-Lease Agrmnt	\$27,159	\$27,974	\$30,000	\$30,000	0.0%
Recovery of Losses	\$800,000	-	-	-	0.0%
Other Revenue	\$328,024	\$916,872	\$734,025	\$672,476	-8.4%
<b>Total</b>	<b>\$3,153,225</b>	<b>\$5,416,642</b>	<b>\$3,890,025</b>	<b>\$2,466,754</b>	<b>-36.6%</b>
<b>Total Other Revenues</b>	<b>\$58,000,211</b>	<b>\$57,203,685</b>	<b>\$59,964,840</b>	<b>\$59,326,029</b>	<b>-1.1%</b>
<b>TRANSFERS AND FUND BALANCE</b>					
<b>Transferred Revenues</b>					
Occupancy Taxes - CRVA	\$5,905,400	\$6,225,251	\$6,243,723	\$5,035,596	-19.3%
Heavy Equipment Tax	\$765,058	\$821,397	\$820,000	\$900,000	9.8%
Tree Mitigation Fees	\$1,574,031	\$1,121,736	-	-	0.0%
Municipal Debt Service	\$119,989	\$122,859	\$122,859	\$122,859	0.0%
Convention Center Tax - Towns' Tourism	\$3,949,275	\$4,183,129	\$4,223,729	\$3,430,417	-18.8%
Convention Center Tax - Stadium Traffic Control	\$1,250,000	-	\$250,000	\$500,000	100.0%
PAYGO - One-time Funding	\$325,000	-	-	-	0.0%
<b>Total</b>	<b>\$13,888,753</b>	<b>\$12,474,372</b>	<b>\$11,660,311</b>	<b>\$9,988,872</b>	<b>-14.3%</b>

## General Fund

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	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change FY 2020 FY 2021
<b>Intragovernmental Revenues</b>					
Cost Allocation - Storm Water	\$1,214,122	\$1,239,224	\$1,014,071	\$1,368,144	34.9 %
Cost Allocation - Charlotte Water	\$8,947,389	\$9,775,863	\$11,017,046	\$11,267,148	2.3 %
Cost Allocation - Aviation	\$3,581,903	\$4,092,739	\$4,713,409	\$5,878,072	24.7 %
Fire Control Services - Aviation	\$6,034,736	\$6,372,062	\$6,668,159	\$7,147,022	7.2 %
Account Services - Storm Water	\$1,825,977	\$2,193,785	\$1,835,274	\$1,835,274	0.0 %
Account Services - Charlotte Water	\$5,447,266	\$5,573,897	\$5,342,636	\$6,269,726	17.4 %
Cost Allocation - CATS	\$3,610,340	\$4,880,357	\$4,987,508	\$5,883,543	18.0 %
Cost Allocation - Risk Management	\$613,032	\$632,731	\$384,480	\$337,177	-12.3 %
Police Services - Airport & CATS	\$7,469,657	\$9,306,018	\$9,713,092	\$10,076,572	3.7 %
<b>Total</b>	<b>38,744,422</b>	<b>44,066,676</b>	<b>45,675,675</b>	<b>50,062,678</b>	<b>9.6 %</b>
<b>Transfers from Other Funds</b>					
Cemetery Trust	\$29,131	\$55,507	\$52,000	\$18,600	-64.2 %
<b>Total</b>	<b>\$29,131</b>	<b>\$55,507</b>	<b>\$52,000</b>	<b>\$18,600</b>	<b>-64.2 %</b>
<b>Total Transfers and Intragovernmental Revenues</b>	<b>\$52,662,306</b>	<b>\$56,596,555</b>	<b>\$57,387,986</b>	<b>\$60,070,150</b>	<b>4.7 %</b>
<b>Total General Fund Revenues</b>	<b>\$674,422,625</b>	<b>\$701,546,254</b>	<b>\$727,674,000</b>	<b>\$718,809,225</b>	<b>-1.2 %</b>

# Summary of Expenditures

## By Fund and Activity Net of Transfers

Fund / Activity	FY 2021 Operating	Percent Change	FY 2021 Capital	Percent Change	FY 2021 Total	Percent Change
General	\$662,068,232	2.1%			\$662,068,232	2.1%
Aviation	\$212,027,698	-9.0%	\$255,884,428	-48.1%	\$467,912,126	-35.5%
Water and Sewer	\$172,082,183	2.6%	\$332,296,584	20.7%	\$504,378,767	13.8%
Charlotte Area Transit System	\$147,131,862	-8.9%	\$45,795,219	52.8%	\$192,927,081	0.8%
Storm Water Utility	\$15,299,658	-3.1%	\$56,500,000	-9.6%	\$71,799,658	-8.3%
Debt Service	\$233,452,696	-11.6%			\$233,452,696	-11.6%
Powell Bill	\$16,880,067	-23.8%			\$16,880,067	-23.8%
Convention Center	\$26,195,268	17.2%			\$26,195,268	17.2%
NASCAR Hall of Fame	\$4,945,000	-33.0%			\$4,945,000	-33.0%
Public Safety and Other Grants	\$12,094,916	-3.8%			\$12,094,916	-3.8%
Public Safety 911 Services	\$2,855,000	-18.8%			\$2,855,000	-18.8%
Housing and Neighborhood Services Grants	\$22,893,049	58.4%			\$22,893,049	58.4%
Municipal Service Districts	\$6,900,671	12.7%			\$6,900,671	12.7%
Risk Management	\$5,588,631	272.3%			\$5,588,631	272.3%
Employee Health and Life Fund	\$50,817,545	15.2%			\$50,817,545	15.2%
Tourism Operating	\$8,939,782	5.6%			\$8,939,782	5.6%
Pay-As-You-Go	\$642,133	-64.1%			\$642,133	-64.1%
General Capital Investment Plan			\$258,890,245	96.5%	\$258,890,245	96.5%
<b>Total Budget</b>	<b>\$1,600,814,391</b>	<b>-2.1%</b>	<b>\$949,366,476</b>	<b>-4.3%</b>	<b>\$2,550,180,867</b>	<b>-2.9%</b>

Adjusting the city's funds to "net of transfers" eliminates the presentation of duplicate expenditures and does not represent the full appropriation.

# Summary of Expenditures

## General Fund Gross Expenditures

Department	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change
City Attorney	\$2,777,777	\$2,722,882	\$3,958,948	45.4 %
City Clerk	\$768,820	\$879,275	\$972,432	10.6 %
City Manager's Office	\$2,747,035	\$2,787,528	\$2,674,377	-4.1 %
Communications	\$3,920,550	\$4,119,119	\$4,193,558	1.8 %
Community Relations Committee	\$1,375,154	\$1,514,524	\$1,527,344	0.8 %
Economic Development	\$5,356,254	\$5,937,295	\$6,266,160	5.5 %
Finance	\$16,333,515	\$12,668,677	\$12,139,239	-4.2 %
Fire	\$132,715,117	\$133,020,122	\$137,741,974	3.5 %
General Services	\$18,360,955	\$26,397,988	\$24,034,016	-9.0 %
Housing and Neighborhood Services	\$19,187,108	\$20,552,057	\$19,942,095	-3.0 %
Human Resources	\$6,249,323	\$5,526,272	\$6,110,886	10.6 %
Innovation and Technology	\$31,919,840	\$33,154,912	\$44,235,603	33.4 %
Internal Audit	\$1,283,581	\$1,423,444	\$1,477,072	3.8 %
Mayor & City Council	\$796,635	\$747,268	\$759,531	1.6 %
Planning Design and Development	\$10,073,784	\$10,813,087	\$10,610,149	-1.9 %
Police	\$275,115,822	\$285,066,260	\$290,203,220	1.8 %
Solid Waste Services	\$60,400,927	\$63,678,465	\$67,674,456	6.3 %
Strategy and Budget	\$2,223,638	\$2,323,787	\$2,194,716	-5.6 %
Transportation	\$24,742,227	\$27,973,238	\$27,530,975	-1.6 %
Non-Departmental	\$83,705,956	\$86,367,800	\$54,562,474	-36.8 %
<b>Total General Fund Expenditures</b>	<b>\$700,054,018</b>	<b>\$727,674,000</b>	<b>\$718,809,225</b>	<b>-1.2 %</b>



# Summary of Expenditures

(Prior to centralization efforts)

## General Fund Gross Expenditures

Department	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change
City Attorney	\$2,777,777	\$2,722,882	\$2,773,081	1.8 %
City Clerk	\$768,820	\$879,275	\$972,432	10.6 %
City Manager's Office	\$2,747,035	\$2,787,528	\$2,674,377	-4.1 %
Communications	\$3,920,550	\$4,119,119	\$4,193,558	1.8 %
Community Relations Committee	\$1,375,154	\$1,514,524	\$1,527,344	0.8 %
Economic Development	\$5,356,254	\$5,937,295	\$6,266,160	5.5 %
Finance	\$16,333,515	\$12,668,677	\$12,236,689	-3.4 %
Fire	\$132,715,117	\$133,020,122	\$139,121,196	4.6 %
General Services	\$18,360,955	\$26,397,988	\$25,987,187	-1.6 %
Housing and Neighborhood Services	\$19,187,108	\$20,552,057	\$20,914,444	1.8 %
Human Resources	\$6,249,323	\$5,526,272	\$5,609,512	1.5 %
Innovation and Technology	\$31,919,840	\$33,154,912	\$35,292,460	6.4 %
Internal Audit	\$1,283,581	\$1,423,444	\$1,477,072	3.8 %
Mayor & City Council	\$796,635	\$747,268	\$759,531	1.6 %
Planning Design and Development	\$10,073,784	\$10,813,087	\$11,100,304	2.7 %
Police	\$275,115,822	\$285,066,260	\$295,442,915	3.6 %
Solid Waste Services	\$60,400,927	\$63,678,465	\$67,674,456	6.3 %
Strategy and Budget	\$2,223,638	\$2,323,787	\$2,194,716	-5.6 %
Transportation	\$24,742,227	\$27,973,238	\$28,029,317	0.2 %
Non-Departmental	\$83,705,956	\$86,367,800	\$54,562,474	-36.8 %
<b>Total General Fund Expenditures</b>	<b>\$700,054,018</b>	<b>\$727,674,000</b>	<b>\$718,809,225</b>	<b>-1.2 %</b>

# Summary of Fund Balance

	Actual as of 6/30/2018	Change in FY 2019	Actual as of 6/30/2019	Percent Change FY 2018 FY 2019
General Fund	\$195,311,000	\$3,449,000	\$198,760,000	1.8 %
Debt Service Fund	\$265,541,000	\$673,000	\$266,214,000	0.3 %
<b>Total Governmental Fund Balance</b>	<b>\$460,852,000</b>	<b>\$4,122,000</b>	<b>\$464,974,000</b>	<b>0.9%</b>
<b>Enterprise Fund Total Net Position</b>				
Aviation Net Assets	\$1,711,764,000	\$131,991,000	\$1,843,755,000	7.7%
Charlotte Area Transit System	\$1,381,322,000	-\$33,608,000	\$1,347,714,000	-2.4%
Charlotte Water	\$2,197,785,000	\$162,142,000	\$2,359,927,000	7.4%
Storm Water	\$610,523,000	\$48,789,000	\$659,312,000	8.0%

The City of Charlotte has two major governmental funds - General Fund and Debt Service Fund

The **General Fund** is the chief operating fund of the City. At the end of FY 2018 the total fund balance for the General Fund reached \$195.3 million. On June 30, 2019 the General Fund total fund balance totaled \$198.8 million, an increase of approximately 1.8 percent.

The **Debt Service Fund** had a total fund balance of \$265.5 million for FY 2018 and \$266.2 million on June 30, 2019. This reflects an increase of approximately 0.3 percent.

# Summary of Financial Partners

Financial Partners are contracted by the City of Charlotte to provide specific services. The types of financial partnerships are diverse and include partnerships that: support key areas of focus for the city, contribute to community enrichment, and complement departmental service needs.

There are four primary funding categories of Financial Partners – General Fund Discretionary, Dedicated Revenue Sources, Federal Grant Funds, and Pay-As-You-Go (PAYGO):

- General Fund Discretionary – this includes direct discretionary allocations from the General Fund
- Dedicated Revenue Sources – these partners receive allocations from sources such as Food & Beverage Sales Tax and Municipal Service District Tax
- Federal Grant Funds – funded by federal programs such as the Community Development Block Grant (CDBG) and Housing Opportunities for Persons with AIDS (HOPWA)
- PAYGO – local funds appropriated in the PAYGO fund for services such as housing, community development, and crisis assistance

## Changes to Existing Financial Partners Funding

### General Fund Discretionary

- Due to financial considerations, no new financial partners were accepted in FY 2021. Other than minor inflationary increases all existing financial partners received the same level of funding as FY 2020.

### Dedicated Revenue Sources

- The FY 2021 recommended budgets for Charlotte Center City Partners and University City Partners Municipal Service Districts #1-5 support economic, cultural, and social development within designated districts. Their allocations are based on the valuation of properties within their respective district.
- The Charlotte Regional Visitors Authority budget is funded at the same level as FY 2020.

### Federal Grant Funds

- Agencies that receive partial or full funding from federal grants are budgeted to receive the full eligible federal allocation.

### PAYGO Funds

- Agencies that only receive PAYGO funding are proposed to maintain their FY 2020 funding levels.

### Federal & PAYGO Funds

- The Charlotte Mecklenburg Housing Partnership, which receives both PAYGO and federal grant funds will be funded at the same level as FY 2020.

### Out of School Time Partners

- The total proposed annual Out of School Time Partner funding is \$852,000. Above and Beyond Students did not participate in the Out of School Time Partners program this year.

The individual Financial Partner funding levels are found on the following page.

# Summary of Financial Partners

General Fund Discretionary	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change
Arts & Science Council	\$3,190,823	\$3,190,823	\$3,190,823	\$3,190,823	0.0 %
Charlotte Regional Business Alliance	\$155,111	\$158,250	\$161,526	\$164,085	1.6 %
Community Building Initiative	\$50,000	\$50,000	\$50,000	\$50,000	0.0 %
Safe Alliance	\$333,977	\$286,914	\$397,038	\$397,038	0.0 %
Women's Business Center of Charlotte	-	-	\$50,000	\$50,000	0.0 %
YMCA- My Brother's Keeper	-	\$50,000	\$50,000	\$50,000	0.0 %
<b>TOTAL</b>	<b>\$3,729,911</b>	<b>\$3,735,987</b>	<b>\$3,899,387</b>	<b>\$3,901,946</b>	<b>0.1 %</b>

Dedicated Revenue Sources	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change
Charlotte Center City Partners	\$4,164,496	\$5,195,899	\$5,809,879	\$5,810,182	0.0 %
University City Partners	\$743,095	\$792,329	\$1,070,020	\$1,090,489	1.9 %
Charlotte Regional Visitors Authority	\$18,896,727	\$16,218,480	\$17,546,420	\$17,546,420	0.0 %
Charlotte Regional Visitors Authority - Film Commission	\$150,000	\$150,000	\$150,000	\$150,000	0.0 %
<b>TOTAL</b>	<b>\$23,954,318</b>	<b>\$22,356,708</b>	<b>\$24,576,319</b>	<b>\$24,597,091</b>	<b>0.1 %</b>

100% Federal Grant Funds	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change
Carolinas Care Partnership	\$2,362,276	\$2,234,184	\$2,725,653	\$2,860,489	4.9 %
Charlotte Family Housing	\$330,000	\$330,000	-	-	0.0 %
<b>TOTAL</b>	<b>\$2,692,276</b>	<b>\$2,564,184</b>	<b>\$2,725,653</b>	<b>\$2,860,489</b>	<b>4.9 %</b>

100% PAYGO Funds	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change
Crisis Assistance Ministry	\$380,000	\$380,000	\$425,000	\$425,000	0.0 %
TreesCharlotte	-	\$100,000	\$100,000	\$100,000	0.0 %
<b>TOTAL</b>	<b>\$380,000</b>	<b>\$480,000</b>	<b>\$525,000</b>	<b>\$525,000</b>	<b>0.0 %</b>

Federal & PAYGO Funds	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change
Charlotte-Mecklenburg Housing Partnership, Inc. - Affordable Housing	\$1,860,000	\$1,860,000	\$1,860,000	\$1,860,000	0.0 %
Charlotte-Mecklenburg Housing Partnership, Inc. - House Charlotte	\$231,000	\$231,000	\$231,000	\$231,000	0.0 %
<b>TOTAL</b>	<b>\$2,091,000</b>	<b>\$2,091,000</b>	<b>\$2,091,000</b>	<b>\$2,091,000</b>	<b>0.0 %</b>

Out of School Time Partners	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Percent Change
Above and Beyond Students	\$157,934	\$45,808	\$127,934	-	-100.0 %
Arts & Science Council Studio 345	\$95,700	\$59,998	-	-	0.0 %
Bethlehem Center	-	-	\$126,000	\$126,000	0.0 %
Charlotte Community Services Association	-	-	\$126,000	\$126,000	0.0 %
Greater Enrichment Program	\$200,000	\$200,000	\$200,000	\$200,000	0.0 %
Police Activities League	\$53,275	\$71,097	-	-	0.0 %
YWCA Central Carolinas	\$200,000	\$143,333	\$200,000	\$200,000	0.0 %
WINGS for Kids	-	-	\$200,000	\$200,000	0.0 %
Behailu Academy	\$66,000	\$5,160	-	-	0.0 %
<b>TOTAL</b>	<b>\$772,909</b>	<b>\$525,396</b>	<b>\$979,934</b>	<b>\$852,000</b>	<b>-13.1 %</b>