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FISCAL YEAR
2020

ADOPTED BUDGET
MECKLENBURG COUNTY, NORTH CAROLINA



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

RECOMMENDED BUDGET

PRESENTED TO

**Mecklenburg County
North Carolina**

For the Fiscal Year Beginning

July 1, 2018

MECKLENBURG COUNTY | FISCAL YEAR 2020

Signature

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Mecklenburg County for its annual budget for the fiscal year beginning July 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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MECKLENBURG COUNTY | FISCAL YEAR 2020

ADOPTED BUDGET

Mecklenburg Board of County Commissioners

Chairman, District 3
George Dunlap (D)

Vice-Chairman, District 1
Elaine Powell (D)

At-Large
Pat Cotham (D)

At-Large
Trevor Fuller (D)

At-Large
Ella Scarborough (D)

District 2
Vilma Leake (D)

District 4
Mark Jerrell (D)

District 5
Susan Harden (D)

District 6
Susan Rodriguez-McDowell (D)

RECOMMENDED BUDGET

Clerk to the Board
Janice Paige

Executive Leadership

County Manager
Dena R. Diorio

MECKLENBURG COUNTY | FISCAL YEAR 2020

Assistant County Manager
Leslie Johnson

Assistant County Manager
Mark Foster

Assistant County Manager
Anthony Trotman

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ADOPTED BUDGET

Office of Management and Budget

Management & Budget Director
Michael Bryant

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RECOMMENDED BUDGET

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MECKLENBURG COUNTY | FISCAL YEAR 2020

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RECOMMENDED BUDGET

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MECKLENBURG COUNTY | FISCAL YEAR 2020

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The annual budget document serves as a policy document, financial plan, and operating guide for Mecklenburg County programs. The budget document also serves to provide information in such a manner that the lay reader can become familiar with the operations of the County.

This book presents the Adopted Budget for Fiscal Year 2020. It has 11 sections: Introduction, County Government, Performance Results, Budget Overview, Budget Summaries, Revenue Detail, Expenditure Detail, Agency Pages, Non-Departmental Pages, Capital Improvement Program, and Appendices. Financial schedules throughout the document include multi-year information for comparisons.

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MECKLENBURG COUNTY

County Manager's Office

Fiscal Year 2020 Adopted Budget Transmittal Letter

RECOMMENDED BUDGET

Residents of Mecklenburg County:

It is an honor and privilege to serve as your County Manager and present the Adopted Operating Budget for Fiscal Year 2020. The Adopted Budget reflects my commitment as County Manager to carrying out our vision of creating a stronger Mecklenburg County for employees and residents.

This budget achieves three goals:

- 1) It funds the County's core, critical services and programs that provide support to our residents who need it the most;
- 2) It funds services and initiatives that align with the Board of County Commissioners

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- 3) It funds the priorities of our community. Thanks to our Board's leadership, we established additional opportunities to hear the voice of the community through the Resident Budget Priorities Public Hearing and Survey, as well as from the Board's Advisory Committees.

IMPORTANCE OF MAINTAINING FISCAL DISCIPLINE

But just as important, I believe the budget aligns with our goal of maintaining fiscal discipline. The ability to create and maintain an ideal balance between revenues and expenditures has been and continues to be crucial to the County's success. I believe the budget sustains that balance, while effectuating the changes that will move the County forward.

ADOPTED BUDGET FOR FISCAL YEAR 2020

The Fiscal Year 2020 operating budget totals \$1.9 billion dollars, an increase of \$160 million or 9.2% over Fiscal Year 2019. This increase is from all revenue sources including property

ADOPTED BUDGET

tax, sales tax, fund balance and other revenues. The following outlines the operating budget according to each of the three goals.

CRITICAL SERVICES

Thousands of Mecklenburg County residents rely on our core services each day for crucial needs such as food, housing and healthcare. Without access to these services, a large segment of our community would be left in need.

PUBLIC HEALTH DEPARTMENT

The Public Health Department has several goals, but its primary mission is to promote and protect the public's health. In 2017, we committed to a major transformation to improve the way it manages and delivers services to our residents.

Since the transformation began, the department has implemented a new executive leadership team as well as set several changes in motion to improve a variety of areas ranging from electronic medical records, to laboratory services, to technology

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In Fiscal Year 2019, the Board appropriated \$1.7 million dollars to continue the transformation process and the investment is paying off. I am pleased to announce that the Public Health Department received preliminary reaccreditation status with honors from the North Carolina Local Health Department Accreditation Board, with our Public Health Department meeting all 147 standards and receiving top scores in all five accreditation categories. No other Public Health Department in the State of North Carolina has been able to achieve this. I want to thank Gibbie Harris and all the staff at Public Health for their hard work and commitment to our community.

But to continue progress within Public Health, additional funding is needed to support the daily work of offering preventive services, providing health education, conducting health inspections and tracking communicable diseases.

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needs to provide quality services to County residents, while continuing to provide the additional staffing and resources it needs to meet the increasing demand.

The budget includes \$125,000 to increase funding for the Breast and Cervical Cancer Control Program.

It also includes \$424,000 for the Expansion of Prep Usage and Awareness, and funding to offer HIV testing in non-traditional locations including permanent supportive housing centers, substance use treatment centers, and HIV/AIDS service centers.

The budget also provides \$103,000 for the addition of an Environmental Health Specialist for pool inspections. This will enable the County to continue to meet its 100% on-time inspection rate for pools.

And as Mecklenburg County continues to grow, so does the number of businesses; including restaurants. The Adopted Budget includes \$632,000 for five additional Environmental Health Specialists and one Supervisor for Food and Facilities. The addition of these positions will improve the ratio of County inspectors to required inspections.

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The budget also provides \$213,000 in funding for two School Health Nurse Supervisors and to cover the costs of School Health Nurse Certification Exams. This amount also includes funding for one Medical Assistant for Vaccine Administration.

We all remember the images of the hundreds of people who waited in line to receive Hepatitis-A vaccinations in the days after an employee of a local restaurant tested positive for the contagious virus. Our Public Health Department employees worked tirelessly, including weekends, to ensure that the community had the protection it needed.

As part of an ongoing effort to increase public knowledge of the virus, funding is provided to implement a Hepatitis-A media campaign to bring awareness of the virus and the ways it can be prevented. The campaign will also help to build advocacy and support around Hepatitis-A vaccine requirements for school age children.

DEPARTMENT OF SOCIAL SERVICES

The Department of Social Services is another department responsible for caring for the most

RECOMMENDED BUDGET

Families and Children, to NC Health Choice, or Work First Services – the programs are all designed to help strengthen families and ultimately the community through a safety net of services.

To sustain the level of services the department provides, and respond to increases in demand, the budget includes \$163.2 million for Fiscal Year 2020, which reflects an increase of \$6.7 million.

The Adopted Budget includes an increase of \$153,000 for the Homebound Meal Delivery Program. As the number of aging residents who opt to remain in their homes continues to grow, so does the demand for home-delivered meals. The funding will increase capacity for Homebound Meal Delivery by 200 customers a month.

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facility by providing a monthly cash supplement and cash management to individuals who desire and can live at home safely with supportive services. The County currently provides services to 280 individuals, but that number is expected to increase in Fiscal Year 2020.

The budget includes \$312,000 for kinship care provider payments. Kinship placements are critical in keeping children with family members when their parents are unable to care for them. Unfortunately, the State does not compensate kinship providers at the same rate as traditional foster parents. These funds will make it easier for kinship providers to care for these children.

The budget also includes \$340,000 in funding for foster care expenses to implement the recently passed "Raise the Age" law. The funding will support expenses for children released into County custody in lieu of incarceration. The law goes into effect on December 1st, 2019 and will fund the placement of 40 children in foster care placements.

IT SECURITY

Another critical service area for the County is Information Technology.

We all remember the crippling effects of the ransomware attack in 2017. The Fiscal Year 2019 Adopted Budget included \$5.7 million in hardware and software upgrades to protect the County's computer systems from cyberattacks. But just as cybercriminals continue to develop new ways to compromise computer systems, organizations must continue to increase efforts to keep their systems from being infiltrated.

The Adopted Budget includes \$950,000 for 11 positions. Six positions will be assigned to the IT Security Services Division, four positions will be for Strategy and Planning and Quality Assurance, and the remaining position will provide support for the new conference center at the Valerie C. Woodard Conference Center.

In addition to staffing, the Adopted Budget includes \$1.6 million for a variety of hardware and software upgrades as well as new tools to strengthen the County's security posture.

RECOMMENDED BUDGET

In January, at its annual Budget Retreat, the Board of County Commissioners established their priorities for Fiscal Year 2020. The priorities include: Reducing Racial Disparities, Meck Pre-K, Affordable Housing, Mental Health Support, Parks and Greenways, Income Equality, Teacher Supplement, Minority Contracts, and Rehabilitation of Senior Homes.

AFFORDABLE HOUSING

Finding and sustaining affordable housing continues to be a challenging issue for many in Mecklenburg County. Affordable housing also emerged as one of the leading issues for residents through our Budget Priorities Survey and Public Hearing.

There is currently a deficit of 22,000 units for people who are at or below 30% of the Area

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affordability. So, a family of four at 30 percent of the AMI in the Charlotte area, would have an income at or below \$25,100 per year. And many Mecklenburg County households are just one crisis away from losing their housing. This is a sad reality – that requires a multifaceted approach to solve.

The Fiscal Year 2019 Adopted Budget included \$6.8 million in funding for homelessness, housing instability and wrap-around services, but there is still more that can be done.

The Adopted Budget provides a total of \$22.5 million in funding to help address affordable housing. Some of the new initiatives funded in the Adopted Budget include:

- \$11.2 million dollars to establish a new rental subsidy program.
- \$500,000 to fund the expansion of Legal Aid of North Carolina. Legal Aid will relocate its office to the County's Billingsley campus and will hire eight new staff. The additional staff will result in a total of 500 more households being served per year. This significantly expands eviction assistance services to tenants in the County.

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- \$1.3 million dollars to fund “Keeping Families Together” – The program provides supportive housing to vulnerable families in order to enhance children’s safety and help prevent foster care placement.
- The Adopted Budget also allocates \$1 million dollars to fund Habitat for Humanity’s Critical Home Repair Program. The program addresses major safety concerns in homes by making necessary repairs to keep these homes in good condition. The proposed investment will provide a low-cost way for seniors, those with disabilities, or those with low or limited income, to stay in their homes. This will fund approximately 30 projects a year.
- The budget for Community Support Services includes \$50,000 for client benefits to assist the homeless to access housing. In many instances, application fees and other costs are barriers to obtaining housing.
- There is also \$204,000 for two positions in CSS to support the Community’s Continuum of Care Program. The Continuum of Care (CoC) Program is designed to promote communitywide commitment to the goal of ending homelessness. The

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- The budget also includes an additional \$170,000 for the Charlotte Center for Legal Advocacy. A portion of the funds will be used to support immigrants facing eviction or discrimination. The remainder will be used to expand Property Tax Relief Clinics to assist elderly residents and others living in gentrifying neighborhoods, to qualify for existing property tax relief programs.
- In addition, the Adopted Budget includes funding to provide housing assistance to individuals in the County’s Recovery Courts, Pretrial Services, and Re-Entry programs, who do not qualify for federal housing assistance programs. The funding will support 50 additional slots for six months. Currently, there are 41 individuals and four families in these respective programs awaiting housing assistance.

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Another top priority for the Board is Mental Health Support.

Research shows that at least half of all Americans will be diagnosed with a mental health condition at some point in their lives. And mental health is rapidly becoming a concern for children too. Research shows that an increasing number of children are also dealing with mental health conditions such as anxiety and other related illnesses due to trauma.

The budget includes a total investment of \$43.5 million dollars, which represents a \$5.9 million increase for Fiscal Year 2020.

This funding includes \$400,000 for therapeutic foster care to support the costs of emergency and regular placements for children.

The Adopted Budget includes funds for mental health screenings and referrals in Public Health clinics. A study completed by the Academy for Population Health at UNCC found that out of 302 women recently screened at Mecklenburg County WIC Clinics, 73 suffered from Post-Partum Depression.

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The Adopted Budget allocates \$114,000 in funding for two full-time social workers who will provide screenings for adverse childhood experiences at public health clinics and provide referrals to individuals in need of care.

Funding is also provided to hire a Behavioral Health Coordinator and for a Tobacco Prevention Campaign in behavioral health centers. The community and agency-based campaign will support a tobacco-free environment.

Finally, the Adopted Budget includes \$5.7 million for mental health support staff for CMS. This will fund 27 social workers, 10 psychologists, 10 counselors, and 8 coordinators.

REDUCING RACIAL DISPARITIES

Another top priority for the Board of County Commissioners is Reducing Racial Disparities. Racial disparities and the effects those disparities have on and within a community continues to prevail – not just in Mecklenburg County but across the nation.

The Adopted Budget for Fiscal Year 2020 allocates \$6.1 million in additional dollars in this

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This includes \$250,000 in funding to begin phase two of the County's Equity and Inclusion Initiative, which will provide training on advancing racial equity to all County employees. In addition, there is funding for an additional position to expand the Equity and Inclusion Division in the County Manager's office.

The Adopted Budget also includes \$3.3 million dollars to establish a Small Business Micro Loan Fund to support start-up costs for new small businesses.

Also included is \$250,000 to fund an assessment of the County's Minority, Women, and Small Business Enterprise Program. The assessment will provide the necessary road map to ensure minority contractors can effectively and equitably compete for County contracts.

The Adopted Budget also includes an additional \$150,000 for the "Culture Blocks" program.

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throughout the County.

There is funding of \$485,000 to purchase a Mobile Library and hire a Mobile Library Program Coordinator. The mobile library will provide services to underserved neighborhoods and act as a supplement for library branches that are inaccessible due to renovations.

The Adopted Budget also provides funding to continue the Race Matters for Juvenile Justice Training for Public Health Department staff. The training is in support of the department's continued efforts to implement cultural competence for all services.

Finally, a portion of the funding to the Charlotte Center for Legal Advocacy will assist people to expunge their criminal records. Securing an expunction can increase employment and housing opportunities, as well as improve stability.

And while funding these programs is a step in the right direction, one of the biggest ways we can create a level playing field for everyone - regardless of race or economic status is a good education.

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MECK PRE-K

Studies show that investing in and providing access to early childhood education can be one of the greatest markers for future success – not only as children begin their educational journey, but also as they grow to become adults.

I am proud to say that Mecklenburg County continues to do its part to help support four-year-olds on this journey. Mecklenburg County's premier Meck Pre-K Program debuted in the fall with great success!

In Fiscal Year 2019 the County provided \$8.7 million dollars to create this program through a partnership with Smart Start of Mecklenburg County. Over 800 applications were received, and more than 600 children were deemed eligible for the program.

The Early Childhood Education Executive Committee released its second report in February of this year and recommended that the County continue to phase-in Meck Pre-K over the next five years. In addition, the Committee recommended that the County increase funding to clear the child care subsidy waiting list for children under age five.

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support of our early childhood education initiatives.

Of that amount, \$14 million dollars is dedicated to advancing efforts to clear the childcare subsidy waiting list. Based on current estimates, approximately 1,500 children ages birth to five will be served.

The remaining \$7 million dollars will add 36 Meck Pre-K classrooms to bring the total number of classrooms to 69. This will bring the total number of children served to 1242.

I am also happy to report that I am in active discussions with the business and philanthropic communities about additional financial support for the Meck Pre-K program. There is keen interest by these groups to support our efforts, particularly around expanding the early childhood education teacher pipeline and professional development.

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Mecklenburg County continues to work towards its goal of having more recreation amenities for residents to enjoy.

In Fiscal Year 2020, the County will move forward with a strategy to accelerate construction and completion of greenway projects. We will advance \$30 million dollars in capital funding to meet our goal to complete 30 miles of greenway trails by 2023. The operating budget for Park and Recreation for Fiscal Year 2020 totals \$54.2 million which is a \$16 million dollar increase over Fiscal Year 2019.

This includes \$3.8 million dollars for 58 new positions. The positions are to support new facilities coming online and to help close the post-recession staffing gap for park operations and maintenance, horticulture services and natural resources.

The Adopted Budget also includes funding to cover the costs of supplies, equipment, security enhancements and increased contractual costs for mowing lawns at our parks and recreation centers.

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EMPLOYEE INVESTMENTS

Our County employees are by far the most vital part of the services we provide to the community. Our employees are the heart of our organization. No initiative or program that we put in place can move forward without their commitment and hard work.

We are currently in the midst of a comprehensive review of our classification and compensation system. As we look at compensation comparisons within the market, we realize that County employees lag our competitors as our pay structure has not been adjusted in over a decade. In addition, our ability to recruit and retain talent has been impacted by the existing pay structure.

As we continue this review, there is an immediate step we must take to begin closing the gap. For Fiscal Year 2020, the budget includes \$15 million dollars for a 5.5% percent across the board salary increase for all County employees instead of the usual annual merit increase. The one-time increase is just one step in helping bring employee salaries closer to the salaries of our competitors in the market.

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a powerful negotiating tool when it comes to recruiting and retaining talented professionals.

The one-time adjustment will also take the place of our Fiscal Year 2019 annual performance review process as we work toward implementing a new process for evaluating employee performance.

In February 2019, the Board of County Commissioners took the bold step of raising the minimum hourly rate for County employees from \$11.65 an hour to \$15.00 an hour. The Adopted Budget includes the necessary funding to support these salary increases.

SHERIFF'S OFFICE BONUSES

While competitive salaries are often a crucial factor in recruiting the best employees, in

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turnover rates for some time now. Currently there are 93 vacant positions within the Office. It is important to support efforts that will promote smooth operations and stability within the Office, especially as planning gets underway for the Republican National Convention.

The Adopted Budget includes \$2.3 million dollars to cover one-time bonuses for all sworn and certified detention officers of the Sheriff's Office. The funding will allow officers who have been on the job two years or more to receive a \$2,000 bonus and officers who have been on the job less than two years will receive a \$1,000 bonus. A total of 897 employees will receive these bonuses.

MEDICAL AND DENTAL BENEFITS

With regard to medical and dental benefits, I am happy to announce that there will not be any rate increases for these plans for Fiscal Year 2020, nor will there be any changes to the PPO plan design. In addition, as a way to increase take home pay before the holidays, I am proposing a "health insurance premium" holiday for the last pay period in November.

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And while the Adopted Budget does not include rate changes for Fiscal Year 2020, there is an increase to the Health Savings Account, or HSA seed money provided to employees that participate in the plan. The Adopted Budget provides \$958,000 to increase the HSA seed amount from \$750 to \$1,000 for single employees and from \$1500 to \$2,000 for employees and their families who are enrolled in the plan. In addition, the reward amount for participating in MyTotal Health, which is the County's wellness initiative, will increase from \$600 to \$1000.

But just as employees desire health coverage for themselves and their families, I am also proud to announce a new option that will be available next year to help employees provide additional protection to those they love. For the first time, employees will now have the option to purchase Pet Insurance.

I am also pleased to announce that County employees will now receive an extra day of vacation during the Christmas holiday. The change will allow the County's holiday schedule to be consistent with the State's holiday schedule.

Finally, beginning in Fiscal Year 2020, Park and Recreation will move to a comprehensive

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access to all County fitness facilities. Beginning July 1st, County employees will have access to "Meck Passes" at no cost.

CPCC

Central Piedmont Community College is a crucial community partner responsible for helping students achieve academic success. They are the most important institution we have for workforce development and creating career paths for students of all ages, backgrounds and socio-economic status. CPCC serves over 50,000 students annually through its diverse array of program offerings.

The budget fully funds CPCC's request of \$41.8 million, an increase of \$1.1 million dollars over Fiscal Year 2019. The funding invests in facility maintenance and salary increases for

MECKLENBURG COUNTY | FISCAL YEAR 2020

CMS FUNDING

Another crucial partner responsible for helping students to achieve is Charlotte-Mecklenburg Schools. The district bears the huge responsibility of creating a stimulating learning environment that fosters academic growth, while helping students to develop the skills necessary to excel at every level of their educational process and beyond.

For Fiscal Year 2020, Charlotte-Mecklenburg Schools requested an increase of \$70 million dollars in funding from the County, or 15.2%, plus an additional \$13.1 million in one-time funding. The one-time funding is for security enhancements, bus garages and washing stations.

The budget includes a total investment of \$534.7 million dollars, which is an increase of \$49.6 million dollars, or 10.2%. The increase funds the following:

- \$8 million to increase the local supplement for teachers. This increase will make CMS teachers the *highest* paid school district in the state by one percentage point

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- \$7.4 million to fund salary increases for locally funded employees
- \$7.2 million to begin phase one market adjustments for hourly staff, bringing their rate to \$13.22 an hour
- \$4.3 million for increased costs for health insurance and retirement contributions
- \$6.2 million for charter school enrollment growth
- \$650,000 to support the costs for new and expanding facilities
- \$6.1 million for building services and preventive maintenance
- \$3 million for IT system modernization
- And, as I indicated earlier, \$5.7 million for school mental health support staff – which includes 27 social workers, 10 psychologists, 10 counselors, eight coordinators – and training

RECOMMENDED BUDGET

enhancements across the district.

TAX RATE

As we all know, the budget for Fiscal Year 2020 reflects the impact of the 2019 Property Revaluation. In total, real property values increased by almost 50%.

For Fiscal Year 2020, the revenue neutral tax rate is 59.7 cents per \$100 of assessed valuation. The proposed tax rate for the Adopted Budget is 61.69 cents per \$100 of assessed valuation;

This reflects a proposed property tax rate of 1.99 cents above revenue neutral.

CLOSING

MECKLENBURG COUNTY | FISCAL YEAR 2020

Budget. This includes the members of my Executive Team, Management & Budget Director Michael Bryant and the Office of Management and Budget staff, Director of Strategic Planning & Evaluation Monica Allen and the Strategic Planning & Evaluation staff, Sarah Lyberg and the Department of Financial Services, Danny Diehl and the Public Information staff, and my entire Cabinet.

I also want to thank the residents of Mecklenburg County and the Board of County Commissioners for your continued support.

Thank you,



Dena Diorio, County Manager

FY2020 Adopted Budget Executive Summary

Mecklenburg County's Fiscal Year 2020 Adopted Budget totals \$1.90 billion, a \$159.9 million (9.2 percent) increase over the FY2019 Adopted Budget of \$1.74 billion. The FY2020 Adopted Budget supports 5,721 full-time positions. Of the total budget, County dollars represent \$1.39 billion, a \$79.0 million (6.0 percent) increase over the FY2019 Adopted Budget. The Adopted Budget's tax rate is 61.69 cents per \$100 of valuation, an increase of 1.99 cents over the FY2019 revenue neutral tax rate of 59.70.

Mecklenburg County Tax Base

The ad valorem property tax is Mecklenburg County's largest source of revenue. The assessed value of property is subject to the property tax rate levied by the Board of County Commissioners (BOCC) per \$100 of value. The estimated tax rate projection for FY2020 is

RECOMMENDED BUDGET

Assessed Valuation			
(In Millions)	FY2018 Budgeted	FY2019 Budgeted	FY2020 Projected
Real Property	\$102,050.00	\$105,003.00	\$157,336.24
Personal Property	9,780.00	10,709.00	10,743.86
Vehicles	9,590.00	9,780.00	10,129.82
State Certifications	4,980.00	4,231.00	5,141.23
Total	\$126,400.00	\$129,723.00	\$183,351.16
Percent Change	3.52%	2.63%	41.34%
Net Yield of One Cent	\$12,513,600	\$12,842,536	\$18,197,602
Tax Rate	81.57¢	82.32¢	61.69¢
Collection Rate*	99.00%	99.00%	99.25%

MECKLENBURG COUNTY | FISCAL YEAR 2020

Revenue Neutral

Revenue neutral tax rate refers to a calculated rate that would generate the same revenue accounting for growth. The rate is presented for comparison purposes. The methodology for calculating revenue neutral is defined by the North Carolina General Statutes as follows:

To calculate the revenue-neutral tax rate, the budget officer shall first determine a rate that would produce revenues equal to those produced for the current fiscal year and then increase the rate by a growth factor equal to the average annual percentage increase in the tax base due to improvements since the last general reappraisal. This growth factor represents the expected percentage increase in the value of the tax base due to improvements during the next fiscal year. The budget officer shall further adjust the rate to account for any annexation, deannexation, merger, or similar event. (N.C.G.S 159 -11(e)

The table below shows the revenue neutral calculation for the County.

RECOMMENDED BUDGET

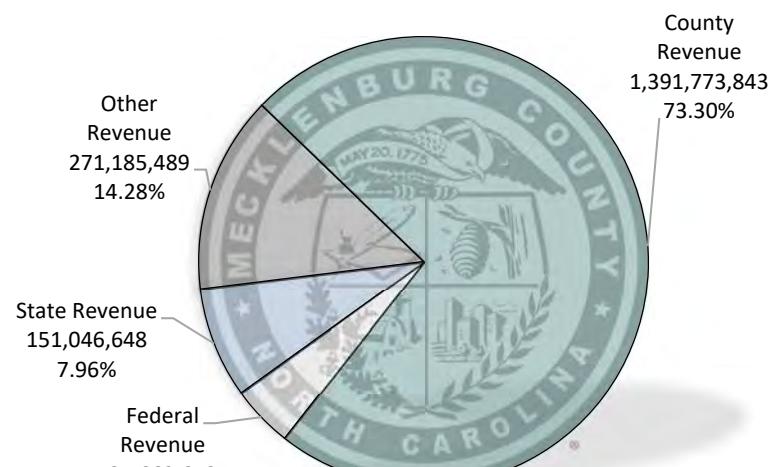
Calculation Step	Result
FY2019 tax rate	82.31¢
FY2019 projected revenue at a tax rate of 82.31¢	\$1,069,296,460
FY2020 assessed property value	\$183,351,155,001
Tax rate that would produce revenue equal to FY2019	58.32¢
Average annual percentage increase in the tax base due to improvements since the last revaluation	2.36%
FY2020 Revenue Neutral Tax Rate	59.70¢

MECKLENBURG COUNTY | FISCAL YEAR 2020

Revenue – Where the Money Comes From

Total Revenue by Source

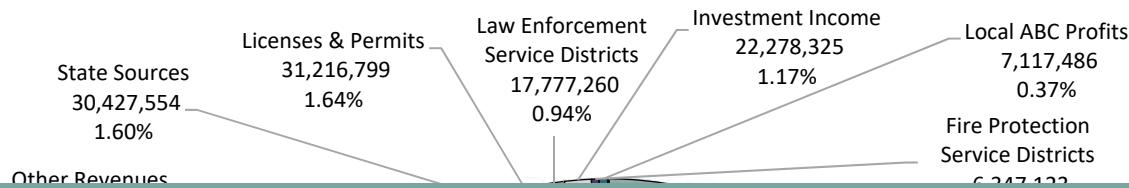
The budget includes both revenues and expenditures. Mecklenburg County defines total revenue as the sum of County, Federal, State, and Other Revenue. The BOCC has discretionary control over County revenue. Federal, State, and Other revenues are not under the control of the BOCC and can only be used for specific purposes. Other revenue consists of permits, charges for service, inmate reimbursement, and fund balance



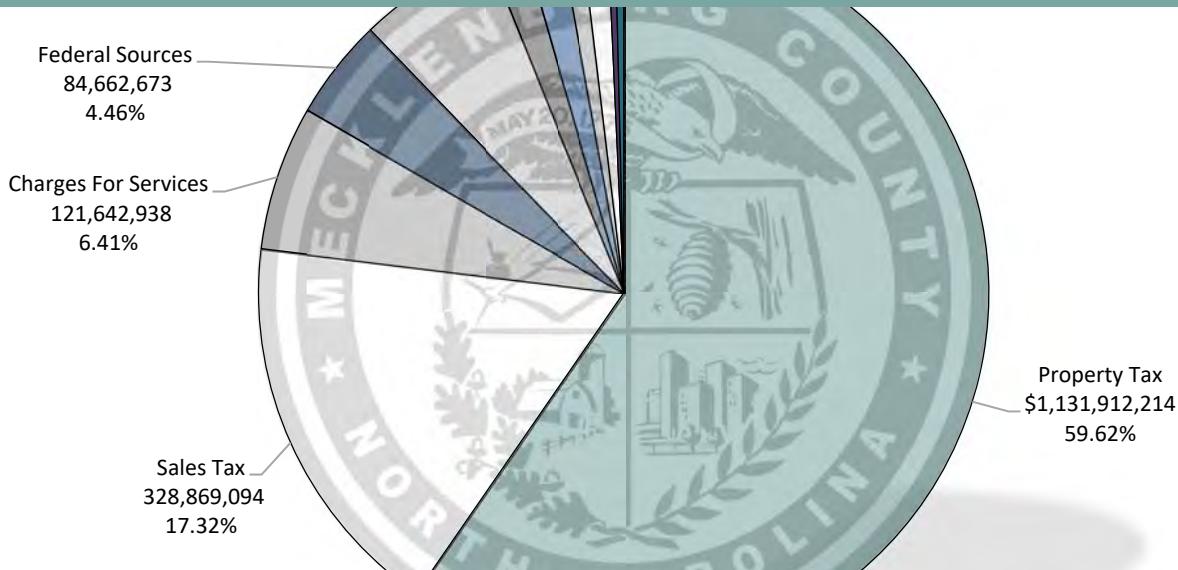
RECOMMENDED BUDGET

Total Revenue by Type

Property Tax makes up the largest portion (59.62 percent) of total revenue, which is projected at \$1.13 billion. Sales Tax revenue, which includes taxes on retail sales and leases of tangible, personal property, represents the second largest source of revenue, comprising 17.32 percent of all revenues.



MECKLENBURG COUNTY | FISCAL YEAR 2020



MECKLENBURG COUNTY | FISCAL YEAR 2020

ADOPTED BUDGET

Law Enforcement Service Districts

Mecklenburg County uses Law Enforcement Service Districts (LESD) to finance and provide law enforcement services to unincorporated areas of the County. On May 1, 2018, the BOCC approved a resolution converting what was formerly a single LESD district into six separate districts to provide law enforcement services within the Extra-Territorial Jurisdictions (ETJs) of Charlotte, Cornelius, Davidson, Huntersville, Mint Hill, and Pineville. The FY2020 Adopted tax rate for all six LESD districts is shown in the table below:

LESD	Adopted FY2019 Tax Rate	FY2020 Revenue Neutral	FY2020 Adopted Tax Rate
Charlotte	21.46¢	17.81¢	17.81¢
Cornelius	21.46	13.32	13.32
Davidson	21.46	14.32	14.32
Pineville	21.46	16.37	16.37

RECOMMENDED BUDGET

Fire Protection Service Districts

In FY2013, the County, under the authority of NCGS 153A-301, levied a fire protection service district tax to pay for fire services in its unincorporated areas. The unincorporated areas are organized into five ETJs. The ETJs include geography outside the towns of Cornelius, Davidson, Huntersville, and Mint Hill, as well as the City of Charlotte. The tax rates range from 3.62 cents for the Cornelius ETJ to 7.00 cents for the Mint Hill ETJ, as shown in the table below:

MECKLENBURG COUNTY | FISCAL YEAR 2020

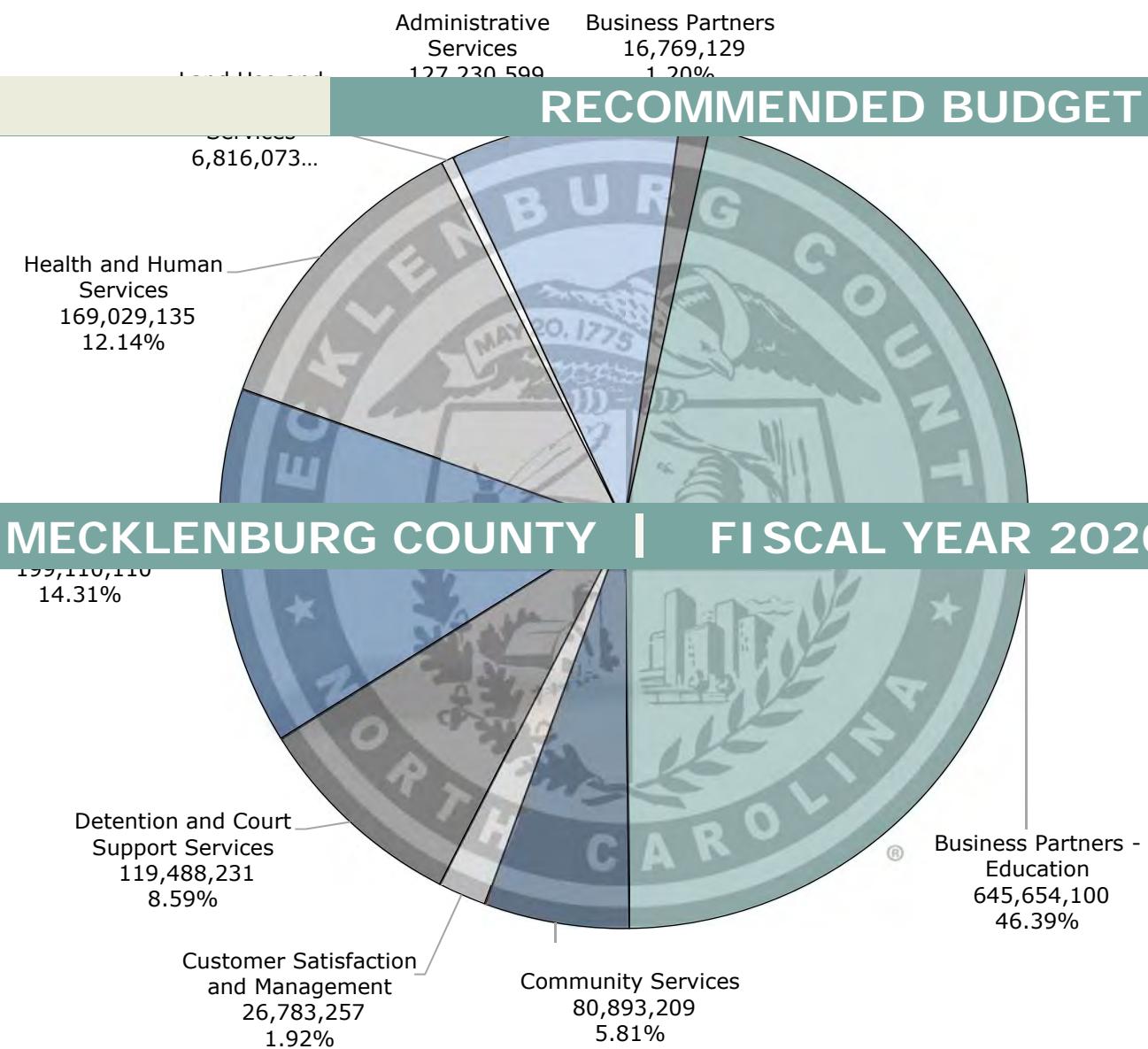
	Tax Rate	Neutral	Tax Rate
Charlotte	8.00¢	6.67¢	6.67¢
Cornelius	5.70	3.62	3.62
Davidson	8.50	5.72	6.50
Huntersville	5.00	3.73	4.10
Mint Hill	8.00	5.89	7.00

Expenditures – Where the Money Goes

Mecklenburg County categorizes expenditures as County Services, Education Services, and Debt Services. Total expenditures amount to \$1.90 billion in the FY2020 Adopted Budget, of which \$1.39 billion is County cost.

Mecklenburg County Expenses by Financial Category

All expenditures can also be divided into nine financial categories. The following chart shows the County dollar expenditure breakout according to the nine financial categories. As shown, the largest funding recipients are the County's education business partners: Central Piedmont Community College (CPCC) & Charlotte-Mecklenburg Schools (CMS), who are to receive 46.4 percent of County funding, or \$645.7 million.



ADOPTED BUDGET

Debt Service Fund

Debt service is the annual budget appropriation for repayment of the County's outstanding debt for capital projects, such as government buildings, schools, parks and libraries. In FY2012, the County adopted a strategy to provide for capital projects using the Debt Service Fund. The model ensures debt service does not compete with other funding needs in the General Fund and provides a mechanism to determine debt capacity and generate fund balance.

The Debt Service Fund is used to provide a dedicated funding source for the County's principal and interest payments on debt, including debt service for Charlotte-Mecklenburg Schools (CMS) and Central Piedmont Community College (CPCC). The Debt Service Fund ensures compliance with adopted debt policies and ensures debt service is intentional and less likely to be a potential strain on the annual operating budget. A standard, structured method based on available funding capacity is used to manage debt issuance for capital projects. The Fund includes County revenues dedicated for debt service - lottery funds, a portion of the sales tax

RECOMMENDED BUDGET

on the tax rate provided most of the Debt Service Fund revenue. FY2020 funding has been reduced to the equivalent of 13.30 cents based upon the new value of a penny.

The Adopted Budget for general debt service for FY2020 is \$45.9 million, a decrease of \$3.3 million (-6.79 percent). Debt service for CMS is projected to be \$153.9 million, an increase of \$11.3 million (7.90 percent). CPCC debt service is projected to be \$22.9 million, an increase of \$6.9 million (43.25 percent). Consistent with the funding model, the Debt Service Fund includes a contribution to fund balance in the amount of \$75.2 million, which represents a decrease of \$25.1 million (25.01 percent). Additionally, there is a transfer of \$30.0 million from Debt Service fund balance to support the County's Deferred Maintenance Plan.

Debt Service Fund			
MECKLENBURG COUNTY		FISCAL YEAR 2020	
CMS Debt Service	\$72,211,603	\$81,642,479	\$153,854,082
CPCC Debt Service	970,818	22,015,885	22,986,703
General Debt Service	11,146,799	34,779,343	45,926,142
Fund Balance for Future Debt	-	75,213,157	75,213,157
Debt Service Fund Balance to Deferred Maintenance Plan	-	30,000,000	30,000,000
Total Debt Service Fund	\$84,329,220	\$243,650,864	\$327,980,084

Deferred Maintenance

In FY2017, the BOCC approved a long-term strategy that provides dedicated funds to support capital maintenance. This strategy is designed to complete maintenance that was deferred during the Great Recession.

The Deferred Maintenance Plan is funded in FY2020 by a transfer from the Debt Service Fund. Beginning in FY2017, this strategy provides \$150.0 million for deferred maintenance over a five-year period, with an annual appropriation of \$30.0 million. The FY2020 Adopted Budget allocates funding as follows:

Deferred Maintenance Revenue	Funding Sources
Debt Service Fund Balance	\$30,000,000
Total	\$30,000,000

RECOMMENDED BUDGET

Charlotte Mecklenburg Schools	\$10,000,000
Central Piedmont Community College	4,000,000
Park and Recreation Deferred Maintenance	4,100,000
Park and Recreation Equipment	400,000
County and Library Facilities	3,500,000
Total	\$30,000,000

Fund Balance

The Adopted Budget utilizes \$81.7 million of available fund balance. Funding from this source includes \$25.5 million for Enterprise Reserves (capital, technology, and fleet), \$12.6 million

MECKLENBURG COUNTY | FISCAL YEAR 2020

Other Post-Employment Benefits (OPEB), \$2.0 million for additional park land acquisitions, and \$13.6 million for other expenses.

Refer to the *Expenditure Detail* section of this document for a detailed list of fund balance allocations.

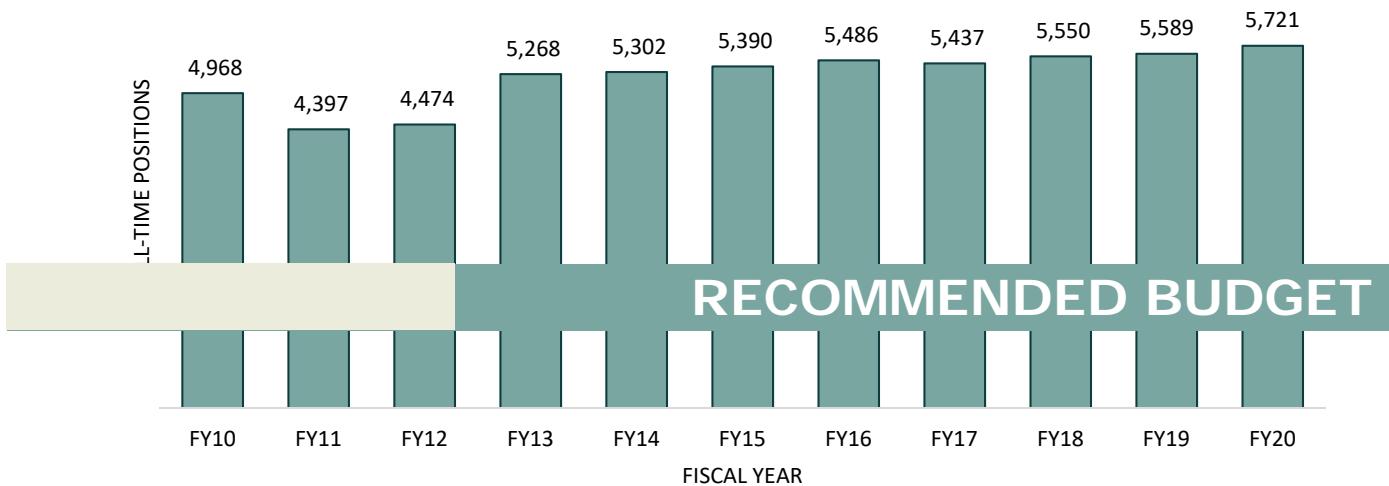
Pay-As-You-Go Capital Funding

PAYGO funding reduces the impact of the capital program on future operating budgets by reducing the need for borrowing. For FY2020, the Adopted Budget provides \$40.5 million for PAYGO, of which \$13.0 million is from fund balance. This \$13.0 million will fund the affordable housing subsidy program, and \$2 million for additional park land acquisition.

Organizational Changes

Full-Time Positions

The FY2020 Adopted Budget includes 5,721 full-time positions, an increase of 132 full-time positions over the FY2019 Adopted Budget.



MECKLENBURG COUNTY | FISCAL YEAR 2020

ADOPTED BUDGET

Education Services

The County provides funding to Charlotte-Mecklenburg Schools (CMS) and Central Piedmont Community College (CPCC) for both their operating needs and debt service costs associated with capital projects.

Charlotte-Mecklenburg Schools

The FY2020 Adopted Budget provides Charlotte-Mecklenburg Schools with \$509.5 million in operating funds, including \$8.0 million in appropriated fund balance, which is an increase of \$49.6 million (10.78 percent), and \$181.4 million in capital and debt funding, which is an increase of \$11.3 million (6.62 percent). This fiscal year's adopted per-pupil allocation for operational costs is \$2,968, compared to \$2,751 in FY2019.

Capital funding for CMS includes \$4.6 million for one-time security upgrades, \$4.9 million for capital replacement, and \$18.0 million for deferred maintenance. Debt services funding for

RECOMMENDED BUDGET

The FY2020 total funding for CMS is \$690.9 million.

CMS Funding (Total Funding)				
Operating Funding	FY2019 Adopted Budget	FY2020 Adopted Budget	Dollar Change	Percent Change
CMS Operating (County)	\$457,564,612	\$499,151,701	\$41,587,089	9.09%
Enterprise Resource Planning System	-	3,000,000	3,000,000	100.00%
Facility Maintenance	-	5,000,000	5,000,000	100.00%
Fines and Forfeitures	2,300,000	2,300,000	-	-
Total CMS Operating	459,864,612	502,451,701	42,587,089	10.78%
MECKLENBURG COUNTY FISCAL YEAR 2020				
Charter Pupil ¹	15,381	17,887	\$217	7.89%
Combined Per-Pupil	\$2,751	\$2,968	\$217	7.89%
Capital and Debt Funding				
Deferred Maintenance	\$18,000,000	\$18,000,000	-	-
One-time Security Enhancement	4,600,000	4,600,000	-	-
CMS Capital Replacement	4,960,000	4,960,000	-	-
CMS Debt Service	142,583,800	153,854,082	11,270,282	7.90%
Total CMS Capital and Debt	170,143,800	181,414,082	11,270,282	6.62%
CMS Total Funding	\$630,408,412	\$690,865,783	\$60,457,371	9.59%

¹ CMS pupil enrollment estimates are provided by CMS. The FY2019 Adopted Budget column reflects actual enrollment figures.

² Enrollments are provided by CMS and refers to Mecklenburg County students who attend charter schools.

ADOPTED BUDGET

Central Piedmont Community College

The FY2020 Adopted Budget provides CPCC with \$37.9 million in operating funds, which is an increase of \$1.1 million (3.04 percent). In addition, debt service for CPCC is \$23.0 million, and CPCC will receive \$4.0 million for deferred maintenance.

The total FY2020 appropriation for CPCC is \$64.9 million.

CPCC Funding (Total Funding)				
	FY2019 Adopted Budget	FY2020 Adopted Budget	Dollar Change	Percent Change
Operating Funding				
CPCC Operating	\$36,765,175	\$37,884,035	\$1,118,860	3.04%
Capital and Debt Funding				
Deferred Maintenance	\$4,000,000	\$4,000,000	-	-
Debt Service	16,046,924	22,986,703	6,939,779	43.25%
Total CPCC Capital and Debt	20,046,924	26,986,703	6,939,779	34.62%

RECOMMENDED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2020

Community Service Grants

The FY2020 Adopted Budget includes an appropriation of \$1,191,073 for the Community Service Grants (CSG) program, which awards funding to non-profit organizations through a competitive application process. Of the fifteen approved for funding, 11 are new recipients.

The following table shows the adopted amounts for FY2019 and adopted amounts for FY2020.

Comparison of FY2019 – FY2020 CSG Funding

Community Service Grants	FY2019 Adopted	FY2020 Adopted
Camino Community Development Corp.	\$149,999	-
CW Williams Community Health Clinic	390,000	-
Lake Norman Community Health Clinic	140,000	\$140,000
Veterans Bridge Home	200,000	200,000
Wings for Kids Incorporated	100,000	100,000

RECOMMENDED BUDGET

Care Ring (Immigrant Health Services)*		75,000
RAIN, Inc.*		58,573
Special Olympics NC*		40,000
Trees Charlotte*		50,000
ASPIRE Community Capital*		50,000
Common Wealth Charlotte**		50,000
Community Link*		100,000
Right Moves for Youth*		50,000
Supportive Housing Communities*		65,000
A Better World *		55,000
Hope Haven Inc**		10,000

MECKLENBURG COUNTY | FISCAL YEAR 2020

*First time CSG recipient

** First time CSG recipient and funding is in restricted contingency

Sunset Provision

The sunset provision in the CSG program limits funding CSG recipients to three consecutive fiscal years. Once sunset, organizations can apply as a vendor with the County. Programs that are sunset without receiving vendor agreements are not eligible for funding as a grantee for a period of three fiscal years. The only organization being sunset in Fiscal Year 2020 is CW Williams Community Health Clinic. This organization is approved to become a vendor with the Public Health Department and is listed in the table on the following page along with other prior CSG recipients that now have contractual agreements with the County.

ADOPTED BUDGET

Vendor Contractual Agreements

As shown in the table below, the FY2020 Adopted Budget provides \$3,689,919 for eighteen non-profit organizations that previously received CSG funding to continue their contractual relationship as a vendor with the County.

Vendor Contractual Agreements
Comparison of FY2019 – FY2020 Funding

Sunset Vendor Contractual Agreement	FY2019 Adopted	FY2020 Adopted
100 Black Men of Charlotte	\$20,000	\$20,000
Ada Jenkins Families	25,000	25,000
Arts & Science Council	350,000	350,000
Big Brothers Big Sisters (Mentoring 2.0)	25,000	25,000

RECOMMENDED BUDGET

Camino Community Development Corp.	165,000	165,000
Care Ring (Nurse Family Partnership)	250,000	250,000
Care Ring (Physicians Reach Out)	250,000	250,000
Center for Community Transitions	100,000	100,000
Charlotte Community Health Clinic	270,919	270,919
Communities in Schools	900,000	900,000
Community Culinary School	80,000	80,000
CW Williams Community Health Clinic	-	390,000
Latin American Coalition	50,000	50,000
NC MedAssist	550,000	550,000
Senior Activities & Services	25,000	25,000
MECKLENBURG COUNTY		FISCAL YEAR 2020
Urban League of Central Carolinas	50,000	50,000
Total	\$3,299,919	\$3,689,919

Roadmap for the Mecklenburg County Budget Process

July 1 – January 30
Strategic Plan Revisions

October 24
Community Service Grants Information Session

October 24
Community Service Grants Application Start

December 3
Community Service Grants Deadline

December 3
Capital Reserve Submission Start Date

Ongoing
Technology Reserve Capabilities Consultation

January 2-21
Annual Retreat Cabinet Preparation

January 4
Citizen Engagement Surveys & Public Hearings

January 4 - 16
Performance Budget System Position Maintenance

January 11
Capital Reserve Submission Due

January 16
Budget Kick-Off

January 23-25
Annual Board Retreat

January 30 - February 15
OMB Budget and Performance Meetings

February 13
Agency Budget Requests Deadline



February 21
Board-CMS Public Policy Joint Workshop

February 21-22
Directors Budget Retreat

April 9
Board Public Policy Workshop - Fee Adjustments

April 10
3rd Quarter FY2019 Budget Status Update

April 23
Court Officials Budget Request

April 23
CPCC Budget Request

May 2
Presentation of Manager's Recommended Budget

May 9
CMS Budget Request

May 9
Public Hearing

May 14
Detailed Budget Overview with Board

May 28
Board Straw Vote Session

June 4
Adoption of the FY2020 Operating Budget

COUNTY GOVERNMENT



- The County Seal
 - Board of County Commissioners
 - County Government
- A Proud History
- Mecklenburg County at a Glance
 - Executive Leadership
 - Mecklenburg County Organizational Structure
- Strategic Planning Process
- FY2020 Operating Budget Calendar

The County Seal

The Seal of Mecklenburg County, designed by Harvey H. Boyd and officially adopted in 1964, features symbols of the County's history, growth, and future. The County Seal includes a shield divided into four quadrants featuring an ink bottle and quill, a hornet's nest, rural buildings, and urban buildings. The branch on the left of the shield symbolizes traditional times while the branch on the right represents modern times. A proud eagle carries a banner inscribed with the date of the signing of the Mecklenburg County Declaration of Independence.



RECOMMENDED BUDGET



Organizational Vision

To be the best local government service provider

MECKLENBURG COUNTY | FISCAL YEAR 2020

To serve Mecklenburg County residents by helping them improve their lives and community

Values and Guiding Principles

Every organization should have a set of standards that dictate behavior and upon which policies and procedures are developed. Mecklenburg County has six key values and guiding principles.

- **Ethics:** We work with integrity.
- **Customers:** We treat our customers as we would like to be treated.
- **Employees:** We recognize employees as our most important resource.
- **Excellence:** We invest in learning and improving.
- **Teams:** We work as a team, respecting each other.
- **Accountability:** We focus on results.

ADOPTED BUDGET

Board of County Commissioners



RECOMMENDED BUDGET



Back row (L-R): Mark Jerrell (District 4), Susan Rodriguez-McDowell (District 6), Trevor Fuller (At Large), Susan Harden (District 5) **Front row** (L-R): Pat Cotham (At Large), Ella Scarborough (At Large), George Dunlap (Chair, District 3), Elaine Powell (Vice-Chair, District 1), Vilma Leake (District 2)

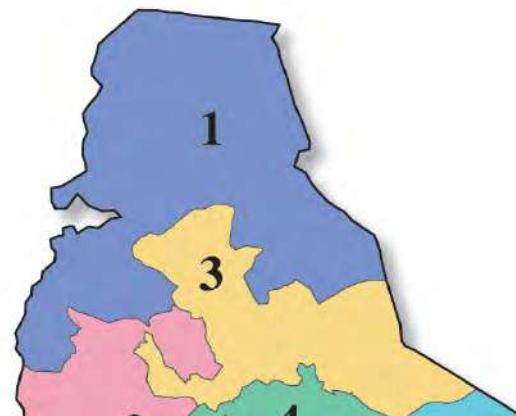
MECKLENBURG COUNTY | FISCAL YEAR 2020

MECKLENBURG COUNTY | FISCAL YEAR 2020

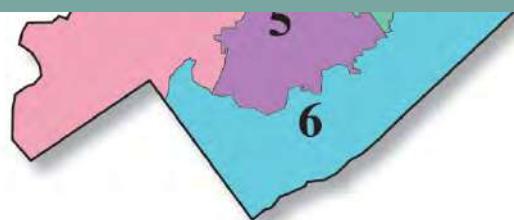
Get involved and learn how your Mecklenburg County tax dollars are used

The Mecklenburg Board of County Commissioners meets the first and third Tuesdays of each month beginning at 6 p.m. at the Charlotte-Mecklenburg Government Center. All meetings are open to the public and include a public appearance portion for residents to speak to the Board about issues of concern. Meetings are televised live on The Government Channel, Spectrum 16, with a delayed broadcast airing on WTVI-TV 42, Spectrum 5 beginning at midnight.

site also provides archived meetings, agendas, and several ways to conduct your County business online.



RECOMMENDED BUDGET



County Government

MECKLENBURG COUNTY | FISCAL YEAR 2020



Counties trace their roots to the English shire of a thousand years ago. Serving a dual function, the shire acted as the administrative arm of the national government as well as the citizens' local government. The structural form of the shire was adopted along the eastern seaboard of North America by the colonists and adapted to suit the diverse economic and geographic needs of each of the colonies.

ADOPTED BUDGET

After World War I population growth and suburban development, the government reform movement strengthened the role of local governments. Those developments set the stage for post-World War II urbanization. Changes in structure, greater autonomy from the states, rising revenues, and stronger political accountability ushered in a new era for county government.

The North Carolina State Constitution, approved in 1868, gave the citizens of a county the authority to elect the officials who govern them, called a Board of County Commissioners. The commissioners were assigned administrative responsibilities for the county, and judicial affairs were delegated to judges and justices.

From 1868 to 1986, Mecklenburg County followed the same basic plan of a five-member board, elected at-large. In December 1986, the first seven-member district/at-large board took office, launching a district plan approved by a county-wide vote in 1984. In December 1994, the first nine-member district/at-large board took office. This re-districting plan was approved by voters in 1993, with six commissioners elected from single-member districts, and three at-large members elected by a county-wide vote.

RECOMMENDED BUDGET

commissioner. The Board takes office on the first Monday in December following the November election. At its first meeting in December of each year, the Board elects a chairman and vice-chairman among its members.

Traditionally, counties performed state mandated duties which included assessment of property, record keeping (e.g., property and vital statistics), maintenance of rural roads, administration of election and judicial functions, and economic services. Today, counties rapidly are moving into other areas, undertaking programs relating to child welfare, consumer protection, economic development, employment/training, planning and zoning, and water quality, to name just a few.

MECKLENBURG COUNTY | FISCAL YEAR 2020

MECKLENBURG COUNTY | FISCAL YEAR 2020

A Proud History



Mecklenburg County was created from a portion of Anson County on December 11, 1762. Residents chose the name Mecklenburg in hopes of gaining favor with King George III of England, whose wife, Queen Charlotte, was born in a German province of that name. Soon angered by the treatment they received from England, the residents signed the Mecklenburg Declaration of Independence on May 20, 1775, more than a year before the United States Declaration of Independence was signed.

The Hornet's Nest, the symbol of Mecklenburg County, is a reminder of the County's colonial heritage. When England's General Charles Cornwallis invaded the Scotch-Irish community in late September 1780, he encountered stubborn resistance from the rebellious Mecklenburgers who ardently supported

troops in their search for food, hampered his communication with other English forces, and made his occupation of the town of Charlotte a miserable experience. He and other British soldiers called the place a "hornet's nest" of rebellion. This description gave the County a symbol that has carried on for more than two centuries.

RECOMMENDED BUDGET



MECKLENBURG COUNTY | FISCAL YEAR 2020

MECKLENBURG COUNTY | FISCAL YEAR 2020

ADOPTED BUDGET

Mecklenburg County at a Glance

Date of Establishment

December 11, 1762

Form of Government

Commission – Manager

Nine Commissioners are elected: one from each of six districts and three at-large. Commissioners serve two-year terms. The County Manager is appointed by the Commission.

Last Election:

November 6, 2018

Land Area:

549 Square Miles

County 2019 Projected Population:

1,115,571

County Bond Rating:

"AAA"

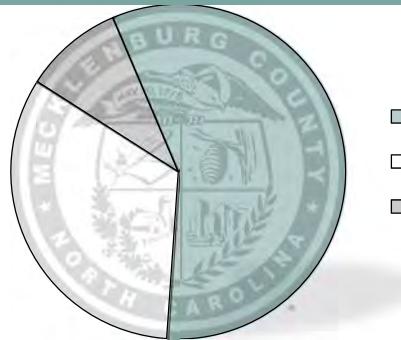
RECOMMENDED BUDGET

0-14 years.....	20.0%
15-24.....	12.9%
25-34.....	16.9%
35-44.....	14.7%
45-54.....	13.6%
55 years and over....	21.9%

Median Age (35.1)

Males.....	34.1
Females.....	36.1

MECKLENBURG COUNTY | FISCAL YEAR 2020



- Caucasian
- African American
- Other

13.6% of the population identify as Hispanic or Latino.
Source: U.S. Census, American Community Survey, 2017 estimate

Recreational & Cultural

Park & Recreation Facilities	210
Libraries	22

MECKLENBURG COUNTY | FISCAL YEAR 2020

ADOPTED BUDGET

Mecklenburg County at a Glance

Mecklenburg County Employment Trends

Year (June)	Labor Force	Employed Residents	Unemployed Residents	Unemployment Rate
2019	625,816	604,751	21,065	3.4
2018	618,509	593,968	24,541	4.0
2017	596,658	572,803	23,855	4.0
2016	583,777	555,763	28,014	4.8
2015	568,132	535,422	32,710	5.8
2014	545,911	511,666	34,245	6.3
2013	537,019	493,603	43,416	8.1
2012	527,284	478,938	48,346	9.2
2011	513,339	458,922	54,417	10.6
2010	503,182	449,104	54,078	10.7

RECOMMENDED BUDGET

2007	456,120	434,798	21,322	4.7
2006	444,225	423,237	20,988	4.7

Source: N.C. Department of Commerce, Labor & Economic Analysis, 2019

Top 5 Sectors

Sector Type	# of Units	Employed
Health Care and Social Assistance	3,147	78,591
Retail Trade	3,718	64,162
Finance and Insurance	2,717	63,944

MECKLENBURG COUNTY | FISCAL YEAR 2020

Source: N.C. Department of Commerce, Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Average Employment for Calendar Year 2018, Q1

Headquartered Fortune 500 Companies

Fortune Rank	Company Name	Revenue (\$ Billion)
25	Bank of America	110.5
120	Nucor	25.1
126	Duke Energy	24.1
316	Sonic Automotive	9.9
342	BrightHouse Financial	8.9

Source: Fortune Magazine, May 2019

MECKLENBURG COUNTY | FISCAL YEAR 2020

ADOPTED BUDGET

Mecklenburg County at a Glance

Household Income

Under \$24,999	18.1%
\$25,000-\$49,999	22.7%
\$50,000-\$74,999	18.0%
\$75,000-\$99,999	12.1%
\$100,000 and over	29.0%

Source: U.S. Census, American Community Survey, 2017 estimate

City/County Schools, 2018-2019

Total Number of Schools	175
Elementary Schools	95
Middle Schools	46
High Schools	31
Alternative Schools	3

RECOMMENDED BUDGET

2018-2019 Enrollment:

147,352

Grades K-5	68,284
Grades 6-8	33,452
Grades 9-12	43,656
Special	1,960
Limited English Proficient	21,145
% Economically Disadvantaged Students	47.6%

Source: Charlotte-Mecklenburg Schools, FY2020 Proposed Budget

Private (Non-Public) Schools

MECKLENBURG COUNTY | FISCAL YEAR 2020

Source: N.C. Department of Administration, Division of Non-Public Education, Private School Statistics, 2019.

Education Attainment*

Less than high school graduate	10.1%
High school graduate	17.9%
Some college or associate's degree	27.9%
Bachelor's degree or higher	44.1%

* Population 25 years and older

Source: U.S. Census, American Community Survey, 2017 year estimate

2018 Gross Total Retail Sales

\$25.9 billion

Source: NC Department of Revenue

MECKLENBURG COUNTY | FISCAL YEAR 2020

ADOPTED BUDGET

Executive Leadership



MECKLENBURG COUNTY MANAGER

DENA R. DIORIO

Managing the County Today

RECOMMENDED BUDGET

A

management became evident. In 1962, the County Manager form of administration was adopted in Mecklenburg County.

The County Manager is the Chief Administrative Officer of Mecklenburg County Government. Appointed by the Board of County Commissioners, the County Manager implements Board policies, represents the County in dealings with other governmental units and agencies, recommends the annual budget to the Board, and coordinates the work of all County agencies with the help of the Assistant County Managers and department directors.

The County provides the following types of services to its residents:

- Protection for both people and property

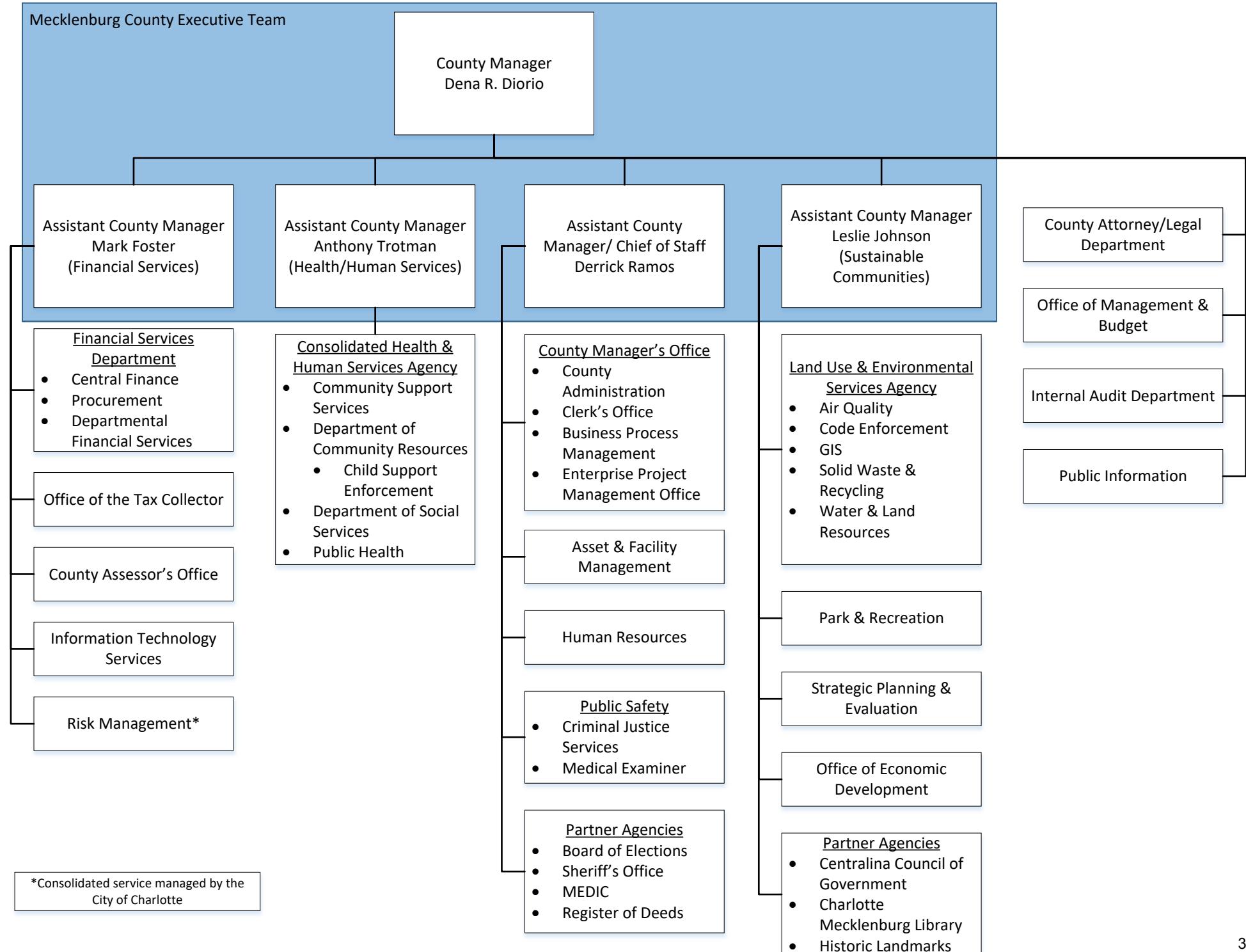
MECKLENBURG COUNTY | FISCAL YEAR 2020

- Human services, including social services, public health, mental health, and environmental health

In addition, it has general administration functions, such as human resources management, budget, accounting, and information technology for the efficient operation of government.

Mecklenburg County Government represents a partnership of the people, elected officials, County employees, and citizen advisors all working together to serve Mecklenburg County residents by helping improve their lives and community.

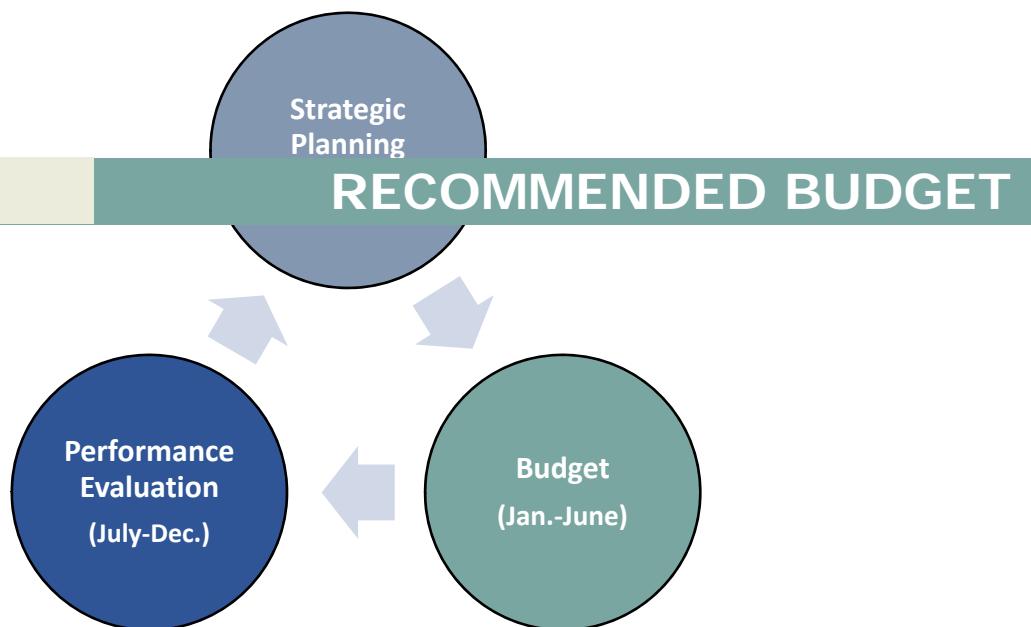
Mecklenburg County Executive Team



Strategic Planning Process

Over the past decade Mecklenburg County has faced several challenges that have served as the impetus to change how we manage our business; these include growth, diminishing state revenue, education, and a more diverse population. Mecklenburg County has chosen to focus on changing and improving the key processes for strategic business planning, budgeting, and performance management to ensure that we make best use of limited resources to deliver value to our customers and stakeholders.

Strategic business planning, budgeting, and performance management is a continuous process for holding government accountable. As we envision it, the process has three broad stages.



MECKLENBURG COUNTY | FISCAL YEAR 2020

These three stages involve the following actions:

1. Utilizing environmental scan information, setting broad departmental goals/objectives that our customers and stakeholders desire, identifying strategies/actions to accomplish those goals, and developing performance measures of effectiveness and success.
2. Budgeting resources based on desired and known results.
3. Establishing a performance management system that monitors, evaluates and reports annually on program/service performance results.

In Mecklenburg County, we consider our approach as good government, as the Strategic Planning & Evaluation team works with departments to update strategic business plans and ensure relevancy to the business.

STAGE I – STRATEGIC PLANNING

Although strategic planning was not the primary driver for budget development, it is imperative to note that department strategic plans informed development of the FY2020 budget. It is within the department strategic business plans that the most pressing needs of the organization are defined and outlined for a three-year period and reflect the strategic goals and objectives of the departments.

STAGE II – BUDGET DEVELOPMENT

The annual budget process allocates resources according to the goals and consists of three phases.

During Phase I, the Manager shares the departmental requests that reflect decisions and provides direction regarding the expectations of the budget process.

In Phase II, departments are responsible for analyzing and projecting budget needs for their units and performing several other steps, including the following:

- Re-examining their unit's mission and performance

RECOMMENDED BUDGET

- Adjusting any revenue estimates
- Realigning existing resources within the approved current service level budget, if needed, and
- Analyzing the need for any additional technology, capital, capital maintenance, or vehicle needs and submitting any requests through the appropriate reserve process

At the end of Phase II, each agency develops a requested budget, which is packaged and presented to the Office of Management and Budget (OMB) and the Executive Team. The agency's budget ties together its strategic business plan and resource needs for service delivery for the upcoming year, as well as analysis of trends and concerns, and descriptions of major accomplishments, in addition to all budget requests.

MECKLENBURG COUNTY | FISCAL YEAR 2020

and performance results. As a result of these discussions, service requests may be revised.

Phase III consists of the development of a recommended budget. The budget serves four basic functions for the Board of County Commissioners and residents of Mecklenburg County.

- It is a policy document that articulates the County's priorities and strategic issues for the upcoming fiscal year.
- It is an operations guide for staff in developing goals and objectives for the coming fiscal year and in the monitoring and evaluating of progress toward those goals.
- It is a financial document for the projection of revenues and expenditures; it authorizes expenditures and the means for financing them and is a control mechanism for spending limits.
- It is a way to communicate to residents how public money is spent and what is being accomplished with those expenditures.

ADOPTED BUDGET

STAGE III – MANAGING PERFORMANCE

Once the budget has been established and approved by the Board of County Commissioners, it is imperative to continually track and monitor progress towards the items funded and evaluate progress towards the strategic business plan goals and objectives. This stage is vital in closing the strategic business planning, budgeting and performance management loop for department strategic business plans. This linkage shows the residents of Mecklenburg County, elected officials, employees and others what the organization is accountable for and how funding has, or has not made a difference.

RECOMMENDED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2020

MECKLENBURG COUNTY | FISCAL YEAR 2020

ADOPTED BUDGET

FISCAL YEAR 2020 BUDGET CALENDAR

Date	Item	Description
July 1 – November 30	Position Maintenance	Annualize cost of new positions from prior fiscal year
July 1 – January 30	Strategic Plan Revisions	Departments revise Strategic Business Plans
October 24	Community Service Grants	Informational meeting to request grant proposals
October 24	Community Service Grants	Applicants begin access the online application portal
December 1 – 30	Position Maintenance	Update PeopleSoft through Human Resources
December 3	Community Service Grants	Deadline to submit grant application
December 3	Capital Reserve	Departments begin submitting capital reserve requests
December – January	Technology Reserve	Information Technology begins capabilities consultation with departments
January 4	Annual Retreat Preparation	Preparation for the Annual Board of County Commissioners (BOCC) retreat

RECOMMENDED BUDGET

January 11	Capital Reserve	Deadline to submit capital reserve requests
January 16	Budget Kick-Off	Provide departments with budget instructions
January 23 – 25	Annual Retreat	BOCC retreat to start receiving feedback on developing the budget
January 30 – February 15	Department Roadshow	Budget & Performance Meeting to discuss strategic business plan and sustainability requests
February 13	Budget Requests	Department deadline to submit budget requests
February 21	BOCC Public Policy Workshop	Joint meeting with Charlotte-Mecklenburg School Board
February 21 – 22	Manager's Cabinet Retreat	Departments present requests to the County Manager

MECKLENBURG COUNTY | FISCAL YEAR 2020

April 10	Budget Monitoring Report	Third quarter budget status update sent to Assistant County Managers
April 23	BOCC Public Policy Workshop	Discuss budget request from Mecklenburg County Court Officials
April 23	BOCC Public Policy Workshop	Discuss budget requests from Central Piedmont Community College
May 2	Recommended Budget	Manager's Recommended budget presented to the public
May 9	CMS Public Policy Workshop	BOCC discuss budget requests from Charlotte-Mecklenburg Schools
May 9	Public Hearing	Opportunity for residents to voice support/non-support for the Recommended Budget
May 14	Budget Public Policy Workshop	Detailed overview provided to the BOCC
May 28	BOCC Straw Vote Session	BOCC votes to develop budget ordinance
June 4	Budget Adoption	BOCC adopts the budget ordinance

MECKLENBURG COUNTY | FISCAL YEAR 2020

PERFORMANCE RESULTS



- FY2018 Mecklenburg County Corporate Strategic Business Plan Results

FY2018 Mecklenburg County Performance Results

Mecklenburg County's 2017-2019 Corporate Strategic Business Plan translates the Board of County Commissioners' Community Vision into action. The County's Community Vision is "Mecklenburg County will be a community of pride and choice for people to LIVE, LEARN, WORK and RECREATE."

Within the Plan there are five goal areas that reflect the County's strategic priorities, each with one desired outcome. For each outcome, there are several strategies, key performance indicators and associated methodologies for tracking progress towards the outcomes. The key performance indicators are most integral to the County understanding its position around the key outcomes.

The following outlines the goal areas and associated desired outcomes.

RECOMMENDED BUDGET



Accountable Government

To be an open, transparent and high performing organization that effectively uses resources to provide high quality services to our visitors and residents



Connected Community

To foster access to physical, social and information resources for all residents and visitors in our community

MECKLENBURG COUNTY | FISCAL YEAR 2020



Economic Opportunities

To enhance the economic stability and success of our current and future residents



Healthy Community

To create a culture of health and wellness for our residents



Safe Community

To have an efficient and effective criminal justice system

ADOPTED BUDGET

Corporate Strategic Business Plan Results

Accountable Government

Key Performance Indicators	FY17 Results	FY18 Results
Employee motivation and satisfaction To have 84% or more of County employees motivated and satisfied to work for Mecklenburg County.	88%	89%
2-year retention rate Target under development	75.97%	73.72%
Hiring manager satisfaction with applicant pool To have 84% of hiring managers satisfied with the applicant pool.	93.65%	98.10%
General bonded debt per capita To have County general bonded debt per capita be at or below the per capita average for North Carolina benchmark jurisdictions.	Mecklenburg: \$1,088 Benchmark: \$1,354	Mecklenburg: \$1,167 Benchmark: \$1,498
General fund expenditures per capita To have County general fund per capita be at or below the per capita average for North Carolina benchmark jurisdictions.	Mecklenburg: \$1,030 Benchmark: \$971	Mecklenburg: \$1,064 Benchmark: \$986
Bond rating To maintain Triple A bond rating, the highest possible score.	AAA	AAA

RECOMMENDED BUDGET

To have 55% or more of residents rate the County's communication with the public as "excellent" or "good".	40%	37%
Customer satisfaction To have 84% or more of County residents satisfied with services provided.	98%	98%

Connected Community

Key Performance Indicators	FY17 Results	FY18 Results
Capital park & recreation projects completed Measure is for tracking purposes only	15 projects \$44,141,488 of investments	13 projects \$18,568,865 of investments
Charlotte Mecklenburg Library active cardholders Target under development	40% of households with active library card user within the last 12 months	38% of households with active library card user within the last 12 months

MECKLENBURG COUNTY | FISCAL YEAR 2020

Homelessness rate per capita Measure is for tracking purposes only	1.37 homeless persons per 1,000 population	1.52 homeless persons per 1,000 population
Work first training to employment To have 80% or more of individuals who complete Work First training enter employment.	87%	76%

ADOPTED BUDGET

Healthy Community

Key Performance Indicators	FY17 Results	FY18 Results
HIV infection rate To have 26 per 100,000 population or less newly infected with HIV by the end of FY19.	30.4 individuals per 100,000 population	31.3 individuals per 100,000 population
Youth smoking rate To have 10% or less of youth who smoked a cigarette in the last 30 days.	10.3%	8.4%
Health and fitness program utilization* Target under development	1,349 individuals per 100,000 population	15,589 resident users of programs
Ozone NAAQS compliance AQ indicator To be 4% or less above the Federal Health-Based Standard for ozone.	0%	0%

*Results may not be comparable due to a change in methodology

Safe Community

Key Performance Indicators	FY17 Results	FY18 Results
Program-specific recidivism rate* Target under development	22.92% of Re-Entry Services and Drug Treatment Court participants were convicted of a new charge within 2 years of	17.79% of Re-Entry Services and Recovery Court participants were convicted of a new charge within 2 years of

RECOMMENDED BUDGET

Court appearance rate* Target under development	Drug Treatment Court participants appeared at their scheduled court date	and Recovery Court participants appeared at their scheduled court date
Civil process service rate** To have 77% or more of serviceable civil papers returned served.	83%	68,241 papers served, 26,466 papers not served or unserviceable

* In 2018, the Drug Treatment Courts were renamed to "Recovery Courts"

**Results may not be comparable due to a change in methodology

MECKLENBURG COUNTY | FISCAL YEAR 2020

MECKLENBURG COUNTY | FISCAL YEAR 2020

BUDGET OVERVIEW



- Overview of FY2020 Adopted Budget
- Summary of Net County Expenditures and Revenue
- Board of County Commissioners Budget Priorities
- Community Engagement Budget Priorities
- Revenue and Expenditure Comparison by Governmental Category
- Total Expenditure by Agency and Fund
- FY2020 Adopted Budget by Financial Category
- Strategic Business Plan Investments by Department
- Financial Forecast
- Fund Balance Summaries:
 - General Fund
 - Capital Reserve Fund
 - Debt Service Fund
 - Law Enforcement Service District Fund
 - Solid Waste Enterprise Fund
 - Storm Water Special Revenue Fund

ADOPTED BUDGET

FY2020 Adopted Budget Overview Revenues and Appropriations

Revenue Summary	FY2018 Adopted Budget	FY2019 Adopted Budget	FY2020 Adopted Budget	Dollar Change	Percent Change
County Revenue					
Net Property Taxes - Current	\$1,020,734,352	\$1,057,247,593	\$1,122,687,214	\$65,439,621	6.2%
Net Property Taxes - Prior	6,910,000	8,300,000	9,225,000	925,000	11.1%
Sales Tax - Unclassified	184,528,000	191,250,000	208,000,000	16,750,000	8.8%
Other Revenue*	33,314,847	46,612,213	39,803,629	-6,808,584	-14.6%
Investment Interest	5,600,000	9,290,000	12,058,000	2,768,000	29.8%
Total County Revenue	\$1,251,087,199	\$1,312,699,806	\$1,391,773,843	\$79,074,037	6.0%

RECOMMENDED BUDGET					
Expenditure Summary	FY2018 Adopted Budget	FY2019 Adopted Budget	FY2020 Adopted Budget	Dollar Change	Percent Change
County Expenditures					
General Debt Service (County)	\$122,092,539	\$161,062,048	\$139,992,500	-\$21,069,548	-13.1%
Capital (Pay-As-You-Go)	31,290,800	32,051,500	27,461,500	-4,590,000	-14.3%
Education Services (County)	589,051,300	589,407,489	645,654,100	56,246,611	9.5%
County Services (County)	508,652,560	530,178,769	578,665,743	48,486,974	9.1%
Total County Expense	\$1,251,087,199	\$1,312,699,806	\$1,391,773,843	\$79,074,037	6.0%
TOTAL EXPENDITURES	\$1,705,729,365	\$1,738,743,195	\$1,898,668,653	\$159,925,458	9.2%

MECKLENBURG COUNTY FISCAL YEAR 2020	
General	%
Education Services (Non-County)	67,525,025
County Services (Non-County)	371,472,141
Total Non-County Expense	\$454,642,166
TOTAL EXPENDITURES	\$1,705,729,365

*Other revenue consists of rentals, transient occupancy tax, sale of properties, and other sources.

**Miscellaneous revenue consists of vital record fees, grant contributions, interfund transfers, and other sources.

ADOPTED BUDGET

Summary of Net County Expenditures and Revenues		Running Total
Starting Point - FY2019 Adopted Budget		\$ 1,312,699,806
I. FY2020 Budget Impacts From FY2019 Decisions		
Annualized FY2019 Merit Cost	1,576,048	
Annualized funding for positions	610,707	
	<u>2,186,755</u>	\$ 1,314,886,561
II. A Sound Strategy for Sustainability		
A. Efficiencies Savings and Redirection of Funds: No impact to County Services		
Departmental FY2019 One-Time Funding	-39,095	
Redirections	-1,873,416	
Aggressive Departmental Revenue Estimates	-8,276,077	
FICA Estimate	-977,725	
	<u>-11,166,313</u>	1,303,720,248
B. Fiscal Discipline		
Increase in CMS Debt	6,576,679	
Decrease Pay-Go Capital Funding	-4,590,000	
Increase in CPCC Debt	6,963,983	
Increase in Debt Service	-21,069,548	
	<u>-12,118,886</u>	1,291,601,362
C. Investments in County Services		

RECOMMENDED BUDGET

Park Operations and Maintenance	4,041,441	
Public Health Investments	1,453,525	
Investments in Social Services	2,226,095	
Other Department Investments	1,720,227	
	<u>11,599,534</u>	1,303,200,896
D. Planned Investments		
Early Childhood Education	21,000,000	
Housing Strategies	2,090,633	
Economic Development Grants	500,000	
	<u>23,590,633</u>	1,326,791,529
E. Sustaining Operations		
Enterprise Software Agreement	244,945	
Utilities for New Facilities	321,550	
Data and Telephone Utilities	177,600	
Facility Maintenance	250,000	
	<u>994,095</u>	1,327,785,624

MECKLENBURG COUNTY | FISCAL YEAR 2020

CPPC Operating	1,118,860	
Courts Operating Expense Increases	185,717	
Arts and Science Council Community Blocks Program	150,000	
Community Service Grants	483,573	
MEDIC contract	1,617,751	
	<u>45,142,990</u>	1,372,928,614
III. Investing In Our Employees		
Wage adjustments	15,024,336	
Local Government Employee Retirement System Increase	3,757,749	
	<u>18,782,085</u>	1,391,710,699
IV. Budget Adjustments		
Net Other Budget Adjustments	63,144	
	<u>63,144</u>	\$ 1,391,773,843
FY2019-2020 GRAND TOTAL OF COUNTY EXPENDITURES		\$ 1,391,773,843
FY 2018-2019 County Revenue (82.32 tax rate)		\$ 1,312,699,806
FY 2019-2020 County Revenue (61.69 tax rate)		79,074,037
FY2019-2020 GRAND TOTAL OF COUNTY REVENUE		\$ 1,391,773,843

MECKLENBURG COUNTY | FISCAL YEAR 2020

ADOPTED BUDGET

Board Budget Priorities

At the annual budget retreat, held in January 2019, the Board of County Commissioners identified budget priorities to serve as guidelines for developing the FY2020 Budget. The top five priorities identified by the Board were:

1. Reduce Racial Disparities
2. Fund Pre-K
3. Affordable Housing
4. Mental Health
5. Park and Greenways

The Adopted Budget includes \$65 million in new funding and 77 new positions that align to the five priorities. This funding is detailed in the following tables.

New Funding by Board Priority

Board Budget Priorities	Total Funding (\$,000)	County Funding (\$,000)	Positions
RECOMMENDED BUDGET			
2. Fund Pre-K	21,112,152	21,112,152	1
3. Affordable Housing	15,180,633	2,255,633	4
4. Mental Health Support	6,823,671	6,603,671	3
5. Parks and Greenways	15,912,901	8,899,701	62
Total*	\$65,091,013	\$39,805,294	77

*Refer to *Appendices* section for detail of new funding by Board priority

MECKLENBURG COUNTY | FISCAL YEAR 2020

MECKLENBURG COUNTY | FISCAL YEAR 2020

ADOPTED BUDGET

Community Engagement

The Mecklenburg County community was engaged throughout the budget process, and the feedback received by the community was integral in the development of the Budget. A public hearing was held on January 15th to allow the Board of Commissioners and staff to hear from residents at the beginning of the process. Budget priorities were solicited from each of the County's appointed citizen advisory boards. Also, in January, a survey of County residents was conducted to identify resident budget priorities. The survey was conducted in both web and paper formats; both formats were presented in Spanish and English. Overall, there were 1,636 respondents to the survey. The results of the survey were provided to the Board of Commissioners at the annual budget retreat. Below are the ranked results of the survey in order of importance (1 – highest importance, 8 – lowest):

1. Education (pre-kindergarten, primary, secondary, community college)
2. Health & Human Services (domestic violence, homelessness, public & mental health)
3. Housing (affordable housing)
4. Environment (air, land, water)
5. Economic Development (business investments & jobs)
6. Transportation
7. Criminal Justice (courts & jails)
8. Other (optional)

RECOMMENDED BUDGET

The FY2020 Adopted Budget allocates \$145.5 million in new funding and 104 new positions that align to these survey results (excluding "Other"), as shown in the table below.

New Funding Aligned to Resident Budget Survey Results

Resident Survey Priorities	Total	County Dollars	Positions
1. Education	\$98,473,101	\$85,873,101	1
2. Health & Human Services	7,080,850	4,774,263	30
5. Economic Development	4,565,064	790,064	2
6. Recreation	15,952,901	8,939,701	62
7. Criminal Justice	4,064,384	512,211	4
Total	145,473,158	103,243,222	104

MECKLENBURG COUNTY | FISCAL YEAR 2020

ADOPTED BUDGET

RECOMMENDED BUDGET

Financial Sources	Total Governmental Fund			General Fund			Special Revenue Funds		
	FY2018 Adopted	FY2019 Adopted	FY2020 Adopted	FY2018 Adopted	FY2019 Adopted	FY2020 Adopted	FY2018 Adopted	FY2019 Adopted	FY2020 Adopted
Property Tax	\$ 1,049,753,945	\$ 1,087,086,415	\$ 1,156,036,597	\$ 784,229,152	\$ 815,547,843	\$ 889,828,836	\$ 265,524,793	\$ 271,538,572	\$ 266,207,761
Sales Tax	289,728,000	303,500,000	328,869,094	184,528,000	191,250,000	208,000,000	105,200,000	112,250,000	120,869,094
Interest on Investments	7,625,000	12,500,325	22,278,325	6,100,000	9,790,000	12,558,000	1,525,000	2,710,325	9,720,325
Licenses and Permits	28,263,944	29,438,204	31,216,799	28,263,944	29,438,204	31,216,799	-	-	-
Charges For Services	96,184,258	106,605,098	121,642,938	57,635,326	61,890,997	73,397,656	38,548,932	44,714,101	48,245,282
Intergovernmental	164,756,211	119,466,650	131,837,250	148,327,940	103,548,479	116,541,651	16,428,271	15,918,171	15,295,599
Other	21,574,985	21,552,891	23,221,557	19,468,419	19,612,301	22,450,107	2,106,566	1,940,590	771,450
Fund Balance and Transfers	47,843,022	58,593,612	83,566,093	45,080,736	58,435,104	83,112,224	2,762,286	158,508	453,869
Total Revenues	\$ 1,705,729,365	\$ 1,738,743,195	\$ 1,898,668,653	\$ 1,273,633,517	\$ 1,289,512,928	\$ 1,437,105,273	\$ 432,095,848	\$ 449,230,267	\$ 461,563,380
Expenditures	FY2018 Adopted	FY2019 Adopted	FY2020 Adopted	FY2018 Adopted	FY2019 Adopted	FY2020 Adopted	FY2018 Adopted	FY2019 Adopted	FY2020 Adopted
Asset and Facility Management	\$ 28,655,844	\$ 30,822,716	\$ 32,851,441	\$ 28,655,844	\$ 30,822,716	\$ 32,851,441	\$ -	\$ -	\$ -
Attorney's Office	-	2,135,288	2,184,878	-	2,135,288	2,184,878	-	-	-
Behavioral Health Division	12,664,720	-	-	12,664,720	-	-	-	-	-
Child Support Enforcement	10,426,615	10,894,787	10,765,367	10,426,615	10,894,787	10,765,367	-	-	-
Commissioners	608,660	616,866	639,078	608,660	616,866	639,078	-	-	-
Community Resources	438,898	2,499,227	3,353,710	438,898	2,499,227	3,353,710	-	-	-
Community Service Grants	1,292,104	707,500	1,191,073	1,292,104	1,097,500	1,191,073	-	-	-
Community Support Services	16,653,298	16,872,727	20,299,289	16,653,298	16,872,727	20,299,289	-	-	-
County Assessor's Office	13,404,043	15,367,811	15,325,229	13,404,043	15,367,811	15,325,229	-	-	-
Criminal Justice Services	11,847,739	12,062,344	12,918,525	11,847,739	12,062,344	12,918,525	-	-	-
Debt Service	169,028,339	204,033,429	191,600,799	43,540,800	38,461,500	40,461,500	125,487,539	255,689,631	151,139,299
Education Services	657,596,228	664,820,511	733,736,521	468,854,639	501,589,787	556,895,736	188,741,589	68,513,022	176,840,785
Elections Office	5,780,912	5,094,830	21,937,873	5,780,912	5,094,830	21,937,873	-	-	-
Emergency Medical Services	10,959,729	10,959,729	13,168,590	10,959,729	10,959,729	13,168,590	-	-	-
Financial Services	13,461,593	13,353,124	14,083,532	13,461,593	13,353,124	14,083,532	-	-	-
Fire Protection Service Districts	5,628,533	5,691,293	6,373,950	-	-	-	5,628,533	5,691,293	6,373,950
Historic Land Commission	317,720	321,347	373,181	317,720	321,347	373,181	-	-	-
Hospitals	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	-	-	-
Human Resources	6,150,023	6,329,854	6,999,317	6,150,023	6,329,854	6,999,317	-	-	-
Information Services and Technology	24,861,421	29,300,729	33,780,061	24,861,421	26,539,646	33,780,061	-	-	-
Internal Audit	1,488,747	1,661,286	1,826,800	1,488,747	1,661,286	1,826,800	-	-	-
Joint City County	1,417,143	1,287,932	1,335,207	1,417,143	1,287,932	1,335,207	-	-	-
Land Use & Environmental Services	81,396,194	87,088,094	93,363,978	38,339,067	39,911,302	44,160,986	43,057,127	47,176,792	49,202,992
Law Enforcement Service Districts	18,361,060	16,598,000	18,230,448	680,000	738,471	453,188	17,681,060	15,859,529	17,777,260
Manager's Office	10,129,083	8,374,388	9,286,761	10,129,083	8,374,388	9,286,761	-	-	-
Medical Examiner's Office	2,428,523	2,472,805	2,744,426	2,428,523	2,472,805	2,744,426	-	-	-
Non-Departmental	64,643,231	71,211,421	91,495,404	64,643,231	78,572,504	91,495,404	-	-	-
Office of Economic Development	11,543,025	11,783,727	15,463,640	11,543,025	11,783,727	15,463,640	-	-	-
Park and Recreation	39,931,867	41,058,587	48,334,638	39,931,867	41,058,587	48,334,638	-	-	-
Public Health	76,925,832	79,733,202	85,837,346	76,925,832	79,343,202	85,837,346	-	-	-
Public Information	2,621,826	2,692,374	2,983,900	2,621,826	2,692,374	2,983,900	-	-	-
Public Library	34,153,433	36,105,228	37,550,702	34,153,433	36,105,228	37,550,702	-	-	-
Register of Deeds	2,852,762	2,836,862	3,047,274	2,852,762	2,836,862	3,047,274	-	-	-
Sheriff's Office	119,701,955	124,392,495	135,057,872	119,701,955	124,392,495	135,057,872	-	-	-
Social Services	190,103,951	156,506,482	163,227,228	190,103,951	156,506,482	163,227,228	-	-	-
Office of the Tax Collector	5,754,314	5,756,200	6,071,521	5,754,314	5,756,200	6,071,521	-	-	-
Transits Sales Tax	51,500,000	56,300,000	60,229,094	-	-	-	51,500,000	56,300,000	60,229,094
Total Expenditures	\$ 1,705,729,365	\$ 1,738,743,195	\$ 1,898,668,653	\$ 1,273,633,517	\$ 1,289,512,928	\$ 1,437,105,273	\$ 432,095,848	\$ 449,230,267	\$ 461,563,380

MECKLENBURG COUNTY
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FISCAL YEAR 2020
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ADOPTED BUDGET RECOMMENDED BUDGET

Total Expenditures by Agency and Fund
Fiscal Year 2020 Adopted Budget

Agency/Fund	General	Capital Reserve & Replacement	Fleet Reserve	Technology Reserve	Solid Waste	Storm Water	Transit	Law Enforcement	Debt	Fire District	Grand Total
Asset and Facility Management	\$32,851,441										\$32,851,441
Attorney's Office	2,184,878										2,184,878
Central Piedmont Community College	37,884,035								22,986,703		60,870,738
Charlotte-Mecklenburg Schools	509,451,701	9,560,000							153,854,082		672,865,783
Child Support Enforcement	10,765,367										10,765,367
Commissioners	639,078										639,078
Community Resources	3,353,710										3,353,710
Community Service Grants	1,191,073										1,191,073
Community Support Services	20,299,289										20,299,289
County Assessor's Office	15,325,229										15,325,229
Criminal Justice Services	12,918,525										12,918,525
Debt Service	40,461,500								151,139,299		191,600,799
Elections Office	21,937,873										21,937,873
Emergency Medical Services	13,168,590										13,168,590
Financial Services	14,083,532						60,229,094				74,312,626
Historic Land Commission	373,181										373,181
Hospitals	1,000,000										1,000,000
Human Resources	6,999,317										6,999,317
Information Services and Technology	33,780,061										33,780,061
Internal Audit	1,826,800										1,826,800
Joint City County Agency	1,788,395							17,777,260		6,373,950	25,939,605
Land Use and Environmental Services	44,160,986				31,608,887	17,594,105					93,363,978
Manager's Office	9,286,761										9,286,761
Medical Examiner's Office	2,744,426										2,744,426
Non-Departmental	65,995,404	8,000,000	2,500,000	15,000,000							91,495,404
Office of Economic Development	15,463,640										15,463,640
Park & Recreation	48,334,638										48,334,638
Public Health	85,837,346										85,837,346
Public Information	2,983,900										2,983,900
Public Library	37,550,702										37,550,702
Register of Deeds	3,047,274										3,047,274
Sheriff's Office	135,057,872										135,057,872
Social Services	163,227,228										163,227,228
Office of the Tax Collector	6,071,521										6,071,521
Grand Total	\$1,402,045,273	\$17,560,000	\$2,500,000	\$15,000,000	\$31,608,887	\$17,594,105	\$60,229,094	\$17,777,260	\$327,980,084	\$6,373,950	\$1,898,668,653

MECKLENBURG COUNTY | FISCAL YEAR 2020
MECKLENBURG COUNTY | FISCAL YEAR 2020

ADOPTED BUDGET RECOMMENDED BUDGET

FY2020 Adopted Budget by Financial Category

Financial Category	Total	General Fund	Debt Service Fund	Capital Reserve	Fleet Reserve	Technology Reserve	Solid Waste	Storm Water	Transit	LESD	Fire Districts
Administrative Services											
Asset and Facility Management	32,851,441	32,851,441									
Human Resources	6,999,317	6,999,317									
Information Services and Technology	33,780,061	33,780,061									
Internal Audit	1,826,800	1,826,800									
Non-Departmental	91,495,404	65,995,404									
<i>Sub-Total</i>	166,953,023	141,453,023	-	8,000,000	2,500,000	15,000,000	-	-	-	-	-
Business Partners											
Central Piedmont Community College	60,870,738	37,884,035	22,986,703								
Charlotte-Mecklenburg Schools	672,865,783	509,451,701	153,854,082	9,560,000							
Community Service Grants	1,191,073	1,191,073									
Emergency Medical Services	13,168,590	13,168,590									
Historic Land Commission	373,181	373,181									
Hospitals	1,000,000	1,000,000									
Joint City County Agency	25,939,605	1,788,395									
<i>Sub-Total</i>	775,408,970	564,856,975	176,840,785	9,560,000	-	-	-	-	-	17,777,260	6,373,950
Community Services											
Elections Office	21,937,873	21,937,873									
Park & Recreation	48,334,638	48,334,638									
Public Library	37,550,702	37,550,702									
<i>Sub-Total</i>	107,823,213	107,823,213	-	-	-	-	-	-	-	-	-
Customer Satisfaction and Management											
Attorney's Office	2,184,878	2,184,878									
Commissioners	639,078	639,078									
Manager's Office	9,286,761	9,286,761									
Office of Economic Development	15,463,640	15,463,640									
Public Information	2,983,900	2,983,900									
<i>Sub-Total</i>	30,558,257	30,558,257	-	-	-	-	-	-	-	-	-
Detention and Court Support Services											
Child Support Enforcement	10,765,367	10,765,367									
Criminal Justice Services	12,918,525	12,918,525									
Medical Examiner's Office	2,744,426	2,744,426									
Sheriff's Office	135,057,872	135,057,872									
<i>Sub-Total</i>	161,486,190	161,486,190	-	-	-	-	-	-	-	-	-
Financial Services											
County Assessor's Office	15,325,229	15,325,229									
Debt Service	191,600,799	40,461,500	151,139,299	-							
Financial Services	74,312,626	14,083,532									
Office of the Tax Collector	6,071,521	6,071,521									
<i>Sub-Total</i>	287,310,175	75,941,782	151,139,299	-	-	-	-	-	60,229,094	-	-
Health And Human Services											
Community Resources	3,353,710	3,353,710									
Community Support Services	20,299,289	20,299,289									
Public Health	85,837,346	85,837,346									
Social Services	163,227,228	163,227,228									
<i>Sub-Total</i>	272,717,573	272,717,573	-	-	-	-	-	-	-	-	-
Land Use And Environmental Services											
Land Use and Environmental Services	93,363,978	44,160,986						31,608,887	17,594,105		
Register of Deeds	3,047,274	3,047,274						31,608,887	17,594,105	-	-
<i>Sub-Total</i>	96,411,252	47,208,260	-	-	-	-	-	31,608,887	17,594,105	-	-
Total	\$1,898,668,653	\$1,402,045,273	\$327,980,084	\$17,560,000	\$2,500,000	\$15,000,000	\$31,608,887	\$17,594,105	\$60,229,094	\$17,777,260	\$6,373,950

MECKLENBURG COUNTY
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FISCAL YEAR 2020
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ADOPTED BUDGET

Strategic Business Plan Investments

	Total	County Dollars	Positions
Asset and Facility Management	1,220,458	1,165,157	6
Additional CMPD off-duty	70,782	70,782	
Administrative Support Coordinator (MWSBE)	49,808	49,808	1
Administrative Support Supervisor	55,301		1
County Maintenance	250,000	250,000	
Greenway Project Managers	203,532	203,532	2
Greenway Real Estate Coordinators	154,728	154,728	2
Ongoing Security Enhancements	436,307	436,307	
Child Support Enforcement			4
Child Support Case Coordinators*			4
Community Resources	95,207	95,207	1
Workforce Development, and Systems of Care	14,000	14,000	
Social Workers in Workforce Development	81,207	81,207	1
Community Support Services	483,487	373,487	1
Administrative Support III	47,041	47,041	1
Clients Benefits to Assist the Homeless with Access to Housing	50,000	50,000	
Employee Health Care Premiums	244,146	244,146	

RECOMMENDED BUDGET

Prevention Awareness Campaign	35,000		
VA Technology (Improve Communications)	75,000		
County Assessor's Office	1,096,500	60,800	1
Commence Preparation of the 2023 Revaluation	1,000,000		
Property Auditor I	60,800	60,800	1
Vehicles for personal property field canvassing	35,700		
Criminal Justice Services	173,855	173,855	1
Criminal Justice Supervisor - Reentry Services	78,855	78,855	1
Housing Assistance for Reentry	95,000	95,000	
Economic Development Office	3,688,810	113,810	1
Business Attraction Specialists	88,810	88,810	1
Existing Industry Outreach & Events	25,000	25,000	
Industrial Land Availability Study	75,000		

MECKLENBURG COUNTY | FISCAL YEAR 2020

Revolving Loan Fund Seed	2,750,000		
Elections	169,828	101,897	3
1 Election Specialist	51,638	30,983	1
2 Q&T Specialist	118,190	70,914	2
Human Resources	410,969	410,969	3
Automation of I-9 Process	6,000	6,000	
HRS Deputy Department Director	112,595	112,595	1
LinkedIn Career Page	40,000	40,000	
Salary Surveys	40,000	40,000	
Talent Acquisition Improvements	125,559	125,559	2
Total Rewards Consultant & Onboarding Specialist	86,815	86,815	
Information Svcs and Technology	1,799,676	1,604,044	10
Azure	415,200	219,568	
Exabeam SIEM	300,000	300,000	
Exterro	299,000	299,000	
Firewall Maintenance	106,496	106,496	
Operating Positions	406,793	406,793	
QA Test Automation	60,000	60,000	5

MECKLENBURG COUNTY | FISCAL YEAR 2020

ADOPTED BUDGET

Strategic Business Plan Investments			
	Total	County Dollars	Positions
Solarwinds	16,500	16,500	
Tech Reserve Positions			5
Text Message Archiving	60,000	60,000	
Training	45,423	45,423	
Vulnerability Scanning License Renewals	90,264	90,264	
Internal Audit	1,500	1,500	
Branding Internal Audit & 40th Anniversary Promotion	1,500	1,500	
Land Use and Environmental Svcs.	1,106,225	48,249	2
Fiscal Support Assistant III Solid Waste	57,976		1
GIS Analyst	48,249	48,249	1
Overhead	1,000,000		
Library	496,484	96,484	1
Mobile Library	400,000		
Mobile Program Coordinator	58,484	58,484	1
Scalleybank Lease	38,000	38,000	
Managers Office	147,552	147,552	2
Family Child Abuse Prevention Consultant	62,152	62,152	1

RECOMMENDED BUDGET

Medical Examiner	92,500	92,500	1
Forensic Pathologist Position (LPT)	92,500	92,500	1
Park and Recreation	4,072,924	2,934,724	39
Aquatic Center - FY20 Summer Camps	12,112	12,112	
Capital Planning Staff for Greenway Expansion	344,070	344,070	2
Central Region Enhanced Maintenance and Operation	402,572	263,072	6
Contracted Ballfield Turf Maintenance	200,000	200,000	
Contracted Mowing Services	300,000	300,000	
Enhanced Park Maintenance	673,895	589,395	4
FY20 Park Operating for New Facilities	663,229	420,029	11
Horticulture - Park Operation	149,439	95,439	2
Natural Resources Staffing	234,152	153,152	3
North Region Enhanced Maintenance and Operation	314,696	209,196	5

MECKLENBURG COUNTY | FISCAL YEAR 2020

South Recreation Corridor	63,986	63,986	
South Region Enhanced Maintenance and Operation	314,696	209,196	5
Sportsplex Facility Manager	51,296	51,296	1
Public Health	3,355,540	1,365,540	15
Prevention Plan	138,490		
Comprehensive Quality Assurance Training for Staff	20,000		
Continue to Offer Race Matters for Juvenile Justice Training to Staff	13,750		
Customer Satisfaction Kiosks at Clinic Sites	15,900		
Deputy Health Director	114,795	114,795	1
Education	15,000		
Environmental Health Specialist (Pools)	102,666	102,666	1
Public Health	3,355,540	1,365,540	15
Environmental Health Specialists (Food & Facil.)	510,697	510,697	5
Environmental Health Supervisor	120,539	120,539	1
Expansion of PreP Usage & Awareness	100,000	100,000	
Family Planning	81,352		
Gap Analysis & Needs Assessment of Services for Children	15,000		
Hepatitis-A Media Campaign	50,000		

MECKLENBURG COUNTY | FISCAL YEAR 2020

ADOPTED BUDGET

Strategic Business Plan Investments

	Total	County Dollars	Positions
HIV/STI Communication & Marketing Assessment	105,000		
Immunization	97,000		
Sexual Health Clinics (BCCCP)	10,000		
LabCorp Contract	125,000		
Medical Assistants for Vaccine Administration	964,502		
Mental Health Screenings and Referrals in Public Health WIC Clinics	46,779	46,779	1
Republican National Convention	113,583	113,583	2
Quality Assurance in Clinical Services	213,036		
School Health Nurse Certification Exams & Pay Increases	73,563	73,563	1
School Health Nurse Supervisors	16,920	16,920	
Speech Therapist in Child Development Services	148,983	148,983	2
Sustain HIV/STI Testing in Non-Traditional Locations	62,985	(62,985)	1
Public Information Department	80,000	80,000	
Community Relations Position	59,027	59,027	1
Social Services	1,940,058	1,661,058	6
Grand Total	40,482	40,482	1

RECOMMENDED BUDGET

Foster Care Expenses Based on Raise the Age	340,000	170,000	
Homebound Meal Delivery Expansion	153,000	114,000	
Kinship Care Provider Payments	312,000	312,000	
Medicaid Special Assistance Program Increase	390,750	390,750	
NeighborCare Respite Care for Children	17,500	17,500	
Therapeutic Foster Care	400,000	350,000	
Work Number Expansion	104,000	104,000	
Youth Family Services Training Specialists	56,056	36,056	1
Tax Collections	293,038	124,228	7
Foreclosure Strategy Refinement	82,806	82,806	2
MEDIC Collection Strategy	168,810		4
Tax Foreclosure Affordable Housing Strategy	41,422	41,422	1
Grand Total	20,702,632	10,630,087	105

MECKLENBURG COUNTY | FISCAL YEAR 2020

Financial Forecast

Overview

The financial forecast serves as a critical tool to allow the county to evaluate current and future fiscal conditions to inform policy decisions in the budget process.

The financial forecast reflects Financial Services Department analysis of historic trends, actual performance to date, and other analyses that take into consideration economic factors, the policy environment, and other relevant factors. The forecast is also incorporated into the County's Long-Range Model to evaluate the long-term fiscal health of the County—allowing the county to identify potential funding challenges and the County's ability to reach its long-term financial and strategic goals.

From Budget Retreat to Adopted Budget

Each year during the budget retreat the Board of County Commissioners (BOCC) are

RECOMMENDED BUDGET

After the conclusion of the BOCC budget retreat, the Office of Management and Budget (OMB) works closely with each County department to develop expense requests and revenue estimates. Requests are aligned with the departments' Three-Year Strategic Business Plans to allocate County resources to plan priorities. OMB also works with departments to identify repurposing opportunities and provide advice based on the County's overall revenue and expense outlook.

Forecast Revenues

Major revenue assumptions included in the forecast reflect a continuing positive but modest growth trend that is reflective of recent county revenue patterns.

MECKLENBURG COUNTY | FISCAL YEAR 2020

Rates are roughly forecasted as follows:

- 2.5% Annual property tax growth
- 3% Annual sales tax growth
- 1% Annual other revenue growth

Forecast Expenses

Major expense considerations underlying the forecast County expenses include but are not limited to the following:

- Maintaining current levels of service
- Scheduled increase in Local Governmental Employees' Retirement System (LGERS) employer contribution by .25% each year through FY2022
- Average of 3% merit increase for employee salaries per year

ADOPTED BUDGET

- Adequately funding debt service for County facilities and Charlotte Mecklenburg Schools
- Accounting for the annual operating costs of new capital facilities and assets
- Maintaining a combined General & Debt Service Fund balance of 28% of prior year revenues in compliance with the County's fund balance policy.

Forecast Charts

The following tables show the forecasted revenues and expenses for the General and Debt Service Funds through FY2022 using the assumptions above.

General Fund							
(In Millions)	FY2016	FY2017	FY2018	FY2019	FY2020*	FY2021 Forecast	FY2022 Forecast
Property Taxes	\$ 765.2	\$ 768.6	\$ 794.5	\$ 821.6	\$ 889.8	\$ 915.9	\$ 938.8
Sales Tax	173.1	171.7	190.3	200.6	208.0	214.2	220.6
Total Revenue	1,200.9	1,213.9	1,280.2	1,285.8	1,355.4	1,390.3	1,422.2
Expenditures ¹	1,179.5	1,214.1	1,229.0	1,281.3	1,437.1	1,428.7	1,460.7
Net Change in Fund Balance	27.4	(0.2)	9.2	4.5	(81.7)	(38.4)	(38.5)

RECOMMENDED BUDGET

Total Revenue	1,200.9	1,213.9	1,280.2	1,285.8	1,355.4	1,390.3	1,422.2
Expenditures ¹	1,179.5	1,214.1	1,229.0	1,281.3	1,437.1	1,428.7	1,460.7
Net Change in Fund Balance	27.4	(0.2)	9.2	4.5	(81.7)	(38.4)	(38.5)

¹ Includes Transfers to other funds

* For FY2020 \$81.7 million in available fund balance is budgeted for one-time expenses

Debt Service Fund

(In Millions)	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021 Forecast	FY2022 Forecast
Property Taxes	\$ 234.1	\$ 240.8	\$ 243.4	\$ 250.0	\$ 242.1	\$ 242.4	\$ 248.2
Sales Tax	50.8	51.3	56.2	59.5	60.6	62.4	64.3
Total Revenue	303.7	310.4	318.1	340.2	328.0	330.2	338.1
Expenditures ¹	291.4	322.5	280.9	331.8	328.0	330.2	338.1
Net Change in Fund Balance	12.3	(12.1)	37.2	8.4	-	-	-

¹ Includes Transfers to other funds

Forecast Results

General Fund balance is projected to decline under the assumptions outlined above. The analysis reflects moderate use of fund balance for one-time costs. The County combines the General and Debt Service Funds when considering fund balance in evaluating long-range impacts of policies and compliance with the Fund Balance policy.

ADOPTED BUDGET

MECKLENBURG COUNTY, NORTH CAROLINA
 STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
 GENERAL FUND

	Projected FY 2019	Budget FY 2020
REVENUES		
Taxes	\$ 1,029,358,607	\$ 1,105,678,836
Licenses and permits	33,268,918	31,216,799
Intergovernmental	112,730,390	116,791,651
Charges for services	70,691,530	69,376,836
Interest earned on investments	26,540,704	12,558,000
Administrative costs	2,535,883	3,649,574
Other	10,443,128	14,721,353
Total revenues	<u>1,285,569,160</u>	<u>1,353,993,049</u>
EXPENDITURES		
Customer satisfaction and management	21,659,187	24,585,038
Administrative services	107,077,421	151,013,255
Financial services	17,802,998	20,142,463
Land use and environmental services	53,839,686	61,205,228

RECOMMENDED BUDGET

Health and human services	250,962,903	271,293,437
Business partners	518,553,817	574,326,975
Total expenditures	<u>1,201,430,793</u>	<u>1,367,608,248</u>
EXCESS OF REVENUES OVER EXPENDITURES	84,138,367	(13,615,199)
OTHER FINANCING SOURCES (USES)		
Sale of capital assets	89,008	-
Transfers from other funds	147,269	1,368,346
Transfers to other funds	(79,895,310)	(69,497,025)
Total other financing sources (uses)	<u>(79,659,033)</u>	<u>(68,128,679)</u>
NET CHANGE IN FUND BALANCE	4,479,334	(81,743,878)
APPROPRIATED FUND BALANCE	-	81,743,878
FUND BALANCE - BEGINNING OF YEAR	510,598,159	515,077,493

MECKLENBURG COUNTY | FISCAL YEAR 2020

The General Fund is projected to use \$25.5 million of fund balance for Capital, Technology, and Fleet Reserve, \$12.6 million for CMS security upgrades, building services maintenance, and ERP system upgrades, \$11.0 million for affordable housing, \$9.0 million for new voting machines, \$2.0 million for Park and Recreation land acquisition, and \$21.6 million dollars of prior years accumulated fund balance as one-time expenses for unmet business needs and other allocations.

Source: Mecklenburg County Finance Department

ADOPTED BUDGET

MECKLENBURG COUNTY, NORTH CAROLINA
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
DEBT SERVICE FUND

	Projected FY 2019	Budget FY 2020
REVENUES		
Taxes	\$ 309,502,058	\$ 302,723,378
Intergovernmental	12,964,967	13,139,089
Interest earned on investments	14,413,953	9,600,000
Other	<u>2,541,806</u>	<u>2,517,617</u>
Total revenues	<u>339,422,784</u>	<u>327,980,084</u>
EXPENDITURES		
Debt service		
Principal	133,682,625	152,255,000
Interest and fiscal charges	<u>66,849,897</u>	<u>145,725,084</u>
Total expenditures	<u>200,532,522</u>	<u>297,980,084</u>

RECOMMENDED BUDGET

OTHER FINANCING SOURCES (USES)		
Premium on financing	797,668	-
Transfers to other funds	<u>(131,298,293)</u>	<u>(30,000,000)</u>
Total other financing (uses)	<u>(130,500,625)</u>	<u>(30,000,000)</u>
NET CHANGE IN FUND BALANCE	8,389,637	-
FUND BALANCE - BEGINNING OF YEAR	<u>219,009,306</u>	<u>227,398,943</u>
FUND BALANCE - END OF YEAR	<u>\$ 227,398,943</u>	<u>\$ 227,398,943</u>

The Debt Service fund balance will be used to pay associated principal and interest for General Obligation Bonds and installment financings. Funding will also be provided

MECKLENBURG COUNTY | FISCAL YEAR 2020

Source: Mecklenburg County Finance Department

ADOPTED BUDGET

MECKLENBURG COUNTY, NORTH CAROLINA
 STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
 STORM WATER OPERATING FUND

	Projected FY 2019	Budget FY 2020
REVENUES		
Charges for services	\$ 16,849,609	\$ 17,347,233
Interest earned on investments	676,821	-
Total revenues	<u>17,526,430</u>	<u>17,347,233</u>

	Projected FY 2019	Budget FY 2020
EXPENDITURES		
Land use and environmental services		
Storm water services	7,832,110	8,547,483
Capital outlay	6,839,457	7,664,474
Debt service		
Principal	52,456	52,455
Total expenditures	<u>14,724,023</u>	<u>16,264,412</u>

RECOMMENDED BUDGET

	Projected FY 2019	Budget FY 2020
EXpenditures		
OTHER FINANCING SOURCES (USES)		
Sale of capital assets	5,310	-
Transfers from other funds	43,596	246,872
Transfers to other funds	<u>(147,269)</u>	<u>(1,329,693)</u>
Total other financing sources (uses)	<u>(98,363)</u>	<u>(1,082,821)</u>
NET CHANGE IN FUND BALANCE	2,704,044	-
FUND BALANCE - BEGINNING OF YEAR	21,353,289	24,057,333
FUND BALANCE - END OF YEAR	<u>\$ 24,057,333</u>	<u>\$ 24,057,333</u>

MECKLENBURG COUNTY | FISCAL YEAR 2020

Source: Mecklenburg County Finance Department

ADOPTED BUDGET

MECKLENBURG COUNTY, NORTH CAROLINA
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
LAW ENFORCEMENT SERVICE DISTRICT FUND

	Projected FY 2019	Projected FY 2020
REVENUES		
Law Enforcement Service District taxes	\$ 17,307,694	\$ 17,777,260
Interest earned on investments	26,512	-
Total revenues	<u>17,334,206</u>	<u>17,777,260</u>
EXPENDITURES		
Business partners		
Law enforcement services	<u>15,983,355</u>	<u>17,777,260</u>
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	1,350,851	-

RECOMMENDED BUDGET

Source: Mecklenburg County Finance Department

MECKLENBURG COUNTY | FISCAL YEAR 2020

MECKLENBURG COUNTY | FISCAL YEAR 2020

ADOPTED BUDGET

**MECKLENBURG COUNTY, NORTH CAROLINA
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
CAPITAL RESERVE FUND**

	Projected FY 2019	Budget FY 2020
REVENUES		
Intergovernmental	\$ 3,165	-
Charges for services	990,939	-
Other	92,660	-
Total revenues	1,086,764	-
EXPENDITURES		
Capital outlay	52,180,853	55,500,000
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	(51,094,089)	(55,500,000)

RECOMMENDED BUDGET

Transfers from other funds	56,192,164	55,500,000
Total other financing sources	65,289,100	55,500,000
NET CHANGE IN FUND BALANCE	14,195,011	-
FUND BALANCE - BEGINNING OF YEAR	67,423,041	81,618,052
FUND BALANCE - END OF YEAR	\$ 81,618,052	\$ 81,618,052

Capital Reserve fund balance will be used to complete Mecklenburg County roof, HVAC, and park improvement facilities projects. Also other projects will be completed at the Sheriff Office, Library, Government Facilities and Central Piedmont Community College.

MECKLENBURG COUNTY | FISCAL YEAR 2020

Source: Mecklenburg County Finance Department

ADOPTED BUDGET

MECKLENBURG COUNTY, NORTH CAROLINA
STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCE
SOLID WASTE ENTERPRISE FUND

	Projected 2019	Budget FY 2020
OPERATING REVENUES		
Charges for services	\$ 25,938,302	\$ 28,380,432
Other	767,184	771,450
Total Operating Revenues	26,705,486	29,151,882
OPERATING EXPENSES		
Personal services and employee benefits	6,835,008	7,107,239
Utilities	132,098	250,000
Supplies	699,557	1,929,610
Maintenance and repairs	2,540,003	2,371,000
Rental and occupancy charges	1,538,014	1,565,301
Contractual services	9,084,325	7,567,732

RECOMMENDED BUDGET

OPERATING INCOME	4,784,283	7,511,000
NON-OPERATING REVENUES / (EXPENSES)		
Grant revenue	107,479	26,529
Interest income	679,288	120,325
Loss on disposal of assets	(4,764)	-
Interest expense	(253,098)	(300,400)
Transfers to other funds	-	(7,357,454)
Total Non-operating revenues / (expenses)	528,905	(7,511,000)
INCOME BEFORE CONTRIBUTIONS AND TRANSFERS	5,313,188	-

MECKLENBURG COUNTY | FISCAL YEAR 2020

CHANGE IN NET POSITION	4,808,424	-
NET POSITION - BEGINNING OF YEAR	87,331,619	92,140,043
NET POSITION - END OF YEAR	\$ 92,140,043	\$ 92,140,043

The Solid Waste Fund balance will be used to operate and maintain the County landfills & solid waste recycling programs.

Source: Mecklenburg County Finance Department

BUDGET SUMMARIES



- FY2020 Choice Matrix
- FY2020 Education Funding Summaries
- Education Funding Summaries
- Position Summaries

Choice Matrix

The Choice Matrix was developed to illustrate the choices available to the Board of County Commissioners in funding services. All services funded by the County are categorized into one of the following designations. Some services appear in multiple quadrants because portions of the program are subject to different levels of funding choice.

	No Funding Choice	Funding Choice
No Program Choice	No Choices (Program or Funding) FY2020 Adopted \$422,013,772	No Program Choice Funding Choice FY2020 Adopted \$1,000,616,325
Program Choice	No Funding Choice FY2020 Adopted \$27,416,412	Funding Choice FY2020 Adopted \$448,622,144

RECOMMENDED BUDGET

The four quadrants of the Choice Matrix are:

No Choices (RED) – Items in this category offer the Board no options when it comes to providing services or the amount of funding. These are obligations that the County must fund at a specified level, regardless of economic circumstances.

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Necessary to meet the program needs. While some level of funding is realistically needed to implement these required programs, the Board possesses the ability to modify the funding levels.

Program Choice/No Funding Choice (PURPLE) – The Board has the option to provide the services in this category. If the County chooses to offer the program, then there are spending requirements and/or outcome expectations for the program. Grant funded programs frequently fall into this category; the Board has a choice to accept or reject the grant, but once accepted the grant funds can only be used for a specific purpose.

Program and Funding Choice (GREEN) – The Board has complete control over both program and funding decisions. This category offers the Board the greatest degree of budgetary flexibility.

ADOPTED BUDGET

Program Funding Choice Matrix

RED: MANDATED/MANDATED

Item	FT	PT	LPT	Agency	County Dollars	Total Dollars	County % of Total
CPCC - DEBT (CPC)	0	0	0	CPC	22,015,885	22,986,703	96%
CHILDCARE SERVICES (DSS)	0	0	0	DSS	0	2,289,788	0%
MEDICAID RELATED PAYMENTS (DSS)	0	0	0	DSS	3,646,544	3,646,544	100%
MEDICAID TRANSPORTATION (DSS)	0	0	0	DSS	0	1,100,000	0%
DEBT SERVICE	0	0	0	DSV	139,992,500	151,139,299	93%
CHARLOTTE AREA TRANSIT SYSTEM (FIN)	0	0	0	FIN	0	60,229,094	0%
FIRE SERVICE DISTRICT (JCC)	0	0	0	JCC	0	6,373,950	0%
LESD (JCC)	0	0	0	JCC	453,188	18,230,448	2%
ABC PROFIT DISTRIBUTION	0	0	0	NDP	855,000	855,000	100%
REVENUES (NDP)	0	0	0	NDP	-3,396,000	0	
CMS-DEBT	0	0	0	SCH	81,642,479	153,854,082	53%
TRAINING DIVISION - MANDATED (SHF)	11	0	0	SHF	1,308,864	1,308,864	100%
TOTAL:	11	0	0		246,518,460	422,013,772	58%

BLUE: MANDATED/DISCRETIONARY

Item	FT	PT	LPT	Agency	County Dollars	Total Dollars	County % of Total
BUSINESS PERSONAL PROPERTY AUDIT (CAO)	3	0	0	CAO	1,631,391	1,631,391	100%
REAL PROPERTY VALUATION (CAO)	64	0	0	CAO	6,074,388	6,074,388	100%

RECOMMENDED BUDGET

CHILD SPRT ENFORCEMENT CUSTOMER SPRT & CASE MGT (CSE)	118	0	0	CSE	2,640,249	9,665,894	27%
CHILD SUPPORT COURT SERVICES (CSE)	10	0	0	CSE	250,853	715,625	35%
CHILD SUPPORT ENFORCEMENT ADMINISTRATION (CSE)	4	0	0	CSE	136,320	383,848	36%
ADULT SUBSTANCE ABUSE TREATMENT CONTINUUM (CSS)	27	1	0	CSS	2,141,849	2,326,492	92%
SENIOR ADMINISTRATION (DCR)	44	0	0	DCR	3,353,710	3,353,710	100%
ADULT SERVICES (DSS)	54	0	0	DSS	4,945,489	5,830,447	85%
CHILDREN'S SERVICES (DSS)	431	0	0	DSS	28,183,666	47,968,068	59%
COMMUNITY SOCIAL WORK (DSS)	32	0	0	DSS	1,369,859	2,972,980	46%
LEGAL SERVICES (DSS)	14	0	0	DSS	1,617,455	1,815,262	89%
MAINTAINING INDEPENDENCE SERVICES (DSS)	2	0	0	DSS	1,316,487	4,775,177	28%
MECKLENBURG TRANSPORT (DSS)	38	2	0	DSS	2,629,102	4,840,428	54%
PUBLIC ASSISTANCE (DSS)	588	3	0	DSS	13,198,391	42,101,344	31%
QUALITY IMPROVEMENT (DSS)	14	0	0	DSS	862,410	1,249,165	69%

MECKLENBURG COUNTY				FISCAL YEAR 2020			
EARLY & ABSENTEE VOTING (ELE)	0	0	0	ELE	273,405	448,605	61%
PRIMARY & GENERAL ELECTIONS (ELE)	9	0	0	ELE	1,178,711	16,959,129	7%
VOTER EDUCATION OUTREACH (ELE)	9	0	1	ELE	1,042,676	1,726,622	60%
VOTER REGISTRATION & MAINTENANCE (ELE)	8	0	1	ELE	759,292	2,677,561	28%
ADULT MENTAL HEALTH CONTINUUM (HLT)	2	0	0	HLT	257,757	260,277	99%
CHILDREN'S DEVELOPMENTAL SERVICES (HLT)	104	1	0	HLT	5,021,477	9,471,954	53%
COMMUNICABLE DISEASE (HLT)	49	0	1	HLT	3,875,878	4,889,942	79%
FOOD & FACILITIES SANITATION (HLT)	67	0	0	HLT	5,945,327	6,533,735	91%
HEALTH PLANNING (HLT)	33	0	0	HLT	3,527,262	4,021,715	88%
HEALTH PROMOTION (HLT)	20	0	0	HLT	2,199,136	2,331,739	94%
PATIENT SERVICES (HLT)	63	2	0	HLT	3,391,015	4,376,515	77%
PEST MANAGEMENT & ENVIRONMENTAL SERVICES (HLT)	9	0	0	HLT	614,171	1,090,671	56%
PUBLIC HEALTH CLINICS (HLT)	74	0	2	HLT	5,854,401	10,297,751	57%
SCHOOL HEALTH SERVICES (HLT)	203	0	23	HLT	17,898,944	17,954,944	100%
ATTORNEY (ATY)	9	0	0	ATY	2,184,878	2,184,878	100%
SENIOR ADMINISTRATION (HLT)	10	0	0	HLT	1,673,405	1,673,405	100%
WOMEN, INFANTS, CHILDREN (HLT)	66	5	0	HLT	627,750	4,996,304	13%

ADOPTED BUDGET

BLUE: MANDATED/DISCRETIONARY

Item	FT	PT	LPT	Agency	County Dollars	Total Dollars	County % of Total
CODE ENFORCEMENT (LUE)	261	0	8	LUE	5,382	32,766,364	0%
FIRE MARSHAL (LUE)	9	0	0	LUE	77,390	930,046	8%
SOLID WASTE SERVICES (LUE)	92	0	3	LUE	36,836	30,517,918	0%
SURFACE WATER QUALITY AND FLOOD HAZARD MITIGATION (LUE)	54	0	1	LUE	2,262	17,346,684	0%
CLERK'S OFFICE (MGR)	4	0	0	MGR	432,124	432,124	100%
UNEMPLOYMENT INSURANCE (NDP)	0	0	0	NDP	250,000	250,000	100%
REAL PROPERTY RECORDINGS & DOCUMENTATION (REG)	14	0	0	REG	718,544	1,020,067	70%
RECORDS RESEARCH & ASSISTANCE (REG)	10	0	0	REG	478,072	702,032	68%
VITAL & MISCELLANEOUS RECORDS (REG)	8	0	0	REG	606,477	606,477	100%
CMS - CAPITAL REPLACEMENT	0	0	0	SCH	4,960,000	9,560,000	52%
CMS OPERATIONAL FUNDING	0	0	0	SCH	499,151,701	509,451,701	98%
CHILD SUPPORT ENFORCEMENT (SHF)	6	0	0	SHF	11,984	11,984	100%
COURT SECURITY (SHF)	109	0	9	SHF	9,388,021	9,388,021	100%
DETENTION SERVICES (SHF)	787	0	0	SHF	59,178,099	88,927,237	67%
DV ENFORCEMENT & EDUCATION (SHF)	9	0	0	SHF	892,072	892,072	100%
FACILITY MANAGEMENT (SHF)	0	0	0	SHF	7,587,107	7,618,943	100%
FIELD OPERATIONS (SHF)	117	0	2	SHF	9,743,991	12,263,076	79%
INMATE LIBRARY SERVICE (SHF)	3	0	0	SHF	223,151	223,151	100%
REGISTRATION DIVISION (SCH)	16	0	0	SHF	1,182,516	1,317,036	90%

RECOMMENDED BUDGET

TAX ADMINISTRATION (TAX)	1	0	0	TAX	224,958	224,958	100%
TOTAL:	3,772	14	52		768,748,332	1,000,616,325	77%

PURPLE: DISCRETIONARY/MANDATED

Item	FT	PT	LPT	Agency	County Dollars	Total Dollars	County % of Total
SPIRIT SQUARE/FACILITY MAINTENANCE (AFM)	0	0	0	AFM	750,000	750,000	100%
SHELTER PLUS CARE SERVICES (CSS)	2	0	0	CSS	123,928	123,928	100%
SUPPORTIVE HOUSING (CSS)	0	0	0	CSS	2,469,745	2,469,745	100%
GROUND WATER QUALITY (HLT)	13	0	0	HLT	1,070,352	1,354,143	79%
AIR QUALITY (LUE)	21	0	1	LUE	0	1,764,431	0%
LAND DEVELOPMENT (LUE)	17	0	0	LUE	127,681	2,522,233	5%
MEDICAL EXAMINER (MED)	20	0	4	MED	1,352,098	2,744,426	49%
BUSINESS INVESTMENT GRANTS (OED)	0	0	0	OED	3,919,156	3,919,156	100%
DEVELOPMENT AGREEMENTS (OED)	0	0	0	OED	5,658,040	5,658,040	100%

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NA	128	10	17		21,121,821	27,416,412	77%
(PF) JUV	TOTAL:						

GREEN: DISCRETIONARY/DISCRETIONARY

Item	FT	PT	LPT	Agency	County Dollars	Total Dollars	County % of Total
CORPORATE FLEET MANAGEMENT (AFM)	3	0	0	AFM	818,656	918,656	89%
COURIER SERVICES (AFM)	3	0	0	AFM	189,911	189,911	100%
DESIGN AND CONSTRUCTION PROJECT MANAGEMENT (AFM)	17	0	0	AFM	417,018	417,018	100%
FACILITY MANAGEMENT (AFM)	11	0	0	AFM	24,275,079	24,830,871	98%
FACILITY SECURITY (AFM)	4	0	0	AFM	5,279,881	5,279,881	100%
REAL ESTATE MANAGEMENT (AFM)	5	0	0	AFM	465,104	465,104	100%
AUDIT (AUD)	15	0	0	AUD	1,826,800	1,826,800	100%
ADMINISTRATIVE SUPPORT (CAO)	8	0	0	CAO	1,121,129	1,121,129	100%
INFORMATION SYSTEM (CAO)	9	0	0	CAO	2,195,470	3,195,470	69%
PROPERTY ASSESSMENT SERVICES (CAO)	35	0	0	CAO	2,658,338	2,694,038	99%
SENIOR ADMINISTRATION (CAO)	3	0	0	CAO	608,813	608,813	100%
CLERK OF SUPERIOR COURT (CJS)	0	0	0	CJS	486,478	546,478	89%
COURT CHILD CARE (CJS)	0	0	0	CJS	245,000	245,000	100%
CRIMINAL JUSTICE SERVICES ADMINISTRATION (CJS)	4	0	0	CJS	646,340	646,340	100%
DISTRICT ATTORNEY'S OFFICE (CJS)	2	0	0	CJS	3,573,809	3,573,809	100%

MECKLENBURG COUNTY | FISCAL YEAR 2020

ADOPTED BUDGET

GREEN: DISCRETIONARY/DISCRETIONARY

Item	FT	PT	LPT	Agency	County Dollars	Total Dollars	County % of Total
DRUG TREATMENT COURT (CJS)	16	0	0	CJS	1,440,910	1,440,910	100%
FORENSIC EVALUATIONS (CJS)	7	0	0	CJS	939,701	954,701	98%
PRETRIAL SERVICES (CJS)	19	0	0	CJS	1,528,088	1,528,088	100%
PUBLIC DEFENDER'S OFFICE (CJS)	0	0	0	CJS	1,590,952	1,740,952	91%
REENTRY SERVICES (CJS)	7	0	0	CJS	759,206	759,206	100%
RESEARCH AND PLANNING (CJS)	4	0	0	CJS	404,337	404,337	100%
THE CENTER FOR COMMUNITY TRANSITIONS - LIFEWORKS! (CSG)	0	0	0	CJS	100,000	100,000	100%
TRIAL COURT ADMINISTRATOR'S OFFICE (CJS)	1	0	0	CJS	978,704	978,704	100%
CHARLOTTE BRIDGE HOME (CSG)	0	0	0	CSG	200,000	200,000	100%
CW WILLIAMS - HEALTHCARE FOR HOMELESS INITIATIVE (CSG)	0	0	0	HLT	390,000	390,000	100%
LAKE NORMAN COMMUNITY HEALTH CLINIC (CSG)	0	0	0	CSG	140,000	140,000	100%
WINGS FOR KIDS, INC (CSG)	0	0	0	CSG	100,000	100,000	100%
YMCA PARENTS AS TEACHERS (CSG)	0	0	0	CSG	117,500	117,500	100%
A BETTER WORLD (CSG)	0	0	0	CSG	55,000	55,000	100%
ASPIRE COMMUNITY CAPITAL (CSG)	0	0	0	CSG	50,000	50,000	100%
COMMON WEALTH CHARLOTTE FINANCIAL EDUCATION (CSG)	0	0	0	CSG	50,000	50,000	100%
COMMUNITY LINK - HOMELESS TO HOUSING							

RECOMMENDED BUDGET

RAIN, INC - HIV EARLY INTERVENTION (CSG)	0	0	0	CSG	58,573	58,573	100%
RIGHT MOVES FOR YOUTH (CSG)	0	0	0	CSG	50,000	50,000	100%
SPECIAL OLYMPICS OF NORTH CAROLINA (CSG)	0	0	0	CSG	40,000	40,000	100%
SUPPORTIVE HOUSING COMMUNITIES EMPLOYMENT SERVICES (CSG)	0	0	0	CSG	65,000	65,000	100%
TREES CHARLOTTE (CSG)	0	0	0	CSG	50,000	50,000	100%
CARE RING - LOW COST CLINIC IMMIGRANT SERVICES (CSG)	0	0	0	CSG	75,000	75,000	100%
100 BLACK MEN OF CHARLOTTE - MENTORING (CSG)	0	0	0	CSS	20,000	20,000	100%
ADA JENKINS FAMILIES AND CAREER DEVELOPMENT (CSG)	0	0	0	CSS	25,000	25,000	100%
ASC - STUDIO 345 (CSG)	0	0	0	CSS	350,000	350,000	100%
BIG BROTHERS BIG SISTERS (CSG)	0	0	0	CSS	50,000	50,000	100%
BIG BROTHERS BIG SISTERS MENTOR 2.0 (CSG)	0	0	0	CSS	25,000	25,000	100%
COMMUNITIES IN SCHOOLS (CSG)	0	0	0	CSS	900,000	900,000	100%

CO AD DO (CSS)	MECKLENBURG COUNTY FISCAL YEAR 2020						
DV ADULT VICTIM SERVICES (CSS)	19	1	0	CSS	3,019,232	3,025,632	100%
DV CHILDREN SERVICES (CSS)	7	0	0	CSS	786,273	786,273	100%
HOMELESS HOUSING SERVICES MOORE PLACE (CSS)	12	0	0	CSS	1,087,094	1,087,094	100%
HOMELESS RESOURCE SERVICES (CSS)	18	0	0	CSS	4,437,125	4,437,125	100%
KEEPING FAMILIES TOGETHER (CSS)	0	0	0	CSS	675,000	1,350,000	50%
VETERAN SERVICES (CSS)	14	0	0	CSS	1,257,384	1,332,384	94%
ADMINISTRATIVE SUPPORT (DSS)	19	0	0	DSS	2,810,494	4,260,455	66%
BEHAVIORAL HEALTH (DSS)	14	0	0	DSS	12,634,575	13,124,715	96%
COMMUNITY CULINARY SCHOOL (CSG)	0	0	0	DSS	80,000	80,000	100%
FACILITIES MANAGEMENT (DSS)	0	0	0	DSS	744,246	1,109,158	67%
FRAUD (DSS)	14	0	0	DSS	-30,030	1,013,552	-3%
GENERAL ASSISTANCE (DSS)	9	0	0	DSS	3,676,989	12,087,980	30%
LATIN AMERICAN COALITION (CSG)	0	0	0	DSS	50,000	50,000	100%
RETIREE MEDICAL INSURANCE (DSS)	0	0	0	DSS	2,341,726	3,443,715	68%
SENIOR ADMINISTRATION (DSS)	1	0	0	DSS	130,470	255,477	51%

ADOPTED BUDGET

GREEN: DISCRETIONARY/DISCRETIONARY

Item	FT	PT	LPT	Agency	County Dollars	Total Dollars	County % of Total
SENIOR CITIZENS NUTRITION PROGRAM (DSS)	30	1	0	DSS	2,413,601	3,643,876	66%
URBAN LEAGUE OF CENTRAL CAROLINAS - JOB TRAINING (CSG)	0	0	0	DSS	50,000	50,000	100%
PAY AS YOU GO CAPITAL FUNDING	0	0	0	DSV	27,461,500	40,461,500	68%
EMERGENCY MEDICAL SERVICES (EMS)	0	0	0	EMS	12,577,480	13,168,590	96%
CENTRAL FINANCIAL SERVICES (FIN)	46	0	0	FIN	5,860,043	5,860,043	100%
DEPARTMENT FINANCIAL SERVICES (FIN)	70	0	0	FIN	6,135,389	6,135,389	100%
PROCUREMENT (FIN)	20	0	0	FIN	2,088,100	2,088,100	100%
CHARLOTTE-MECKLENBURG HISTORIC PRESERVATION(HLC)	2	0	0	HLC	212,181	373,181	57%
ADMINISTRATIVE SUPPORT (HLT)	7	0	0	HLT	836,682	2,514,843	33%
BETHESDA - ACCESS TO CARE (CSG)	0	0	0	HLT	165,000	165,000	100%
CARE RING NURSE FAMILY PARTNERSHIP (CSG)	0	0	0	HLT	250,000	250,000	100%
CHARLOTTE COMMUNITY HEALTH CLINIC-HOMELESS (CSG)	0	0	0	HLT	270,919	270,919	100%
CHILD DEVELOPMENT - COMMUNITY POLICING (HLT)	27	0	0	HLT	2,638,012	2,638,012	100%
HEALTH CASE MANAGEMENT (HLT)	97	0	1	HLT	1,994,672	9,486,477	21%
MEDASSIST OF MECKLENBURG (CSG)	0	0	0	HLT	550,000	550,000	100%
PHYSICIANS REACH OUT (CSG)	0	0	0	HLT	250,000	250,000	100%
SHELTER HEALTH SERVICES (CSG)	0	0	0	HLT	69,000	69,000	100%

RECOMMENDED BUDGET

IT BUSINESS OPERATIONS (IST)	11	0	0	IST	3,787,357	3,982,787	97%
IT QUALITY SERVICES (IST)	14	0	0	IST	1,855,193	1,855,193	100%
IT SECURITY SERVICES (IST)	16	0	0	IST	2,954,862	3,154,862	94%
IT TECHNICAL SERVICES (IST)	32	0	0	IST	3,277,511	3,277,511	100%
SERVICE DEVELOPMENT (IST)	35	0	0	IST	4,795,254	4,795,254	100%
SERVICE STRATEGY & PLANNING (IST)	40	0	0	IST	6,382,638	6,382,638	100%
TECHNICAL SERVICES MANAGEMENT & DELIVERY (IST)	25	0	0	IST	5,331,363	5,331,363	100%
TELEPHONE AND NETWORK INFRASTRUCTURE (IST)	0	0	0	IST	3,000,251	3,000,251	100%
311 CALL CENTER (JCC)	0	0	0	JCC	1,335,207	1,335,207	100%
ADMINISTRATION & FISCAL MANAGEMENT (LIB)	11	0	0	LIB	1,427,344	1,427,344	100%
IMAGINON (LIB)	22	1	6	LIB	2,034,426	2,034,426	100%
IT RESOURCE MANAGEMENT (LIB)	3	0	0	LIB	1,197,981	1,197,981	100%
PUBLIC INFORMATION (LIB)	4	0	0	LIB	358,087	358,087	100%
PUBLIC LIBRARY SERVICES (LIB)	308	15	93	LIB	32,132,864	32,532,864	99%

MECKLENBURG COUNTY | FISCAL YEAR 2020

AD	FIS	GIS	MECKLENBURG COUNTY		FISCAL YEAR 2020		
LAKE NORMAN MARINE COMMISSION (LUE)	0	0	0	LUE	0	2,077	0%
LAKE WYLIE MARINE COMMISSION (LUE)	0	0	0	LUE	0	1,325	0%
LAND RECORDS (LUE)	20	0	0	LUE	1,506,865	1,506,865	100%
MAPPING AND PROJECT SERVICES (LUE)	8	0	0	LUE	1,206,829	1,208,329	100%
SENIOR ADMINISTRATION (LUE)	2	0	0	LUE	0	373,094	0%
STORM WATER DATABASE MAINTENANCE (LUE)	9	0	0	LUE	0	863,173	0%
ADMINISTRATIVE SUPPORT (MGR)	16	0	0	MGR	1,884,508	1,884,508	100%
BUSINESS PROCESS MANAGEMENT (MGR)	14	0	0	MGR	1,841,345	1,841,345	100%
ENTERPRISE PROJECT MANAGEMENT (MGR)	9	0	0	MGR	1,337,699	1,337,699	100%
MANAGEMENT & BUDGET SERVICES (MGR)	16	0	0	MGR	1,963,085	1,963,085	100%
SENIOR ADMINISTRATION (MGR)	5	0	0	MGR	1,828,000	1,828,000	100%
ACCOUNTING (FIN)	0	0	0	NDP	4,675,432	4,925,432	95%
ACS-LIBRARY & PARKS ORCHESTRA PROGRAMING (NDP)	0	0	0	NDP	950,000	950,000	100%
ASSOCIATION DUES (NDP)	0	0	0	NDP	275,904	275,904	100%
CAPITAL RESERVE (NDP)	0	0	0	NDP	0	8,000,000	0%
CENTRALINA COUNCIL OF GOVERNMENTS (NDP)	0	0	0	NDP	281,904	281,904	100%
CRITICAL HOME REPAIR (NDP)	0	0	0	NDP	0	1,000,000	0%
EARLY CHILDHOOD EDUCATION (NDP)	0	0	0	NDP	36,773,890	36,773,890	100%
EMPLOYEE COMPENSATION (NDP)	0	0	0	NDP	84,400	84,400	100%

ADOPTED BUDGET

GREEN: DISCRETIONARY/DISCRETIONARY

Item	FT	PT	LPT	Agency	County Dollars	Total Dollars	County % of Total
EMPLOYEE LEARNING SERVICES (HRS)	0	0	0	NDP	907,688	907,688	100%
LAKE NORMAN MARINE COMMISSION (NDP)	0	0	0	NDP	28,923	28,923	100%
LAKE WYLIE MARINE COMMISSION (NDP)	0	0	0	NDP	23,675	23,675	100%
OTHER POST EMPLOYMENT BENEFITS (HRS)	0	0	0	NDP	0	8,000,000	0%
PROGRAM REVIEW & STUDIES (OMB)	0	0	0	NDP	100,000	100,000	100%
RETIREE MEDICAL INSURANCE (NDP)	0	0	0	NDP	10,953,588	10,953,588	100%
SILOAM SCHOOL (NDP)	0	0	0	NDP	0	125,000	0%
TECHNOLOGY RESERVE (NDP)	0	0	0	NDP	0	15,000,000	0%
US CENSUS (NDP)	0	0	0	NDP	60,000	460,000	13%
VEHICLE RESERVE (NDP)	0	0	0	NDP	0	2,500,000	0%
ACC FOOTBALL CHAMPIONSHIP (OED)	0	0	0	OED	275,000	275,000	100%
BELK BOWL (OED)	0	0	0	OED	275,000	275,000	100%
CHARLOTTE REGIONAL PARTNERSHIP (OED)	0	0	0	OED	161,525	161,525	100%
CRVA - FILM COMMISSION (OED)	0	0	0	OED	150,000	150,000	100%
CRVA - CIAA TOURNAMENT (OED)	0	0	0	OED	275,000	275,000	100%
ECONOMIC DEVELOPMENT (OED)	7	0	0	OED	865,611	4,640,611	19%
MWSBE (OED)	1	0	0	OED	109,308	109,308	100%
PUBLIC INFORMATION (PID)	15	0	1	PID	1,915,800	1,915,800	100%
WEB SERVICES (PID)	7	0	0	PID	1,068,100	1,068,100	100%
ATHLETIC SERVICES (PRK)	12	4	29	PRK	45,368	1,660,883	3%

RECOMMENDED BUDGET

IT RESOURCE MANAGEMENT (PRK)	1	0	0	PRK	132,744	132,744	100%
PARK FACILITY PLANNING SERVICE (PRK)	8	0	0	PRK	1,052,019	1,052,019	100%
PARK OPERATIONS (PRK)	133	3	39	PRK	12,279,055	14,295,545	86%
PARK REPAIR AND MAINTENANCE (PRK)	57	1	6	PRK	8,073,661	8,277,161	98%
POOLS (PRK)	18	10	119	PRK	2,100,940	3,967,609	53%
RECREATION PROGRAMMING (PRK)	84	14	132	PRK	8,048,150	9,653,932	83%
SENIOR ACTIVITIES AND SERVICES (CSG)	0	0	0	PRK	95,000	95,000	100%
SENIOR MANAGEMENT & ADMINISTRATION (PRK)	8	3	0	PRK	1,387,617	1,387,617	100%
THERAPEUTIC RECREATION (PRK)	9	0	2	PRK	932,040	1,074,069	87%
VOLUNTEER COORDINATION (PRK)	1	1	0	PRK	594,646	594,646	100%
ADMINISTRATIVE SUPPORT (REG)	2	0	0	REG	123,199	123,199	100%
FISCAL ADMINISTRATION (REG)	2	0	0	REG	173,861	173,861	100%
SENIOR ADMINISTRATION (REG)	2	0	0	REG	421,638	421,638	100%
ADMINISTRATIVE SUPPORT (SHF)	3	0	0	SHF	425,598	425,598	100%
FISCAL ADMINISTRATION (SHF)	16	0	3	SHF	1,480,546	1,480,546	100%

HU IN IT	MECKLENBURG COUNTY		FISCAL YEAR 2020
LEGAL SERVICES (SHF)	3	0	0
PUBLIC INFORMATION (SHF)	2	0	1
REHABILITATION SERVICES (SHF)	22	0	1
RESEARCH & PLANNING (SHF)	2	0	0
TRAINING DIVISION - NONMANDATED (SHF)	0	0	0
ATTORNEY (TAX)	0	0	0
BUSINESS TAX COLLECTIONS (TAX)	12	0	0
TOTAL:	1,810	55	434
			355,385,230
			448,622,144
			79%
GRAND TOTAL:	5,721	79	503
			1,391,773,843
			1,898,668,653
			73%

ADOPTED BUDGET

FY2020 Adopted Budget by Agency and Service

Agency - Service	FT	PT	LPT	Federal Revenue	State Revenue	Other Revenue	County Cost	Total Cost	FY2019 Adopted Budget
Asset and Facility Management									
CORPORATE FLEET MANAGEMENT (AFM)	3	0	0	0	0	100,000	818,656	918,656	705,087
COURIER SERVICES (AFM)	3	0	0	0	0	0	189,911	189,911	175,528
DESIGN AND CONSTRUCTION PROJECT MANAGEMENT (AFM)	17	0	0	0	0	0	417,018	417,018	311,289
FACILITY MANAGEMENT (AFM)	11	0	0	0	0	555,792	24,275,079	24,830,871	23,672,399
FACILITY SECURITY (AFM)	4	0	0	0	0	0	5,279,881	5,279,881	4,772,442
REAL ESTATE MANAGEMENT (AFM)	5	0	0	0	0	0	465,104	465,104	435,971
SPIRIT SQUARE/FACILITY MAINTENANCE (AFM)	0	0	0	0	0	0	750,000	750,000	750,000
Total:	43	0	0	0	0	655,792	32,195,649	32,851,441	30,822,716

Attorney's Office									
ATTORNEY (ATY)	9	0	0	0	0	0	2,184,878	2,184,878	2,135,288
Total:	9	0	0	0	0	0	2,184,878	2,184,878	2,135,288

Central Piedmont Community College									
CPCC - DEBT (CPC)	0	0	0	0	0	970,818	22,015,885	22,986,703	16,046,924
CPCC OPERATIONS FUNDING	0	0	0	0	0	0	37,884,035	37,884,035	36,765,175
Total:	0	0	0	0	0	970,818	59,899,920	60,870,738	52,812,099

Charlotte-Mecklenburg Schools									
RECOMMENDED BUDGET									
Total:	0	0	0	2,071,603	70,140,000	14,900,000	585,754,180	672,865,783	612,008,412

Child Support Enforcement									
CHILD SPRT ENFORCEMENT CUSTOMER SPRT & CASE MGT (CSE)	118	0	0	7,006,201	0	19,444	2,640,249	9,665,894	9,685,770
CHILD SUPPORT COURT SERVICES (CSE)	10	0	0	464,772	0	0	250,853	715,625	659,460
CHILD SUPPORT ENFORCEMENT ADMINISTRATION (CSE)	4	0	0	247,528	0	0	136,320	383,848	549,557
Total:	132	0	0	7,718,501	0	19,444	3,027,422	10,765,367	10,894,787

Commissioners									
COMMISSIONERS (COM)	9	0	0	0	0	0	639,078	639,078	616,866
Total:	9	0	0	0	0	0	639,078	639,078	616,866

Community Resources									
SENIOR ADMINISTRATION (DCR)	44	0	0	0	0	0	3,353,710	3,353,710	2,499,227
Total:	44	0	0	0	0	0	3,353,710	3,353,710	2,499,227

CO CA CH	MECKLENBURG COUNTY				FISCAL YEAR 2020				
LAKE NORMAN COMMUNITY HEALTH CLINIC (CSG)	0	0	0	0	0	0	140,000	140,000	140,000
WINGS FOR KIDS, INC (CSG)	0	0	0	0	0	0	100,000	100,000	100,000
YMCA PARENTS AS TEACHERS (CSG)	0	0	0	0	0	0	117,500	117,500	117,500
A BETTER WORLD (CSG)	0	0	0	0	0	0	55,000	55,000	0
ASPIRE COMMUNITY CAPITAL (CSG)	0	0	0	0	0	0	50,000	50,000	0
COMMON WEALTH CHARLOTTE FINANCIAL EDUCATION (CSG)	0	0	0	0	0	0	50,000	50,000	0
COMMUNITY LINK - HOMELESS TO HOUSING (CSG)	0	0	0	0	0	0	100,000	100,000	0
HOPE HAVEN - FAMILY PROGRAM (CSG)	0	0	0	0	0	0	40,000	40,000	0
RAIN, INC - HIV EARLY INTERVENTION (CSG)	0	0	0	0	0	0	58,573	58,573	0
RIGHT MOVES FOR YOUTH (CSG)	0	0	0	0	0	0	50,000	50,000	0
SPECIAL OLYMPICS OF NORTH CAROLINA (CSG)	0	0	0	0	0	0	40,000	40,000	0
SUPPORTIVE HOUSING COMMUNITIES EMPLOYMENT SERVICES (CSG)	0	0	0	0	0	0	65,000	65,000	0
TREES CHARLOTTE (CSG)	0	0	0	0	0	0	50,000	50,000	0
CARE RING - LOW COST CLINIC IMMIGRANT SERVICES (CSG)	0	0	0	0	0	0	75,000	75,000	0
Total:	0	0	0	0	0	0	1,191,073	1,191,073	707,500

ADOPTED BUDGET

Agency - Service	FT	PT	LPT	Federal Revenue	State Revenue	Other Revenue	County Cost	Total Cost	FY2019 Adopted Budget
Community Support Services									
100 BLACK MEN OF CHARLOTTE - MENTORING (CSG)	0	0	0	0	0	0	20,000	20,000	20,000
ADA JENKINS FAMILIES AND CAREER DEVELOPMENT (CSG)	0	0	0	0	0	0	25,000	25,000	25,000
ADULT SUBSTANCE ABUSE TREATMENT CONTINUUM (CSS)	27	1	0	0	0	184,643	2,141,849	2,326,492	2,180,128
ASC - STUDIO 345 (CSG)	0	0	0	0	0	0	350,000	350,000	350,000
BIG BROTHERS BIG SISTERS (CSG)	0	0	0	0	0	0	50,000	50,000	50,000
BIG BROTHERS BIG SISTERS MENTOR 2.0 (CSG)	0	0	0	0	0	0	25,000	25,000	25,000
COMMUNITIES IN SCHOOLS (CSS)	0	0	0	0	0	0	900,000	900,000	900,000
COMMUNITY SUPPORT SERVICES ADMINISTRATION (CSS)	9	0	0	0	0	35,000	1,186,164	1,221,164	968,404
DOMESTIC VIOLENCE PERPETRATOR SERVICES (CSS)	6	0	0	0	0	109,000	660,452	769,452	781,004
DV ADULT VICTIM SERVICES (CSS)	19	1	0	0	0	6,400	3,019,232	3,025,632	2,935,894
DV CHILDREN SERVICES (CSS)	7	0	0	0	0	0	786,273	786,273	767,544
HOMELESS HOUSING SERVICES MOORE PLACE (CSS)	12	0	0	0	0	0	1,087,094	1,087,094	988,008
HOMELESS RESOURCE SERVICES (CSS)	18	0	0	0	0	0	4,437,125	4,437,125	3,170,236
KEEPING FAMILIES TOGETHER (CSS)	0	0	0	0	0	675,000	675,000	1,350,000	0
SHELTER PLUS CARE SERVICES (CSS)	2	0	0	0	0	0	123,928	123,928	124,246
SUPPORTIVE HOUSING (CSS)	0	0	0	0	0	0	2,469,745	2,469,745	2,437,445
VETERAN SERVICES (CSS)	14	0	0	0	0	75,000	1,257,384	1,332,384	1,149,818
Total:	114	2	0	0	0	1,085,043	19,214,246	20,299,289	16,872,727

RECOMMENDED BUDGET

BUSINESS PERSONAL PROPERTY AUDIT (CAO)	3	0	0	0	0	0	1,631,391	1,631,391	1,616,611
INFORMATION SYSTEM (CAO)	9	0	0	0	0	1,000,000	2,195,470	3,195,470	2,166,389
PROPERTY ASSESSMENT SERVICES (CAO)	35	0	0	0	0	35,700	2,658,338	2,694,038	2,734,936
REAL PROPERTY VALUATION (CAO)	64	0	0	0	0	0	6,074,388	6,074,388	7,037,214
SENIOR ADMINISTRATION (CAO)	3	0	0	0	0	0	608,813	608,813	584,402
Total:	122	0	0	0	0	1,035,700	14,289,529	15,325,229	15,367,811

Criminal Justice Services									
CLERK OF SUPERIOR COURT (CJS)	0	0	0	0	0	60,000	486,478	546,478	622,992
COURT CHILD CARE (CJS)	0	0	0	0	0	0	245,000	245,000	235,000
CRIMINAL JUSTICE SERVICES ADMINISTRATION (CJS)	4	0	0	0	0	0	646,340	646,340	608,074
DISTRICT ATTORNEY'S OFFICE (CJS)	2	0	0	0	0	0	3,573,809	3,573,809	3,487,680
DRUG TREATMENT COURT (CJS)	16	0	0	0	0	0	1,440,910	1,440,910	1,308,701
FORENSIC EVALUATIONS (CJS)	7	0	0	0	0	15,000	939,701	954,701	883,339
PRETRIAL SERVICES (CJS)	19	0	0	0	0	0	1,528,088	1,528,088	1,470,476
PUBLIC DEFENDER'S OFFICE (CJS)	0	0	0	0	0	150,000	1,590,952	1,740,952	1,563,922
REENTRY SERVICES (CJS)	7	0	0	0	0	0	759,206	759,206	555,815
TRIAL COURT ADMINISTRATOR'S OFFICE (CJS)	1	0	0	0	0	0	978,704	978,704	833,611
Total:	60	0	0	0	0	225,000	12,693,525	12,918,525	12,062,344

Debt Service									
DEBT SERVICE	0	0	0	0	0	11,146,799	139,992,500	151,139,299	165,571,929
PAY AS YOU GO CAPITAL FUNDING	0	0	0	0	0	13,000,000	27,461,500	40,461,500	38,461,500
Total:	0	0	0	0	0	24,146,799	167,454,000	191,600,799	204,033,429

Elections Office									
DISTRICT & PRECINCT (ELE)	1	0	1	0	0	53,284	72,672	125,956	78,756
EARLY & ABSENTEE VOTING (ELE)	0	0	0	0	0	175,200	273,405	448,605	438,001
PRIMARY & GENERAL ELECTIONS (ELE)	9	0	0	0	0	15,780,418	1,178,711	16,959,129	1,828,201
VOTER EDUCATION OUTREACH (ELE)	9	0	1	0	0	683,946	1,042,676	1,726,622	1,576,809
VOTER REGISTRATION & MAINTENANCE (ELE)	8	0	1	0	0	1,918,269	759,292	2,677,561	1,173,063
Total:	27	0	3	0	0	18,611,117	3,326,756	21,937,873	5,094,830

Emergency Medical Services									
EMERGENCY MEDICAL SERVICES (EMS)	0	0	0	0	0	591,110	12,577,480	13,168,590	10,959,729
Total:	0	0	0	0	0	591,110	12,577,480	13,168,590	10,959,729

ADOPTED BUDGET

Agency - Service	FT	PT	LPT	Federal Revenue	State Revenue	Other Revenue	County Cost	Total Cost	FY2019 Adopted Budget
Financial Services									
CENTRAL FINANCIAL SERVICES (FIN)	46	0	0	0	0	0	5,860,043	5,860,043	4,949,566
CHARLOTTE AREA TRANSIT SYSTEM (FIN)	0	0	0	0	60,229,094	0	0	60,229,094	56,300,000
DEPARTMENT FINANCIAL SERVICES (FIN)	70	0	0	0	0	0	6,135,389	6,135,389	6,370,433
PROCUREMENT (FIN)	20	0	0	0	0	0	2,088,100	2,088,100	2,033,125
Total:	136	0	0	0	60,229,094	0	14,083,532	74,312,626	69,653,124

Historic Land Commission									
CHARLOTTE-MECKLENBURG HISTORIC PRESERVATION(HLC)	2	0	0	0	0	161,000	212,181	373,181	321,347
Total:	2	0	0	0	0	161,000	212,181	373,181	321,347

Hospitals									
OFFSITE INMATE MEDICAL CARE	0	0	0	0	0	0	1,000,000	1,000,000	1,000,000
Total:	0	0	0	0	0	0	1,000,000	1,000,000	1,000,000

Human Resources									
HUMAN RESOURCE MANAGEMENT (HRS)	59	0	0	0	0	0	6,999,317	6,999,317	6,329,854
Total:	59	0	0	0	0	0	6,999,317	6,999,317	6,329,854

Information Services and Technology									
IT BUSINESS OPERATIONS (IST)	11	0	0	0	0	195,632	5,787,357	5,982,989	4,777,782
IT QUALITY SERVICES (IST)	14	0	0	0	0	0	1,855,193	1,855,193	1,670,822
IT SECURITY SERVICES (IST)	16	0	0	0	0	200,000	2,954,862	3,154,862	1,550,856
Total:	13	0	0	0	0	395,632	33,384,429	33,780,061	29,300,729

RECOMMENDED BUDGET

Internal Audit									
AUDIT (AUD)	15	0	0	0	0	0	1,826,800	1,826,800	1,661,286
Total:	15	0	0	0	0	0	1,826,800	1,826,800	1,661,286

Joint City County Agency									
311 CALL CENTER (JCC)	0	0	0	0	0	0	1,335,207	1,335,207	1,287,932
FIRE SERVICE DISTRICT (JCC)	0	0	0	0	0	6,373,950	0	6,373,950	5,691,293
LESD (JCC)	0	0	0	0	0	17,777,260	453,188	18,230,448	16,598,000
Total:	0	0	0	0	0	24,151,210	1,788,395	25,939,605	23,577,225

Land Use and Environmental Services Agency									
ADMINISTRATIVE SUPPORT (LUE)	8	0	1	0	0	850,017	0	850,017	904,758

MECKLENBURG COUNTY FISCAL YEAR 2020									
FISCAL ADMINISTRATION (LUE)	8	0	0	0	0	1,380,385	0	1,380,385	1,238,285
GIS APPLICATIONS (LUE)	8	0	0	0	0	0	1,331,037	1,331,037	1,240,076
LAKE NORMAN MARINE COMMISSION (LUE)	0	0	0	0	0	2,077	0	2,077	2,077
LAKE WYLIE MARINE COMMISSION (LUE)	0	0	0	0	0	1,325	0	1,325	1,325
LAND DEVELOPMENT (LUE)	17	0	0	0	0	2,394,552	127,681	2,522,233	1,926,930
LAND RECORDS (LUE)	20	0	0	0	0	0	1,506,865	1,506,865	1,440,459
MAPPING AND PROJECT SERVICES (LUE)	8	0	0	0	0	1,500	1,206,829	1,208,329	1,090,809
SENIOR ADMINISTRATION (LUE)	2	0	0	0	0	373,094	0	373,094	435,975
SOLID WASTE SERVICES (LUE)	92	0	3	0	2,156,510	28,324,572	36,836	30,517,918	29,692,273
STORM WATER DATABASE MAINTENANCE (LUE)	9	0	0	0	0	863,173	0	863,173	832,704
SURFACE WATER QUALITY AND FLOOD HAZARD MITIGATION (LUE)	54	0	1	0	0	17,344,422	2,262	17,346,684	16,108,170
Total:	517	0	14	0	2,903,106	86,166,590	4,294,282	93,363,978	87,088,094

Manager's Office									
ADMINISTRATIVE SUPPORT (MGR)	16	0	0	0	0	0	1,884,508	1,884,508	1,615,902
BUSINESS PROCESS MANAGEMENT (MGR)	14	0	0	0	0	0	1,841,345	1,841,345	1,686,238
CLERK'S OFFICE (MGR)	4	0	0	0	0	0	432,124	432,124	413,141
ENTERPRISE PROJECT MANAGEMENT (MGR)	9	0	0	0	0	0	1,337,699	1,337,699	1,227,500
MANAGEMENT & BUDGET SERVICES (MGR)	16	0	0	0	0	0	1,963,085	1,963,085	1,767,175
SENIOR ADMINISTRATION (MGR)	5	0	0	0	0	0	1,828,000	1,828,000	1,664,432
Total:	64	0	0	0	0	0	9,286,761	9,286,761	8,374,388

ADOPTED BUDGET

Agency - Service	FT	PT	LPT	Federal Revenue	State Revenue	Other Revenue	County Cost	Total Cost	FY2019 Adopted Budget
Medical Examiner's Office									
MEDICAL EXAMINER (MED)	20	0	4	0	794,328	598,000	1,352,098	2,744,426	2,472,805
Total:	20	0	4	0	794,328	598,000	1,352,098	2,744,426	2,472,805
Non-Departmental									
ABC PROFIT DISTRIBUTION	0	0	0	0	0	0	855,000	855,000	640,784
ACCOUNTING (FIN)	0	0	0	0	0	250,000	4,675,432	4,925,432	4,632,943
ACS-LIBRARY & PARKS ORCHESTRA	0	0	0	0	0	0	950,000	950,000	800,000
PROGRAMING (NDP)	0	0	0	0	0	0	275,904	275,904	273,361
ASSOCIATION DUES (NDP)	0	0	0	0	0	0	275,904	275,904	273,361
CAPITAL RESERVE (NDP)	0	0	0	0	0	8,000,000	0	8,000,000	11,100,000
CENTRALINA COUNCIL OF GOVERNMENTS (NDP)	0	0	0	0	0	0	281,904	281,904	276,851
CRITICAL HOME REPAIR (NDP)	0	0	0	0	0	1,000,000	0	1,000,000	0
EARLY CHILDHOOD EDUCATION (NDP)	0	0	0	0	0	0	36,773,890	36,773,890	15,773,890
EMPLOYEE COMPENSATION (NDP)	0	0	0	0	0	0	84,400	84,400	5,965,928
EMPLOYEE LEARNING SERVICES (HRS)	0	0	0	0	0	0	907,688	907,688	907,688
LAKE NORMAN MARINE COMMISSION (NDP)	0	0	0	0	0	0	28,923	28,923	24,923
LAKE WYLIE MARINE COMMISSION (NDP)	0	0	0	0	0	0	23,675	23,675	23,675
OTHER POST EMPLOYMENT BENEFITS (HRS)	0	0	0	0	0	8,000,000	0	8,000,000	8,000,000
PROGRAM REVIEW & STUDIES (OMB)	0	0	0	0	0	0	100,000	100,000	100,000
RETIREE MEDICAL INSURANCE (NDP)	0	0	0	0	0	0	10,953,588	10,953,588	10,953,588
REVENUES (NDP)	0	0	0	0	0	3,396,000	-3,396,000	0	0
SILOAM SCHOOL (NDP)	0	0	0	0	0	125,000	0	125,000	0
Total:	0	0	0	0	0	15,000,000	0	15,000,000	2,120,000
RECOMMENDED BUDGET									
US CENSUS (NDP)	0	0	0	0	0	400,000	60,000	460,000	0
VEHICLE RESERVE (NDP)	0	0	0	0	0	2,500,000	0	2,500,000	2,262,790
Total:	0	0	0	0	0	38,671,000	52,824,404	91,495,404	71,211,421

Office of Economic Development	FT	PT	LPT	Federal Revenue	State Revenue	Other Revenue	County Cost	Total Cost	FY2019 Adopted Budget
ACC FOOTBALL CHAMPIONSHIP (OED)	0	0	0	0	0	0	275,000	275,000	275,000
BELK BOWL (OED)	0	0	0	0	0	0	275,000	275,000	275,000
BUSINESS INVESTMENT GRANTS (OED)	0	0	0	0	0	0	3,919,156	3,919,156	3,925,163
CHARLOTTE REGIONAL PARTNERSHIP (OED)	0	0	0	0	0	0	161,525	161,525	158,250
CRVA - CIAA TOURNAMENT (OED)	0	0	0	0	0	0	275,000	275,000	275,000
CRVA - FILM COMMISSION (OED)	0	0	0	0	0	0	150,000	150,000	150,000
DEVELOPMENT AGREEMENTS (OED)	0	0	0	0	0	0	5,658,040	5,658,040	5,152,033
ECONOMIC DEVELOPMENT (OED)	7	0	0	0	0	3,775,000	865,611	4,640,611	841,922
MWSBE (OED)	1	0	0	0	0	0	109,308	109,308	131,359
NBA ALL-STAR GAME (OED)	0	0	0	0	0	0	0	0	600,000
Total:	8	0	0	0	0	3,775,000	11,688,640	15,463,640	11,783,727

MECKLENBURG COUNTY | FISCAL YEAR 2020

Agency - Service	FT	PT	LPT	Federal Revenue	State Revenue	Other Revenue	County Cost	Total Cost	FY2019 Adopted Budget
FISCAL ADMINISTRATION (PRK)	9	1	0	0	0	0	850,262	850,262	960,898
IT RESOURCE MANAGEMENT (PRK)	1	0	0	0	0	0	132,744	132,744	207,362
NATURE PRESERVES & NATURAL RESOURCES (PRK)	53	10	12	0	0	459,489	4,602,178	5,061,667	4,056,361
PARK FACILITY PLANNING SERVICE (PRK)	8	0	0	0	0	0	1,052,019	1,052,019	714,714
PARK OPERATIONS (PRK)	133	3	39	0	0	2,016,490	12,279,055	14,295,545	11,392,167
PARK REPAIR AND MAINTENANCE (PRK)	57	1	6	0	0	203,500	8,073,661	8,277,161	6,721,915
POOLS (PRK)	18	10	119	0	0	1,866,669	2,100,940	3,967,609	3,655,364
RECREATION PROGRAMMING (PRK)	84	14	132	0	0	1,605,782	8,048,150	9,653,932	8,551,955
SENIOR ACTIVITIES AND SERVICES (CSG)	0	0	0	0	0	0	95,000	95,000	95,000
SENIOR MANAGEMENT & ADMINISTRATION (PRK)	8	3	0	0	0	0	1,387,617	1,387,617	1,039,113
THERAPEUTIC RECREATION (PRK)	9	0	2	0	0	142,029	932,040	1,074,069	1,027,656
VOLUNTEER COORDINATION (PRK)	1	1	0	0	0	0	594,646	594,646	725,618
Total:	393	47	339	0	0	7,918,887	40,415,751	48,334,638	41,058,587

MECKLENBURG COUNTY | FISCAL YEAR 2020

ADOPTED BUDGET

Agency - Service	FT	PT	LPT	Federal Revenue	State Revenue	Other Revenue	County Cost	Total Cost	FY2019 Adopted Budget
Public Health									
ADMINISTRATIVE SUPPORT (HLT)	7	0	0	0	603,244	1,074,917	836,682	2,514,843	2,129,297
ADULT MENTAL HEALTH CONTINUUM (HLT)	2	0	0	0	2,520	0	257,757	260,277	262,419
BETHESDA - ACCESS TO CARE (CSG)	0	0	0	0	0	0	165,000	165,000	165,000
CARE RING NURSE FAMILY PARTNERSHIP (CSG)	0	0	0	0	0	0	250,000	250,000	250,000
CHARLOTTE COMMUNITY HEALTH CLINIC-HOMELESS (CSG)	0	0	0	0	0	0	270,919	270,919	270,919
CHILD DEVELOPMENT - COMMUNITY POLICING (HLT)	27	0	0	0	0	0	2,638,012	2,638,012	2,461,855
CHILDREN'S DEVELOPMENTAL SERVICES (HLT)	104	1	0	0	2,624,434	1,826,043	5,021,477	9,471,954	9,392,592
COMMUNICABLE DISEASE (HLT)	49	0	1	332,692	186,692	494,680	3,875,878	4,889,942	4,203,995
CW WILLIAMS - HEALTHCARE FOR HOMELESS INITIATIVE (CSG)	0	0	0	0	0	0	390,000	390,000	390,000
FOOD & FACILITIES SANITATION (HLT)	67	0	0	0	229,838	358,570	5,945,327	6,533,735	5,521,367
GROUND WATER QUALITY (HLT)	13	0	0	0	19,591	264,200	1,070,352	1,354,143	1,278,313
HEALTH CASE MANAGEMENT (HLT)	97	0	1	401,308	6,062,455	1,028,042	1,994,672	9,486,477	9,311,408
HEALTH PLANNING (HLT)	33	0	0	108,256	27,321	358,876	3,527,262	4,021,715	3,139,267
HEALTH PROMOTION (HLT)	20	0	0	109,580	23,023	0	2,199,136	2,331,739	2,309,025
MEDASSIST OF MECKLENBURG (CSG)	0	0	0	0	0	0	550,000	550,000	550,000
PATIENT SERVICES (HLT)	63	2	0	0	0	985,500	3,391,015	4,376,515	4,098,934
PEST MANAGEMENT & ENVIRONMENTAL SERVICES (HLT)	9	0	0	0	16,000	460,500	614,171	1,090,671	948,620
PHYSICIANS REACH OUT (CSG)	0	0	0	0	0	0	250,000	250,000	250,000
PUBLIC HEALTH CLINICS (HLT)	74	0	2	823,178	615,118	3,005,054	5,854,401	10,297,751	9,641,541
SCHOOL HEALTH SERVICES (CSG)	0	0	0	0	50,000	1,000	17,000,041	17,000,041	16,000,039
TOTAL:	844	8	27	6,143,568	10,460,236	9,862,382	59,371,160	85,837,346	79,733,202

RECOMMENDED BUDGET

WOMEN, INFANTS, CHILDREN (HLT)	66	5	0	4,368,554	0	0	627,750	4,996,304	4,965,983
Total:	844	8	27	6,143,568	10,460,236	9,862,382	59,371,160	85,837,346	79,733,202

Public Information									
PUBLIC INFORMATION (PID)	15	0	1	0	0	0	1,915,800	1,915,800	1,735,295
WEB SERVICES (PID)	7	0	0	0	0	0	1,068,100	1,068,100	957,079
Total:	22	0	1	0	0	0	2,983,900	2,983,900	2,692,374

Public Library									
ADMINISTRATION & FISCAL MANAGEMENT (LIB)	11	0	0	0	0	0	1,427,344	1,427,344	1,455,071
FUND DEVELOPMENT (LIB)	0	0	0	0	0	0	0	0	501,603
IMAGINON (LIB)	22	1	6	0	0	0	2,034,426	2,034,426	1,920,923
IT RESOURCE MANAGEMENT (LIB)	3	0	0	0	0	0	1,197,981	1,197,981	1,164,392
PUBLIC INFORMATION (LIB)	4	0	0	0	0	0	358,087	358,087	391,177
PUBLIC LIBRARY SERVICES (LIB)	308	15	93	0	0	400,000	32,132,864	32,532,864	30,672,062
Total:	348	16	99	0	0	400,000	37,150,702	37,550,702	36,105,228

RE	MECKLENBURG COUNTY FISCAL YEAR 2020								
AD									
FIS									
REAL PROPERTY RECORDINGS & DOCUMENTATION (REG)	14	0	0	0	0	301,523	718,544	1,020,067	979,664
RECORDS RESEARCH & ASSISTANCE (REG)	10	0	0	0	0	223,960	478,072	702,032	649,852
SENIOR ADMINISTRATION (REG)	2	0	0	0	0	0	421,638	421,638	365,042
VITAL & MISCELLANEOUS RECORDS (REG)	8	0	0	0	0	0	606,477	606,477	565,830
Total:	38	0	0	0	0	525,483	2,521,791	3,047,274	2,836,862

ADOPTED BUDGET

Agency - Service	FT	PT	LPT	Federal Revenue	State Revenue	Other Revenue	County Cost	Total Cost	FY2019 Adopted Budget
Sheriff's Office									
ADMINISTRATIVE SUPPORT (SHF)	3	0	0	0	0	0	425,598	425,598	386,914
CHILD SUPPORT ENFORCEMENT (SHF)	6	0	0	0	0	0	11,984	11,984	1,420
COURT SECURITY (SHF)	109	0	9	0	0	0	9,388,021	9,388,021	8,361,461
DETENTION SERVICES (SHF)	787	0	0	200,000	0	29,549,138	59,178,099	88,927,237	82,783,190
DV ENFORCEMENT & EDUCATION (SHF)	9	0	0	0	0	0	892,072	892,072	793,132
FACILITY MANAGEMENT (SHF)	0	0	0	0	0	31,836	7,587,107	7,618,943	7,479,983
FIELD OPERATIONS (SHF)	117	0	2	0	10,000	2,509,085	9,743,991	12,263,076	10,756,106
FISCAL ADMINISTRATION (SHF)	16	0	3	0	0	0	1,480,546	1,480,546	1,369,256
HUMAN RESOURCES (SHF)	11	0	0	0	0	35,000	1,224,929	1,259,929	1,128,229
INMATE FINANCE & SUPPORT (SHF)	34	0	0	0	0	0	2,376,127	2,376,127	2,237,728
INMATE LIBRARY SERVICE (SHF)	3	0	0	0	0	0	223,151	223,151	207,779
IT RESOURCE MANAGEMENT (SHF)	12	0	0	0	0	142,207	2,061,330	2,203,537	2,225,833
JUVENILE JUSTICE (SHF)	2	0	0	0	0	0	1,048,643	1,048,643	0
LEGAL SERVICES (SHF)	3	0	0	0	0	0	477,677	477,677	434,531
PUBLIC INFORMATION (SHF)	2	0	1	0	0	0	255,854	255,854	257,668
REGISTRATION DIVISION (SHF)	16	0	0	0	0	135,420	1,182,516	1,317,936	1,243,096
REHABILITATION SERVICES (SHF)	22	0	1	0	0	0	2,651,252	2,651,252	2,702,203
RESEARCH & PLANNING (SHF)	2	0	0	0	0	0	194,065	194,065	184,883
SENIOR ADMINISTRATION (SHF)	2	0	0	0	0	30,000	567,260	597,260	529,401
TRAINING DIVISION - MANDATED (SHF)	11	0	0	0	0	0	1,308,864	1,308,864	1,176,582
TRAINING DIVISION - NONMANDATED (SHF)	0	0	0	0	0	0	136,100	136,100	133,100
Total:	1,167	0	16	200,000	10,000	32,432,686	102,415,186	135,057,872	124,392,495

RECOMMENDED BUDGET

ADULT SERVICES (DSS)	54	0	0	845,618	39,340	0	4,945,489	5,830,447	5,350,756
BEHAVIORAL HEALTH (DSS)	14	0	0	0	490,140	0	12,634,575	13,124,715	12,778,149
CHILDCARE SERVICES (DSS)	0	0	0	2,129,381	160,407	0	0	2,289,788	2,051,975
CHILDREN'S SERVICES (DSS)	431	0	0	15,581,913	4,175,512	26,977	28,183,666	47,968,068	45,202,795
COMMUNITY CULINARY SCHOOL (CSG)	0	0	0	0	0	0	80,000	80,000	80,000
COMMUNITY SOCIAL WORK (DSS)	32	0	0	1,603,121	0	0	1,369,859	2,972,980	3,708,962
FACILITIES MANAGEMENT (DSS)	0	0	0	364,912	0	0	744,246	1,109,158	1,146,904
FRAUD (DSS)	14	0	0	1,033,082	0	10,500	-30,030	1,013,552	975,094
GENERAL ASSISTANCE (DSS)	9	0	0	8,190,564	220,427	0	3,676,989	12,087,980	10,908,036
IT RESOURCE MANAGEMENT (DSS)	0	0	0	0	0	0	0	0	616,526
LATIN AMERICAN COALITION (CSG)	0	0	0	0	0	0	50,000	50,000	50,000
LEGAL SERVICES (DSS)	14	0	0	197,807	0	0	1,617,455	1,815,262	1,773,401
MAINTAINING INDEPENDENCE SERVICES (DSS)	2	0	0	2,839,318	618,372	1,000	1,316,487	4,775,177	4,618,933
MECKLENBURG TRANSPORT (DSS)	38	2	0	1,576,481	497,686	137,159	2,629,102	4,840,428	4,736,847
MEDICAID RELATED PAYMENTS (DSS)	0	0	0	0	0	0	3,646,544	3,646,544	3,255,794
MEDICAID TRANSPORTATION (DSS)	0	0	0	792,000	308,000	0	0	1,100,000	1,100,000
PUBLIC ASSISTANCE (DSS)	588	3	0	28,101,865	0	801,088	13,198,391	42,101,344	39,315,158

MECKLENBURG COUNTY | FISCAL YEAR 2020

SENIOR ADMINISTRATION (DSS)	1	0	0	125,007	0	0	130,470	255,477	246,865
SENIOR CITIZENS NUTRITION PROGRAM (DSS)	30	1	0	1,108,675	0	121,600	2,413,601	3,643,876	3,305,213
URBAN LEAGUE OF CENTRAL CAROLINAS - JOB TRAINING (CSG)	0	0	0	0	0	0	50,000	50,000	50,000
WORK FIRST EMPLOYMENT SERVICE (DSS)	41	0	0	827,802	0	0	3,820,101	4,647,903	6,190,628
Total:	1,308	6	0	68,529,001	6,509,884	1,098,324	87,090,019	163,227,228	156,506,482

Office of the Tax Collector									
ATTORNEY (TAX)	0	0	0	0	0	0	402,000	402,000	402,000
BUSINESS TAX COLLECTIONS (TAX)	12	0	0	0	0	2,327,281	-682,860	1,644,421	1,722,740
PROPERTY TAX COLLECTIONS (TAX)	34	0	0	0	0	461,191	3,338,951	3,800,142	3,427,032
TAX ADMINISTRATION (TAX)	1	0	0	0	0	0	224,958	224,958	204,428
Total:	47	0	0	0	0	2,788,472	3,283,049	6,071,521	5,756,200

GRAND TOTAL:	5,721	79	503	84,662,673	151,046,648	271,185,489	1,391,773,843	1,898,668,653	1,738,743,195
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ADOPTED BUDGET

Charlotte - Mecklenburg Schools Funding

	FY2016 Adopted Budget	FY2017 Adopted Budget	FY2018 Adopted Budget	FY2019 Adopted Budget	FY2020 Adopted Budget
Current Expense	\$399,902,352	\$411,193,792	\$426,444,699	\$457,564,612	\$499,151,701
Fines & Forfeitures	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000
OPERATING TOTAL	\$402,202,352	\$413,493,792	\$428,744,699	\$459,864,612	\$501,451,701
Capital Replacement	\$4,960,000	\$4,960,000	\$4,960,000	\$4,960,000	\$4,960,000
Deferred Maintenance¹		18,000,000	18,000,000	18,000,000	18,000,000
One-Time Funding²	4,000,000			4,600,000	12,600,000
Debt Service (County)	111,915,413	105,095,736	112,271,839	75,065,800	81,642,479
CAPITAL TOTAL	\$120,875,413	\$128,055,736	\$135,231,839	\$102,625,800	\$117,202,479
% Change	9.3%	5.9%	5.6%	-24.1%	14.2%
TOTAL	\$411,162,352	\$418,453,792	\$433,704,699	\$469,424,612	\$519,011,701
(w/out Debt Service and Deferred Maintenance)					
% Change	3.2%	1.8%	3.6%	8.2%	10.6%
CMS Enrollment³	144,140	147,157	147,250	147,352	147,402
Combined Enrollment	161,876	165,565	165,442	167,307	169,109
% Change in Enrollment	2.1%	2.3%	-0.1%	1.1%	1.1%
Operating Cost Per-Pupil	\$2,485	\$2,497	\$2,592	\$2,749	\$2,965

¹ The funding sources for Deferred Maintenance are fund balance, pay-as-you-go (PAYGO) financing, the debt service fund, and capital reserve fund.

² In FY2016 CMS was given one-time funding for capital maintenance. In FY2019 and FY2020 funding is recommended for one-time security upgrades, Enterprise Resource Planning system, and preventative maintenance.

³Average Daily Enrollment is the sum of number of days in membership for all students in individual school units, divided by the number of school days in the term. The Average Daily Enrollment information is an estimate provided by CMS. FY16-FY19 figures reflect actual CMS enrollment numbers; therefore, the % increase and cost per student figures will not match figures in the FY2020 Adopted Budget document.

⁴ Charter enrollments are provided by CMS and reflect students who reside in Mecklenburg County and attend a charter school.

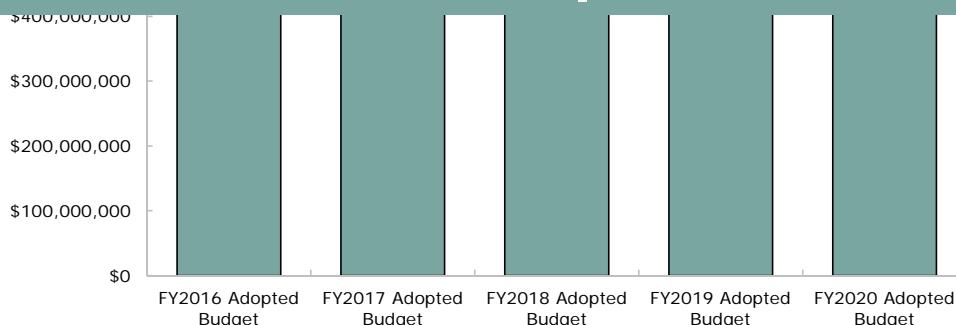
RECOMMENDED BUDGET

Total County Funding for Charlotte-Mecklenburg Schools

\$600,000,000

\$519,011,701

MECKLENBURG COUNTY | FISCAL YEAR 2020



ADOPTED BUDGET

Central Piedmont Community College Funding

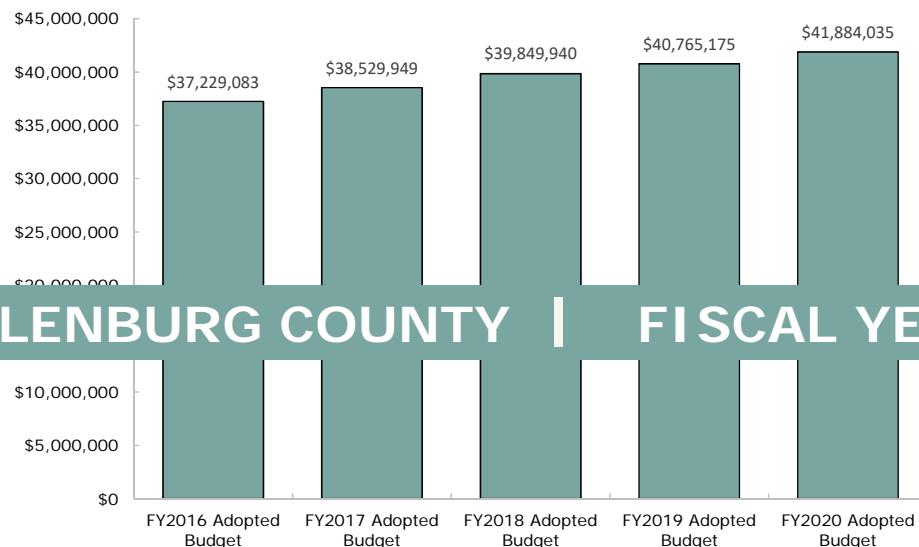
	FY2016 Adopted Budget	FY2017 Adopted Budget	FY2018 Adopted Budget	FY2019 Adopted Budget	FY2020 Adopted Budget
Current Expense	\$33,673,949	\$34,529,949	\$35,149,940	\$36,765,175	\$37,884,035
CPCC-WTVI Merger	200,000				
Deferred Maintenance ¹		4,000,000	4,000,000	4,000,000	4,000,000
One-Time Funding ²	1,555,134				
Capital Maintenance and Repairs ³	1,800,000		700,000		
Debt Service (County)	10,364,944	8,901,176	10,224,822	15,051,902	22,015,885
TOTAL	\$47,594,027	\$47,431,125	\$50,074,762	\$55,817,077	\$63,899,920
% Change	7.6%	-0.3%	5.6%	11.5%	14.5%
TOTAL (w/out Debt Service)	\$37,229,083	\$38,529,949	\$39,849,940	\$40,765,175	\$41,884,035
% Change	11.4%	3.5%	3.4%	2.3%	2.7%
Annual FTE Enrollment ⁴	18,289	17,571	17,513	17,233	17,330
% Change in Enrollment	-1.9%	-3.9%	-0.3%	-1.6%	0.6%

RECOMMENDED BUDGET

³ These appropriations were in the Capital Reserve Fund.

⁴ CPCC supplies the total annual enrollment.

Total County Funding for Central Piedmont Community College



MECKLENBURG COUNTY | FISCAL YEAR 2020

ADOPTED BUDGET

FY2020 Staff Composition Changes by Agency

This chart displays staff changes for the FY2020 Adopted Budget.

Agency	FY2019 Adopted Positions			Changes after FY2019 Budget			Transfers			Changes in the FY2020 Budget			FY2020 Adopted Positions		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Asset and Facility Management Administrative Support Coordinator Administrative Support Supervisor Project Manager Real Estate Coordinator	37									6			43		
Attorney's Office* Administrative Support Assistant II Business Manager	9			-1 -1						1			9		
Child Support Enforcement Associate Attorney Child Support Case Coordinator Department Director Legal Assistant Administrative Assistant II Managing Attorney Social Services Program Manager	117			11 1 6 1 1 2			-1 -1			5 4 1			132		
Commissioners	9												9		
Community Resources Administrative Support Assistant II /	38						2			4 2			44		
Social Worker										1					
Community Support Services Administrative Support III Management Analyst Senior Social Services Manager	111	2								3 1 1 1			114	2	
County Assessor's Office Property Auditor I	121									1 1			122		
Criminal Justice Services Criminal Justice Supervisor Technical Associate	58									2 1 1			60		
Elections Office Elections Specialist Senior Quality & Training Specialist	24	3								3 1 2			27	3	
Finance Assistant Fiscal Analyst Contract Compliance Auditor Finance Manager	138			-1 -1						-1 -1 -1 1			136		
Historical & Human Resources Deputy Department Director Human Resources Consultant Human Resources Specialist							1			1 3 1		-2			
Information Technology Administrative Support Coordinator IT Manager IT Project Manager II Senior IT Business Analyst Senior IT Programmer/Analyst Senior IT QA Analyst Technical Analyst II Technical Analyst III Technical Associate Vendor Relationship Manager	162									11 1 1 1 2 1 1 1 1 1 1 1			173		
Internal Audit	15												15		
Land Use & Environmental Services GIS Analyst Fiscal Support Assistant III Inspector III Admin Support Assistant III	517	14								1 1 -1 -1			517	14	
Manager's Office Contract Specialist Enterprise Manager Management Analyst	61									3 1 1 1			64		

RECOMMENDED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2020

ADOPTED BUDGET

Agency	FY2019 Adopted Positions			Changes after FY2019 Budget			Transfers			Changes in the FY2020 Budget			FY2020 Adopted Positions		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Medical Examiner Medical Examiner	20		3							1			20		4
Office of Economic Development Economic Development Specialist Business Manager	6									2			8		
Park & Recreation Administrative Support Assistant II Administrative Support Assistant III Administrative Support Supervisor Environmental Educator Maintenance & Operations Specialist Maintenance & Operations Tech Maintenance Supervisor Natural Resources Coordinator Supervisor Natural Resources Specialist Park Planner Park Ranger Park Ranger Supervisor Recreation Facility Manager I Recreation Specialist Senior Maintenance & Operations Specialist Senior Maintenance & Operations Tech Senior Park Planner	343	39	339							50	8		393	47	339

RECOMMENDED BUDGET

Clinical Assistant I Deputy Department Director Environmental Health Specialist Environmental Health Supervisor Health Promotion Specialist Health Technician Health Therapist I Laboratory Technician Nurse Supervisor Senior Nurse Social Worker			-1 1 -1 -2							1 1 6 1 1 1 2 1 2					
Public Information Department Public Information Specialist	21		1							1 1			22		1
Public Library Deputy Division Director II Executive Director Library Program Coordinator Public Information Specialist Resource Development Coordinator	351	16	99							-3 -1 -1 1 -1 -1			348	16	99
Reg Sheriff Administrative Support Assistant III Inmate Program Specialist III				-1						3					
Social Services Administrative Support Assistant III Behavioral Health Coordinator Human Services Specialist I Senior Social Worker Training Specialist Van Driver	1,303	7		1 1	-1 -1		-2 -1 -1			6 4 1 1			1,308	6	
Tax Collector Assistant Fiscal Analyst Deputy Tax Collector		39								8 2 6			47		
TOTAL	5,589	72	503	6	-1	1	-	-	-	125	8	-1	5,721	79	503

FT - Full-time staff PT - Part-time staff¹ LPT - Limited Part-time staff²

Notes:

Temporary positions are not tracked. Departments have the flexibility to manage these positions within their budgets and they do not require BOCC approval.

¹ Part-time staff are defined as a regular employees who work more than 38.00 but less than 60.00 hours per pay period.

² Limited part-time staff are defined as regular employees who work less than 38.00 hours per pay period.

ADOPTED BUDGET

FY2020 Staff Summary Comparison by Agency

This chart displays comparative information on the County's positions from FY2017 to FY2020.

Agency	FY2017 Adopted			FY2018 Adopted			FY2019 Adopted			FY2020 Adopted		
	FT	PT	LPT									
Asset and Facility Management	35			36			37			43		
Attorney's Office ^{1*}												9
Behavioral Health ²	10			10			9					
Board of Elections	21		3	24		3	24		3	27		3
Child Support Enforcement	115	1		117			117			132		
Community Resources				5			38			44		
Community Support Services	101	2		109	2		111	2		114	2	
County Assessor's Office	107			121			121			122		
County Commissioners	9			9			9			9		
Criminal Justice Services	59			60			58			60		
Economic Development	4			6			6			8		
Financial Services	141			139			138			136		
Historic Land Commission	2			2			2			2		
Human Resources	53		2	54		2	53		2	59		
Information Services & Technology	151			151			162			173		
Internal Audit	13			13			15			15		

RECOMMENDED BUDGET

Medical Examiner	20	3	20	3	20	3	20	3	20	4		
Park & Recreation	324	37	324	335	39	337	343	39	339	393	47	339
Public Health	800	7	2	817	10	25	832	8	26	844	8	27
Public Information	20		1	21		1	21		1	22		1
Public Library	351	13	99	351	16	99	351	16	99	348	16	99
Register of Deeds	38			38			38			38		
Sheriff's Office	1,175		14	1,175		16	1,165		16	1,167		16
Social Services ²	1,302	11		1,323	7		1,303	7		1,308	6	
Tax Collector	40			39			39			47		
TOTAL	5,437	71	462	5,550	74	500	5,589	72	503	5,721	79	503

FT - Full-time staff PT - Part-time staff LPT - Limited part-time staff

Notes:

- Temporary positions are not tracked. Departments have the flexibility to manage these positions within their budgets and they do not require Board of County Commissioners (BOCC) approval.
- Part-time staff is defined as a regular employee who works less than 80.00 standard hours per pay period.

¹ Prior to FY2019, Attorney's Office was included in the Manager's Office

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MECKLENBURG COUNTY | FISCAL YEAR 2020

Explanation of Staff Changes by Agency

Asset and Facility Management

The following positions are added in the FY2020 Adopted Budget:

- One (1) Administrative Support Coordinator to assist capital planning staff with project management, reporting, and administrative work.
- One (1) Administrative Support Supervisor to supervise the department's three administrative support positions and manage assigned programs.
- Two (2) Project Managers to assist with the acceleration of design and construction for greenway projects.
- Two (2) Real Estate Coordinators to manage the acquisition of land for greenways as well as the acquisition of land for Community Resource Centers and Uptown Charlotte dispositions.

RECOMMENDED BUDGET

- One (1) Administrative Support Assistant II position was transferred to Child Support Enforcement to assist attorneys with caseloads.

The following position is added in FY2020 Adopted Budget:

- One (1) Business Manager position to provide support with managing the day-to-day operations of the newly created office.

Child Support Enforcement

The following positions were added in FY2019:

- The following positions were added to the department's position count, but they are funded out of a multi-year fund: One (1) Associate Attorney, one (1) Administrative Assistant II, six (6) Child Support Case Coordinators, one (1) Legal Assistant, and two

MECKLENBURG COUNTY | FISCAL YEAR 2020

- One (1) Senior Social Services Manager was transferred to lead the County's Work Force Development Initiative.

The following positions are added in the FY2020 Adopted Budget:

- The following positions were added to the department's position count, but they are funded out of a multi-year fund: Four (4) Child Support Case Coordinators.
- One (1) Managing Attorney position to provide oversight for child support court cases.

Community Resources

The following position was transferred in FY2019:

- One (1) Senior Social Services Manager was transferred from Child Support Enforcement to lead the County's Work Force Development Initiative.

The following positions are added in the FY2020 Adopted Budget:

- Two (2) Administrative Support Assistant II positions to assist with customer volume at the pilot Community Resource Center.

- One (1) Administrative Support Assistant III position to provide additional support to the Department of Community Resources.
- One (1) Social Worker to coordinate employment, education, and training services for individuals participating in the County's Unified Workforce Development Initiative.

Community Support Services

The following positions are added in the FY2020 Adopted Budget:

- One (1) Administrative Support III position to create separation of duties.
- One (1) Management Analyst to support the Substance Use Continuum of Care partnership with community partners.
- One (1) Senior Social Services Manager to support the Substance Use Continuum of Care partnership with community partners.

County Assessor's Office

The following position are added in the FY2020 Adopted Budget:

One (1) Business Analyst position to allow countywide consistency with countywide processes.

RECOMMENDED BUDGET

within a six-year period.

Criminal Justice Services

The following positions are added in the FY2020 Adopted Budget:

- One (1) Criminal Justice Supervisor to supervise and monitoring responsibilities of case managers in Re-Entry Services as well as maintain a caseload.
- One (1) Technical Associate to provide onsite information technology support for the courthouse.

Elections Office

The following positions are added in the FY2020 Adopted Budget:

- One (1) Election Specialist to provide voter identification cards to residents upon

MECKLENBURG COUNTY | FISCAL YEAR 2020

in Mecklenburg County and support staff training needs.

Financial Services

The following changes occurred after the FY2019 Adopted Budget:

- One (1) Assistant Fiscal Analyst was eliminated to offset reclassification costs.

The following positions were reduced in the FY2020 Adopted Budget:

- One (1) Assistant Fiscal Analyst and one (1) Contract Compliance Auditor to create a Finance Manager position (see below).

The following position is added in the FY2020 Adopted Budget:

- One (1) Finance Manager to create a layer of supervision responsible for payroll, contract compliance, other central finance compliance functions.

Human Resources

The following position was transferred in FY2019:

- One (1) Human Resources Consultant was transferred from Social Services to improve recruitment for Youth and Family Services.

The following positions are added in the FY2020 Adopted Budget:

- One (1) Deputy Department Director to oversee department operations and assist with ensuring successful development and implementation of the department's strategic initiatives.
- Two (2) Human Resources Consultants in Talent Acquisition to reduce recruiter workload, decrease overall process time, and enhance the department's executive recruitment function.
- One (1) Human Resources Consultant to assist with the County's Total Rewards program.
- One (1) Human Resources Specialist to assist with improving the onboarding process.

RECOMMENDED BUDGET

- Two (2) limited part-time Human Resources Consultants.

Information Technology

The following positions are added in the FY2020 Adopted Budget:

- One (1) Administrative Support Coordinator to staff the newly opened conference center at Valerie C. Woodard Center.
- Five (5) security services positions to reduce the risk of future security incidents and enforce County security policies. Positions include one (1) Security Operations Manager, one (1) Technical Analyst II, and one (1) Technical Analyst III.
- One (1) Technical Associate to support service management and one (1) Vendor Risk and Compliance Analyst to support business operations.

MECKLENBURG COUNTY | FISCAL YEAR 2020

Analysts and one (1) Project Manager II to support the department's strategy and planning initiatives and one (1) Sr. IT Programmer and one (1) Sr. IT QA Analyst to support service development and quality services.

Land Use & Environmental Services Agency

The following positions are added in the FY2020 Adopted Budget:

- One (1) Fiscal Support Assistant III to staff the second entrance opening at the North Mecklenburg recycling center.
- One (1) GIS Analyst to drive the creation and maintenance of the Master Street Address Guide for the next generation 911.

The following positions were reduced in the FY2020 Adopted Budget:

- One (1) Inspector III and One (1) Admin Support Assistant III as Town of Huntersville will be taking over Land Development duties from the County.

Manager's Office

The following positions are added in the FY2020 Adopted Budget:

- One (1) Contract Specialist to provide additional capacity to the Early Childhood Education initiative.
- One (1) Enterprise Manager to add capacity to Strategic Planning & Evaluation.
- One (1) Management Analyst to provide additional capacity to the Equity & Inclusion initiative.

Medical Examiner

The following positions are added in the FY2020 Adopted Budget:

- One (1) Medical Examiner (limited part-time) position to hire a Forensic Pathologist.

Office of Economic Development

The following positions are added in the FY2020 Adopted Budget:

- One (1) Economic Development Specialist to respond to business site selection inquiries and Requests for Information (RFI)

RECOMMENDED BUDGET

and Economic Development Incentives.

Park & Recreation

The following part-time positions are added in the FY2020 Adopted Budget:

- Four (4) Recreation Specialists with the Marion Diehl Recreation Center and the new facility for Steven's Creek.
- Four (4) Administrative Support Assistant II positions for day-to-day operations in three park regions and the Marion Diehl Recreation Center.

The following full-time positions are added in the FY2020 Adopted Budget:

- One (1) Administrative Support Assistant II position to assist with day-to-day operations at County senior centers.

MECKLENBURG COUNTY | FISCAL YEAR 2020

Operations Specialist, and three (3) Recreation Specialists for the Eastway Recreation Center.

- Four (4) Park Rangers based upon the business staffing plan and designated areas such as Little Sugar Creek and Huntingtowne Farm area.
- One (1) Park Planner and one (1) Senior Park Planner for greenway acceleration.
- One (1) Recreation Facility Manager I position for the Sportsplex at Matthews.
- Two (2) Maintenance & Operation Techs, two (2) Maintenance Supervisors, two (2) Park Rangers, and one (1) Park Ranger Supervisor to service parks within the Central Region.
- Two (2) Maintenance & Operation Techs, two (2) Park Rangers, and one (1) Park Ranger Supervisor to service parks within the South Region.
- Two (2) Maintenance & Operation Techs, two (2) Park Rangers, and one (1) Park Ranger Supervisor to service the parks within the North Region.

ADOPTED BUDGET

- Three (3) Maintenance & Operation Specialists, one (1) Maintenance & Operations Tech, and two (2) Senior Maintenance & Operations Specialists to support the increased demand within the Park Maintenance unit.
- One (1) Maintenance & Operations Specialist and three (3) Maintenance & Operations Tech positions to support park operations within the Horticulture unit.
- One (1) Natural Resources Coordinator Supervisor and two (2) Natural Resources Specialists to support the increased demand within the Natural Resources unit.
- Two (2) Senior Maintenance & Operations Tech to maintain greenways per the business staffing plan.

Public Health

The following changes occurred after the FY2019 Adopted Budget:

- One (1) Health Promotion Specialist to assist with the Positive Parenting Program.
- One (1) Administrative Support Assistance III to assist with the Positive Parenting Program.

RECOMMENDED BUDGET

- One (1) Clinic Assistant I position was eliminated based on contracting Laboratory services.
- One (1) Health Technician position was eliminated based on contracting Laboratory services.

The following positions are added in the FY2020 Adopted Budget:

- One (1) Deputy Department Director to oversee day-to-day operations of the Public Health Department.
- One (1) Senior Nurse to maintain quality assurance infrastructure.
- One (1) Health Therapist I position to provide speech therapy for children in the Children Developmental Services Agency (CDSA).

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Public Health Clinics within clinical best practice.

- Two (2) Social Workers to provide post-partum depression screenings at Public Health Women, Infants, and Children (WIC) Clinics.
- Two (2) Nurse Supervisors to improve span of control for school health nurse supervisors.
- Five (5) Environmental Health Specialists to improve ratio of required inspections to inspectors in Food & Facilities.
- One (1) Environmental Health Specialist to continue meeting the 100% on-time inspection rate for pools.
- One (1) Environmental Health Supervisor to support the additional Environmental Health Specialists.

ADOPTED BUDGET

Public Information Department

The following position is added in the FY2020 Adopted Budget:

- One (1) Public Information Specialist to support the department's community relations outreach and decrease the workload for community events.

Public Library

The following position is added in the FY2020 Adopted Budget:

- One (1) Library Program Coordinator to administer the Mobile Library Program.

The following positions were reduced in the FY2020 Adopted Budget:

- One (1) Deputy Division Director II, one (1) Executive Director, one (1) Public Information Specialist, and one (1) Resource Development Coordinator; the agency is expected to allocate funding for these four (4) positions budgeted in the Library Foundation.

RECOMMENDED BUDGET

The following changes occurred after the FY2019 Adopted Budget:

- One (1) Inmate Program Specialist III was eliminated to offset reclassification costs.

The following positions are added in the FY2020 Adopted Budget:

- Three (3) Administrative Support Assistant III positions to support the Community Engagement Program.

Social Services

The following position was transferred in FY2019:

- One (1) Senior Social Worker was transferred to Human Resources to improve recruitment in Youth and Family Services.

The following positions are added in the FY2020 Adopted Budget:

MECKLENBURG COUNTY | FISCAL YEAR 2020

- One (1) Behavioral health Coordinator to support the expansion of clinical consultations in Youth and Family Services due to the Raise the Age legislation.
- One (1) Training Specialist to support training and staff development.

Tax Collection

The following positions are added in the FY2020 Adopted Budget:

- Six (6) Deputy Tax Collectors for foreclosure, affordable housing, and the collection of past due bills for MEDIC.
- Two (2) Assistant Fiscal Analysts to assist with processing delinquent property taxes and past due bills for MEDIC.

FINANCIAL SOURCES & USES



- Revenue Detail
- Expenditure Detail

REVENUE DETAIL



FY2020 Adopted Budget Revenue Overview

The County's total budget consists of the following major revenue categories:

- Ad Valorem Property Tax
- Law Enforcement Service District Tax
- Fire Protection Service District Tax
- Sales Tax
- Interest Earned on Investments
- Fund Balance
- Intergovernmental Revenue
- Licenses and Permits
- Charges for Services
- Miscellaneous Revenue (i.e., sale of properties and rentals)

Mecklenburg County classifies revenue as either: 1) County Revenue or 2) Non-County

RECOMMENDED BUDGET

the tax rate or approve fee changes to increase or decrease County revenue. Revenue in this category is comprised mainly of dollars generated from property tax. Non-County revenue includes other sources of funding, such as State and Federal revenue. For example, the County receives revenue from the State that can only be used for debt service.

The County allocates revenue into three service areas:

- 1) County Services
- 2) General Debt Service
- 3) Education Services

County Services are provided directly by the County and/or by a nonprofit organization

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with CMS, CPCC, and the County. Education Services is comprised of funding for CMS and CPCC operating budgets.

Revenues

Assessed Valuation

The County's largest source of operating revenue is the ad valorem property tax. Real property, automobiles, boats, trailers, and income-producing personal property are subject to property tax unless specifically exempted by North Carolina statutes. The assessed value of property is subject to the property tax rate levied by the Board of Commissioners per \$100 in value.

The estimated assessed valuation for FY2020 is \$183.4 billion, a \$53.6 billion (41.3 percent) increase over FY2019.

Assessed Valuation			
(In Millions)	FY2018 Budgeted	FY2019 Budgeted	FY2020 Projected
Real Property	\$102,050.00	\$105,003.00	\$157,336.24

RECOMMENDED BUDGET

	2018	2019	2020
State Certifications	4,980.00	4,231.00	5,141.23
Total	\$126,400.00	\$129,723.00	\$183,351.16
Percent Change	3.52%	2.63%	41.34%
Net Yield of One Cent	\$12,513,600	\$12,842,536	\$18,197,602
Tax Rate	81.57¢	82.32¢	61.69¢
Collection Rate*	99.00%	99.00%	99.25%

*Collection rate is based on prior year collection rate per statutory requirement.

FY2020 Property Tax

MECKLENBURG COUNTY | FISCAL YEAR 2020

prior year taxes.

Property Tax Revenue				
	FY2019 Adopted	FY2020 Adopted	Dollar Change	Percent Change
Net Property Taxes – Current	\$1,057,247,593	\$1,122,687,214	\$65,439,621	6.2%
Net Property Taxes – Prior	8,300,000	9,225,000	925,000	11.1%
Total Property Tax Revenue	\$1,065,547,593	\$1,131,912,214	\$66,364,621	6.2%

ADOPTED BUDGET

Revenue Neutral

Revenue neutral tax rate refers to a calculated rate that would generate the same revenue accounting for growth. The rate is presented for comparison purposes. The methodology for calculating revenue neutral is defined by the North Carolina General Statutes as follows:

To calculate the revenue-neutral tax rate, the budget officer shall first determine a rate that would produce revenues equal to those produced for the current fiscal year and then increase the rate by a growth factor equal to the average annual percentage increase in the tax base due to improvements since the last general reappraisal. This growth factor represents the expected percentage increase in the value of the tax base due to improvements during the next fiscal year. The budget officer shall further adjust the rate to account for any annexation, deannexation, merger, or similar event. (N.C.G.S 159 - 11(e)

The table below shows the revenue neutral calculation for the County.

RECOMMENDED BUDGET

FY2019 projected revenue at a tax rate of 82.31¢	\$1,069,296,460
FY2020 assessed property value	\$183,351,155,001
Tax rate that would produce revenue equal to FY2019	58.32¢
Average annual percentage increase in the tax base due to improvements since the last revaluation	2.36%
FY2020 Revenue Neutral Tax Rate	59.70¢

Sales Tax

Sales tax revenue for the County is projected to be \$328.9 million for FY2020. This is a \$25.4 million, or 8.4 percent increase over the FY2019 budget; \$60.6 million is

MECKLENBURG COUNTY | FISCAL YEAR 2020

the County's portion of the tax will be disbursed to the City of Charlotte to fund the operation of the Charlotte Area Transit System (CATS) as defined in NCGS 105-506.

The remaining sales tax revenue is dedicated to funding County services. Sales tax revenue will be allocated as follows:

Sales Tax Revenue				
	One Cent	1/2 Cent	1/2 Cent	Total
Transit			\$60,229,094	\$60,229,094
CMS Debt Service		14,840,000	45,800,000	60,640,000
Unclassified	142,900,000	34,600,000	30,500,000	208,000,000
Total	\$142,900,000	\$47,050,000	\$126,600,000	\$328,869,094

North Carolina Education Lottery

North Carolina law requires that 35 percent of total revenue of the North Carolina Education Lottery will go to education programs. Five percent of the revenue designated to education programs is transferred to the Education Lottery Reserve Fund to be used when lottery proceeds fall short of targets. The Reserve Fund may not exceed \$50 million.

For FY2020, Mecklenburg County expects to receive \$9.5 million from the North Carolina Education Lottery Fund. Actual funding for Mecklenburg County will depend on the lottery revenues collected over the course of the fiscal year.

Distribution of Proceeds

The net proceeds of the lottery are allocated as follows:

- 50 percent of the total remainder shall be used for reduction of class size in early grades and for pre-kindergarten programs for at-risk four-year-olds who

RECOMMENDED BUDGET

- 40 percent shall be used for school construction. Sixty-five percent of this total shall be distributed to each county based on total school enrollment (average daily membership). The remaining 35 percent shall be distributed based on total school enrollment to those counties with effective property tax rates above the state average.
- 10 percent shall be used for college scholarships for students who qualify for the Federal Pell Grant. These scholarships can be used at North Carolina public and private universities and community colleges.

Distribution of Lottery Proceeds	
Education Program	Percent
College Scholarships	10%
Total	100%

Note: First 5% is set aside for the lottery reserve. The remainder is then apportioned based on the percentages outlined above.

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Interest Earned on Investments

The County's system of cash management forecasting and close monitoring of progressive investment strategies results in maximized investment yields. North Carolina General Statutes restrict the County's investment portfolio to highly-rated obligations of the United States government and certain financial institutions. The projected investment income is \$22.3 million for FY2020, a \$9.8 million increase over the FY2019 Adopted Budget.

Total Interest Earned				
	FY2017 Adopted Budget	FY2018 Adopted Budget	FY2019 Adopted Budget	FY2020 Adopted Budget
General Fund	\$4,700,000	\$6,100,000	\$9,790,000	\$12,558,000
Enterprise Fund	25,000	25,000	120,325	120,325
Debt Service Fund	1,200,000	1,500,000	2,590,000	9,600,000

RECOMMENDED BUDGET

Fund Balance

In 2012, the County adopted a new fund balance policy. The policy, in accordance with Governmental Accounting Standards Board Statement No. 54, classifies general fund balance into five components: non-spendable, restricted, committed, assigned, and unassigned. The policy sets a target for total fund balance at 28 percent of prior year's general fund actual revenues, calculated by combining the general fund and debt service fund balances. In accordance with the Local Government Commission recommendations, the policy is intended to maintain 8 percent of the subsequent year's budget as unassigned fund balance to provide required resources to meet operating cost needs, to make funds available to assist in unforeseen emergencies, and to permit orderly adjustment to changes resulting from termination or

MECKLENBURG COUNTY | FISCAL YEAR 2020

The Adopted Budget utilizes \$81.7 million of available fund balance. Funding from this source includes \$25.5 million for Enterprise Reserves (capital, technology, and fleet), \$12.6 million for CMS (security upgrades, building services maintenances, and ERP System upgrades), \$11.0 million for affordable housing, \$9.0 million for new voting machines, \$8 million for Other Post-Employment Benefits (OPEB), \$2.0 million for additional park land acquisitions, and \$13.6 million for other expenses.

Charges for Service

Charging users for specific services is a method of providing services without resorting to general tax dollars, which allows customers who receive the benefits to pay for the service. For FY2020, fees in the Land Use and Environmental Services, Park and Recreation, and Health Department are adjusted to more accurately reflect the cost of services. Refer to the *Other Related Information* section of this document for a detailed list of FY2020 fee changes.

ADOPTED BUDGET

Law Enforcement Service Districts

The original Law Enforcement Service District (LESD) was established in January 1996 to finance and provide law enforcement service to the unincorporated areas of the County. On May 1, 2018, the BOCC approved a resolution establishing six separate LESDs for the Extra-Territorial Jurisdictions (ETJs) of Charlotte, Cornelius, Davidson, Huntersville, Mint Hill and Pineville. These six districts will generate a combined \$17.8 million to support the contracts required to provide law enforcement services within these areas. Beginning in FY2019, law enforcement services have been provided to the unincorporated areas of the County through three separate contracts: the City of Charlotte, the Town of Cornelius, and the Town of Huntersville. In addition to the revenue from the LESD property tax, \$453,188 will be funded with General Fund revenues.

District	LESD Assessed Valuation	FY2020 Revenue Neutral	FY2020 Adopted Tax Rate	Revenue
Davidson	359,395,442	14.32	14.32	504,361
Huntersville	2,337,297,709	15.84	15.84	3,628,234
Mint Hill	556,597,346	15.58	15.58	841,163
Pineville	343,174,123	16.37	16.37	550,541
Total				\$17,777,260

RECOMMENDED BUDGET

District	LESD Assessed Valuation	FY2020 Revenue Neutral	FY2020 Adopted Tax Rate	Revenue
Davidson	359,395,442	14.32	14.32	504,361
Huntersville	2,337,297,709	15.84	15.84	3,628,234
Mint Hill	556,597,346	15.58	15.58	841,163
Pineville	343,174,123	16.37	16.37	550,541
Total				\$17,777,260

Law Enforcement Service District Revenue

Total LESD Tax Revenue	\$17,777,260
General Fund	453,188

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ADOPTED BUDGET

Fire Protection Service Districts

Prior to FY2013, the County provided individual subsidies or contracts to 15 volunteer or municipal fire departments operating within Mecklenburg County. They were responsible for providing fire services to residents in some of the towns and unincorporated areas. This subsidy cost \$2.5 million in FY2012.

Starting in FY2013, the County, under the authority of NCGS 153A-301 et seq., levied a fire protection service district tax to pay for fire services in the towns and unincorporated areas. A total of five Fire Protection Service Districts (FPSD's) were created to serve the ETJs in the county. The ETJs include geography outside the four towns of Cornelius, Davidson, Huntersville, and Mint Hill and the City of Charlotte.

These districts were created to fund the cost of providing fire protection services to all residents in the service district, with the cost burden carried by all service district property owners, through the fire protection service district tax. The County uses the funds raised by the Fire Protection Service District tax to contract with the City of Charlotte, or the towns, or in some instances, directly with the Volunteer Fire

RECOMMENDED BUDGET

Fire Protection Service District Tax Rates					
	Charlotte ETJ	Cornelius ETJ	Davidson ETJ	Huntersville ETJ	Mint Hill ETJ
Value of 1¢	\$713,762	\$10,491	\$35,580	\$229,055	\$53,990
Revenue Neutral	6.67¢	3.62¢	5.72¢	3.73¢	5.89¢
Tax Rate	6.67	3.62	6.50	4.10	7.00
FY2020 Projected Tax Revenue	4,760,799	37,997	231,271	939,126	377,930
FPSD Fund Balance	26,827				
Revenue Total	\$4,787,626	\$37,997	\$231,271	\$939,126	\$377,930

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ADOPTED BUDGET

Where the Money Comes From Total Revenue

	FY2019 Adopted	FY2020 Adopted	FY2020 Allocation % of Total Budget
1. Property Tax	\$1,065,547,593	\$1,131,912,214	59.62%
2. Sales Tax	303,500,000	328,869,094	17.32%
3. Charges For Services	106,605,098	121,642,938	6.41%
4. Federal Sources	80,422,940	84,662,673	4.46%
5. Other Revenues	82,589,819	116,667,187	6.14%
6. State Sources	31,237,394	30,177,554	1.59%
7. Licenses & Permits	29,438,204	31,216,799	1.64%
8. Law Enforcement Service Districts	15,859,529	17,777,260	0.94%
9. Investment Income	12,500,325	22,278,325	1.17%

RECOMMENDED BUDGET

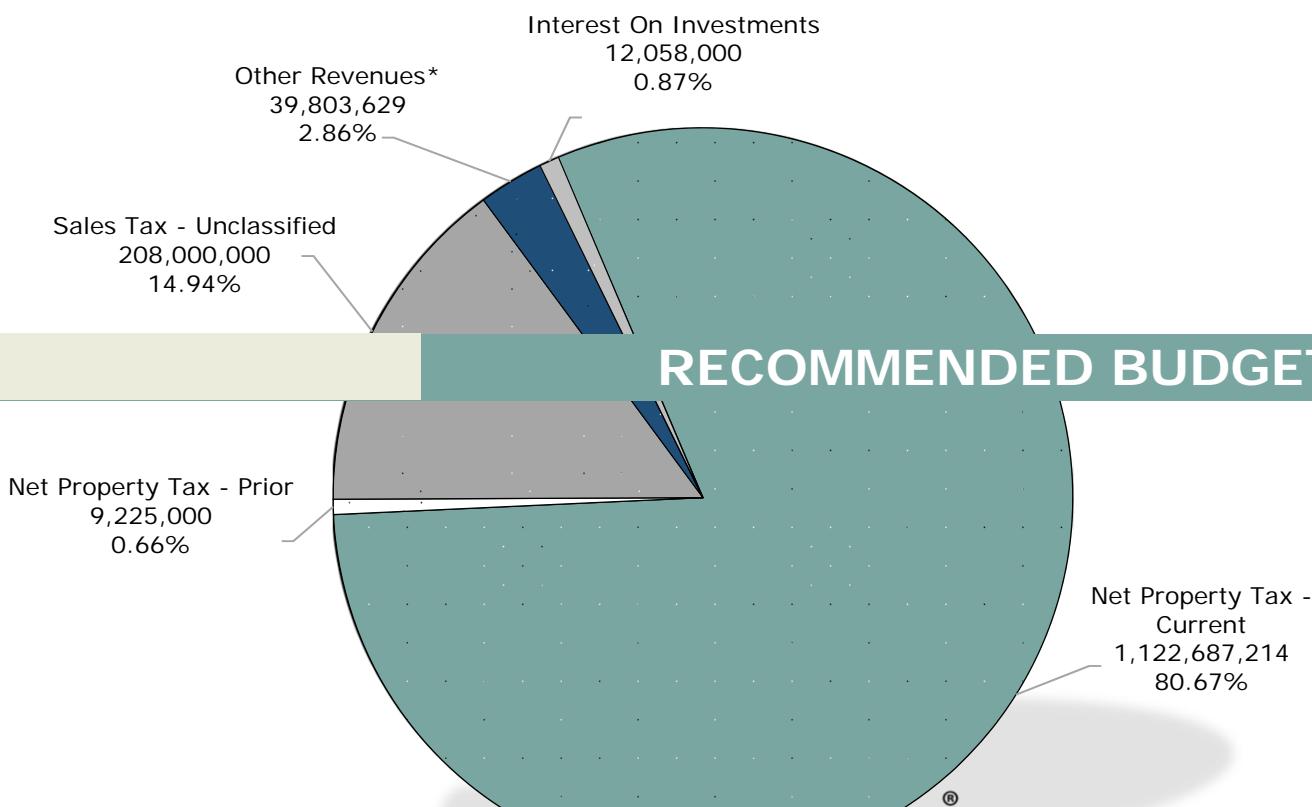
11. Local ABC Profits	5,363,000	7,117,486	0.37%
	\$1,738,743,195	\$1,898,668,653	100.00%

1. Property taxes represent 59.62 percent of the total revenue for the Adopted Budget.
2. Sales tax revenue consists of taxes on retail sales and leases of tangible personal property.
3. Charges for Services are revenues from user fees such as parks, landfill, storm water, health user fees, and others.
4. Federal Sources consist of revenue from the Federal Government, which primarily funds health, mental health, and social services.
5. Other Revenues include revenues from rentals, transient occupancy tax, sale of properties, and other revenue sources.
6. Similar to Federal Sources, State Sources consist of revenue from the State of North Carolina,

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8. Law Enforcement Service District Tax is generated from the 13.52 to 17.81 cents tax for law enforcement services in the unincorporated areas.
9. Investment Interest is revenue from funds invested by the County.
10. Fire Protection Service District Tax is generated from the 3.62 to 7.00 cents tax for fire protection services in the unincorporated areas
11. Local ABC Profits distribution revenues are net profits from local ABC stores. Mecklenburg County allocates 2 percent of the net profits to six municipalities and applies no less than 25 percent to the principal and interest on bond indebtedness.

Where the Money Comes From (County Dollars)



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*Other revenues include room occupancy tax, vehicle rental tax, heavy equipment tax, and unclassified parking.

ADOPTED BUDGET

Comparison of County Revenue

	FY2017 Adopted Budget	FY2018 Adopted Budget	FY2019 Adopted Budget	FY2020 Adopted Budget
TAX RATE	81.57¢	81.57¢	81.57¢	61.69¢
Net Property Tax - Current	\$983,520,079	\$1,020,734,352	\$1,057,247,593	\$1,122,687,214
Net Property Tax - Prior	6,826,000	6,910,000	8,300,000	9,225,000
Sales Tax - One cent	118,217,250	127,028,000	129,850,000	142,900,000
Sales Tax- Half cent	28,600,000	30,500,000	33,100,000	34,600,000
Sales Tax - Add'l half cent	25,300,000	27,000,000	28,300,000	30,500,000
Other Revenues ¹	30,935,573	33,314,847	46,612,213	39,803,629
Interest On Investments	4,200,000	5,600,000	9,290,000	12,058,000
TOTALS²	\$1,197,598,902	\$1,251,087,199	\$1,312,699,806	\$1,391,773,843
Est. Assessed Valuation	122,100,000,000	126,400,000	129,722,589,506	183,351,155,001
Tax Levy	995,969,700	1,031,044,800	1,067,926,357	1,131,170,172
Less: Uncollectible	-12,449,621	-10,310,448	-10,678,764	-8,482,958

RECOMMENDED BUDGET

TAX RATE PER \$100	81.57¢	81.57¢	82.32¢	61.69¢
UNCOLLECTIBLE %	-1.25%	-1.00%	-1.00%	-0.75%
COLLECTION RATE	98.75%	99.00%	99.00%	99.25%

¹Other revenues include room occupancy (transient) tax, vehicle rental tax, heavy equipment tax, and unclassified parking.

²Includes contribution to Debt Service Fund.

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ADOPTED BUDGET RECOMMENDED BUDGET

ALLOCATION COMPARISON OF COUNTY REVENUES BY SERVICE AREA^{*} Fiscal Years 2017 - 2020

Fiscal Year	FY2017 Adopted	Percent of Total	FY2018 Adopted	Percent of Total	FY2019 Adopted	Percent of Total	FY2020 Adopted	Percent of Total
Summary								
County Services**	\$477,466,270	39.87%	\$508,652,560	40.66%	\$530,178,769	40.39%	\$578,665,743	41.58%
General Debt Service	155,451,979	12.98%	153,383,339	12.26%	193,113,548	14.71%	167,454,000	12.03%
Education Services	564,680,653	47.15%	589,051,300	47.08%	589,407,489	44.90%	645,654,100	46.39%
Total	\$1,197,598,902	100.00%	\$1,251,087,199	100.00%	\$1,312,699,806	100.00%	\$1,391,773,843	100.00%
Education Details								
CMS								
<i>Operating</i>	\$411,193,792	34.33%	\$426,444,699	34.09%	\$457,564,612	34.86%	\$499,151,701	35.86%
<i>Capital Replacement</i>	4,960,000	0.41%	4,960,000	0.40%	4,960,000	0.38%	4,960,000	0.36%
<i>Debt Service</i>	105,095,736	8.78%	112,571,839	9.00%	75,065,800	5.72%	81,642,479	5.87%
Sub Total CMS	\$521,249,528	43.52%	\$543,976,538	43.48%	\$537,590,412	40.95%	\$585,754,180	42.09%
CPCC								
<i>Operating</i>	\$34,529,949	2.88%	\$35,149,940	2.81%	\$36,765,175	2.80%	\$37,884,035	2.72%
<i>Debt Service</i>	8,901,176	0.74%	10,224,822	0.82%	15,051,902	1.15%	22,015,885	1.58%
Sub Total CPCC	\$43,431,125	3.63%	\$45,374,762	3.63%	\$51,817,077	3.95%	\$59,899,920	4.30%
Combined CMS & CPCC								
<i>Operating</i>	\$445,723,741	37.22%	\$461,594,639	36.90%	\$494,329,787	37.66%	\$537,035,736	38.59%
<i>Capital Replacement</i>	4,960,000	0.41%	4,960,000	0.40%	4,960,000	0.38%	4,960,000	0.36%
<i>Debt Service</i>	113,996,912	9.52%	122,796,661	9.82%	90,117,702	6.87%	103,658,364	7.45%
Total Education	\$564,680,653	47.15%	\$589,351,300	47.11%	\$589,407,489	44.90%	\$645,654,100	46.39%

*Table excludes one-time funding allocation.

**Early Childhood Education funding of \$36.8 million is included in County Services.

ADOPTED BUDGET

FY2020 Adopted Budget Budget Summary by Agency and Funding Source

Agency	Total Budget	Federal	State	Other*	County
County Services					
Asset and Facility Management	\$32,851,441			\$655,792	\$32,195,649
Attorney's Office	2,184,878				2,184,878
Child Support Enforcement	10,765,367	7,718,501		19,444	3,027,422
Commissioners	639,078				639,078
Community Resources	3,353,710				3,353,710
Community Service Grants	1,191,073				1,191,073
Community Support Services	20,299,289			1,085,043	19,214,246
County Assessor's Office	15,325,229			1,035,700	14,289,529
Criminal Justice Services	12,918,525			225,000	12,693,525
Elections Office	21,937,873			18,611,117	3,326,756
Emergency Medical Services	13,168,590			591,110	12,577,480
Financial Services	14,083,532				14,083,532
Historic Land Commission	373,181			161,000	212,181
Hospitals	1,000,000				1,000,000
RECOMMENDED BUDGET					
Internal Audit	1,826,800				1,826,800
Joint City County	7,709,157			6,373,950	1,335,207
Land Use & Environmental Services	93,363,978		2,903,106	86,166,590	4,294,282
Law Enforcement Service Districts	18,230,448			17,777,260	453,188
Manager's Office	9,286,761				9,286,761
Medical Examiner's Office	2,744,426		794,328	598,000	1,352,098
Non-Departmental	91,495,404			38,671,000	52,824,404
Office of Economic Development	15,463,640			3,775,000	11,688,640
Park and Recreation	48,334,638			7,918,887	40,415,751
Public Health	85,837,346	6,143,568	10,460,236	9,862,382	59,371,160
Public Information	2,983,900				2,983,900
Public Library	37,550,702			400,000	37,150,702
Register of Deeds	3,047,274			525,483	2,521,791
Sheriff's Office	135,057,872	200,000	10,000	32,432,686	102,415,186
Total County Services	\$973,331,333	\$82,591,070	\$80,906,648	\$231,167,872	\$578,665,743
General Debt Service & PAYGO**	\$191,600,799			\$24,146,799	\$167,454,000
Education Services					
CMS Operating	\$509,451,701			\$10,300,000	\$499,151,701
CMS Capital Replacement	9,560,000			4,600,000	4,960,000
CMS Debt Service	153,854,082	2,071,603	70,140,000		81,642,479
CPCC Operating	37,884,035				37,884,035
CPCC Debt	22,986,703			970,818	22,015,885
Total Education Services	\$733,736,521	\$2,071,603	\$70,140,000	\$15,870,818	\$645,654,100
Total Appropriation	\$1,898,668,653	\$84,662,673	\$151,046,648	\$271,185,489	\$1,391,773,843

*Fund Balance allocation is included in Other Revenue.

**Includes Deferred Maintenance, \$11 million for affordable housing rental subsidy program, and \$2 million for additional park land acquisition.

EXPENDITURE DETAIL



FY2020 Adopted Budget Expenditure Overview

Appropriations

The Fiscal Year 2020 Adopted Budget anticipates total expenditures of \$1.90 billion, of which County expenditures are \$1.39 billion. County expenditures are funded, in part, by the FY2020 property tax rate of 61.69 cents per \$100 valuation. This rate is 1.99 cents above the revenue neutral tax rate of 59.70 cents. A summary of approved funding by financial category is below.

Financial Category	County Funding	Percent of County	Total Funding	Percent of Total
Administrative Services	\$127,230,599	9.2%	\$166,953,023	8.8%
Business Department	16,760,120	1.2%	41,672,440	2.2%

RECOMMENDED BUDGET

Education	315,884,783	18.1%	783,783,821	38.3%
Community Services	80,893,209	5.8%	107,823,213	5.7%
Customer Satisfaction & Management	26,783,257	1.9%	30,558,257	1.6%
Detention & Court Support Services	119,488,231	8.6%	161,486,190	8.5%
Financial Services	199,110,110	14.3%	287,310,175	15.1%
Health & Human Services	169,029,135	12.1%	272,717,573	14.4%
Land Use & Environmental	6,816,073	0.5%	96,411,252	5.1%

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The Adopted Budget can be viewed according to the three broad expenditure categories: County Services, Debt Service, and Education Services. The table below, and the information that follows, shows the County funding for the FY2020 Adopted Budget by expenditure category.

Expenditure Categories	County Funding	Percent of County	Total Funding	Percent of Total
County Services	\$578,665,743	41.6%	\$973,331,333	51.2%
Debt Service/PAYGO	167,454,000	12.0%	191,600,799	10.0%
Education Services*	645,654,100	46.4%	733,736,521	38.6%
Total County	\$1,391,773,843	100%	\$1,898,668,653	100.00%

*Includes education debt service totaling \$176,840,785

ADOPTED BUDGET

Debt Service Fund

Debt service is the annual budget appropriation for repayment of the County's outstanding debt for capital projects, such as government buildings, schools, parks and libraries. In FY2012, the County recommended a strategy to provide for capital projects using the Debt Service Fund. The model ensures debt service does not compete with other funding needs in the General Fund and provides a mechanism to determine debt capacity and generate fund balance.

The Debt Service Fund is used to provide a dedicated funding source for the County's principal and interest payments on debt, including debt service for Charlotte-Mecklenburg Schools (CMS) and Central Piedmont Community College (CPCC). The Debt Service Fund ensures compliance with recommended debt policies and ensures debt service is intentional and less likely to be a potential strain on the annual operating budget. A standard, structured method based on available funding capacity is used to manage debt issuance for capital projects. The Fund includes County revenues dedicated for debt service - lottery funds, a portion of the sales tax, and ABC and investment revenues. Prior to FY2020, property taxes equivalent to 10.5 cents on the dollar provided most of the Debt Service Fund revenue. FY2020 funding

RECOMMENDED BUDGET

The general debt service within the Debt Service Fund for FY2020 is \$45.9 million, a decrease of \$3.3 million (-6.79 percent). Debt service for CMS is projected to be \$153.9 million, an increase of \$11.3 million (7.90 percent). CPCC debt service is projected to be \$22.9 million, an increase of \$6.9 million (43.25 percent). Consistent with the funding model, the Debt Service Fund includes a contribution to fund balance in the amount of \$75.2 million, which represents a decrease of \$25.1 million (25.01 percent). Additionally, there is a transfer of \$30.0 million from Debt Service fund balance to support the County's Deferred Maintenance Plan.

Debt Service Fund			
	Debt Service Revenue	County Funding	Total Funding
MECKLENBURG COUNTY		FISCAL YEAR 2020	
General Debt Service	11,146,799	34,779,343	45,926,142
Fund Balance for Future Debt	-	75,213,157	75,213,157
Debt Service Fund Balance to Deferred Maintenance Plan	-	30,000,000	30,000,000
Total Debt Service Fund	\$84,329,220	\$243,650,864	\$327,980,084

Deferred Maintenance

As part of the FY2020 Adopted Budget, the County Manager continues to support a long-term strategy to provide dedicated funds to support maintenance for projects included in the County's capital investment plan. This strategy is designed to catch up on deferred maintenance that was not addressed during the Great Recession.

The Deferred Maintenance Plan is funded by a transfer from the Debt Service Fund. Beginning in FY2017, this strategy provides \$150.0 million for deferred maintenance over a five-year period, with an annual appropriation of \$30.0 million. The FY2020 Adopted Budget allocates funding as follows:

Deferred Maintenance Plan	Funding Sources
Debt Service Fund Balance	30,000,000
Total	\$30,000,000

RECOMMENDED BUDGET

Deferred Maintenance Program	Funding
Charlotte Mecklenburg Schools	\$18,000,000
Central Piedmont Community College	4,000,000
Park and Recreation Deferred Maintenance	4,100,000
Park and Recreation Equipment	400,000
Other County and Library Facilities	3,500,000
Total	\$30,000,000

Fund Balance

The Adopted Budget utilizes \$81.7 million of available fund balance. Funding from this

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million for CMC (county upgrades), Building Services Maintenance, and EMA System upgrades), \$11.0 million for affordable housing, \$9.0 million for new voting machines, \$8 million for Other Post-Employment Benefits (OPEB), \$2.0 million for additional park land acquisitions, and \$13.6 million for other expenses.

ADOPTED BUDGET

Fund Balance Allocation		
Reserve	Description	Amount
Capital	Park and Recreation	3,875,000
Capital	Replacement, Renovation, and Repair	4,125,000
Fleet	Vehicle Replacement	2,500,000
Technology	Technology Upgrades	\$15,000,000
Sub-total		\$25,500,000
Agency	Description	Amount
Asset & Facility Management	I-77 interstate tolls for county vehicles	100,000
Charlotte-Mecklenburg Schools	Security upgrades, building services staffing, and enterprise resource planning upgrades	12,600,000
Community Support Services	Keeping Families Together program will provide 100 housing vouchers	675,000

RECOMMENDED BUDGET

Community Support Services	VA technology software to allow for paperless application process	75,000
County Assessor's Office	Transfer into Revaluation Fund leading up to 2023 revaluation	1,000,000
County Assessor's Office	Vehicles for field canvassing	35,700
Criminal Justice Services	E-scanning of public defender's office paper files for efficient storage	150,000
Economic Development	Center City Partners study	200,000
Economic Development	Industrial land availability study	75,000
Economic Development	MWSBE program assessment	250,000
Economic Development	Small Business Revolving Loan Fund	2,750,000
Economic Development	Small Business Revolving Loan Fund administration	500,000

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Elections Office	Temporary staff in support of the presidential primary	855,600
Emergency Medical Services	Capital funding to purchase ambulances	591,110
Information Services & Technology	Microsoft azure cloud service	195,632
Information Services & Technology	Cybersecurity consulting for Republican National Convention	200,000
Medical Examiner's Office	E-Scanning of Medical Examiner's Office case files for efficient storage	31,000
Non-Departmental	2020 census outreach	400,000
Non-Departmental	Affordable housing subsidy program	11,000,000
Non-Departmental	Critical Home Repair to support affordable housing	1,000,000
Non-Departmental	Other Post-Employment Benefits	8,000,000

ADOPTED BUDGET

Agency	Description	Amount
Non-Departmental	Siloam School	125,000
Non-Departmental	Smithville community revitalization consulting	250,000
Park and Recreation	Additional park land acquisition	2,000,000
Park and Recreation	Funding to create new master plan	325,000
Park and Recreation	Vehicles for new positions approved in FY2020	679,500
Public Health Department	Temporary staff and overtime to support environment health inspections related to Republican National Convention	213,036
Public Library	Setup a mobile library to provide community outreach to underserved neighborhoods	400,000

RECOMMENDED BUDGET

Sheriff's Office	Replacement of food service equipment	192,300
Sub-total		\$56,243,878
Grand Total		\$81,743,878

Pay-As-You-Go Capital Funding

PAYGO funding reduces the impact of the capital program on future operating budgets by reducing the need for borrowing. For FY2020, the Adopted Budget provides \$40.5 million for PAYGO, of which \$13.0 million is from fund balance. \$11.0 million from fund balance will fund the affordable housing subsidy program, and \$2 million for additional park land acquisition.

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	FY2019 Adopted	FY2020 Adopted	Dollar Change	Percent Change
Pay-As-You-Go	\$38,461,500	\$40,461,500	-	5.2%

Education Services

Education Services is comprised of County funding for Charlotte-Mecklenburg Schools (CMS) and Central Piedmont Community College (CPCC). By law, the County must fund the facility construction and major renovation costs for CMS and CPCC. The County also has limited funding obligations to pay for CMS and CPCC operational costs associated with facility maintenance and other related items.

The Mecklenburg Board of County Commissioners, however, has provided operational funding to CMS and CPCC as a supplement to state funding.

Education Services will receive a total of \$733.7 million for operating, capital replacement, and debt service obligations. Net County revenues used for Education services are \$645.7 million. This represents 46.4% percent of available County revenue. This is an increase of 9.54%, or \$56.2 million over FY2019.

Education Services (County Funds)

RECOMMENDED BUDGET

	Budget	Budget	Change	Change
CMS Operating	\$457,564,612	\$499,151,701	\$41,587,089	9.09%
CMS Debt Service	75,065,800	81,642,479	6,576,679	8.76%
CMS Capital Replacement	4,960,000	4,960,000	0	0.00%
CPCC Operating	36,765,175	37,884,035	1,118,860	3.04%
CPCC Debt Service	15,051,902	22,015,885	\$6,963,983	46.27%
Education Services	\$589,407,489	\$645,654,100	\$56,246,611	9.54%

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Charlotte-Mecklenburg Schools Funding

The County's total FY2020 Adopted Budget for Charlotte-Mecklenburg Schools (CMS) is \$690.1 million. The total budget includes \$499.2 million for annual operating expenses, which is an increase of \$41.6 million (9.09 percent). Secondly, it includes additional operating funds from fines and forfeitures for \$2.3 million and one-time fund balance from the County for \$12.6 million; the additional County funds will be used to modernize CMS' ERP System and utilize additional staff to perform preventative maintenance on school facilities. In addition to operating expenses, CMS is appropriated \$153.9 million for debt service, \$18 million for deferred maintenance, \$4.96 million for capital replacements, and \$4.6 million school security enhancements. In FY2019, the County funded CMS at \$2,751 per-pupil (combined Charter and CMS enrollment). The funding level increases the per-pupil funding to \$2,968.

CMS Funding (Total Funding)				
	FY2019 Adopted	FY2020 Adopted	Dollar Change	Percent Change
RECOMMENDED BUDGET				
Enterprise Resource Planning System	-	3,000,000	3,000,000	100.00%
Facility Maintenance	-	5,000,000	5,000,000	100.00%
Fines and Forfeitures	2,300,000	2,300,000	-	-
Total CMS Operating	\$459,864,612	\$509,451,701	\$49,587,089	10.78%
CMS Pupil ¹	147,352	147,602	-	-
Charter Pupil ²	19,955	21,507	-	-
Combined Per-Pupil	\$2,751	\$2,968	\$217	7.89%
Capital and Debt Funding				
Deferred Maintenance	\$18,000,000	\$18,000,000	-	-
One-time Security Enhancement	4,600,000	4,600,000	-	-
MECKLENBURG COUNTY FISCAL YEAR 2020				
Total CMS Capital and Debt	\$170,143,800	\$181,414,082	\$11,270,282	6.62%
CMS Total Funding	\$630,408,412	\$690,865,783	\$60,457,371	9.59%

¹ CMS pupil enrollment estimates are provided by CMS. The FY2019 Adopted Budget column reflects actual enrollment figures.

² Enrollments are provided by CMS and refers to Mecklenburg County students who attend charter schools.

ADOPTED BUDGET

Central Piedmont Community College Funding

The FY2020 Central Piedmont Community College (CPCC) operating funding is \$37.9 million, an increase of \$1.1 million (3.04%) over FY2019. When combined with \$18.9 million in CPCC debt service and \$4.0 million for deferred maintenance, the total appropriation for FY2020 is \$64.9 million.

CPCC Funding (Total Funding)				
Operating Funding	FY2019 Adopted Budget	FY2020 Adopted Budget	Dollar Change	Percent Change
CPCC Operating	\$36,765,175	\$37,884,035	\$1,118,860	3.04%
Capital and Debt Funding				
Deferred Maintenance	\$4,000,000	\$4,000,000	-	-
Debt Service	16,046,924	22,986,703	6,939,779	43.25%
Total CPCC Capital and				
CPCC Funding	\$50,812,099	\$64,870,738	\$14,058,639	14.16%

RECOMMENDED BUDGET

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Three-Year Strategic Business Plans

In FY2017, each County department began executing its three-year strategic business plan that served as a guide to funding decisions; this approach was an unprecedented County practice to link the strategic plan to the budget. This year marks the start of a new three-year cycle that will operate from FY2020 – FY2022. The Adopted Budget includes \$20.7 million in new funding for year one of the three-year strategic business plans. Below is a table of new departmental investments categorized by County dollars, fund balance, and total dollars.

Department	Total Dollars	County Dollars	Positions
Assets & Facility Management	\$1,220,458	\$1,165,157	6
Board of Elections	169,828	101,897	3
Child Support Enforcement*	-	-	4
Community Resources	95,207	95,207	1

RECOMMENDED BUDGET

County Assessor's Office	1,096,500	60,800	1
County Manager's Office	147,552	147,552	2
Criminal Justice Services	173,855	173,855	1
Human Resources	410,969	410,969	3
Information Technology	1,799,676	1,604,044	10
Internal Audit	1,500	1,500	-
Land Use and Environmental Services	1,106,225	48,249	2
Medical Examiner	92,500	92,500	1
Office of Economic Development	3,688,810	113,810	1
Office of the Tax Collector	293,038	124,228	7
Total	1,979,334	9,291,791	105

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Public Information	59,027	59,027	1
Public Library	496,484	96,484	1
Social Services	1,940,058	1,661,058	6
Total	\$20,703,638	\$10,630,088	105

*Four Child Support Case Coordinators charged to multi-year incentive fund.

County Services

County services are those provided by Mecklenburg County departments and agencies. In the FY2020 Adopted Budget, County services receive the balance of available County revenue, totaling \$578.6 million, which represents a 48.5 million (9.1 percent) increase over the FY2019 Adopted Budget.

ADOPTED BUDGET

Employee Compensation and Benefits

To effectively recruit and retain a qualified workforce, Mecklenburg County is committed to providing employees with a competitive salary and benefits package. The FY2020 Adopted Budget includes \$6 million for 132 new full-time positions with benefits. Below is a count of new positions by department.

County Funded Positions with Benefits				
Department	FY2019 Adopted	FY2020 Adopted	Count Change	Percent Change
Assets & Facility Management	37	43	6	16.2%
Board of County Commissioners	9	9		
Board of Elections	24	27	3	12.5%
Child Support Enforcement	117	132	15	12.8%

RECOMMENDED BUDGET

Community Support Services	111	114	3	2.7%
County Assessor's Office	121	122	1	0.8%
County Attorney's Office	9	9		
County Manager's Office	61	64	3	4.9%
Criminal Justice Services	58	60	2	3.5%
Financial Services	138	136	(2)	-1.5%
Historical Land Commission	2	2		
Human Resources	53	59	6	11.3%
Information Technology	162	173	11	6.8%
Internal Audit	15	15		
Land Use and Environmental	517	517		

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Office of Economic Development	6	8	2	33.3%
Office of the Tax Collector	39	47	8	20.5%
Park & Recreation	343	393	50	14.6%
Public Health	832	844	12	1.4%
Public Information	21	22	1	4.8%
Public Library	351	348	(3)	-0.9%
Register of Deeds	38	38		
Sheriff's Office	1,165	1,167	2	0.2%
Social Services	1,303	1,309	6	0.5%
Total	5,589	5,721	132	2.3%

ADOPTED BUDGET

The FY2020 Adopted Budget also includes \$26.5 million for investments in current employees, and an additional County holiday at Christmas. These investments include an adjustment to employees' base salaries of 5.5%, \$15 an hour minimum wages for full-time County employees, the annualized cost of merit increases from the prior fiscal year, and an increase to the employer contribution rate for Local Government Employee Retirement System (LGERS). Below is a list of FY2020 employee investments.

Investment in Employees	
Item	Amount
5.5% Wage Adjustment (County Employees)	\$14,823,226
5.5% Wage Adjustment (MEDIC Employees)	1,830,083
Prior Year Merit Increases Annualized	1,811,549
Retirement System Increase	4,319,252
New Positions Annualized (from FY2019)	698,662

RECOMMENDED BUDGET

+\$15/Hour Minimum Wage for Fire Districts	\$15,588
Retention Bonuses for Sheriff's Office	2,340,000
Market Adjustment for Sheriff's Office	201,110
Total	\$26,529,426

Other Post Employee Benefits (OPEB)

The FY2020 Adopted Budget includes funding for Other Post-Employment Benefits (OPEB). For Mecklenburg County, this constitutes the costs of providing health benefits to retirees. While accounting requirements do not require a jurisdiction to fund the liability, bond rating

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management of OPEB will be part of all future credit analyses and ratings. In response to this expectation, the Adopted Budget appropriates \$8.0 million by utilizing fund balance.

ADOPTED BUDGET

Enterprise Reserve Funds

The Board of County Commissioners adopted the PAYGO strategy that ensures a dedicated, sustainable, steady, and predictable funding source for ongoing investments in managing technology, facilities, and fleet. These reserves are a budgetary mechanism used to maintain key County assets through current year and/or existing funds. The FY2020 Adopted Budget provides funding for these reserves in the amount of \$25.5 million, details of which are below:

Reserve	FY2019 Adopted	FY2020 Adopted	Dollar Change
Technology	\$9,100,000	\$15,000,000	\$5,900,000
Capital	8,000,000	4,125,000	(3,875,000)
Capital – Park & Recreation	-	3,875,000	3,875,000
Fleet	2,262,790	2,500,000	237,210
Pedestrian Bridge	3,100,000	-	(3,100,000)
Total	\$22,462,790	\$25,500,000	\$3,037,210

RECOMMENDED BUDGET

Since FY2005, the County has used the technology reserve to ensure the regular replacement of technology assets. For FY2020, departments submitted 93 technology requests totaling more than \$24.5 million. The County Manager included \$15 million for technology reserve funding in FY2020, with an emphasis on technical transformation to address technology concerns and nondiscretionary projects.

Fleet Reserve

Based on a study conducted in FY2006, the age of the County's fleet was well beyond industry standards. As a result, the Board of County Commissioners created a fleet reserve to provide a stable funding source for fleet replacement. Since the establishment of this reserve, the County has retired or replaced over 830 vehicles.

MECKLENBURG COUNTY | FISCAL YEAR 2020

vehicles scheduled for replacement are, on average, 10 years old with average mileage of 80,000 miles. Sheriff's vehicles are, on average, six years old, and average 96,000 miles.

ADOPTED BUDGET

Capital Facility Maintenance & Repair Reserve

In FY2006, the Board of County Commissioners approved a strategy to plan and manage more effectively the replacement, renovation, and repair of the County's capital assets. As part of the FY2020 budget process, County departments and other County-funded agencies submitted 65 capital reserve requests that totaled \$15.6 million. The Adopted Budget includes \$8 million for 27 capital reserve projects categorized as critical or high priority.

Priority Category	Description
Critical	This category is an immediate need and must be completed in the coming fiscal year to prevent possible down-time for County services. Failure to complete the project may result in liability to the County. This project type generally involves water infiltration to the building or serious health and safety issues. Projects may involve correction of serious health/safety code violations where a high risk is involved. Examples include roof replacements and sealing of building exterior walls where water has already infiltrated the building, or projects involving emergency exit or egress requirements.

RECOMMENDED BUDGET

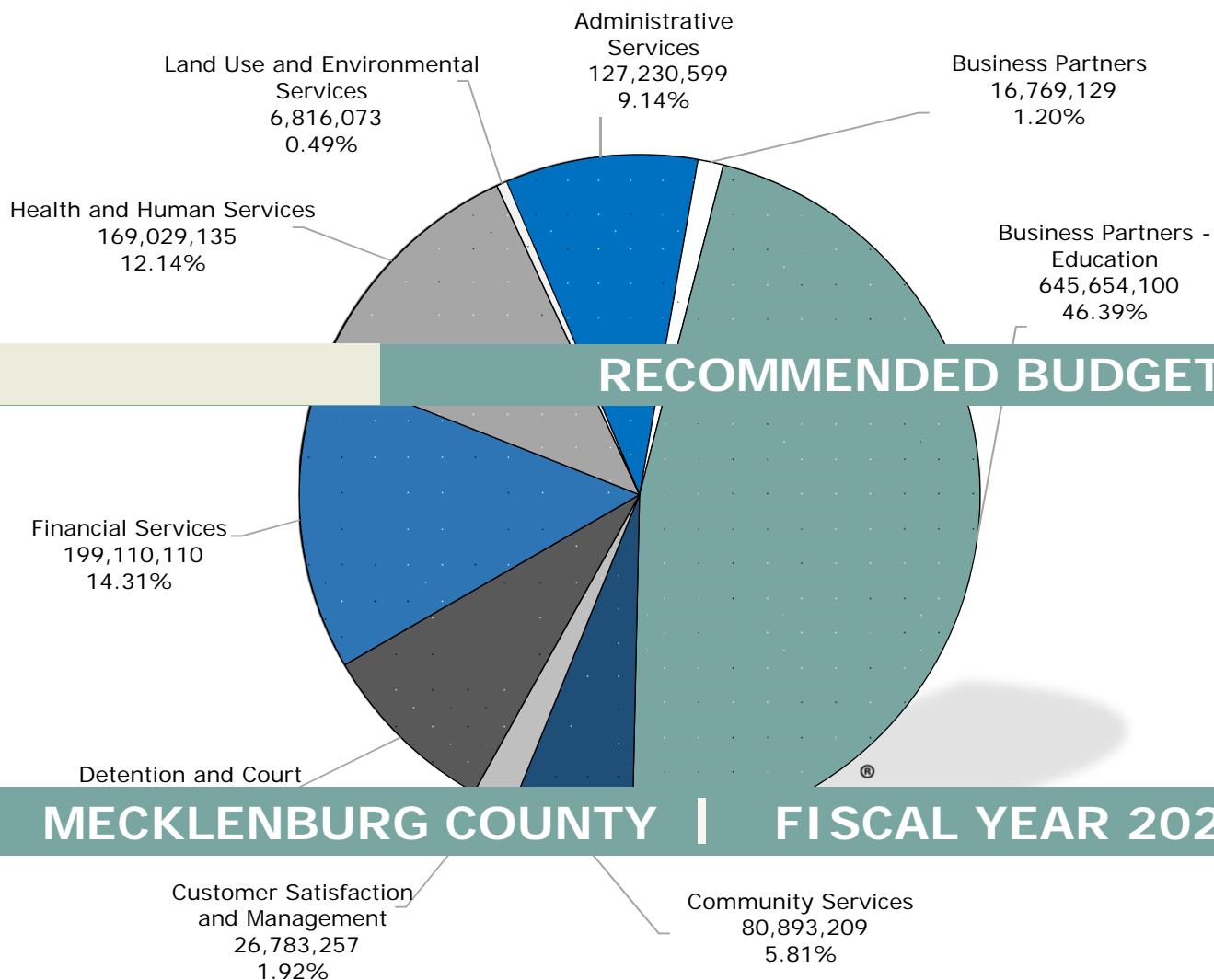
	equipment or building components that are nearing the end of their life expectancy and/or have experienced repeated problems or failures. Examples include repair/replacement of HVAC equipment, windows, repair of trip hazards or other safety issues, and emergency generator projects.
Moderate	This category is not an immediate need and does not pose a high risk if the project is not completed soon. Projects generally involve efficiency enhancements to building systems, or repair/replacement of non-critical building equipment or components. Examples include upgrades to HVAC systems, security equipment, or other building components that do not involve a high risk.
Low	This category is not an immediate need, but must be addressed in the future. Projects generally involve cosmetic repairs/replacements of building components, or repairs to buildings that are vacant or expected to be

MECKLENBURG COUNTY | FISCAL YEAR 2020

window blind replacement.

Submitted Reserve Fund Projects		
Rank	Total	Projects
Capital Facility Maintenance & Repair	\$15,600,000	65
Repair and Maintenance	10,733,000	
Finishes	1,205,000	
Renovations	2,987,500	
Paving	675,000	
Technology Reserve	24,539,769	93
Fleet Reserve	2,497,544	87

Where the Money Goes (County Dollars)



ADOPTED BUDGET

All Funds Comparison Summary

	FY2018 Adopted Budget	FY2019 Adopted Budget	FY2020 Adopted Budget
General Fund			
General Fund	\$1,246,424,517	\$1,262,090,138	\$1,402,045,273
Capital Outlay (CMS)	4,960,000	4,960,000	9,560,000
Sub-Total	1,251,384,517	1,267,050,138	1,411,605,273
Enterprise Reserve Fund			
Capital Reserve Fund	8,000,000	11,100,000	8,000,000
Technology Reserve Fund	12,417,000	9,100,000	15,000,000
Vehicle Reserve Fund	1,832,000	2,262,790	2,500,000
Sub-Total	22,249,000	22,462,790	25,500,000
Debt Service Fund			
Debt Service Fund	314,229,128	324,202,653	327,980,084
Sub-Total	314,229,128	324,202,653	327,980,084
Law Enforcement Service Districts			
Law Enforcement Services	17,681,060	18,100,017	18,110,119
Sub-Total	17,681,060	18,100,017	18,110,119

RECOMMENDED BUDGET

Davisonville LESD	0	509,585	504,581
Huntersville LESD	0	3,112,617	3,628,234
Mint Hill LESD	0	841,310	841,163
Pineville LESD	0	565,000	550,541
Sub-Total	17,681,060	15,859,529	17,777,260
Fire Protection Service Districts			
Charlotte ETJ	4,225,915	4,402,448	4,787,626
Cornelius ETJ	56,386	35,631	37,997
Davidson ETJ	194,130	209,000	231,271
Huntersville ETJ	833,754	731,070	939,126
Mint Hill ETJ	318,348	313,144	377,930
Sub-Total	5,628,533	5,691,293	6,373,950
Solid Waste Enterprise Fund			
Solid Waste	23,755,601	27,613,301	29,298,736

MECKLENBURG COUNTY | FISCAL YEAR 2020

	Sub-Total	26,867,607	30,810,384	31,608,887
Storm Water Enterprise Fund				
Storm Water Management Fund	16,189,520	16,366,408	17,594,105	
Sub-Total	16,189,520	16,366,408	17,594,105	
Transit				
Transit	51,500,000	56,300,000	60,229,094	
Sub-Total	51,500,000	56,300,000	60,229,094	
Total Appropriation	\$1,705,729,365	\$1,738,743,195	\$1,898,668,653	

ADOPTED BUDGET

Budget Comparison Summary by Agency

Agency	FY2018 Adopted Budget	FY2019 Adopted Budget	FY2020 Adopted Budget	FY2020 Dollar Difference	FY2020 Percent Difference
County Services					
Asset and Facility Management	\$28,655,844	\$30,822,716	\$32,851,441	\$2,028,725	6.58%
Attorney's Office		2,135,288	2,184,878	49,590	2.32%
Behavioral Health Division	12,664,720				
Child Support Enforcement	10,426,615	10,894,787	10,765,367	-129,420	-1.19%
Commissioners	613,175	616,866	639,078	22,212	3.60%
Community Resources	438,898	2,499,227	3,353,710	854,483	34.19%
Community Service Grants	1,292,104	707,500	1,191,073	483,573	68.35%
Community Support Services	16,653,298	16,872,727	20,299,289	3,426,562	20.31%
County Assessor's Office	13,404,043	15,367,811	15,325,229	-42,582	-0.28%
Criminal Justice Services	11,847,739	12,062,344	12,918,525	856,181	7.10%
Elections Office	5,780,912	5,094,830	21,937,873	16,843,043	330.59%
Emergency Medical Services	10,959,729	10,959,729	13,168,590	2,208,861	20.15%
Financial Services	13,461,593	13,353,124	14,083,532	730,408	5.47%

RECOMMENDED BUDGET

Human Resources	6,150,023	6,329,854	6,999,317	669,463	10.58%
Information Services and Technology	24,861,421	29,300,729	33,780,061	4,479,332	15.29%
Internal Audit	1,488,747	1,661,286	1,826,800	165,514	9.96%
Joint City County	7,045,676	6,979,225	7,709,157	729,932	10.46%
Land Use & Environmental Services	81,396,194	87,088,094	93,363,978	6,275,884	7.21%
Law Enforcement Service Districts	18,361,060	16,598,000	18,230,448	1,632,448	9.84%
Manager's Office	10,129,083	8,374,388	9,286,761	912,373	10.89%
Medical Examiner's Office	2,428,523	2,472,805	2,744,426	271,621	10.98%
Non-Departmental	64,638,716	71,211,421	91,495,404	20,283,983	28.48%
Office of Economic Development	11,543,025	11,783,727	15,463,640	3,679,913	31.23%
Park and Recreation	39,931,867	41,058,587	48,334,638	7,276,051	17.72%
Public Health	76,925,832	79,733,202	85,837,346	6,104,144	7.66%
Public Information	2,621,826	2,692,374	2,983,900	291,526	10.83%
Public Library	34,153,433	36,105,228	37,550,702	1,445,474	4.00%

MECKLENBURG COUNTY | FISCAL YEAR 2020

Social Services	190,103,951	156,506,482	163,227,228	6,720,746	4.29%
Office of the Tax Collector	5,754,314	5,756,200	6,071,521	315,321	5.48%
Transit Sales	51,500,000	56,300,000	60,229,094	3,929,094	6.98%
Total County Services	\$879,104,798	\$869,889,255	\$973,331,333	\$103,442,078	11.89%

General Debt Service & PAYGO**	\$169,028,339	\$204,033,429	\$191,600,799	-\$12,432,630	-6.09%
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Education Services					
CMS Operating	\$428,744,699	\$459,864,612	\$509,451,701	\$49,587,089	10.78%
CMS Capital Replacement	4,960,000	9,560,000	9,560,000		0.00%
CMS Debt Service	177,496,864	142,583,800	153,854,082	11,270,282	7.90%
CPCC Operating	35,149,940	36,765,175	37,884,035	1,118,860	3.04%
CPCC Debt	11,244,725	16,046,924	22,986,703	6,939,779	43.25%
Total Education Services	\$657,596,228	\$664,820,511	\$733,736,521	\$68,916,010	10.37%
Total Appropriation	\$1,705,729,365	\$1,738,743,195	\$1,898,668,653	\$159,925,458	9.20%

**Includes Deferred Maintenance, \$11 million for affordable housing rental subsidy program, and \$2 million for additional park land acquisition.

AGENCY PAGES



- Asset and Facility Management
- Attorney's Office
- Child Support Enforcement
- Commissioners
- Community Resources
- Community Support Services
- County Assessor's Office
- Criminal Justice Services
- Elections
- Emergency Medical Services
- Finance Services
- Historic Land Commission
- Human Resources
- Information Services & Technology

- Internal Audit
- Land Use & Environmental Services Agency
- Manager's Office
- Medical Examiner's Office
- Office of Economic Development
- Office of the Tax Collector
- Park and Recreation
- Public Health Department
- Public Information Department
- Public Library
- Register of Deeds
- Sheriff's Office
- Social Services

Asset and Facility Management

Mission

To enable the success of our customers through quality asset, facility, and project management services.

Responsibilities

Services include Design and Construction Project Management for the development of general government, park, justice, and library facilities; Facility Maintenance and Operations; Security Services; Real Estate Management; and Fleet and Courier Services.

This department provides internal support to all other County departments, the Charlotte Mecklenburg Library, and the Court System by satisfying land and space needs, facility maintenance, and providing healthy working environments.

Budget and Staff Resources			
Budget Overview		FY2020 Adopted*	FY2019 Adopted
		FY2018 Adopted	
Personnel Services & Employee Benefits		\$2,593,943	\$2,330,010
Contractual Services		29,713,175	28,003,154
Commodities		395,792	354,233
Other Charges		0	0
Interdepartmental		135,319	135,319
Capital Outlay		0	0
Total Expense		\$32,838,229	\$30,822,716
Total Revenue		\$917,089	\$261,297
Net County Dollars		\$32,182,437	\$30,822,716
			\$28,655,844
			\$946,931
			\$28,430,344

Position Summary								
FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		
FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
43	0	0	37	0	0	36	0	0

*Includes one-time fund balance allocation

Asset and Facility Management

Major Funding Adjustments

Below is a list of Fiscal Year 2020 operating budget adjustments approved by the Board of County Commissioners to assist with meeting the department's goals and objectives.

Adjustment	FT	PT	LPT	County	Total	Description
Strategic Business Plan Adjustments						
Facility Maintenance	-	-	-	\$250,000	\$250,000	Increase in facility maintenance contracts to maintain new facilities opening
Weapons Screening	-	-	-	180,400	180,400	Add weapons screening to CCOB and the former Civil Courts building with contracted staff
Additional Security Post hours	-	-	-	144,600	144,600	Extend contracted security hours at TAX, CAO, YFS, CSE and Woodard center
First Aid Training	-	-	-	40,700	40,700	Service agreement for first aid/CPR/AED training for County staff
Cash Transport	-	-	-	23,700	23,700	Additional service frequency and 2 new sites added to cask pick-up
Administrative Support Supervisor	1	-	-	-	-	Salary covered by realignment. This position will supervise 3 staff in the fleet division and provide fleet database management & reporting
Administrative Support Coordinator	1	-	-	-	-	Salary covered by PAYGO funding. Assist capital planning staff with administrative and financial duties
Greenway Real Estate Coordinators	2	-	-	-	-	Salary covered by PAYGO funding. Positions to manage acquisition of land for acceleration of the program
Greenway Project Managers	2	-	-	-	-	Salary covered by PAYGO funding. Positions to manage increased greenway design & construction for acceleration of the program
Other Adjustments						
Security Rate Increase	-	-	-	\$117,895	\$117,895	Contractual increase to existing contracts with CMPD, G4S and Dunbar
Utility Increase	-	-	-	321,550	321,550	Increase in utilities for new county facilities opening
I-77 Tolls	-	-	-	-	100,000	Charge for county vehicles to use the new I-77 toll roads
Investing in Our Employees						
5.5% Wage Adjustment	-	-	-	\$187,886	\$187,886	Funding to support across-the-board 5.5% salary increase for County employees.

Asset and Facility Management

Service Name	FT	PT	LPT	FY2020 County Funding	FY2020 Total Budget	FY2019 Total Budget
CORPORATE FLEET MANAGEMENT (AFM)	3	0	0	816,454	816,454	705,087
COURIER SERVICES (AFM)	3	0	0	189,911	189,911	175,528
DESIGN AND CONSTRUCTION PROJECT MANAGEMENT (AFM)	17	0	0	410,412	410,412	311,289
FACILITY MANAGEMENT (AFM)	11	0	0	24,830,871	24,830,871	23,672,399
FACILITY SECURITY (AFM)	4	0	0	5,279,881	5,279,881	4,772,442
REAL ESTATE MANAGEMENT (AFM)	5	0	0	460,700	460,700	435,971
SPIRIT SQUARE/FACILITY MAINTENANCE (AFM)	0	0	0	750,000	750,000	750,000
Grand Totals:	43	0	0	32,738,229	32,738,229	30,822,716
Revenue Totals:					0	0

CORPORATE FLEET MANAGEMENT (AFM)

Service Description:

This service provides purchasing, management and maintenance of County vehicles.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Avg number of vehicles in County fleet	Output	0	1,179	1,165	0.00%
Customer satisfaction rating	Customer	88	99.26	100	112.8%
Fleet availability rate	Outcome	95	96.23	96.82	101.3%
Vehicle repair/maintenance services received	Output	0	4,350	4,422	0.00%
Vehicles replaced during fiscal year	Output	0	86	40	0.00%

Budget Overview	FY2020 Adopted*	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$266,357	\$199,708	\$198,150	33.4%								
Contractual Services	\$253,535	\$107,216	\$108,475	136.5%								
Commodities	\$285,769	\$285,168	\$289,668	0.2%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$112,995	\$112,995	\$112,995	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$918,656	\$705,087	\$709,288	30.3%								
Total Revenue	\$100,000	\$0	\$0	0.00%								
Net County Dollars	\$818,656	\$705,087	\$709,288	16.1%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	3	0	0	2	0	0	2	0	0	1	0	0

*Includes one-time fund balance appropriation

COURIER SERVICES (AFM)

Service Description:

This service provides inter-office and US mail deliveries for County departments, MEDIC, and the Main Library.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Customer satisfaction rating	Customer	88	100	100	113.6%
Mail delivery rate	Efficiency	92	99	94.37	107.6%
# of pieces of mail processed for US mailing	Output	0	159,698	210,574	0.00%
Returned mail rate	Outcome	1.5	0.06	0.05	2,500.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$189,911	\$175,528	\$173,086	8.2%								
Contractual Services	\$0	\$0	\$0	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$189,911	\$175,528	\$173,086	8.2%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$189,911	\$175,528	\$173,086	8.2%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	3	0	0	3	0	0	3	0	0	0	0	0

DESIGN AND CONSTRUCTION PROJECT MANAGEMENT (AFM)

Service Description:

This service provides facilities master planning, space utilization studies, and management of the design and construction phases of Government, Court, Jail, Park and Recreation, and Library facilities.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Construction & Capital projects completed on schedule	Efficiency	94	67.57	97.5	71.9%
Construction & Capital projects completed w/in org. budget	Outcome	94	97.73	97.73	104.0%
Customer satisfaction rating	Customer	88	92.36	94.15	105.0%
# of Projects Managed	Output	0	100	90	0.00%
Projects achieving annual goals	Outcome	84	81.32	80.8	96.8%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$224,482	\$124,547	\$116,848	80.2%								
Contractual Services	\$154,145	\$157,417	\$142,884	-2.08%								
Commodities	\$38,391	\$29,325	\$29,125	30.9%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$417,018	\$311,289	\$288,857	34.0%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$417,018	\$311,289	\$288,857	34.0%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	17	0	0	14	0	0	13	0	0	3	0	0

FACILITY MANAGEMENT (AFM)

Service Description:

This service provides the maintenance and operation of County facilities, including building maintenance, energy management, and capital reserve project management for approximately 3.7 million square feet of County and Library facilities.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Capital reserve project completion rate	Outcome	92	99.16	98.16	107.8%
Capital reserve projects completed on schedule	Efficiency	94	95.35	94.55	101.4%
Capital reserve projects managed	Output	0	0	95	0.00%
Corrective work order completion rate	Outcome	85	99.55	91.11	117.1%
Customer satisfaction rating	Customer	88	96.19	93.4	109.3%
On-Demand work orders received	Output	0	12,785	0	0.00%
Preventive maintenance work orders received	Output	0	27,285	0	0.00%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,351,414	\$1,310,726	\$1,280,629	3.1%								
Contractual Services	\$23,428,391	\$22,310,607	\$21,316,867	5.0%								
Commodities	\$28,742	\$28,742	\$23,201	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$22,324	\$22,324	\$22,324	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$24,830,871	\$23,672,399	\$22,643,021	4.9%								
Total Revenue	\$555,792	\$0	\$225,500	#DIV/0								
Net County Dollars	\$24,275,079	\$23,672,399	\$22,417,521	2.5%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	11	0	0	11	0	0	11	0	0	0	0	0

FACILITY SECURITY (AFM)

Service Description:

This service determines the County's security risks and threat levels and deploys strategies and practices to provide safe and secure places for County and Library employees, customers and visitors. This service also ensures safe cash transport of County funds.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Cash pick-up rate	Outcome	98	96.3	99.8	98.3%
Customer satisfaction rating	Customer	88	93.67	88.56	106.4%
Employee security satisfaction rate	Outcome	82	87	88	106.1%
# security issues addressed	Output	0	2,118	1,376	0.00%
# successful cash pick-ups	Output	0	5,761	5,928	0.00%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$367,929	\$345,688	\$305,704	6.4%								
Contractual Services	\$4,861,252	\$4,416,754	\$3,324,839	10.1%								
Commodities	\$50,700	\$10,000	\$10,200	407.0%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$5,279,881	\$4,772,442	\$3,640,743	10.6%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$5,279,881	\$4,772,442	\$3,640,743	10.6%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	4	0	0	4	0	0	4	0	0	0	0	0

REAL ESTATE MANAGEMENT (AFM)

Service Description:

This service provides planning and management of all land acquisition, disposition and conveyances/exchanges to meet the County's real estate needs for parks, greenways, open space and capital projects. This service also manages all aspects of leases for both County owned retail space and leases of private sector space.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Customer satisfaction rating	Customer	88	95.19	97.76	108.2%
# of acres acquired	Output	0	89	175	0.00%
Projects achieving annual goals	Outcome	94	96.64	97.56	102.8%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
Employee Salaries & Benefits	\$193,850		\$173,813		\$178,294		11.5%					
Contractual Services	\$265,852		\$261,160		\$271,557		1.8%					
Commodities	\$5,402		\$998		\$998		441.3%					
Other Expenses	\$0		\$0		\$0		0.00%					
Interdepartmental	\$0		\$0		\$0		0.00%					
Capital	\$0		\$0		\$0		0.00%					
Total Expenses	\$465,104		\$435,971		\$450,849		6.7%					
Total Revenue	\$0		\$0		\$0		0.00%					
Net County Dollars	\$465,104		\$435,971		\$450,849		6.7%					
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	5	0	0	3	0	0	3	0	0	2	0	0

SPIRIT SQUARE/FACILITY MAINTENANCE (AFM)

Service Description:

This service funds the maintenance, repair, cleaning and security for Spirit Square.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$750,000	\$750,000	\$750,000	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$750,000	\$750,000	\$750,000	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$750,000	\$750,000	\$750,000	0.00%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

Attorney's Office

Mission

To provide superior legal guidance and counsel to the Officers and Employees of Mecklenburg County while maintaining the highest ethical standards and professional competence.

Responsibilities

The Mecklenburg County Attorney's Office provides legal advice, counsel, and representation to all levels of Mecklenburg County government, including but not limited to, interpretation of applicable laws and regulations, compliance review and enforcement, and zealous representation in federal, state and administrative courts.

Budget and Staff Resources				
Budget Overview		FY2020 Adopted	FY2019 Adopted	FY2018 Adopted
Personnel Services & Employee Benefits		\$1,487,899	\$1,439,688	\$0
Contractual Services		670,100	670,100	0
Commodities		25,500	25,500	0
Other Charges		0	0	0
Interdepartmental		0	0	0
Capital Outlay		0	0	0
Total Expense		\$2,183,499	\$2,135,288	\$0
Total Revenue		\$0	\$0	\$0
Net County Dollars		\$2,183,499	\$2,135,288	\$0

Position Summary								
FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		
FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
9*	0	0	9	0	0	0	0	0

* The County Attorney's Office has an additional 24 Full-Time (FT) positions budgeted in Child Support Enforcement (9 FT positions) and Social Services (15 FT positions).

Attorney's Office

Major Funding Adjustments

Below is a list of Fiscal Year 2020 operating budget adjustments approved by the Board of County Commissioners to assist with meeting the department's goals and objectives.

Adjustment	FT	PT	LPT	County	Total	Description
Other Adjustments						
Managing Attorney	1	-	-	\$26,211	\$81,147	(1) additional position to manage court cases associated with Child Support Enforcement (CSE). This position will reside in CSE and be reimbursed 66% by the federal government.
Investing in Our Employees						
5.5% Wage Adjustment	-	-	-	\$64,645	\$64,645	Funding to support across-the-board 5.5% salary increase for County employees.

Attorney's Office

Service Name	FT	PT	LPT	FY2020 County Funding	FY2020 Total Budget	FY2019 Total Budget
ATTORNEY (ATY)	9	0	0	2,183,499	2,183,499	2,135,288
Grand Totals:	9	0	0	2,183,499	2,183,499	2,135,288
Revenue Totals:					0	0

ATTORNEY (ATY)

Service Description:

This service provides legal advice and representation to the Board of County Commissioners, County Manager, Assistant County Managers, department directors and other County staff.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,487,899	\$1,439,688	\$1,185,945	3.3%								
Contractual Services	\$670,100	\$670,100	\$900,957	0.00%								
Commodities	\$26,879	\$25,500	\$25,500	5.4%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$2,184,878	\$2,135,288	\$2,112,402	2.3%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$2,184,878	\$2,135,288	\$2,112,402	2.3%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	9	0	0	9	0	0	10	0	0	0	0	0

Child Support Enforcement

Mission

The vision is to lead the State in the provision of child support services.

The mission is to promote the well-being of children and the self-sufficiency of families by providing responsive and responsible child support services.

Responsibilities

Child Support Enforcement (CSE) works to ensure that both parents are responsible for the financial support of their children to the best of their ability.

Specific Services Include:

- * Noncustodial Parent Location
- * Establishment of Paternity
- * Establishment of Child Support Obligation
- * Enforcement of a Court Ordered Support Obligation

Budget and Staff Resources				
Budget Overview		FY2020 Adopted	FY2019 Adopted	FY2018 Adopted
Personnel Services & Employee Benefits		\$9,185,847	\$8,896,561	\$8,896,094
Contractual Services		1,457,306	1,880,601	1,413,966
Commodities		116,132	111,543	110,473
Other Charges		0	0	0
Interdepartmental		6,082	6,082	6,082
Capital Outlay		0	0	0
Total Expense		\$10,765,367	\$10,894,787	\$10,426,615
Total Revenue		\$7,737,945	\$7,357,319	\$7,296,396
Net County Dollars		\$3,027,422	\$3,537,468	\$3,130,219

Position Summary								
FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		
FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
132	0	0	117	0	0	117	0	0

Child Support Enforcement

Major Funding Adjustments

Below is a list of Fiscal Year 2020 operating budget adjustments approved by the Board of County Commissioners to assist with meeting the department's goals and objectives.

Adjustment	FT	PT	LPT	County	Total	Description
Strategic Business Plan Adjustments						
Child Support Case Coordinators	4	-	-	\$0	\$0	(4) Child Support Case Coordinators to backfill the four positions the department reassigned to the newly created Court Team; funding provided from the department's multi-year fund.
Other Adjustments						
Managing Attorney	1	-	-	\$27,590	\$81,147	(1) Attorney to provide oversight for Child Support Enforcement, the Public Health Department, and the Department of Social Services (Fraud Division).
Investing in Our Employees						
5.5% Wage Adjustment	-	-	-	\$124,893	\$124,893	Funding to support across-the-board 5.5% salary increase for County employees.

Child Support Enforcement

Service Name	FT	PT	LPT	FY2020 County Funding	FY2020 Total Budget	FY2019 Total Budget
CHILD SUPPORT COURT SERVICES (CSE)	10	0	0	250,853	715,625	659,460
CHILD SUPPORT ENFORCEMENT ADMINISTRATION (CSE)	4	0	0	136,320	383,848	549,557
CHILD SUPPORT ENFORCEMENT CUSTOMER SUPPORT & CASE MGT (CSE)	118	0	0	2,640,249	9,665,894	9,685,770
Grand Totals:	132	0	0	3,027,422	10,765,367	10,894,787
Revenue Totals:					7,737,945	7,357,319

CHILD SUPPORT COURT SERVICES (CSE)

Service Description:

This service provides child support attorneys and applicable case management staff services to ensure that noncustodial parents who fall out of compliance with court-ordered child support payments are brought before the court for hearings to enforce those orders. In addition, this service includes the execution of administrative documents such as voluntary orders (VSAs) and voluntary acknowledgements of paternity (AOPs).

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Customer Satisfaction Rating	Impact	88	96.38	96.67	109.5%
Paternity established during the fiscal year	Output	0	28,108	28,101	0.00%
Service of process success rate	Impact	85	87.92	85.73	103.4%
Support orders established during the fiscal year	Output	0	24,244	24,767	0.00%
% Voluntary paternity agreements	Efficiency	0	88.28	83.43	0.00%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
Employee Salaries & Benefits	\$691,640			\$638,854			\$636,525			8.3%		
Contractual Services	\$13,000			\$13,000			\$13,000			0.00%		
Commodities	\$10,985			\$7,606			\$6,606			44.4%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$715,625			\$659,460			\$656,131			8.5%		
Total Revenue	\$464,772			\$435,244			\$484,139			6.8%		
Net County Dollars	\$250,853			\$224,216			\$171,992			11.9%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	10	0	0	6	0	0	6	0	0	4	0	0

CHILD SUPPORT ENFORCEMENT ADMINISTRATION (CSE)

Service Description:

This service provides strategic leadership and management for all business operations, decisions and activities associated with the local Child Support Program.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Cost-Effectiveness	Impact	5	5.08	5.46	101.6%
Customer Satisfaction Rating	Customer	88	94.13	94.11	107.0%
% Employee Motivation & Satisfaction	Impact	88	86	88	97.7%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$363,348	\$529,057	\$517,323	-31.32%								
Contractual Services	\$16,500	\$16,500	\$16,500	0.00%								
Commodities	\$4,000	\$4,000	\$4,000	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$383,848	\$549,557	\$537,823	-30.15%								
Total Revenue	\$247,528	\$362,708	\$359,366	-31.76%								
Net County Dollars	\$136,320	\$186,849	\$178,457	-27.04%								
Position Summary	FY2020 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	4	0	0	5	0	0	5	0	0	-1	0	0

CHILD SUPPORT ENFORCEMENT CUSTOMER SUPPORT & CASE MGT (CSE)

Service Description:

This service promotes the well-being of children and the self-sufficiency of families by providing responsive and responsible child support services. This includes establishment of paternity, establishment of support and/or health insurance, collections on current support, payments in arrears, and review and modification of orders of support. This service includes the administrative support and direct case management staff necessary to provide effective case management for child support customers.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Arrears Collection Rate	Efficiency	65.27	65.3	64.77	100.0%
Current Support Collection Rate	Impact	63.35	62.79	62.85	99.1%
Customer Satisfaction Rating	Customer	88	92.76	95.22	105.4%
Paternity Establishment Rate	Impact	98.59	98.26	98.59	99.7%
Support Order Establishment Rate	Impact	74.15	73.85	72.15	99.6%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$8,130,859	\$7,728,650	\$7,742,246	5.2%								
Contractual Services	\$1,427,806	\$1,851,101	\$1,384,466	-22.87%								
Commodities	\$101,147	\$99,937	\$99,867	1.2%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$6,082	\$6,082	\$6,082	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$9,665,894	\$9,685,770	\$9,232,661	-0.21%								
Total Revenue	\$7,025,645	\$6,559,367	\$6,452,891	7.1%								
Net County Dollars	\$2,640,249	\$3,126,403	\$2,779,770	-15.55%								
Position Summary	FY2020 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	118	0	0	106	0	0	106	0	0	12	0	0

Commissioners

Mission

To serve as the Board of Directors for Mecklenburg County government by setting public policy, regulations, the annual tax rate and budget in an effort to make Mecklenburg County a community of pride and choice for people to live, work and recreate.

Responsibilities

Funding provides Commissioners' salaries, benefits and travel expenses.

Budget and Staff Resources			
Budget Overview		FY2020 Adopted	FY2019 Adopted
		FY2018 Adopted	
Personnel Services & Employee Benefits		\$563,176	\$540,964
Contractual Services		70,898	70,898
Commodities		5,004	5,004
Other Charges		0	0
Interdepartmental		0	0
Capital Outlay		0	0
Total Expense		\$639,078	\$616,866
Total Revenue		\$0	\$0
Net County Dollars		\$639,078	\$616,866
			\$613,175

Position Summary								
FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		
FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
9	0	0	9	0	0	9	0	0

Commissioners

Service Name	FT	PT	LPT	FY2020 County Funding	FY2020 Total Budget	FY2019 Total Budget
COMMISSIONERS (COM)	9	0	0	639,078	639,078	616,866
Grand Totals:	9	0	0	639,078	639,078	616,866
Revenue Totals:					0	0

COMMISSIONERS (COM)

Service Description:

This service provides strategic and fiscal oversight for County policy development and service delivery.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$563,176	\$540,964	\$537,276	4.1%								
Contractual Services	\$70,898	\$70,898	\$70,399	0.00%								
Commodities	\$5,004	\$5,004	\$5,500	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$639,078	\$616,866	\$613,175	3.6%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$639,078	\$616,866	\$613,175	3.6%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	9	0	0	9	0	0	9	0	0	0	0	0

Department of Community Resources

Mission

To promote the well-being of Mecklenburg County residents through an effective delivery of public health and human services.

Responsibilities

- * Administers federal and state-mandated programs for eligible families who request food and medical assistance
- * Child Support Enforcement core services include locating parents, establishing paternity, establishing support orders and collecting support.
- * WIC (Women, Infants & Children) provides basic nutrition services to eligible pregnant, breastfeeding, and postpartum women, as well as infants and children.
- * Immunizations (shots) protect our community from deadly diseases. These diseases do still exist today and can spread quickly. It is better to prevent diseases than to treat them.
- * The Mecklenburg County Health Department's Family Planning Clinic provides comprehensive family planning & reproductive health services.
- * Veteran's Services assists military veterans and their families to access benefits from the U.S. Department of Veterans Affairs, the U.S. Department of Defense, and state and local agencies.

Budget and Staff Resources				
Budget Overview		FY2020 Adopted	FY2019 Adopted	FY2018 Adopted
Personnel Services & Employee Benefits		\$3,045,420	\$2,424,684	\$438,898
Contractual Services		246,409	34,463	0
Commodities		53,073	36,491	0
Other Charges		0	0	0
Interdepartmental		0	0	0
Capital Outlay		0	0	0
Total Expense		\$3,344,902	\$2,495,638	\$438,898
Total Revenue		\$0	\$0	\$138,418
Net County Dollars		\$3,344,902	\$2,495,638	\$300,480

Position Summary								
FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		
FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
44	0	0	38	0	0	5	0	0

Department of Community Resources

Major Funding Adjustments

Below is a list of Fiscal Year 2020 operating budget adjustments approved by the Board of County Commissioners to assist with meeting the department's goals and objectives.

Adjustment	FT	PT	LPT	County	Total	Description
Strategic Business Plan Adjustments						
Unified Workforce Development	1	-	-	\$95,027	\$95,027	(1) Social Worker to provide support for Workforce Development clients, and \$14,000 of operating funds for the program.
Community Resource Center staff	2	-	-	84,803	84,803	(2) additional Service Point & Navigator staff to support increased number of clients at the CRC.
Other Adjustments						
Administrative Support	1	-	-	\$40,329	\$40,329	(1) Admin Support III position to assist with departmental administrative functions.
Additional operating expenses	-	-	-	18,600	18,600	Additional operating expenses for second year of Pilot CRC operations.
Investing in Our Employees						
5.5% Wage Adjustment	-	-	-	\$117,937	\$117,937	Funding to support across-the-board 5.5% salary increase for County employees.

Department of Community Resources

Service Name	FT	PT	LPT	FY2020 County Funding	FY2020 Total Budget	FY2019 Total Budget
ADMINISTRATION (DCR)	44	0	0	3,344,902	3,344,902	2,495,638
Grand Totals:	44	0	0	3,344,902	3,344,902	2,495,638
Revenue Totals:						

ADMINISTRATION (DCR)

Service Description:

This service provides comprehensive senior leadership and oversight of the Department of Community Resources.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$3,045,420	\$2,424,684	\$438,898	25.6%								
Contractual Services	\$246,409	\$34,463	\$0	615.0%								
Commodities	\$61,881	\$40,080	\$0	54.4%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$3,353,710	\$2,499,227	\$438,898	34.2%								
Total Revenue	\$0	\$0	\$138,418	0.00%								
Net County Dollars	\$3,353,710	\$2,499,227	\$300,480	34.2%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	44	0	0	38	0	0	5	0	0	6	0	0

Community Support Services

Mission

Community Support Services transforms lives and community by supporting veterans, ending homelessness, treating substance use, and preventing and intervening in community and domestic violence.

Responsibilities

Community Support Services comprises three divisions. Prevention and Intervention Services provides assistance to adult victims of domestic violence, child witnesses, teens, and perpetrators, in addition to substance use treatment in the shelters and jail, and community violence prevention awareness. Homeless Services provides social work staffing for Moore Place, Coordinated Assessment, and Shelter Plus Care, and connects people who are homeless, or about to become homeless, to available community resources. Veterans Services helps eligible military veterans and their families file benefit claims to federal, state and local agencies, and provides community outreach.

Budget and Staff Resources			
Budget Overview		FY2020 Adopted*	FY2019 Adopted
Personnel Services & Employee Benefits		\$10,295,578	\$9,336,672
Contractual Services		9,822,831	7,291,885
Commodities		235,452	229,587
Other Charges		0	0
Interdepartmental		14,583	14,583
Capital Outlay		0	0
Total Expense		\$20,368,444	\$16,872,727
Total Revenue		\$1,160,043	\$304,042
Net County Dollars		\$19,208,401	\$16,568,685

Position Summary								
FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		
FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
114	2	0	111	2	0	109	2	0

*Includes one-time fund balance allocation and restricted contingency.

Community Support Services

Major Funding Adjustments

Below is a list of Fiscal Year 2020 operating budget adjustments approved by the Board of County Commissioners to assist with meeting the department's goals and objectives.

Adjustment	FT	PT	LPT	County	Total	Description
Strategic Business Plan Adjustments						
Administrative Support	1	-	-	\$47,041	\$47,04	(1) Admin Support III to assist with departmental administrative functions.
Affordable Housing	-	-	-	675,000	1,350,000	Contract expansion with "Keeping Families Together" for operational expenses and rental subsidy.
Client Benefits	-	-	-	50,000	50,000	Assist the homeless with access to housing.
Emergency Shelter	-	-	-	244,146	244,146	Contract expansion with Salvation Army and Men's Shelter.
Housing Stability	-	-	-	32,300	32,300	Contract expansion with Salvation Army and Carolinas Care Partnership to provide support to homeless individuals and families.
Prevention Awareness Campaign	-	-	-	-	35,000	Increase for departmental and campaign supplies.
VA Technology	-	-	-	-	75,000	Improve communications within veteran application process.
Other Adjustments						
Charlotte Center for Legal Advocacy	-	-	-	\$170,000	\$170,000	Expand Property Tax Relief Clinics.
Continuum of Care	2	-	-	203,910	203,910	(1) Sr. Social Service Manager and (1) Mgmt Analyst to assist homeless with access to housing.
Industry Weapon	-	-	-	2,495	2,495	Software installation and maintenance.
Legal Aid of the Carolinas	-	-	-	500,000	500,000	Serve an additional 500 clients to prevent housing evictions.
Revenue Reduction	-	-	-	4,000	4,000	Reduction due to grant expiration.
Investing in Our Employees						
5.5% Wage Adjustment	-	-	-	\$427,390	\$427,390	Funding to support across-the-board 5.5% salary increase for County employees.

Community Support Services

Service Name	FT	PT	LPT	FY2020 County Funding	FY2020 Total Budget*	FY2019 Total Budget
100 BLACK MEN OF CHARLOTTE - MENTORING (CSG)	0	0	0	20,000	20,000	20,000
ADA JENKINS FAMILIES AND CAREER DEVELOPMENT (CSG)	0	0	0	25,000	25,000	25,000
ADULT SUBSTANCE ABUSE TREATMENT CONTINUUM (CSS)	27	1	0	2,141,849	2,326,492	2,180,128
ASC - STUDIO 345 (CSG)	0	0	0	350,000	350,000	350,000
BIG BROTHERS BIG SISTERS (CSG)	0	0	0	50,000	50,000	50,000
BIG BROTHERS BIG SISTERS MENTOR 2.0 (CSG)	0	0	0	25,000	25,000	25,000
COMMUNITIES IN SCHOOLS (CSG)	0	0	0	900,000	900,000	900,000
COMMUNITY SUPPORT SERVICES ADMINISTRATION (CSS)	9	0	0	1,183,637	1,218,637	968,404
DOMESTIC VIOLENCE ADULT VICTIM SERVICES (CSS)	19	1	0	3,019,232	3,025,632	2,935,894
DOMESTIC VIOLENCE CHILDREN SERVICES (CSS)	7	0	0	786,273	786,273	767,544
DOMESTIC VIOLENCE PERPETRATOR SERVICES (CSS)	6	0	0	660,452	769,452	781,004
HOMELESS HOUSING SERVICES MOORE PLACE (CSS)	12	0	0	1,087,094	1,087,094	988,008
HOMELESS RESOURCE SERVICES (CSS)	18	0	0	4,433,807	4,433,807	3,170,236
KEEPING FAMILIES TOGETHER (CSS)	0	0	0	675,000	1,350,000	0
SHELTER PLUS CARE SERVICES (CSS)	2	0	0	123,928	123,928	124,246
SUPPORTIVE HOUSING (CSS)	0	0	0	2,469,745	2,469,745	2,437,445
VETERANS SERVICES (CSS)	14	0	0	1,257,384	1,407,384	1,149,818
Grand Totals:	114	2	0	19,208,401	20,368,444	16,872,727
Revenue Totals:					1,160,043	304,042

*Includes one-time fund balance allocation.

100 BLACK MEN OF CHARLOTTE - MENTORING (CSG)

Service Description:

The Movement of Youth (MOY) mentoring and education program maintains about 50 mentees annually from 7 th to 12 th grades. They are encouraged to stay in school with the aim of graduating from high school and getting a post-secondary education. Saturday Academies (twice monthly group mentoring sessions) are held at our partner school, Urban League, Charlotte. Tutorial sessions in finance as well as Black History, one-on-one mentoring, the 3.0 Club, the mentor-mentee basketball game/ food drive, and scholarship aid are other elements.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
Employee Salaries & Benefits	\$0		\$0		\$0		0.00%					
Contractual Services	\$20,000		\$20,000		\$20,000		0.00%					
Commodities	\$0		\$0		\$0		0.00%					
Other Expenses	\$0		\$0		\$0		0.00%					
Interdepartmental	\$0		\$0		\$0		0.00%					
Capital	\$0		\$0		\$0		0.00%					
Total Expenses	\$20,000		\$20,000		\$20,000		0					
Total Revenue	\$0		\$0		\$0		0.00%					
Net County Dollars	\$20,000		\$20,000		\$20,000		0.00%					
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

ADA JENKINS FAMILIES AND CAREER DEVELOPMENT (CSG)

Service Description:

The agency provides employment and support for living expenses through the Life Compass Program.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$25,000	\$25,000	\$25,000	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$25,000	\$25,000	\$25,000	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$25,000	\$25,000	\$25,000	0.00%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

ADULT SUBSTANCE ABUSE TREATMENT CONTINUUM (CSS)

Service Description:

This service provides an array of substance use services including prevention education, assessment, referral, treatment and aftercare support services for individuals impacted by incarceration and/or homelessness.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% connected to comm resource within 3 days (shelters only)	Efficiency	98	100	100	102.0%
Customer satisfaction rating	Customer	88	99.01	98.82	112.5%
Percentage connected to community resource after treatment	Outcome	98	100	100	102.0%
Percentage successfully completing treatment	Outcome	76	15.81	0	20.8%
Recidivism rate for Jail Substance Abuse Program	Outcome	19	17.14	36.96	110.9%
Total discharge plans created	Output	0	1,771	1,852	0.00%
Total screenings per intake at all SU locations	Output	0	1,480	1,159	0.00%
Total served at all SU locations	Output	0	1,771	1,852	0.00%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$2,233,637	\$2,087,273	\$1,986,675	7.0%								
Contractual Services	\$58,555	\$58,555	\$180,444	0.00%								
Commodities	\$34,300	\$34,300	\$31,689	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$2,326,492	\$2,180,128	\$2,198,808	6.7%								
Total Revenue	\$184,643	\$184,642	\$184,642	0.0%								
Net County Dollars	\$2,141,849	\$1,995,486	\$2,014,166	7.3%								
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	27	1	0	27	1	0	26	1	0	0	0	0

ASC - STUDIO 345 (CSG)

Service Description:

To align with current efforts to increase CMS graduation rates, ASC will lead the effort to create a National Center for Arts and Technology (NCAT), modeled after the nationally recognized curriculum and program of the Manchester Bidwell Corporation (MBC) in Pittsburgh, PA. The main goals of the MBC youth arts educational model are drop out intervention and prevention, improvement in attendance and cross-disciplinary education.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$350,000	\$350,000	\$350,000	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$350,000	\$350,000	\$350,000	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$350,000	\$350,000	\$350,000	0.00%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

BIG BROTHERS BIG SISTERS (CSG)

Service Description:

This service provides interventions that significantly improve the long term outlook for young people at high risk of experiencing academic difficulties and ultimately dropping out of high school by providing a positive adult role model.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
Employee Salaries & Benefits	\$0		\$0		\$0		0.00%					
Contractual Services	\$50,000		\$50,000		\$50,000		0.00%					
Commodities	\$0		\$0		\$0		0.00%					
Other Expenses	\$0		\$0		\$0		0.00%					
Interdepartmental	\$0		\$0		\$0		0.00%					
Capital	\$0		\$0		\$0		0.00%					
Total Expenses	\$50,000		\$50,000		\$50,000		0					
Total Revenue	\$0		\$0		\$0		0.00%					
Net County Dollars	\$50,000		\$50,000		\$50,000		0.00%					
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		Change (FY2019 to FY2020)			
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

BIG BROTHERS BIG SISTERS MENTOR 2.0 (CSG)

Service Description:

This service provides high school students with the support and guidance they need to graduate high school and succeed in college and the workforce a technology-driven, one-on-one mentoring program.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$0			\$0			\$0			0.00%		
Contractual Services	\$25,000			\$25,000			\$25,000			0.00%		
Commodities	\$0			\$0			\$0			0.00%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$25,000			\$25,000			\$25,000			0		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$25,000			\$25,000			\$25,000			0.00%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

COMMUNITIES IN SCHOOLS (CSG)

Service Description:

This service provides an array of case management services to students at risk for dropping out of school.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$0			\$0			\$0			0.00%		
Contractual Services	\$900,000			\$900,000			\$900,000			0.00%		
Commodities	\$0			\$0			\$0			0.00%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$900,000			\$900,000			\$900,000			0		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$900,000			\$900,000			\$900,000			0.00%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

COMMUNITY SUPPORT SERVICES ADMINISTRATION (CSS)

Service Description:

This service provides leadership, administrative and fiscal support to the Community Support Services Department; specific activities include providing strategic planning, leadership and management, clerical work, department budget preparation, communication and marketing plan development/monitoring and public information duties.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	88	98.51	97.56	111.9%
% Employee Motivation & Satisfaction	Impact	88	88	85	100.0%

Budget Overview	FY2020 Adopted**	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,031,552	\$854,154	\$789,851	20.8%								
Contractual Services	\$164,190	\$94,250	\$127,839	74.2%								
Commodities	\$25,422	\$20,000	\$18,331	27.1%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,221,164	\$968,404	\$936,021	26.1%								
Total Revenue	\$35,000	\$0	\$0	0.00%								
Net County Dollars	\$1,186,164	\$968,404	\$936,021	22.5%								
Position Summary	FY2020 Adopted			FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)						
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	9	0	0	8	0	0	7	0	0	1	0	0

**Includes one-time fund balance appropriation

DOMESTIC VIOLENCE ADULT VICTIM SERVICES (CSS)

Service Description:

This service provides trauma-informed individual and group counseling for adult victims of domestic violence, including bilingual/bicultural counseling for Latin American victims, and ancillary services to Work First and Child Welfare clients in domestic violence situations. This service also provides supervised visitation and safe exchange services for families impacted by domestic violence.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	88	100	100	113.6%
DV Safety Rate	Impact	95	97.7	96.77	102.8%
Knowledge Improvement Rate	Impact	88	90.91	91.04	103.3%
# of active client cases	Output	0	495	492	0.00%
% of Employees Meeting Productivity Goals	Efficiency	85	100	81.25	117.6%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,764,085	\$1,652,847	\$1,641,979	6.7%								
Contractual Services	\$1,219,285	\$1,238,285	\$1,260,540	-1.53%								
Commodities	\$42,262	\$44,762	\$56,558	-5.59%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$3,025,632	\$2,935,894	\$2,959,077	3.1%								
Total Revenue	\$6,400	\$6,400	\$6,400	0.00%								
Net County Dollars	\$3,019,232	\$2,929,494	\$2,952,677	3.1%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	19	1	0	19	1	0	19	1	0	0	0	0

DOMESTIC VIOLENCE CHILDREN SERVICES (CSS)

Service Description:

This service provides trauma-informed individual and group counseling for child witnesses of domestic violence (ages 2-18) and teen victims of dating violence.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer Satisfaction rating	Customer	88	100	100	113.6%
DV Safety Rate	Impact	95	98.97	100	104.2%
Knowledge Improvement Rate Index	Outcome	88	97.94	97.67	111.3%
# of active child/adolescent cases	Output	0	255	242	0.00%
% of Employees Meeting Productivity Goals	Efficiency	85	100	100	117.6%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)
Employee Salaries & Benefits	\$636,320	\$622,261	\$628,341	2.3%
Contractual Services	\$116,300	\$116,300	\$121,700	0.00%
Commodities	\$19,070	\$14,400	\$17,067	32.4%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$14,583	\$14,583	\$14,583	0.00%
Capital	\$0	\$0	\$0	0.00%
Total Expenses	\$786,273	\$767,544	\$781,691	2.4%
Total Revenue	\$0	\$4,000	\$4,000	0.00%
Net County Dollars	\$786,273	\$763,544	\$777,691	3.0%
Position Summary	FY2020 Adopted			Change (FY2019 to FY2020)
	FT	PT	LPT	
Position Count	7	0	0	7
	7	0	0	7
	0	0	0	0
	0	0	0	0
	0	0	0	0

DOMESTIC VIOLENCE PERPETRATOR SERVICES (CSS)

Service Description:

This state-certified service provides assessments and psycho-educational accountability groups to individuals identified by the court system as batterers.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
# of active clients served	Output	0	1,407	1,564	0.00%
Recidivism Rate	Outcome	15	6.7	5.03	223.9%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
Employee Salaries & Benefits	\$634,459			\$635,371		\$624,791		-0.14%				
Contractual Services	\$122,193			\$133,633		\$150,870		-8.56%				
Commodities	\$12,800			\$12,000		\$11,325		6.7%				
Other Expenses	\$0			\$0		\$0		0.00%				
Interdepartmental	\$0			\$0		\$0		0.00%				
Capital	\$0			\$0		\$0		0.00%				
Total Expenses	<b">\$769,452</b">			<b">\$781,004</b">		\$786,986		-1.48%				
Total Revenue	\$109,000			\$109,000		\$90,000		0.00%				
Net County Dollars	\$660,452			\$672,004		\$696,986		-1.72%				
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	6	0	0	6	0	0	6	0	0	0	0	0

HOMELESS HOUSING SERVICES MOORE PLACE (CSS)

Service Description:

Owned and operated Urban Ministry Center, Moore Place is a housing first permanent supportive housing residential complex. A team of five clinicians and one clinical supervisor provide clinical and supportive services to ensure individuals' housing stability. This services also provides a team of five clinicians and one clinical supervisor to provide clinical and supportive services to ensure individuals' housing stability as part of the Housing First Charlotte Mecklenburg Partnership.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Avg # of client contacts (HFP)	Efficiency	0	3.2	0	0.00%
Avg # of days to lease signing (HFP)	Efficiency	0	69.44	0	0.00%
Case management and clinical supports per resident	Output	0	4.63	4.73	0.00%
% clinical assessments completed timely	Efficiency	85	100	96.5	117.6%
Connection to healthcare (HFP)	Outcome	0	25.64	57	0.00%
% customer satisfaction	Customer	88	92.19	93.49	104.8%
% Customer Satisfaction (HFP)	Customer	88	100	97	113.6%
Housing Placement (HFP)	Output	0	79	49	0.00%
% of caseload that remains stably housed.	Outcome	90	95.28	99.3	105.9%
% of caseload that remains stably housed (HFP)	Outcome	0	86.59	96	0.00%
% of days residents spend incarcerated or hospitalized	Outcome	5	1.84	3.88	271.7%
% residents who achieve 1 or more case plan goals	Outcome	80	90.56	91.25	113.2%
% service plans completed timely	Efficiency	88	100	96.5	113.6%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,087,094	\$988,008	\$987,797	10.0%								
Contractual Services	\$0	\$0	\$0	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,087,094	\$988,008	\$987,797	10.0%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$1,087,094	\$988,008	\$987,797	10.0%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	12	0	0	12	0	0	12	0	0	0	0	0

HOMELESS RESOURCE SERVICES (CSS)

Service Description:

The Homeless Resource Center provides space to ministries and community service organizations that serve meals during evening and weekend hours to individuals and families experiencing homelessness. This division also staffs Coordinated Entry which is a community-wide system that aims to connect individuals or families who are homeless, or at imminent risk of becoming homeless, to an existing available shelter or housing resource in the community.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% customer satisfaction	Customer	88	93.82	94.97	106.6%
# of coordinated assessments conducted	Output	0	5,156	3,858	0.00%
# of individuals diverted from the homeless shelter	Output	0	263	276	0.00%
# of meals provided	Output	0	24,536	22,796	0.00%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,668,669	\$1,364,244	\$1,344,475	22.3%								
Contractual Services	\$2,680,213	\$1,721,067	\$1,432,176	55.7%								
Commodities	\$88,243	\$84,925	\$32,620	3.9%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$4,437,125	\$3,170,236	\$2,809,271	40.0%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$4,437,125	\$3,170,236	\$2,809,271	40.0%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	18	0	0	16	0	0	16	0	0	2	0	0

KEEPING FAMILIES TOGETHER (CSS)

Service Description:

This service provides permanent supportive housing for families who have frequent and/or extended interactions with homeless response and child welfare systems. Families in this program have complex needs and present with an array of co-occurring challenges. Through a competitive funding process, this program provides housing subsidies, case management, and other supports necessary to maintain housing and reduce the impact of neglect on children.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted**		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)				
Employee Salaries & Benefits	\$0			\$0			\$0				
Contractual Services	\$1,350,000			\$0			\$0				
Commodities	\$0			\$0			\$0				
Other Expenses	\$0			\$0			\$0				
Interdepartmental	\$0			\$0			\$0				
Capital	\$0			\$0			\$0				
Total Expenses	\$1,350,000			\$0			\$0				
Total Revenue	\$675,000			\$0			\$0				
Net County Dollars	\$675,000			\$0			\$0				
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted				
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT		
Position Count	0	0	0	0	0	0	0	0	0		

**Includes one-time fund balance appropriation.

SHELTER PLUS CARE SERVICES (CSS)

Service Description:

Shelter Plus Care (SPC) is a federally funded and county-funded permanent supportive housing program that links housing with supportive services to move individual adults, or adults with families, who are homeless, have a disability, and a low-income, to permanent housing.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target							
Budget Overview												
Employee Salaries & Benefits		\$123,928	\$124,246	\$171,450	-0.26%							
Contractual Services		\$0	\$0	\$34,933	0.00%							
Commodities		\$0	\$0	\$900	0.00%							
Other Expenses		\$0	\$0	\$0	0.00%							
Interdepartmental		\$0	\$0	\$0	0.00%							
Capital		\$0	\$0	\$0	0.00%							
Total Expenses		\$123,928	\$124,246	\$207,283	-0.26%							
Total Revenue		\$0	\$0	\$0	0.00%							
Net County Dollars		\$123,928	\$124,246	\$207,283	-0.26%							
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	2	0	0	2	0	0	2	0	0	0	0	0

SUPPORTIVE HOUSING (CSS)

Service Description:

The MeckFUSE Program provides affordable, service-supported housing for 50 homeless people who are frequent users of the criminal justice and homeless shelter systems with behavioral health needs. The services also provides competitive funding for agencies to provide supportive services to individuals and families impacted by homelessness through rapid rehousing and permanent supportive housing interventions.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Housing Stability	Outcome	85	93.88	92.45	110.4%
Number housed as of last day of reporting period	Output	0	46	45	0.00%
Number of arrests for year	Output	0	23	21	0.00%
Number of trips to the Emergency Room for year	Output	0	35	39	0.00%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$2,469,745	\$2,437,445	\$2,127,954	1.3%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$322,000	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$2,469,745	\$2,437,445	\$2,449,954	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$2,469,745	\$2,437,445	\$2,449,954	1.3%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

VETERANS SERVICES (CSS)

Service Description:

This service helps eligible military veterans and their families develop and file benefits claims to the U.S. Department of Veterans Affairs, the Department of Defense, state and local agencies.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	88	100	99.64	113.6%
Number of outreach events for VSO	Output	0	120	168	0.00%
Number of participants at outreach events	Output	0	5,073	7,844	0.00%
% of claims scanned and indexed in database w/in 5 bus. days	Efficiency	85	84.69	80.05	99.6%
# of Customers Served (duplicated) at Main VSO Office	Output	0	13,073	13,022	0.00%
# of new claims filed	Output	0	3,983	3,710	0.00%

Budget Overview	FY2020 Adopted**	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,115,834	\$1,008,268	\$1,007,979	10.7%								
Contractual Services	\$122,350	\$122,350	\$138,643	0.00%								
Commodities	\$94,200	\$19,200	\$19,788	390.6%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,332,384	\$1,149,818	\$1,166,410	15.9%								
Total Revenue	\$75,000	\$0	\$0	#DIV/0								
Net County Dollars	\$1,257,384	\$1,149,818	\$1,166,410	9.4%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	14	0	0	14	0	0	14	0	0	0	0	0

**Includes one-time fund balance appropriation.

County Assessor's Office

Mission

To discover, list, and appraise all real and personal property in Mecklenburg County in accordance with North Carolina General Statutes. The Assessor's Office provides accurate and timely information to internal and external customers while fostering good relationships with those customers and the community.

Responsibilities

- * Assessing values for all real and personal property
- * Providing tax base values and other specialty reports to Finance Officer and other stakeholders
- * Discovering and billing all taxable real, business and individual personal property, including Public Service company valuations provided by the Department of Revenue
- * Listening to customer feedback and providing customer service and information
- * Accepting, reviewing and processing appeals to value, taxability or situs for all property types

Budget and Staff Resources			
Budget Overview		FY2020 Adopted *	FY2019 Adopted *
		FY2020 Adopted *	FY2019 Adopted *
Personnel Services & Employee Benefits		\$10,615,873	\$9,976,747
Contractual Services		4,493,530	5,177,038
Commodities		167,711	170,429
Other Charges		0	0
Interdepartmental		42,597	42,597
Capital Outlay		1,000	1,000
Total Expense		\$15,320,711	\$15,367,811
Total Revenue		\$1,035,700	\$1,859,612
Net County Dollars		\$14,285,011	\$13,508,199

Position Summary								
FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		
FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
122	0	0	121	0	0	121	0	0

*Includes one-time fund balance allocation

County Assessor's Office

Major Funding Adjustments

Below is a list of Fiscal Year 2020 operating budget adjustments approved by the Board of County Commissioners to assist with meeting the department's goals and objectives.

Adjustment	FT	PT	LPT	County	Total	Description
Strategic Business Plan Adjustments						
Property Auditor I	1	-	-	\$60,800	\$60,800	(1) position for new canvassing team to increase efficiency in service delivery. The team will be able to process, record and discover value faster.
Vehicles	-	-	-	-	35,700	Two vehicles to support the new field canvassing team.
2023 Revaluation	-	-	-	-	1,000,000	Funding for the anticipated costs of the 2023 revaluation. Funds will be moved to the revaluation reserve fund.
Other Adjustments						
Farragut	-	-	-	\$15,000	\$15,000	Contractual increase for current level of service. Supports services for the North Carolina Property Tax System.
CAMA Software				75,000	75,000	Baselining contract in the operating budget for on-going user training, software, and configuration/automation.
Modria Portal				60,250	60,250	The online customer inquiry and communication portal will experience high volume usage due to the revaluation.
Investing in Our Employees						
5.5% Wage Adjustment	-	-	-	\$456,467	\$456,467	Funding to support across-the-board 5.5% salary increase for County employees.

County Assessor's Office

Service Name	FT	PT	LPT	FY2020 County Funding	FY2020 Total Budget	FY2019 Total Budget
ADMINISTRATIVE SUPPORT (CAO)	8	0	0	1,121,129	1,121,129	1,041,031
BUSINESS PERSONAL PROPERTY AUDIT (CAO)	3	0	0	1,631,391	1,631,391	1,616,611
INFORMATION SYSTEM (CAO)	9	0	0	2,195,470	2,195,470	2,166,389
PROPERTY ASSESSMENT SERVICES (CAO)	35	0	0	2,653,820	2,653,820	2,556,402
REAL PROPERTY VALUATION (CAO)	64	0	0	6,074,388	6,074,388	5,743,364
SENIOR ADMINISTRATION (CAO)	3	0	0	608,813	608,813	584,402
Grand Totals:	122	0	0	14,285,011	14,285,011	13,708,199
Revenue Totals:					0	200,000

ADMINISTRATIVE SUPPORT (CAO)

Service Description:

This service provides administrative, professional, and operational support across all staff and programs within the County Assessor's Office.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted*	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$671,110	\$591,012	\$615,205	13.6%								
Contractual Services	\$434,766	\$606,382	\$428,564	-28.30%								
Commodities	\$14,253	\$29,865	\$12,000	-52.28%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$1,000	\$1,000	\$1,000	0.00%								
Total Expenses	\$1,121,129	\$1,228,259	\$1,056,769	-8.72%								
Total Revenue	\$0	\$187,228	\$0	-100.00%								
Net County Dollars	\$1,121,129	\$1,041,031	\$1,056,769	7.7%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	8	0	0	7	0	0	7	0	0	1	0	0

*Includes one-time fund balance appropriation

BUSINESS PERSONAL PROPERTY AUDIT (CAO)

Service Description:

This service is responsible for auditing of business personal property listings, ensuring statutory compliance and property tax equity.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Outsourced BPP Audits	Efficiency	95	114.06	114	120.1%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$246,725			\$231,945			\$269,876			6.4%		
Contractual Services	\$1,377,447			\$1,377,447			\$1,379,548			0.00%		
Commodities	\$4,206			\$4,206			\$2,105			0.00%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$3,013			\$3,013			\$3,013			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	<b">\$1,631,391</b">			<b">\$1,616,611</b">			<b">\$1,654,542</b">			0.9%		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$1,631,391			\$1,616,611			\$1,654,542			0.9%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	3	0	0	3	0	0	3	0	0	0	0	0

INFORMATION SYSTEM (CAO)

Service Description:

This service provides project management and consultation for technology enhancements that support the business operations.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Percentage of major tasks completed on time	Efficiency	85	100	100	117.6%
Software Upgrade and Patch Success Rate	Efficiency	95	98	97	103.2%

Budget Overview	FY2020 Adopted*			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$1,105,793			\$1,026,962			\$1,019,053			7.7%		
Contractual Services	\$2,072,718			\$1,118,942			\$840,401			85.2%		
Commodities	\$16,959			\$20,485			\$18,026			-17.21%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$3,195,470			\$2,166,389			\$1,877,480			47.5%		
Total Revenue	\$1,000,000			\$200,000			\$0			400.0%		
Net County Dollars	\$2,195,470			\$1,966,389			\$1,877,480			11.6%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	9	0	0	9	0	0	9	0	0	0	0	0

*Includes one-time fund balance appropriation

PROPERTY ASSESSMENT SERVICES (CAO)

Service Description:

This service discovers, lists and appraises all taxable personal property including individual, business, and motor vehicles in Mecklenburg County

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Personal Property Timely assessment rate	Efficiency	96	84.9	98.52	88.4%

Budget Overview	FY2020 Adopted*			FY2019 Adopted*			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$2,503,626			\$2,394,528			\$2,412,022			4.6%		
Contractual Services	\$103,346			\$278,410			\$120,509			-62.88%		
Commodities	\$51,366			\$61,998			\$35,165			-17.15%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$35,700			\$0			\$0			0.00%		
Total Expenses	<b">\$2,694,038</b">			<b">\$2,734,936</b">			<b">\$2,567,696</b">			-1.50%		
Total Revenue	\$35,700			\$178,534			\$0			-80.00%		
Net County Dollars	\$2,658,338			\$2,556,402			\$2,567,696			4.0%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	35	0	0	35	0	0	35	0	0	0	0	0

*Includes one-time fund balance appropriation

REAL PROPERTY VALUATION (CAO)

Service Description:

This service discovers, lists, and appraises real estate property in Mecklenburg County in accordance with North Carolina General Statutes.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Assessment quality index (Sales Ratio - DOR)	Impact	0	98.57	74.72	0.00%
Real Property Canvassing	Impact	16	0	30.89	0.00%

*Performance results were not available at the time of publication for some measures in this service.

Budget Overview	FY2020 Adopted			FY2019 Adopted*			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$5,504,746			\$5,247,838			\$5,032,996			4.9%		
Contractual Services	\$450,103			\$1,670,645			\$448,495			-73.06%		
Commodities	\$79,955			\$79,147			\$75,758			1.0%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$39,584			\$39,584			\$39,584			0.00%		
Capital	\$0			\$0			\$82,500			0.00%		
Total Expenses	<b">\$6,074,388</b">			<b">\$7,037,214</b">			<b">\$5,679,333</b">			-13.68%		
Total Revenue	\$0			\$1,293,850			\$0			-100.00%		
Net County Dollars	\$6,074,388			\$5,743,364			\$5,679,333			5.8%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	64	0	0	64	0	0	64	0	0	0	0	0

*Includes one-time fund balance appropriation

SENIOR ADMINISTRATION (CAO)

Service Description:

This service provides strategic leadership and administrative oversight for all business decisions, activities, and duties associated with property valuation and assessment.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Customer Satisfaction Rating	Customer	88	91	96	103.4%
Employee Climate Survey: Motivation and Satisfaction Index	Impact	88	93	92	105.7%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$583,873	\$559,462	\$543,533	4.4%								
Contractual Services	\$19,450	\$19,450	\$19,200	0.00%								
Commodities	\$5,490	\$5,490	\$5,490	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$608,813	\$584,402	\$568,223	4.2%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$608,813	\$584,402	\$568,223	4.2%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	3	0	0	3	0	0	3	0	0	0	0	0

Criminal Justice Services

Mission

The mission of the Criminal Justice Services is to promote collaboration and ensure accountability, efficiency and effectiveness within the Mecklenburg County criminal justice system. CJS focuses on the enhancement of the criminal justice system's capacity to prevent crime, enforce laws, provide services, offer treatment alternatives and ensure expedient justice for offenders, victims, and community by promoting strategies and providing support and direction to criminal justice agencies and programs.

Responsibilities

Criminal Justice Services (CJS) promotes strategies and expands capacity among community-based organizations, prevention initiatives and other various programs by analyzing all relative factors in an effort to establish goals, priorities and standards that are based upon a combination of best practices and distinct state and local factors. CJS provides support and direction to criminal justice-related agencies and programs by facilitating coordination and promoting cooperation among state, local, and federal entities, as well as private-sector service. CJS funding decisions are heavily based upon statistical analysis and assessment of needs for services, while continued funding is primarily based upon program evaluation methods and criteria identified by Mecklenburg County's performance-based evaluation program.

Budget and Staff Resources			
Budget Overview		FY2020 Adopted*	FY2019 Adopted
		FY2018 Adopted *	
Personnel Services & Employee Benefits		\$5,063,497	\$4,626,361
Contractual Services		7,588,422	7,219,738
Commodities		212,175	214,245
Other Charges		0	0
Interdepartmental		2,000	2,000
Capital Outlay		0	0
Total Expense		\$12,866,094	\$12,062,344
Total Revenue		\$1,305,000	\$1,211,000
Net County Dollars		\$12,641,094	\$11,931,344
			\$11,661,439

Position Summary								
FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		
FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
60	0	0	58	0	0	60	0	0

* Includes one-time fund balance allocation and restricted contingency

Criminal Justice Services

Major Funding Adjustments

Below is a list of Fiscal Year 2020 operating budget adjustments approved by the Board of County Commissioners to assist with meeting the department's goals and objectives.

Adjustment	FT	PT	LPT	County	Total	Description
Strategic Business Plan Adjustments						
Criminal Justice Supervisor	1	-	-	\$78,855	\$78,855	(1) Criminal Justice Supervisor to supervise and monitor the growing responsibilities of case managers in Re-Entry Services, as well as maintain a caseload of 20-30 cases.
Housing Assistance for Re-Entry	-	-	-	95,000	95,000	50 additional housing slots for six months of assistance for individuals in Recovery Courts, Pretrial Services, and Re-entry who do not qualify for federal housing assistance programs.
Other Adjustments						
AOC Contract Increase	-	-	-	\$175,117	\$175,117	Cost of living and market rate adjustment for staff in the District Attorney's Office, Public Defender's Office, and the Trial Court Administrator's Office.
Tech Associate Position	1	-	-	63,984	63,984	(1) Tech Associate to support the Courthouse. Position will report to the Trial Court Administrator.
Supportive Housing for Recovery Court Clients	-	-	-	50,000	50,000	Two additional supportive housing beds at Hope Haven for Recovery Court clients for one year.
Larry King Clubhouse	-	-	-	10,000	10,000	Cost of living adjustment for employees at the daycare center.
Conversion of Paper Files for the Public Defender's Office	-	-	-	150,000	150,000	One-time funding will allow for the conversion of paper files into electronic version, increased storage of paper files not converted, and the destruction of paper records no longer required to be kept.
Training for Assistant Public Defender	-	-	-	6,000	6,000	Funds one-third of the cost for one assistant public defender to attend the Gideon's Promise training program.
Investing in Our Employees						
5.5% Wage Adjustment	-	-	-	\$200,247	\$200,247	Funding to support across-the-board 5.5% salary increase for County employees.

Criminal Justice Services

Service Name	FT	PT	LPT	FY2020 County Funding*	FY2020 Total Budget*	FY2019 Total Budget
CLERK OF SUPERIOR COURT (CJS)	0	0	0	486,478	546,478	622,992
COURT CHILD CARE (CJS)	0	0	0	245,000	245,000	235,000
CRIMINAL JUSTICE SERVICES ADMINISTRATION (CJS)	4	0	0	646,340	646,340	608,074
DISTRICT ATTORNEY'S OFFICE (CJS)	2	0	0	3,573,809	3,573,809	3,487,680
DRUG TREATMENT COURT (CJS)	16	0	0	1,390,910	1,390,910	1,308,701
FORENSIC EVALUATIONS (CJS)	7	0	0	939,701	954,701	883,339
PRETRIAL SERVICES (CJS)	19	0	0	1,528,088	1,528,088	1,470,476
PUBLIC DEFENDER'S OFFICE (CJS)	0	0	0	1,740,952	1,740,952	1,563,922
REENTRY SERVICES (CJS)	7	0	0	756,775	756,775	555,815
RESEARCH AND PLANNING (CJS)	4	0	0	404,337	404,337	392,734
THE CENTER FOR COMMUNITY TRANSITIONS - LIFEWORKS! (CSG)	0	0	0	100,000	100,000	100,000
TRIAL COURT ADMINISTRATOR'S OFFICE (CJS)	1	0	0	978,704	978,704	833,611
Grand Totals:	60	0	0	12,791,094	12,866,094	12,062,344
Revenue Totals:					75,000	131,000

* Includes fund balance appropriation

CLERK OF SUPERIOR COURT (CJS)

Service Description:

The Clerk of Superior Court presides over many legal matters including adoptions, incompetency proceedings, condemnation of private lands for public use, and foreclosures. The Clerk is responsible for all clerical and record-keeping functions of the district and superior court.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Customer satisfaction rate	Customer	88	0	87.31	0.00%
Number of training attendees	Output	0	0	1,108	0.00%
Number of trainings held	Output	0	0	35	0.00%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$503,478	\$579,992	\$370,265	-13.19%								
Commodities	\$43,000	\$43,000	\$43,000	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$546,478	\$622,992	\$413,265	(0)								
Total Revenue	\$60,000	\$116,000	\$116,000	-48.28%								
Net County Dollars	\$486,478	\$506,992	\$297,265	-4.05%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

* Performance results were not available at the time of publication for some measures in this service.

COURT CHILD CARE (CJS)

Service Description:

Larry King's Clubhouse is a drop-in childcare center located within the Mecklenburg County Courthouse Complex. The center provides a safe, secure and enriching place for children who (1) must be at the courthouse because they are witnesses; (2) are the subject of child neglect or abuse or custody proceedings; (3) have parents or guardians that are required to be in the courts as witnesses or parties or jurors; (4) have parents that have other business at the courthouse.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Average attendance	Output	0	24.38	26	0.00%
Cost per customer served	Efficiency	0	39.34	36.7	0.00%
% Customer satisfaction rating	Customer	88	97	99.6	110.2%
Daily average number of children on wait list	Outcome	0	0.5	0.9	0.00%
% easier court experience	Outcome	85	98	100	115.3%
% Improved Court Experience	Outcome	85	97.8	97.6	115.1%
Median length of visit	Output	0	1.9	1.9	0.00%
Number of visits to Center	Output	0	5,973	6,403	0.00%
% of families for non-criminal courts	Output	0	59	48	0.00%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
Employee Salaries & Benefits	\$0		\$0		\$0		0.00%					
Contractual Services	\$245,000		\$235,000		\$235,000		4.3%					
Commodities	\$0		\$0		\$0		0.00%					
Other Expenses	\$0		\$0		\$0		0.00%					
Interdepartmental	\$0		\$0		\$0		0.00%					
Capital	\$0		\$0		\$0		0.00%					
Total Expenses	\$245,000		\$235,000		\$235,000		0					
Total Revenue	\$0		\$0		\$0		0.00%					
Net County Dollars	\$245,000		\$235,000		\$235,000		4.3%					
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		Change (FY2019 to FY2020)			
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

CRIMINAL JUSTICE SERVICES ADMINISTRATION (CJS)

Service Description:

This service provides leadership, management, administrative and fiscal support to the Criminal Justice Services Department; activities include strategic planning, leadership and management, clerical work and department budget preparation and monitoring.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$490,032	\$454,291	\$436,056	7.9%								
Contractual Services	\$123,052	\$120,527	\$84,659	2.1%								
Commodities	\$33,256	\$33,256	\$16,563	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$646,340	\$608,074	\$537,278	6.3%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$646,340	\$608,074	\$537,278	6.3%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	4	0	0	4	0	0	4	0	0	0	0	0

DISTRICT ATTORNEY'S OFFICE (CJS)

Service Description:

This service provides Assistant District Attorneys, administrative personnel, training, equipment and various operational costs dedicated to the prosecution of all criminal cases filed in the Mecklenburg County Superior and District Courts. Beginning in FY15, this service began reporting AOC data on a one-year lag.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
District Court filings	Output	0	136,986	139,703	0.00%
# of district court cases per ADA	Efficiency	0	8,058	8,731.44	0.00%
# of Superior Court cases per ADA	Efficiency	0	267.68	287.25	0.00%
Superior Court Filings	Output	0	14,990	15,799	0.00%
Timely Disposition of District Court Cases	Outcome	100	0	86.23	0.00%
Timely Disposition of Superior Court Cases	Outcome	100	0	70.15	0.00%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$146,630	\$136,479	\$134,961	7.4%								
Contractual Services	\$3,412,179	\$3,336,201	\$3,273,602	2.3%								
Commodities	\$15,000	\$15,000	\$17,000	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$3,573,809	\$3,487,680	\$3,425,563	2.5%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$3,573,809	\$3,487,680	\$3,425,563	2.5%								
Position Summary	FY2020 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	2	0	0	2	0	0	2	0	0	0	0	0

* Performance results were not available at the time of publication for some measures in this service.

DRUG TREATMENT COURT (CJS)

Service Description:

This service provides case coordination positions for the County's Drug Treatment Courts; these courts coordinate multi-systemic efforts to address underlying causes of the client's involvement in the criminal justice system such as: substance abuse, mental health, parenting, housing, education, and vocation; activities include monitoring compliance with court orders, providing referrals to services, and supervision of clients.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Customer Satisfaction Rate	Customer	88	96	94.47	109.1%
District DTC Graduation Rate	Impact	0	53.83	40	0.00%
DWI TC Graduation Rate	Impact	0	64.71	60.61	0.00%
FIRST Graduation Rate	Impact	0	33	8.7	0.00%
Length of Stay	Outcome	0	53.85	50	0.00%
# of individuals admitted to program	Output	0	127	199	0.00%
# of individuals served by program	Output	0	2,999	568	0.00%
Retention Rate	Outcome	0	70.75	67	0.00%
Sobriety	Outcome	0	25.81	20	0.00%
Superior DTC Graduation Rate	Impact	0	38.46	25	0.00%
Units of Service	Output	0	10,415	14,026	0.00%
YTC Graduation Rate	Impact	0	72.24	83	0.00%

Budget Overview	FY2020 Adopted**	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,227,882	\$1,145,498	\$1,130,781	7.2%								
Contractual Services	\$104,806	\$103,781	\$103,781	1.0%								
Commodities	\$58,222	\$59,422	\$59,422	-2.02%								
Other Expenses	\$50,000	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,440,910	\$1,308,701	\$1,293,984	10.1%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$1,440,910	\$1,308,701	\$1,293,984	10.1%								
Position Summary	FY2020 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	16	0	0	16	0	0	16	0	0	0	0	0

* Performance results were not available at the time of publication for some measures in this service.

** Includes funds placed in restricted contingency.

FORENSIC EVALUATIONS (CJS)

Service Description:

The mission of the Forensic Evaluation Unit is to provide the Mecklenburg County Courts with scientifically, ethically, and legally sound evaluations; consultations and other service related to psychology in order to assist the Courts in their task of properly administering justice.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Diversionary Screenings/Eligibility Assessments	Output	480	466	553	97.1%
Forensic Evaluations # Clients Served	Output	0	144	227	0.00%
Forensic Evaluations completion rate	Outcome	85	76.8	85.4	90.4%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
Employee Salaries & Benefits	\$736,711		\$664,544		\$651,991		10.9%					
Contractual Services	\$202,107		\$202,857		\$274,157		-0.37%					
Commodities	\$14,883		\$14,938		\$19,938		-0.37%					
Other Expenses	\$0		\$0		\$0		0.00%					
Interdepartmental	\$1,000		\$1,000		\$0		0.00%					
Capital	\$0		\$0		\$0		0.00%					
Total Expenses	\$954,701		\$883,339		\$946,086		8.1%					
Total Revenue	\$15,000		\$15,000		\$5,300		0.00%					
Net County Dollars	\$939,701		\$868,339		\$940,786		8.2%					
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	7	0	0	7	0	0	7	0	0	0	0	0

PRETRIAL SERVICES (CJS)

Service Description:

This service presents verified and timely information to judicial officials that assists with bail determination and provides monitoring and supervisory services that promote public safety and court appearance.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
ALOS for individuals released to PTS Supervision	Outcome	3.9	3.82	3.32	97.9%
Average Active Caseload	Output	0	0	363	0.00%
Average days from PSA to Release for PTS clients	Efficiency	2.6	3.42	1.95	131.5%
Case Management Customer Satisfaction Rating	Customer	88	99.67	99.4	113.3%
Clients per administrative staff	Efficiency	50	57	45	114.0%
Clients per standard and intensive staff	Efficiency	100	300	284	300.0%
Court Appearance Rate	Outcome	92	92.27	95.8	100.3%
# of Assessments Conducted	Output	0	10,033	10,876	0.00%
% of information available for court	Efficiency	90	98.34	96	109.3%
Public Safety Rate	Outcome	82	76	81.8	92.7%
Release Team Customer Satisfaction Rating	Customer	88	100	98.26	113.6%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,485,798	\$1,427,186	\$1,444,729	4.1%								
Contractual Services	\$36,175	\$34,044	\$106,159	6.3%								
Commodities	\$6,115	\$9,246	\$18,527	-33.86%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,528,088	\$1,470,476	\$1,569,415	3.9%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$1,528,088	\$1,470,476	\$1,569,415	3.9%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	19	0	0	19	0	0	19	0	0	0	0	0

* Performance results were not available at the time of publication for some measures in this service.

PUBLIC DEFENDER'S OFFICE (CJS)

Service Description:

This service provides Assistant Public Defenders, legal assistants, and case management support which enable the Public Defender's Office to ensure indigents accused of criminal offenses, or those civilly committed, the protection of all rights afforded to them by the North Carolina and United States Constitutions and the laws of this State; provides efficient court services to the criminal justice system and to the citizens of Mecklenburg County.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Average # of Felony cases per Public Defender	Efficiency	0	95	102	0.00%
Average # of Misdemeanor cases per Public Defender	Efficiency	0	160	130	0.00%
# of Assessments conducted	Output	0	90	50	0.00%
# of cases farmed out to private counsel	Output	0	7,176	6,902	0.00%
# of Felony cases assigned to Public Defender	Output	0	7,217	5,174	0.00%
% of Felony referrals	Output	0	20	25	0.00%
# of Misdemeanor cases assigned to Public Defender	Output	0	10,349	12,347	0.00%
% of Misdemeanors referrals	Output	0	80	75	0.00%
# of Referrals to Public Defender Social Workers	Output	0	290	287	0.00%
% Service connections established	Outcome	0	95	95	0.00%

Budget Overview	FY2020 Adopted*		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
Employee Salaries & Benefits	\$0		\$0		\$0		0.00%					
Contractual Services	\$1,729,139		\$1,551,831		\$1,504,228		11.4%					
Commodities	\$11,813		\$12,091		\$12,491		-2.30%					
Other Expenses	\$0		\$0		\$0		0.00%					
Interdepartmental	\$0		\$0		\$0		0.00%					
Capital	\$0		\$0		\$0		0.00%					
Total Expenses	<b">\$1,740,952</b">		<b">\$1,563,922</b">		<b">\$1,516,719</b">		0					
Total Revenue	\$150,000		\$0		\$0		0.00%					
Net County Dollars	\$1,590,952		\$1,563,922		\$1,516,719		1.7%					
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

* Includes one-time fund balance allocation.

REENTRY SERVICES (CJS)

Service Description:

This service assists formerly incarcerated state prisoners with reintegration into the community by providing case management services that address housing, treatment, employment, and education needs.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Customer satisfaction rate	Customer	88	98.85	99.25	112.3%
Re-Entry Services 6-Month Employment Retention Rate	Outcome	0	60	57	0.00%
Re-Entry Services # Post-Release Offenders Served	Output	250	312	358	124.8%
Re-Entry Services Public Safety Rate	Outcome	75	0	85.11	0.00%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$539,394	\$436,633	\$431,091	23.5%								
Contractual Services	\$210,309	\$111,711	\$117,181	88.3%								
Commodities	\$8,503	\$6,471	\$6,938	31.4%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$1,000	\$1,000	\$200	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$759,206	\$555,815	\$555,410	36.6%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$759,206	\$555,815	\$555,410	36.6%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	7	0	0	6	0	0	6	0	0	1	0	0

* Performance results were not available at the time of publication for some measures in this service.

RESEARCH AND PLANNING (CJS)

Service Description:

Service promotes improvements in the criminal justice system through interagency cooperation, coordination, planning and management of funding.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Completion rate	Outcome	100	0	96.7	0.00%
County/criminal justice policies or procedures mod	Outcome	0	3	2	0.00%
Customer Satisfaction Rating	Customer	88	0	97.81	0.00%
Grant dollars awarded	Output	0	66,517	2,605,088	0.00%
Number of improvement projects identified	Output	0	0	16	0.00%
Number of project requests	Output	0	29	97	0.00%
Proportion of employees with at least one professional organ	Outcome	0	52.54	62	0.00%
Staff Training Completion Rate	Efficiency	0	0	88	0.00%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$377,612	\$361,730	\$328,145	4.4%								
Contractual Services	\$18,964	\$23,834	\$27,369	-20.43%								
Commodities	\$7,761	\$7,170	\$7,245	8.2%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$404,337	\$392,734	\$362,759	3.0%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$404,337	\$392,734	\$362,759	3.0%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	4	0	0	4	0	0	4	0	0	0	0	0

* Performance results were not available at the time of publication for some measures in this service.

THE CENTER FOR COMMUNITY TRANSITIONS - LIFEWORKS! (CSG)

Service Description:

LifeWorks! delivers employment readiness and employment search knowledge and skills through a two-week program that covers topics such as completing applications, resume development, work place culture, managing relationships in the work place with coworkers and supervisors, sexual harassment, answering the conviction question on the application and in the interview, practicing self-evaluation, conflict management, balancing family and work, managing your money, dress for the job, etc.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
	Employee Salaries & Benefits	Contractual Services	Commodities	Other Expenses	Interdepartmental	Capital	Total Expenses	Total Revenue	Net County Dollars			
Employee Salaries & Benefits	\$0			\$0			\$0			0.00%		
Contractual Services	\$100,000			\$100,000			\$100,000			0.00%		
Commodities	\$0			\$0			\$0			0.00%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$100,000			\$100,000			\$100,000			0		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$100,000			\$100,000			\$100,000			0.00%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

TRIAL COURT ADMINISTRATOR'S OFFICE (CJS)

Service Description:

The Trial Court Administrator's Office was established to improve the administration of justice through professional management and is responsible for carrying out the policies of the Senior Resident Superior Court Judge and Chief District Court Judge as well as providing general management for the operations of the court system in their districts.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Clearance Rate for Felony cases	Efficiency	100	103.23	96.38	103.2%
Cost of unused jurors	Efficiency	0	53,400	73,680	0.00%
Customer Satisfaction	Customer	88	97.02	98.42	110.3%
% Fine Collection Rate	Efficiency	87	84.87	82.34	97.6%
Juror Attendance	Output	0	14,847	12,651	0.00%
Juror Utilization	Efficiency	30	21	23	70.0%
Juror Yield	Outcome	60	67	64	111.7%
# of felony criminal cases disposed	Output	0	11,683	11,102	0.00%
# of jurors participating in jury trials	Output	0	2,016	2,434	0.00%
# of panels requested	Output	0	361	462	0.00%
# of panels unused	Output	0	158	218	0.00%
# of summonses mailed	Output	0	43,122	47,540	0.00%
Timely disposition of felony cases	Outcome	66	60.9	64.5	92.3%
Total # cases referred to Fine Collections	Output	0	321	511	0.00%
Total dollars collected	Output	0	261,652.31	336,438.4	0.00%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted*		% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$59,438			\$0		\$0		0.00%	
Contractual Services	\$903,213			\$819,960		\$741,245		10.2%	
Commodities	\$16,053			\$13,651		\$13,750		17.6%	
Other Expenses	\$0			\$0		\$0		0.00%	
Interdepartmental	\$0			\$0		\$0		0.00%	
Capital	\$0			\$0		\$0		0.00%	
Total Expenses	\$978,704			\$833,611		\$754,995		17.4%	
Total Revenue	\$0			\$0		\$65,000		0.00%	
Net County Dollars	\$978,704			\$833,611		\$689,995		17.4%	
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	1	0	0	0	0	0	0	0	0

* Includes one-time fund balance allocation.

Elections Office

Mission

To provide United States citizens residing in Mecklenburg County the opportunity to exercise their right to vote in the appropriate jurisdictions by establishing convenient and efficient voter registration, voting sites and services, and by operating the election process in an open, fair and efficient manner as set forth in the Constitutions and General Statutes of North Carolina and the United States of America.

Responsibilities

The Board of Elections maintains the voter registration system and conducts voter education. Additionally, the Board of Elections utilizes public information opportunities such as voting equipment demonstrations and precinct specific sample ballots on the web to inform voters of their ballot prior to arriving at the polls.

The Board of Elections website continues to serve as an extension of the office's customer service philosophy by allowing citizens access to voter information, such as precinct location, voter registration information, campaign finance reports and precinct specific sample ballots.

The administration of the election process, from the registration of candidates and political committees to insure compliance to State Campaign Finance law to the selection of precincts including the outfitting, training and staffing of the voting locations for all elections and the tabulation of results make up the last of the major responsibilities of the Board of Elections.

Budget and Staff Resources			
Budget Overview		FY2020 Adopted*	FY2019 Adopted
		FY2018 Adopted*	
Personnel Services & Employee Benefits		\$2,857,713	\$2,522,373
Contractual Services		3,927,180	2,482,480
Commodities		15,140,939	87,032
Other Charges		0	0
Interdepartmental		2,945	2,945
Capital Outlay		0	0
Total Expense		\$21,928,777	\$5,094,830
Total Revenue		\$18,611,117	\$2,047,198
Net County Dollars		\$3,317,660	\$3,047,632
			\$3,047,971

Position Summary								
FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		
FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
27	0	3	24	0	3	24	3	0

*Includes one-time fund balance.

Elections Office

Major Funding Adjustments

Below is a list of Fiscal Year 2020 operating budget adjustments approved by the Board of County Commissioners to assist with meeting the department's goals and objectives.

Adjustment	FT	PT	LPT	County	Total	Description
Strategic Business Plan Adjustments						
Election Specialist	1	-	-	\$33,966	\$56,609	(1) position to comply with State mandate to provide residents a voter ID card upon request.
Senior Quality & Training Specialists	2	-	-	67,931	113,219	(2) positions to provide training for full-time and temporary employees that staff the voter precincts.
Other Adjustments						
Voting Machines	-	-	-	-	15,000,000	To comply with the State mandate to purchase a new voting system, the City will contribute \$6 million (40%) and the County will pay \$9 million (60%). The split is based upon the interlocal agreement.
Additional Election Funding	-	-	-	-	1,426,000	Resources will cover an increase in early voting hours and the Presidential Primary. The County will contribute 60% in the form of one-time fund balance and the City will contribute revenue for the remaining 40%.
Operational Needs for Elections	-	-	-	7,620	66,700	Funds will provide paper for voting machines, a stipend for the two additional board members added this fiscal year, and increased association fees based upon the lease agreement.
Investing in Our Employees						
5.5% Wage Adjustment	-	-	-	\$64,578	\$64,578	Funding to support across-the-board 5.5% salary increase for County employees.

Elections Office

Service Name	FT	PT	LPT	FY2020 County Funding	FY2020 Total Budget*	FY2019 Total Budget
DISTRICT & PRECINCT (ELE)	1	0	1	72,672	125,956	78,756
EARLY & ABSENTEE VOTING (ELE)	0	0	0	268,801	444,001	438,001
PRIMARY & GENERAL ELECTIONS (ELE)	9	0	0	1,178,711	16,959,129	1,828,201
VOTER EDUCATION OUTREACH (ELE)	9	0	1	1,042,676	1,726,622	1,576,809
VOTER REGISTRATION & MAINTENANCE (ELE)	8	0	1	754,800	2,673,069	1,173,063
Grand Totals:	27	0	3	3,317,660	21,928,777	5,094,830
Revenue Totals:					18,611,117	2,047,198

*Includes one-time fund balance.

DISTRICT & PRECINCT (ELE)

Service Description:

This service manages the number of voting precincts in the County.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)									
Employee Salaries & Benefits	\$60,656	\$13,456	\$280,016	350.8%									
Contractual Services	\$22,300	\$22,300	\$22,300	0.00%									
Commodities	\$43,000	\$43,000	\$43,000	0.00%									
Other Expenses	\$0	\$0	\$0	0.00%									
Interdepartmental	\$0	\$0	\$0	0.00%									
Capital	\$0	\$0	\$0	0.00%									
Total Expenses	\$125,956	\$78,756	\$345,316	59.9%									
Total Revenue	\$53,284	\$0	\$0	0.00%									
Net County Dollars	\$72,672	\$78,756	\$345,316	-7.73%									
Position Summary	FY2020 Adopted			FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	
Position Count	1	0	1	0	0	1	3	1	0	1	0	0	

EARLY & ABSENTEE VOTING (ELE)

Service Description:

This service offers registered voters of the County the opportunity to vote by mail or one-stop on a day other than election day.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$33,834	0.00%								
Contractual Services	\$444,001	\$438,001	\$438,001	1.4%								
Commodities	\$4,604	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$448,605	\$438,001	\$471,835	2.4%								
Total Revenue	\$175,200	\$0	\$0	0.00%								
Net County Dollars	\$273,405	\$438,001	\$471,835	-37.58%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

PRIMARY & GENERAL ELECTIONS (ELE)

Service Description:

This service provides United States citizens of Mecklenburg County, the opportunity to exercise their right to vote in primary and/or general elections.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
# of election protests	Outcome	0	0	0	100.0%

Budget Overview	FY2020 Adopted*			FY2019 Adopted			FY2018 Adopted*			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$847,222			\$716,294			\$710,934			18.3%		
Contractual Services	\$1,105,407			\$1,105,407			\$1,794,397			0.00%		
Commodities	\$15,006,500			\$6,500			\$9,452			230,769.2%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	<b">\$16,959,129</b">			<b">\$1,828,201</b">			<b">\$2,514,783</b">			827.6%		
Total Revenue	\$15,780,418			\$1,134,394			\$1,820,137			1,291.1%		
Net County Dollars	\$1,178,711			\$693,807			\$694,646			69.9%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	9	0	0	7	0	0	7	0	0	2	0	0

*Includes one-time fund balance appropriation

VOTER EDUCATION OUTREACH (ELE)

Service Description:

This service educates individuals about the voting process and registers candidates and committees in compliance with NC General Statutes.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Voter registration/education outreach - Customer Initiated	Outcome	0	209	160	0.00%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$897,541	\$814,335	\$587,678	10.2%								
Contractual Services	\$734,697	\$721,997	\$721,997	1.8%								
Commodities	\$91,439	\$37,532	\$37,560	143.6%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$2,945	\$2,945	\$2,945	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,726,622	\$1,576,809	\$1,350,180	9.5%								
Total Revenue	\$683,946	\$361,727	\$361,727	89.1%								
Net County Dollars	\$1,042,676	\$1,215,082	\$988,453	-14.19%								
Position Summary	FY2020 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	9	0	1	9	0	1	6	0	0	0	0	0

VOTER REGISTRATION & MAINTENANCE (ELE)

Service Description:

This service is responsible for maintaining accurate voter registration information.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
# of Registered Voters	Output	0	712,218	727,550	0.00%
Time required to process voter registration applications	Efficiency	10	7.52	4.96	133.0%

Budget Overview	FY2020 Adopted*			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$1,052,294			\$978,288			\$906,968			7.6%		
Contractual Services	\$1,620,775			\$194,775			\$191,830			732.1%		
Commodities	\$4,492			\$0			\$0			0.00%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	<b">\$2,677,561</b">			<b">\$1,173,063</b">			<b">\$1,098,798</b">			128.3%		
Total Revenue	\$1,918,269			\$551,077			\$551,077			248.1%		
Net County Dollars	\$759,292			\$621,986			\$547,721			22.1%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	8	0	1	8	0	1	7	2	0	0	0	0

*Includes one-time fund balance appropriation

Emergency Medical Services

Mission

The Agency will provide care and meet the needs of our customers above all else providing appropriate, timely and courteous care through a comprehensive, accredited and cost effective EMS system. The Agency will continuously strive to educate our community.

Budget and Staff Resources			
Budget Overview		FY2020 Adopted*	FY2019 Adopted
		FY2018 Adopted	
Personnel Services & Employee Benefits		\$0	\$0
Contractual Services		591,110	0
Commodities		0	0
Other Charges		13,168,590	10,959,729
Interdepartmental		0	0
Capital Outlay		0	0
Total Expense		\$13,759,700	\$10,959,729
Total Revenue		\$1,182,220	\$0
Net County Dollars		\$12,577,480	\$10,959,729

Position Summary								
FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		
FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
0	0	0	0	0	0	0	0	0

*Includes one-time fund balance allocation.

Emergency Medical Services

Major Funding Adjustments

Below is a list of Fiscal Year 2020 operating budget adjustments approved by the Board of County Commissioners to assist with meeting the department's goals and objectives.

Adjustment	FT	PT	LPT	County	Total	Description
Other Adjustments						
Labor Related	-	-	-	\$989,895	\$989,895	Increase for retirement benefits.
Capital Increase	-	-	-	-	591,110	Funding for vehicles and departmental supplies.
Investing in Our Employees						
5.5% Wage Adjustment	-	-	-	\$1,830,083	\$1,830,083	Funding to support across-the-board 5.5% salary increase for County employees.

Emergency Medical Services

Service Name	FT	PT	LPT	FY2020 County Funding	FY2020 Total Budget*	FY2019 Total Budget
EMERGENCY MEDICAL SERVICES (EMS)	0	0	0	12,577,480	13,759,700	10,959,729
Grand Totals:	0	0	0	12,577,480	13,759,700	10,959,729
Revenue Totals:					1,182.220	0

*Includes one-time fund balance allocation.

EMERGENCY MEDICAL SERVICES (EMS)

Service Description:

This service provides pre-hospital emergency and non-emergency paramedic services to the County.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$0	\$0	\$0	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$13,168,590	\$10,959,729	\$10,959,729	20.2%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$13,168,590	\$10,959,729	\$10,959,729	0								
Total Revenue	\$591,110	\$0	\$0	0.00%								
Net County Dollars	\$12,577,480	\$10,959,729	\$10,959,729	14.8%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

Financial Services

Mission

To ensure quality financial services and information are provided to management, departments, the financial community and others for the benefit of Mecklenburg County and its residents.

Responsibilities

Resources are provided for financial management, administration, operations, funds receipting and disbursing and grant development and reporting. Control and accounting for fixed assets in accordance with Generally Accepted Accounting Principles (GAAP) is provided. Invested funds are managed to maximize interest. Compliance with N.C. General Statutes and GAAP is ensured with preparation of the Comprehensive Annual Financial Report, related audit, single audit and reports for the Local Government Commission. Required governmental statistical and management reports (capital projects, debt analyses and fund balance projections) are prepared.

Administrative support, preparation and management of all debt and other financings and processing of all financial transactions, contracts, payment requests, bi-weekly payroll, bank reconciliation and document microfilming are provided.

Budget and Staff Resources			
Budget Overview		FY2020 Adopted*	FY2019 Adopted
		FY2018 Adopted	
Personnel Services & Employee Benefits		\$12,712,620	\$12,035,477
Contractual Services		1,269,411	1,217,956
Commodities		101,501	99,691
Other Charges		60,229,094	56,300,000
Interdepartmental		0	0
Capital Outlay		0	0
Total Expense		\$74,312,626	\$69,653,124
Total Revenue		\$60,229,094	\$56,300,000
Net County Dollars		\$14,083,532	\$13,353,124

Position Summary								
FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		
FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
136	0	0	138	0	0	139	0	0

*Includes one-time fund balance allocation.

Financial Services

Major Funding Adjustments

Below is a list of Fiscal Year 2020 operating budget adjustments approved by the Board of County Commissioners to assist with meeting the department's goals and objectives.

Adjustment	FT	PT	LPT	County	Total	Description
Other Adjustments						
Software Contract & Postage Increases	-	-	-	\$40,140	\$40,140	Annual contractual increases associated with the financial, investment and grant system. Additionally, support the increase postage fees to mail out W-2's.
Labor Statistics Software	-	-	-	8,000	8,000	Support economic analysis via software that provides employment, wage, and demographic data.
Time Clock Repair/Replacement	-	-	-	5,000	5,000	Funds to replace or repair County time clocks.
Investing in Our Employees						
5.5% Wage Adjustment	-	-	-	\$526,313	\$526,313	Funding to support across-the-board 5.5% salary increase for County employees.

Financial Services

Service Name	FT	PT	LPT	FY2020 County Funding	FY2020 Total Budget	FY2019 Total Budget
CENTRAL FINANCIAL SERVICES (FIN)	46	0	0	5,860,043	5,860,043	4,949,566
CHARLOTTE AREA TRANSIT SYSTEM (FIN)	0	0	0	0	60,229,094	56,300,000
DEPARTMENT FINANCIAL SERVICES (FIN)	70	0	0	6,135,389	6,135,389	6,370,433
PROCUREMENT (FIN)	20	0	0	2,088,100	2,088,100	2,033,125
Grand Totals:	136	0	0	14,083,532	74,312,626	69,653,124
Revenue Totals:					60,229,094	56,300,000

CENTRAL FINANCIAL SERVICES (FIN)

Service Description:

This service manages and oversees all aspects of county central finance including the following: accounting, financing for capital projects, financial reporting, creating supplemental revenue from competitive grants, and the county's investment portfolio.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Advantage User Access requests processed with 3 bus days	Efficiency	85	100	91.43	117.6%
Customer satisfaction rating	Customer	88	87.77	88.31	99.7%
Daily Tax Disbursements are completed by the due date	Efficiency	95	97.4	100	102.5%
Grant applications reviewed	Output	0	29	36	0.00%
Maintain sufficient fund balance per current County policy	Outcome	28	58.94	41.55	210.5%
% of Financial Reports submitted by the Due Date	Efficiency	85	77.03	81.63	90.6%
% of Principal and Interest Payments Paid by the Due Date	Efficiency	100	100	100	100.0%
Percentage of Payroll Tax Deposits made by the Due Date	Efficiency	100	100	100	100.0%

Budget Overview	FY2020 Adopted*			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$4,723,375			\$3,883,900			\$3,819,058			21.6%		
Contractual Services	\$1,084,490			\$1,015,298			\$1,013,931			6.8%		
Commodities	\$52,178			\$50,368			\$60,368			3.6%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$5,860,043			<b">\$4,949,566</b">			<b">\$4,893,357</b">			18.4%		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$5,860,043			\$4,949,566			\$4,893,357			18.4%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	46	0	0	40	0	0	40	0	0	6	0	0

*Includes one-time fund balance allocation.

CHARLOTTE AREA TRANSIT SYSTEM (FIN)

Service Description:

Provides revenue from the states half-cent sales tax to fund transit operations in the county.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$0	\$0	\$0	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$60,229,094	\$56,300,000	\$51,500,000	7.0%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$60,229,094	\$56,300,000	\$51,500,000	0								
Total Revenue	\$60,229,094	\$56,300,000	\$51,500,000	7.0%								
Net County Dollars	\$0	\$0	\$0	0.00%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

DEPARTMENT FINANCIAL SERVICES (FIN)

Service Description:

This service provides a variety of fiscal support services to AFM, BHD, CSS, CJS, DSS, EDO, IST, HR, HLT, and PI, including budget development and monitoring, claims management, compliance auditing, invoice processing, patient accounts, procurement services, reimbursement reporting and revenue recording.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Customer satisfaction rating	Customer	88	90.68	94.17	103.0%
% of financial reports issued by the due date	Efficiency	83	98.88	97.73	119.1%
% of reimbursement requests filled by due date	Outcome	83	100	100	120.5%
Procurement transaction rate	Efficiency	85	95.76	96.95	112.7%
Reconciliation rate	Efficiency	85	100	100	117.6%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$5,975,334	\$6,187,378	\$6,200,804	-3.43%								
Contractual Services	\$117,932	\$140,932	\$137,705	-16.32%								
Commodities	\$42,123	\$42,123	\$64,529	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$6,135,389	\$6,370,433	\$6,403,038	-3.69%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$6,135,389	\$6,370,433	\$6,403,038	-3.69%								
Position Summary	FY2020 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	70	0	0	77	0	0	77	0	0	-7	0	0

PROCUREMENT (FIN)

Service Description:

This service provides operational support to county departments through the acquisition of goods and services.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Customer satisfaction rate	Customer	88	90.22	96.88	102.5%
% purchases made on contract	Efficiency	80	78.85	82.52	98.6%
Purchases with Minority, Women, & Small Business Enterprises	Output	0	683	908	0.00%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
Employee Salaries & Benefits	\$2,013,911		\$1,964,199		\$2,102,869		2.5%					
Contractual Services	\$66,989		\$61,726		\$55,129		8.5%					
Commodities	\$7,200		\$7,200		\$7,200		0.00%					
Other Expenses	\$0		\$0		\$0		0.00%					
Interdepartmental	\$0		\$0		\$0		0.00%					
Capital	\$0		\$0		\$0		0.00%					
Total Expenses	\$2,088,100		\$2,033,125		\$2,165,198		2.7%					
Total Revenue	\$0		\$0		\$0		0.00%					
Net County Dollars	\$2,088,100		\$2,033,125		\$2,165,198		2.7%					
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	20	0	0	21	0	0	22	0	0	-1	0	0

Historic Land Commission

Mission

To identify, safeguard and promote the preservation and restoration of historic buildings, sites, areas and objects in the natural and man-made environments of Charlotte, Davidson, Huntersville, Mint Hill, Matthews, and Mecklenburg County, North Carolina.

Responsibilities

The Historic Landmarks Commission (HLC) prepares surveys and research reports on prospective historic landmarks and processes same for designation; processes applications for Certificates of Appropriateness; and aids citizens through the designation process

Budget and Staff Resources				
Budget Overview		FY2020 Adopted	FY2019 Adopted	FY2018 Adopted
Personnel Services & Employee Benefits		\$153,472	\$137,638	\$134,011
Contractual Services		218,359	182,359	182,159
Commodities		1,350	1,350	1,550
Other Charges		0	0	0
Interdepartmental		0	0	0
Capital Outlay		0	0	0
Total Expense		\$373,181	\$321,347	\$317,720
Total Revenue		\$161,000	\$125,000	\$125,000
Net County Dollars		\$212,181	\$196,347	\$192,720

Position Summary								
FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		
FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
2	0	0	2	0	0	2	0	0

Historic Land Commission

Major Funding Adjustments

Below is a list of Fiscal Year 2020 operating budget adjustments approved by the Board of County Commissioners to assist with meeting the department's goals and objectives.

Adjustment	FT	PT	LPT	County	Total	Description
Other Adjustments						
Comprehensive Surveys	-	-	-	\$-	\$36,000	Funding to conduct surveys to identify properties that have the requisite special significance to warrant historic landmark designation.
Investing in Our Employees						
5.5% Wage Adjustment	-	-	-	\$6,715	\$6,715	Funding to support across-the-board 5.5% salary increase for County employees.

Historic Land Commission

Service Name	FT	PT	LPT	FY2020 County Funding	FY2020 Total Budget	FY2019 Total Budget
CHARLOTTE-MECKLENBURG HISTORIC PRESERVATION (HLC)	2	0	0	212,181	373,181	321,347
Grand Totals:	2	0	0	212,181	373,181	321,347
Revenue Totals:					161,000	125,000

CHARLOTTE-MECKLENBURG HISTORIC PRESERVATION (HLC)

Service Description:

This service identifies, safeguards, and promotes the preservation and restoration of buildings, sites, areas, and objects in the natural and man-made environments of the County.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$153,472	\$137,638	\$134,011	11.5%								
Contractual Services	\$218,359	\$182,359	\$182,159	19.7%								
Commodities	\$1,350	\$1,350	\$1,550	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	#DIV/0								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$373,181	\$321,347	\$317,720	16.1%								
Total Revenue	\$161,000	\$125,000	\$125,000	28.8%								
Net County Dollars	\$212,181	\$196,347	\$192,720	8.1%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	2	0	0	2	0	0	2	0	0	0	0	0

Human Resources

Mission

To provide programs and services that enable the County to attract, develop and retain a qualified, diverse and high performing workforce.

Responsibilities

- * Provide executive leadership, development and administration of County human resources policies and procedures.
- * Attract a pool of qualified job candidates to meet the County's staffing needs.
- * Provide and administer employee benefits to current County employees and eligible retirees.
- * Develop and administer the County's classification, compensation and recognition programs.
- * Provide organizational learning and development opportunities.
- * Administer the County's Human Resource Management Information System.
- * Provide employee relations services to maintain cooperative relationships between the County and its employees.
- * Ensure County compliance with all State and Federal employment laws.
- * Ensure a safe, healthy and drug-free workplace for employees.
- * Provide strategic leadership for diversity management

Budget and Staff Resources			
Budget Overview		FY2020 Adopted	FY2019 Adopted*
		FY2018 Adopted	
Personnel Services & Employee Benefits		\$5,893,694	\$5,161,479
Contractual Services		1,060,192	1,133,502
Commodities		36,623	34,873
Other Charges		0	0
Interdepartmental		0	0
Capital Outlay		0	0
Total Expense		\$6,990,509	\$6,329,854
Total Revenue		\$0	\$155,000
Net County Dollars		\$6,990,509	\$6,174,854
			\$6,150,023

Position Summary								
FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		
FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
59	0	0	53	0	2	54	0	2

*Includes one-time fund balance allocation.

Human Resources

Major Funding Adjustments

Below is a list of Fiscal Year 2020 operating budget adjustments approved by the Board of County Commissioners to assist with meeting the department's goals and objectives.

Adjustment	FT	PT	LPT	County	Total	Description
Strategic Business Plan Adjustments						
Talent Acquisition Improvements	3	-	-	\$278,132	\$278,132	(3) Talent Acquisition Consultants to improve County-wide recruitment efforts. Includes additional LinkedIn Licenses & Career Page, PayFactor Subscription, and Salary Survey purchases.
Deputy Human Resources Director	1	-	-	112,595	112,595	(1) Deputy Department Director to assist with day-to-day department management and Strategic Business Plan implementation.
Total Rewards	1	-	-	43,408	43,408	(1) HR Consultant to assist with rollout of Total Rewards program and improvements in new hire onboarding process.
Other Adjustments						
Automated I-9 Process	-	-	-	\$6,000	\$6,000	Funding for the automation of new hire I-9 process to reduce errors in reporting and record keeping.
Investing in Our Employees						
5.5% Wage Adjustment	-	-	-	\$243,663	\$243,663	Funding to support across-the-board 5.5% salary increase for County employees.

Human Resources

Service Name	FT	PT	LPT	FY2020 County Funding	FY2020 Total Budget	FY2019 Total Budget*
HUMAN RESOURCE MANAGEMENT (HRS)	59	0	0	6,990,509	6,990,509	6,329,854
Grand Totals:	59	0	0	6,990,509	6,990,509	6,329,854
Revenue Totals:					0	155,000

*Includes one-time fund balance allocation

HUMAN RESOURCE MANAGEMENT (HRS)

Service Description:

This service provides administration of the County's HR programs including benefits, compensation, recruitment and employee relations to ensure Mecklenburg County can attract and retain highly qualified candidates in a workplace free from harassment and discrimination. Additionally provides guidance, support and consultation to County leadership, management and staff on HR related issues and initiatives.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Customer satisfaction (Admin Support)	Customer	88	98.71	0	112.2%
Customer satisfaction (Benefits/Wellness)	Customer	88	98.73	95.9	112.2%
Customer satisfaction (Class and Comp)	Customer	88	86.11	83.0	97.9%
Customer satisfaction (compliance center)	Customer	88	88.98	99.9	101.1%
Customer satisfaction (ERC)	Customer	88	98.33	95	111.7%
Customer satisfaction (ESC & LOA team)	Customer	88	92.65	100	105.3%
Customer satisfaction (HR Management)	Customer	88	99.01	80	112.5%
Customer satisfaction (Learning and Development)	Customer	88	93.62	95.2	106.4%
Prohibited practice grievances resolved within 90 days	Efficiency	90	95.24	0	105.8%

Budget Overview	FY2020 Adopted	FY2019 Adopted*	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$5,893,694	\$5,161,479	\$5,211,311	14.2%								
Contractual Services	\$1,060,192	\$1,133,502	\$903,839	-6.47%								
Commodities	\$45,431	\$34,873	\$34,873	30.3%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$6,999,317	\$6,329,854	\$6,150,023	10.6%								
Total Revenue	\$0	\$155,000	\$0	-100.00%								
Net County Dollars	\$6,999,317	\$6,174,854	\$6,150,023	13.4%								
Position Summary	FY2020 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	59	0	0	53	0	2	54	0	2	6	0	0

*Includes one-time fund balance appropriation

Information Services and Technology

Mission

We provide business-valued IT Solutions and Services that are flexible, engaging and innovative. Our vision is to be the trusted technology partner to our Mecklenburg County Business Partners for realizing their strategic goals.

Responsibilities

Working collaboratively with Mecklenburg County governmental agencies and users, on behalf of the citizens of the County, the Information Technology Services department partners to provide short and long-term strategic IT planning, development, implementation and day-to-day operational support of service enabling systems solutions.

Budget and Staff Resources			
Budget Overview		FY2020 Adopted*	FY2019 Adopted
Personnel Services & Employee Benefits		\$20,279,140	\$17,666,619
Contractual Services		12,902,667	8,060,801
Commodities		291,282	491,005
Other Charges		0	0
Interdepartmental		17,523	17,523
Capital Outlay		262,400	287,000
Total Expense		\$33,753,012	\$26,522,948
Total Revenue		\$395,632	\$0
Net County Dollars		\$33,357,380	\$26,522,948

Position Summary								
FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		
FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
173	0	0	162	0	0	151	0	0

* Includes one-time fund balance allocation

Information Technology Services

Major Funding Adjustments

Below is a list of Fiscal Year 2020 operating budget adjustments approved by the Board of County Commissioners to assist with meeting the department's goals and objectives.

Adjustment	FT	PT	LPT	County	Total	Description
Strategic Business Plan Adjustments						
Operating Positions	5	-	-	\$406,793	\$406,793	(5) new positions for security services, business operations, and service management.
Tech Reserve Positions	5	-	-	-	-	(5) new positions to support Tech Reserve projects; funds are resources from the Tech Reserve Fund.
Software Licenses and Renewals	-	-	-	925,332	1,120,964	Secure software licenses and/or renewals for a number of products, including Exterro, Exabeam SIEM, Vulnerability Scanning, Azure, and Solarwinds.
Text Message Archiving	-	-	-	60,000	60,000	Expanded archiving of text messages.
Firewall Maintenance	-	-	-	106,496	106,496	Ongoing maintenance for the County's firewalls.
Training	-	-	-	45,423	45,423	Increase in the per position training budget from \$1,288 to \$1,568.
QA Test Automation Tool	-	-	-	60,000	60,000	Tool that will automate regression testing and functionality that occurs on a regular basis.
Other Adjustments						
Conference Center Position	1	-	-	\$62,752	\$62,752	(1) Admin Support Coordinator to support the daily operations of the newly created conference center at the Valerie C. Woodard Center.
Cybersecurity Consulting	-	-	-	-	200,000	One-time funding to have a consultant provide cybersecurity guidance and preparation for the upcoming Republican National Convention in Charlotte.
Contractual and Other Upgrades	-	-	-	484,113	484,113	Increased contractual costs with Microsoft and secures other network enhancements.
Investing in Our Employees						
5.5% Wage Adjustment	-	-	-	\$841,561	\$841,561	Funding to support across-the-board 5.5% salary increase for County employees.

Information Services and Technology

Service Name	FT	PT	LPT	FY2020 County Funding*	FY2020 Total Budget*	FY2019 Total Budget
IT BUSINESS OPERATIONS (IST)	11	0	0	5,982,989	5,982,989	4,774,886
IT QUALITY SERVICES (IST)	14	0	0	1,852,060	1,852,060	1,669,304
IT SECURITY SERVICES (IST)	16	0	0	3,145,463	3,145,463	1,546,302
IT TECHNICAL SERVICES (IST)	32	0	0	3,274,665	3,274,665	0
SERVICE DEVELOPMENT (IST)	35	0	0	4,792,121	4,792,121	7,419,010
SERVICE STRATEGY & PLANNING (IST)	40	0	0	6,374,100	6,374,100	2,195,615
TECHNICAL SERVICES MANAGEMENT & DELIVERY (IST)	25	0	0	5,331,363	5,331,363	8,917,831
Grand Totals:	173	0	0	30,752,761	30,752,761	26,522,948
Revenue Totals:					0	0

IT BUSINESS OPERATIONS (IST)

Service Description:

This service enables management of IT as a business function and works to optimize financial and human resources and enable the operational execution of IT services.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted*	FY2019 Adopted	FY2018 Adopted*	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,244,499	\$1,152,666	\$973,808	8.0%								
Contractual Services	\$4,493,727	\$3,444,827	\$659,933	30.4%								
Commodities	\$215,240	\$150,766	\$237,387	42.8%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$17,523	\$17,523	\$17,523	0.00%								
Capital	\$12,000	\$12,000	\$12,000	0.00%								
Total Expenses	\$5,982,989	\$4,777,782	\$1,900,651	25.2%								
Total Revenue	\$195,632	\$0	\$100,000	0.00%								
Net County Dollars	\$5,787,357	\$4,777,782	\$1,800,651	21.1%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	11	0	0	11	0	0	9	0	0	0	0	0

* Includes one-time fund balance allocation.

IT QUALITY SERVICES (IST)

Service Description:

This service drives process excellence by validation of engineered outcomes of IT systems, assuring that a computer system does exactly what it is designed to do in a consistent and reproducible manner

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Adoption of Quality Services Testing	Efficiency	0	99.88	100	0.00%
Customer satisfaction rating (Qual srv)	Customer	88	88.83	100	100.9%
Post Production Defects	Outcome	0	7.38	1.61	0.00%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,507,107	\$1,158,027	\$1,001,047	30.1%								
Contractual Services	\$342,253	\$298,605	\$47,358	14.6%								
Commodities	\$5,833	\$214,190	\$9,358	-97.28%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,855,193	\$1,670,822	\$1,057,763	11.0%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$1,855,193	\$1,670,822	\$1,057,763	11.0%								
Position Summary	FY2020 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	14	0	0	11	0	0	9	0	0	3	0	0

IT SECURITY SERVICES (IST)

Service Description:

The IT Security Service designs, implements and maintains the security systems and infrastructure necessary to protect and secure information and information systems, and provide integrity, confidentiality, and availability to Mecklenburg County's data assets.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Customer satisfaction rating (Sec svr)	Customer	88	98.51	98.88	111.9%
Incidents resolved within Service Level Agreement (SLA)	Efficiency	97	83.77	80.58	86.4%

Budget Overview	FY2020 Adopted*	FY2019 Adopted	FY2018 Adopted*	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,811,734	\$1,044,869	\$801,559	73.4%								
Contractual Services	\$1,333,129	\$499,717	\$685,258	166.8%								
Commodities	\$9,999	\$6,270	\$646	59.5%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$3,154,862	\$1,550,856	\$1,487,463	103.4%								
Total Revenue	\$200,000	\$0	\$102,000	0.00%								
Net County Dollars	\$2,954,862	\$1,550,856	\$1,385,463	90.5%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	16	0	0	10	0	0	7	0	0	6	0	0

* Includes one-time fund balance allocation.

IT TECHNICAL SERVICES (IST)

Service Description:

This service is responsible for the engineering of available and scalable systems. The service provides: county-wide network architecture and infrastructure necessary to meet the county's data computing needs; cloud and on-premise server management providing the requisite computing environment and storage necessary to meet the business needs of County software applications; telecommunications management includes mobile devices, radio communications, and VoIP; and end-user computing strategy.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$3,014,541	\$0	\$0	0.00%								
Contractual Services	\$244,637	\$0	\$0	0.00%								
Commodities	\$18,333	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$3,277,511	\$0	\$0	0.00%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$3,277,511	\$0	\$0	0.00%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	32	0	0	0	0	0	0	0	0	32	0	0

SERVICE DEVELOPMENT (IST)

Service Description:

The IT Service Development service encompasses application solutions, database services, business intelligence, and vendor management, and provides end-to-end solutions that deliver value, efficiency and innovation by leveraging applications, data and systems integration expertise.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Applications Database technology availability rate	Outcome	0	99.95	99.93	0.00%
Customer Satisfaction Rating (Apps DB Management)	Customer	88	96.86	97.45	110.1%
Incidents resolved within Service Level Agreement (SLA)	Efficiency	97	93.5	94.74	96.4%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$4,339,312			\$6,069,046			\$5,527,705			-28.50%		
Contractual Services	\$442,609			\$1,333,820			\$1,392,630			-66.82%		
Commodities	\$13,333			\$19,188			\$16,742			-30.51%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	<b">\$4,795,254</b">			\$7,422,054			<b">\$6,937,077</b">			-35.39%		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$4,795,254			\$7,422,054			\$6,937,077			-35.39%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	35	0	0	52	0	0	48	0	0	-17	0	0

SERVICE STRATEGY & PLANNING (IST)

Service Description:

This service is responsible for IT Portfolio Management and governance, driving alignment with County business partners through consistent communications and planning, and helping enable IT Services execution capacity through Business Systems Analysis and Technology Project Management.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Compliance with System Development Life Cycle Stagegates	Efficiency	95	100	100	105.3%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$5,515,861	\$2,188,637	\$2,183,425	152.0%								
Contractual Services	\$854,501	\$6,208	\$2,400	13,664.5%								
Commodities	\$12,276	\$770	\$1,300	1,494.3%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$6,382,638	\$2,195,615	\$2,187,125	190.7%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$6,382,638	\$2,195,615	\$2,187,125	190.7%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	40	0	0	18	0	0	17	0	0	22	0	0

* Performance results were not available at the time of publication for some measures in this service.

TECHNICAL SERVICES MANAGEMENT & DELIVERY (IST)

Service Description:

This service is responsible for the engineering of available and scalable systems and Service Delivery and Management. The service provides: County-wide network architecture and infrastructure necessary to meet the County's data computing needs; Cloud and On-premise Server Management providing the requisite computing environment and storage necessary to meet the business needs of County software applications; Telecommunications Management including mobile devices, radio communications, and VoIP; End-user computing and Service Delivery and Management (ITSM) customer support to ensure County employees have reliable hardware and software; and research of emerging technology and development of end-user training on key County technologies.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Customer satisfaction rating (Tech Srv)	Customer	88	97.12	96.5	110.4%
First contact resolution rate	Outcome	70	70.58	69.78	100.8%
Incidents resolved within Service Level Agreement (SLA)	Efficiency	97	90.57	94.34	93.4%
Technology availability rate	Outcome	100	99.63	99.77	99.6%
Virtual server usage rate	Outcome	55	93.94	84.23	170.8%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted*	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$2,846,086	\$6,053,374	\$5,919,511	-52.98%								
Contractual Services	\$2,191,560	\$2,477,624	\$5,004,391	-11.55%								
Commodities	\$43,317	\$116,519	\$92,440	-62.82%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$250,400	\$275,000	\$275,000	-8.95%								
Total Expenses	\$5,331,363	\$8,922,517	\$11,291,342	-40.25%								
Total Revenue	\$0	\$0	\$118,000	0.00%								
Net County Dollars	\$5,331,363	\$8,922,517	\$11,173,342	-40.25%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	25	0	0	60	0	0	61	0	0	-35	0	0

* Includes one-time fund balance allocation.

TELEPHONE AND NETWORK INFRASTRUCTURE

Service Description:

This service provides all telecommunications (phone, voicemail, SIP, etc.), network connectivity and internet services for all of Mecklenburg County Departments.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$0			\$0			\$0			0.00%		
Contractual Services	\$3,000,251			\$2,485,500			\$2,207,808			20.7%		
Commodities	\$0			\$275,583			\$121,600			0.00%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$3,000,251			\$2,761,083			\$2,329,408			0		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$3,000,251			\$2,761,083			\$2,329,408			8.7%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

Internal Audit

Mission

Through open communication, professionalism, expertise and trust, Internal Audit assists County executive management and the Audit Review Committee in accomplishing the Board's objectives by bringing a systematic and disciplined approach to evaluate the effectiveness of the County's risk management, control and governance processes in the delivery of services.

Responsibilities

The department conducts performance, financial-related and information system audits to assess the accountability, controls, efficiency and integrity of business practices within County operations. Internal Audit conducts follow-through reviews to ensure the resolution of audit concerns; conducts special analyses, investigations and advisory projects requested by management and the Board of County Commissioners; serves as advisors to departments regarding system controls in the operation and development of automation and assists external auditors in conducting the County's Annual Single Audit.

Budget and Staff Resources			
Budget Overview		FY2020 Adopted	FY2019 Adopted
		FY2018 Adopted	
Personnel Services & Employee Benefits		\$1,725,158	\$1,554,098
Contractual Services		91,563	89,013
Commodities		10,079	11,579
Other Charges		0	0
Interdepartmental		0	0
Capital Outlay		0	0
Total Expense		\$1,826,800	\$1,654,690
Total Revenue		\$0	\$0
Net County Dollars		\$1,826,800	\$1,654,690
			\$1,488,747

Position Summary								
FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		
FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
15	0	0	15	0	0	13	0	0

Internal Audit

Major Funding Adjustments

Below is a list of Fiscal Year 2020 operating budget adjustments approved by the Board of County Commissioners to assist with meeting the department's goals and objectives.

Adjustment	FT	PT	LPT	County	Total	Description
Investing in Our Employees						
5.5% Wage Adjustment	-	-	-	\$72,303	\$72,303	Funding to support across-the-board 5.5% salary increase for County employees.

Internal Audit

Service Name	FT	PT	LPT	FY2020 County Funding	FY2020 Total Budget	FY2019 Total Budget
AUDIT (AUD)	15	0	0	1,826,800	1,826,800	1,654,690
Grand Totals:	15	0	0	1,826,800	1,826,800	1,654,690
Revenue Totals:					0	0

AUDIT (AUD)

Service Description:

This service provides independent, objective audits and consulting services designed to add value, evaluate and improve the effectiveness of the organizations risk management, control, and governance processes.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Audits Completed Within Allotted Timeframe	Efficiency	84	90	91.43	107.1%
Customer Satisfaction Rating (4.0 Scale)	Customer	3.5	3.7	3.3	105.7%
Number of audits completed	Output	0	31	35	0.00%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,725,158	\$1,554,098	\$1,399,257	11.0%								
Contractual Services	\$91,563	\$89,013	\$79,841	2.9%								
Commodities	\$10,079	\$11,579	\$9,649	-44.54%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,826,800	\$1,654,690	\$1,488,747	10.0%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$1,826,800	\$1,654,690	\$1,488,747	10.0%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	15	0	0	15	0	0	13	0	0	0	0	0

Land Use & Environmental Services Agency

Mission

Works in partnership with the community to enhance the quality of life through environmental stewardship and economic vitality.

Responsibilities

- * Improving and maintaining healthy air quality.
- * Preventing loss of life and property from flooding.
- * Providing environmentally sound solutions for waste disposal.
- * Ensuring building safety by enforcing State building codes.
- * Protecting our surface waters.
- * Identifying groundwater contamination sites.
- * Administering zoning regulations.

Budget and Staff Resources				
Budget Overview		FY2020 Adopted	FY2019 Adopted	FY2018 Adopted
Personnel Services & Employee Benefits		\$50,589,735	\$48,708,471	\$46,574,324
Contractual Services		15,123,420	12,560,918	13,427,878
Commodities		4,266,715	3,768,819	3,685,005
Other Charges		18,337,001	11,666,124	10,486,701
Interdepartmental		3,147,599	2,059,349	2,053,100
Capital Outlay		1,896,990	8,324,413	5,169,186
Total Expense		\$93,361,460	\$87,088,094	\$81,396,194
Total Revenue		\$89,069,696	\$83,137,155	\$77,481,360
Net County Dollars		\$4,291,764	\$3,950,939	\$3,914,834

Position Summary								
FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		
FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
517	0	14	516	0	14	507	0	14

Land Use & Environmental Services Agency

Major Funding Adjustments

Below is a list of Fiscal Year 2020 operating budget adjustments approved by the Board of County Commissioners to assist with meeting the department's goals and objectives.

Adjustment	FT	PT	LPT	County	Total	Description
Strategic Business Plan Adjustments						
GIS Analyst	1	-	-	\$48,249	\$48,249	(1) GIS analyst to play a critical role in the creation of the Master Street Address Guide for the next generation 911 system/software
Investing in Our Employees						
5.5% Wage Adjustment	-	-	-	\$198,952	\$198,952	Funding to support across-the-board 5.5% salary increase for County employees.

Land Use & Environmental Services Agency

Service Name	FT	PT	LPT	FY2020 County Funding	FY2020 Total Budget	FY2019 Total Budget
ADMINISTRATIVE SUPPORT (LUE)	8	0	1	0	850,017	904,758
AIR QUALITY (LUE)	21	0	1	0	1,764,431	1,653,874
CODE ENFORCEMENT (LUE)	261	0	8	5,382	32,766,364	29,719,733
FIRE MARSHAL (LUE)	9	0	0	77,390	930,046	800,646
FISCAL ADMINISTRATION (LUE)	8	0	0	0	1,380,385	1,238,285
GIS APPLICATIONS (LUE)	8	0	0	1,331,037	1,331,037	1,240,076
LAKE NORMAN MARINE COMMISSION	0	0	0	0	2,077	2,077
LAKE WYLIE MARINE COMMISSION	0	0	0	0	1,325	1,325
LAND DEVELOPMENT (LUE)	17	0	0	127,681	2,522,233	1,926,930
LAND RECORDS (LUE)	20	0	0	1,506,865	1,506,865	1,440,459
MAPPING AND PROJECT SERVICES (LUE)	8	0	0	1,204,311	1,205,811	1,090,809
SENIOR ADMINISTRATION (LUE)	2	0	0	0	373,094	435,975
SOLID WASTE SERVICES (LUE)	92	0	3	36,836	30,517,918	29,692,273
STORM WATER DATABASE MAINTENANCE (LUE)	9	0	0	0	863,173	832,704
SURFACE WATER QUALITY AND FLOOD HAZARD MITIGATION (LUE)	54	0	1	2,262	17,346,684	16,108,170
Grand Totals:	517	0	14	4,291,764	93,361,460	87,088,094
Revenue Totals:					89,069,696	83,137,155

ADMINISTRATIVE SUPPORT (LUE)

Service Description:

This service provides administrative and clerical assistance to the LUESA Business Units in support of LUESA programs and priorities.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
Employee Salaries & Benefits	\$790,421			\$769,153			\$737,162			2.8%		
Contractual Services	\$227,800			\$263,400			\$260,025			-13.52%		
Commodities	\$130,053			\$129,363			\$126,728			0.5%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$-529,247			\$-488,148			\$-53,222			8.4%		
Capital	\$230,990			\$230,990			\$20,000			0.00%		
Total Expenses	\$850,017			\$904,758			\$1,090,693			-6.05%		
Total Revenue	\$850,017			\$904,758			\$1,090,693			-6.05%		
Net County Dollars	\$0			\$0			\$0			0.00%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	8	0	1	8	0	1	8	0	1	0	0	0

AIR QUALITY (LUE)

Service Description:

This service provides State certified local air pollution program focused on improving and maintaining ambient air quality and reducing exposure to unhealthy air pollutants.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Ambient air data quality rating	Impact	90	92.93	95.6	103.3%
% Customer satisfaction rating (Air Quality)	Customer	88	100	100	113.6%
NESHAP notifications	Output	0	439	467	0.00%
Number of monitoring data points	Output	0	248,339	157,587	0.00%
Number of permitted sources	Output	0	6,569	6,535	0.00%
Number of service requests processed	Output	0	102	119	0.00%
% Permits turnaround w/in 90 days	Efficiency	95	100	100	105.3%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,534,374	\$1,472,074	\$1,469,125	4.2%								
Contractual Services	\$85,500	\$78,499	\$74,500	8.9%								
Commodities	\$41,747	\$40,500	\$48,000	3.1%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$62,810	\$62,801	\$64,800	0.0%								
Capital	\$40,000	\$0	\$0	#DIV/0								
Total Expenses	\$1,764,431	\$1,653,874	\$1,656,425	6.7%								
Total Revenue	\$1,764,431	\$1,653,874	\$1,656,425	6.7%								
Net County Dollars	\$0	\$0	\$0	0.00%								
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	21	0	1	21	0	1	21	0	1	0	0	0

CODE ENFORCEMENT (LUE)

Service Description:

This service provides permit and inspection services for the County, City of Charlotte, and six towns in the County.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% B/M/E/P inspection failure rate	Impact	20	16.17	16.75	123.7%
% Customer satisfaction rating (Code Enforcement)	Customer	88	98	94	111.4%
% Inspections responded w/in 3 days	Efficiency	90	99	96.53	110.0%
ISO Commercial Rating (range 1-9; 1=best)	Impact	3	1	1	300.0%
ISO Residential Rating (range 1-9; 1=best)	Impact	0	3	3	0.00%
Number of inspections conducted	Output	0	315,595	301,352	0.00%
Number of permits issued	Output	0	101,164	101,035	0.00%
% On Schedule commercial reviews	Efficiency	90	90.67	90.75	100.7%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$27,079,156	\$25,872,764	\$24,693,092	4.7%								
Contractual Services	\$2,051,750	\$1,641,646	\$1,766,113	25.0%								
Commodities	\$748,674	\$650,211	\$614,714	15.1%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$2,330,784	\$1,239,934	\$1,239,934	88.0%								
Capital	\$556,000	\$315,178	\$0	76.4%								
Total Expenses	\$32,766,364	\$29,719,733	\$28,313,853	10.3%								
Total Revenue	\$32,760,982	\$29,719,733	\$28,313,853	10.2%								
Net County Dollars	\$5,382	\$0	\$0	#DIV/0								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	261	0	8	261	0	8	264	0	8	0	0	0

FIRE MARSHAL (LUE)

Service Description:

This service administers and enforces the various ordinances, codes and standards that apply to all buildings, structures, premises and conditions that pose danger of fires, explosions, or related hazards within Mecklenburg County.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Average ISO Fire Score	Impact	5	5	0	100.0%
Educational Opportunity Survey	Customer	84	100	93.67	119.0%
Fire Investigation Response Time	Efficiency	90	100	100	111.1%
# of Educational Attendees Reached	Output	0	4,000	3,000	0.00%

*Performance results were not available at the time of publication for some measures in this service.

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)																						
	Employee Salaries & Benefits	\$894,196	Contractual Services	\$16,860	Commodities	\$18,990	Other Expenses	\$0	Interdepartmental	\$0	Capital	\$0	Total Expenses	\$930,046	Total Revenue	\$852,656	Net County Dollars	\$77,390	\$800,646	\$748,499	17.5%	0.5%	-17.40%	0.00%	0.00%	0.00%	16.2%	17.6%	2.2%
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)			FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT					
	Position Count	9	0	0	8	0	0	8	0	0	1	0	9	0	0	8	0	0	8	0	0	1	0	0	1	0	0	16.2%	17.6%

FISCAL ADMINISTRATION (LUE)

Service Description:

This service is responsible for all business operations of the department, including budgeting, accounts payable, fee collection, financial and cost reporting, purchasing, billing and reimbursement, and compliance with overall County financial policies and procedures.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
# Accounting transactions	Output	0	32,049	31,956	0.00%
Customer satisfaction (Fiscal Support)	Customer	88	92.4	93.33	105.0%
Department expenditures w/in budget	Outcome	0	85.9	87.9	0.00%
Invoice Processing Rate	Efficiency	84	77.71	80.23	92.5%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$788,544	\$762,049	\$823,870	3.5%								
Contractual Services	\$24,600	\$24,600	\$24,599	0.00%								
Commodities	\$36,918	\$36,918	\$34,380	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$530,323	\$414,718	\$3,856	27.9%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,380,385	\$1,238,285	\$886,705	11.5%								
Total Revenue	\$1,380,385	\$1,238,285	\$886,705	11.5%								
Net County Dollars	\$0	\$0	\$0	0.00%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	8	0	0	8	0	0	9	0	0	0	0	0

GIS APPLICATIONS (LUE)

Service Description:

This service designs, develops, and supports desktop, Intranet, and Internet geographic data mapping applications/systems for County departments, City of Charlotte, Charlotte-Mecklenburg Schools, and local businesses.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Application uptime	Impact	97	9,916	95.74	10,222.7%
% Customer satisfaction (GIS Apps)	Customer	88	100	100	113.6%
# Hits on GIS application	Output	0	2,395,940	2,011,229	0.00%
Project work timeliness(projects over 300 hours)	Efficiency	85	90	90	105.9%
Project work timeliness (projects under 300 hours)	Efficiency	90	100	92	111.1%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,188,157	\$1,097,196	\$1,073,630	8.3%								
Contractual Services	\$133,862	\$131,945	\$131,945	1.5%								
Commodities	\$9,018	\$10,935	\$10,935	-17.53%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,331,037	\$1,240,076	\$1,216,510	7.3%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$1,331,037	\$1,240,076	\$1,216,510	7.3%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	8	0	0	8	0	0	8	0	0	0	0	0

LAND DEVELOPMENT (LUE)

Service Description:

This service is responsible for plan review and construction inspection for erosion control, flood prevention, and transportation access and signage within the County.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Number plan reviews performed	Output	0	576	563	0.00%
Plan review turnaround - % reviewed within 21 calendar days	Efficiency	94	97.08	94.59	103.3%
Town manager satisfaction rating	Customer	88	98.5	100	111.9%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,923,792	\$1,325,941	\$1,340,715	45.1%								
Contractual Services	\$88,670	\$100,900	\$100,820	-12.12%								
Commodities	\$39,600	\$40,800	\$40,475	-2.94%								
Other Expenses	\$285,525	\$43,596	\$53,821	554.9%								
Interdepartmental	\$72,646	\$59,193	\$60,494	22.7%								
Capital	\$112,000	\$356,500	\$315,000	-68.58%								
Total Expenses	\$2,522,233	\$1,926,930	\$1,911,325	30.9%								
Total Revenue	\$2,394,552	\$1,818,075	\$1,802,470	31.7%								
Net County Dollars	\$127,681	\$108,855	\$108,855	17.3%								
Position Summary	FY2020 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	17	0	0	19	0	0	19	0	0	-2	0	0

LAND RECORDS (LUE)

Service Description:

This service is responsible for developing and managing property assessment maps and maintaining records of real property in Mecklenburg County.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Customer Satisfaction (GIS Land Recs)	Customer	88	98	98	111.4%
% Deeds processed within 30 days	Efficiency	90	93.17	97.08	103.5%
Number of address point locations	Output	0	6,595,418	528,279	0.00%
Number of parcels maintained	Output	0	4,835,593	398,159	0.00%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,459,168	\$1,385,262	\$1,367,231	5.3%								
Contractual Services	\$34,582	\$37,027	\$63,047	-6.60%								
Commodities	\$13,115	\$18,170	\$18,170	-27.82%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,506,865	\$1,440,459	\$1,448,448	4.6%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$1,506,865	\$1,440,459	\$1,448,448	4.6%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	20	0	0	20	0	0	20	0	0	0	0	0

MAPPING AND PROJECT SERVICES (LUE)

Service Description:

This service is responsible for maintaining the County's GIS Base Mapping program and for managing projects related to GIS data dissemination and analysis.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Customer satisfaction rating (GIS Mapping Proj Serv)	Customer	88	100	98	113.6%
Number of GIS maps and projects completed	Output	0	2,868	3,176	0.00%
Project Work Timeliness	Efficiency	87	100	97	114.9%
Total amount of GIS data distributed	Output	0	92.29	0	0.00%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$977,787	\$859,285	\$838,757	13.8%								
Contractual Services	\$197,000	\$197,000	\$197,000	0.00%								
Commodities	\$31,570	\$32,552	\$32,552	-3.02%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$1,972	\$1,972	\$1,972	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,208,329	\$1,090,809	\$1,070,281	10.8%								
Total Revenue	\$1,500	\$5,000	\$5,000	-70.00%								
Net County Dollars	\$1,206,829	\$1,085,809	\$1,065,281	11.1%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	8	0	0	7	0	0	7	0	0	1	0	0

SENIOR ADMINISTRATION (LUE)

Service Description:

This service provides executive leadership and administration of LUESA policies, procedures and priorities.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer Satisfaction rating	Customer	88	96	95.52	109.1%
% Employee Motivation & Satisfaction	Impact	88	92	94	104.5%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
Employee Salaries & Benefits	\$351,409			\$339,784			\$329,251					
Contractual Services	\$16,000			\$16,000			\$8,000					
Commodities	\$5,685			\$5,685			\$5,436					
Other Expenses	\$0			\$0			\$0					
Interdepartmental	\$0			\$74,506			\$50,443					
Capital	\$0			\$0			\$0					
Total Expenses	\$373,094			\$435,975			\$393,130					
Total Revenue	\$373,094			\$435,975			\$393,130					
Net County Dollars	\$0			\$0			\$0					
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	2	0	0	2	0	0	2	0	0	0	0	0

SOLID WASTE SERVICES (LUE)

Service Description:

This Service provides for the planning and management of all solid waste, scrap tires and discarded white goods generated in Mecklenburg County. Waste reduction opportunities are provided through the operation of recycling convenience centers, technical assistance to businesses and residents, and recycling education programs. County also provides, through Interlocal Agreements, for the management of all residential recyclables, yard waste and solid waste collected by the seven (7) municipalities in the County.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Container service cost	Efficiency	96	93.82	98	97.7%
Customer Satisfaction Rating (Solid Waste)	Customer	88	96	94.6	109.1%
% Facilities in compliance	Impact	95	100	100	105.3%
Foxhole revenue contribution	Efficiency	35	18	21.8	194.4%
Keep Mecklenburg Beautiful Index	Impact	0	1.43	1.49	0.00%
Per capita landfill disposal rate	Impact	1.25	1.34	1.32	107.2%
Tons of yard waste handled	Output	0	129,520	122,046	0.00%
Tons processed at Metrolina facility	Output	0	73,983	74,314	0.00%
Tons processed for County at BFI	Output	0	393,916	374,595	0.00%
Yard waste net operating cost	Efficiency	21	22.5	13.8	107.1%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$7,468,295	\$7,296,709	\$6,519,738	2.4%								
Contractual Services	\$10,441,223	\$8,445,022	\$9,170,449	23.6%								
Commodities	\$2,753,050	\$2,345,182	\$2,311,827	17.4%								
Other Expenses	\$9,637,854	\$4,639,779	\$3,470,300	107.7%								
Interdepartmental	\$217,496	\$218,496	\$210,246	-0.46%								
Capital	\$0	\$6,747,085	\$4,166,936	0.00%								
Total Expenses	\$30,517,918	\$29,692,273	\$25,849,496	2.8%								
Total Revenue	\$30,481,082	\$29,692,273	\$25,849,496	2.7%								
Net County Dollars	\$36,836	\$0	\$0	#DIV/0								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	92	0	3	91	0	3	79	0	3	1	0	0

STORM WATER DATABASE MAINTENANCE (LUE)

Service Description:

This service manages the impervious mapping information (functions) used in the billing of storm water accounts for Mecklenburg County, The City of Charlotte and the surrounding 6 towns.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Avg land development site plan reviews prior to approval	Efficiency	2.4	2.43	2.17	101.3%
Customer satisfaction rating (Stormwater DB Maint)	Customer	88	100	100	113.6%
Increase in impervious area	Outcome	0	59,548,107	104,862,528	0.00%
# of customer complaints resolved	Output	0	3,025	3,325	0.00%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
Employee Salaries & Benefits	\$749,623			\$718,684		\$748,414		4.3%				
Contractual Services	\$110,800			\$111,120		\$111,120		-0.29%				
Commodities	\$2,750			\$2,900		\$6,143		-5.17%				
Other Expenses	\$0			\$0		\$0		0.00%				
Interdepartmental	\$0			\$0		\$0		0.00%				
Capital	\$0			\$0		\$0		0.00%				
Total Expenses	<b">\$863,173</b">			<b">\$832,704</b">		<b">\$865,677</b">		3.7%				
Total Revenue	\$863,173			\$832,704		\$865,677		3.7%				
Net County Dollars	\$0			\$0		\$0		0.00%				
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	9	0	0	9	0	0	9	0	0	0	0	0

SURFACE WATER QUALITY AND FLOOD HAZARD MITIGATION (LUE)

Service Description:

This service protects and improves water quality, as well as, reduces the chances for the loss of life and damage to property while returning the floodplain to its natural condition. At a minimum, through interlocal agreements with the municipalities and the State this service performs watershed planning and stream monitoring and maintenance consistent with conditions in our EPA - National Pollutant Discharge Elimination System Permit (NPDES) and regulatory activities as required by the National Flood Insurance Program (NFIP). However, additional services well beyond NPDES and NFIP conditions are provided to reach the goal of the County's streams being fishable and swimmable and the mitigation of flood losses. These additional services include, but are not limited to, monitoring water quality in the lakes, preserving buffers next to streams, acquiring floodprone property and restoring streams back to their natural condition.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Blockages removal customer satisfaction rating	Customer	88	94.7	100	107.6%
Buyout customer satisfaction rating	Customer	88	100	100	113.6%
Community insurance rating	Impact	0	4	4	0.00%
% Customer Satisfaction (Stormwater Permitting & Compliance)	Customer	88	98.4	91	111.8%
% Customer satisfaction (Storm Water - Water Quality)	Customer	88	100	100	113.6%
% of stream miles suitable for human contact	Impact	85.8	96.91	92	112.9%
% Service request response rate within 30 days	Efficiency	91	92.21	96	101.3%
# storm water requests received	Output	0	731	528	0.00%
# water quality requests received	Output	0	677	654	0.00%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$5,384,813		\$6,048,684		\$5,933,340		-10.98%		
Contractual Services	\$1,691,371		\$1,493,587		\$1,500,088		13.2%		
Commodities	\$438,063		\$432,613		\$403,915		1.3%		
Other Expenses	\$8,413,622		\$6,982,749		\$6,962,580		20.5%		
Interdepartmental	\$460,815		\$475,877		\$474,577		-3.17%		
Capital	\$958,000		\$674,660		\$667,250		42.0%		
Total Expenses	\$17,346,684		<b">\$16,108,170</b">		<b">\$15,941,750</b">		7.7%		
Total Revenue	\$17,344,422		\$16,108,170		\$15,941,750		7.7%		
Net County Dollars	\$2,262		\$0		\$0		#DIV/0		
Position Summary	FY2020 Adopted			FY2019 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	54	0	1	54	0	1	54	0	1
	0	0	0	0	0	0	0	0	0

LAKE NORMAN MARINE COMMISSION

Service Description:

This service provides information to Lake Norman residents, marinas, boaters and lake organizations regarding boater safety and maintains 140 navigational aids on the lake.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)				
Employee Salaries & Benefits	\$0			\$0			\$0				
Contractual Services	\$2,077			\$2,077			\$2,077				
Commodities	\$0			\$0			\$0				
Other Expenses	\$0			\$0			\$0				
Interdepartmental	\$0			\$0			\$0				
Capital	\$0			\$0			\$0				
Total Expenses	\$2,077			\$2,077			\$2,077				
Total Revenue	\$2,077			\$2,077			\$2,077				
Net County Dollars	\$0			\$0			\$0				
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted				
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT		
Position Count	0	0	0	0	0	0	0	0	0		

LAKE WYLIE MARINE COMMISSION

Service Description:

This service facilitates law enforcement protection, collaboration and coordination on the lake in both NC and SC, enacts safety regulations (including boater regulations) in conjunction with the NC and SC General Statutes and is responsible for maintaining buoys and promoting boater safety.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)											
	Employee Salaries & Benefits	\$0	Contractual Services	\$1,325	Commodities	\$0	Other Expenses	\$0	Interdepartmental	\$0	Capital	\$0	Total Expenses	\$1,325	Total Revenue	\$1,325	\$1,325	0.00%
Net County Dollars		\$0				\$0											0.00%	
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Manager's Office

Mission

To direct the operations of County departments by administering and implementing policies, regulations and the annual budget adopted by the Board of County Commissioners. In addition, the Manager's Office develops strategies to achieve the Board's 2020 Vision for the community.

Responsibilities

The County Manager interprets/executes the Board's policies, procedures and regulations and oversees administration of County departments. Assistant County Managers work with focus area leadership teams and 42 advisory boards. Clerical support is available to the Commissioners, management and staff.

Additionally, the Manager's Office includes the Office of Management and Budget. This office is responsible for preparing the annual budget, developing policies and procedures for on-going fiscal management, strategic planning and evaluation activities.

Budget and Staff Resources			
Budget Overview		FY2020 Adopted	FY2019 Adopted
		FY2018 Adopted	
Personnel Services & Employee Benefits		\$8,527,005	\$7,621,263
Contractual Services		626,031	616,543
Commodities		128,974	134,474
Other Charges		0	0
Interdepartmental		614	614
Capital Outlay		0	0
Total Expense		\$9,282,624	\$8,372,894
Total Revenue		\$0	\$0
Net County Dollars		\$9,282,624	\$8,372,894
			\$10,129,083

Position Summary								
FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		
FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
64	0	0	61	0	0	68	0	0

Manager's Office

Major Funding Adjustments

Below is a list of Fiscal Year 2020 operating budget adjustments approved by the Board of County Commissioners to assist with meeting the department's goals and objectives.

Adjustment	FT	PT	LPT	County	Total	Description
Strategic Business Plan Adjustments						
Early Childhood Education (ECE)	1	-	-	\$62,152	\$62,152	Contract Specialist to assist with the administration of the ECE Program.
Strategic Planning & Evaluation (SP&E)	1	-	-	85,400	85,400	Enterprise Manager to add capacity to the SP&E director and team.
Other Adjustments						
Equity & Inclusion	1	-	-	84,638	84,638	Management Analyst to assist with developing and implementing the Equity & Inclusion plan.
Investing in Our Employees						
5.5% Wage Adjustment	-	-	-	\$358,111	\$358,111	Funding to support across-the-board 5.5% salary increase for County employees.

Manager's Office

Service Name	FT	PT	LPT	FY2020 County Funding	FY2020 Total Budget	FY2019 Total Budget
ADMINISTRATIVE SUPPORT (MGR)	16	0	0	1,881,750	1,881,750	1,614,408
BUSINESS PROCESS MANAGEMENT (MGR)	14	0	0	1,841,345	1,841,345	1,686,238
CLERK'S OFFICE (MGR)	4	0	0	432,124	432,124	413,141
ENTERPRISE PROJECT MANAGEMENT (MGR)	9	0	0	1,337,699	1,337,699	1,227,500
MANAGEMENT & BUDGET SERVICES (MGR)	16	0	0	1,961,706	1,961,706	1,767,175
SENIOR ADMINISTRATION (MGR)	5	0	0	1,828,000	1,828,000	1,664,432
Grand Totals:	64	0	0	9,282,624	9,282,624	8,372,894
Revenue Totals:					0	0

ADMINISTRATIVE SUPPORT (MGR)

Service Description:

This service provides customer service, clerical duties and administrative support to the Office of the County Manager.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,655,542	\$1,390,170	\$1,046,617	19.1%								
Contractual Services	\$216,877	\$214,907	\$218,889	0.9%								
Commodities	\$12,089	\$10,825	\$9,331	11.7%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,884,508	\$1,615,902	\$1,274,837	16.6%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$1,884,508	\$1,615,902	\$1,274,837	16.6%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	16	0	0	14	0	0	11	0	0	2	0	0

BUSINESS PROCESS MANAGEMENT (MGR)

Service Description:

This service provides county-wide performance improvement services including business process improvement.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Customer satisfaction rating	Customer	0	99.88	98.7	0.00%
# of projects managed	Output	0	34	35	0.00%
Project leadership success rate	Outcome	88	100	97.9	113.6%
Projects completed within 20% of schedule	Efficiency	100	100	100	100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,767,148	\$1,612,041	\$1,616,755	9.6%								
Contractual Services	\$67,197	\$67,197	\$67,197	0.00%								
Commodities	\$7,000	\$7,000	\$7,000	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,841,345	\$1,686,238	\$1,690,952	9.2%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$1,841,345	\$1,686,238	\$1,690,952	9.2%								
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	14	0	0	14	0	0	14	0	0	0	0	0

CLERK'S OFFICE (MGR)

Service Description:

This service provides clerical and administrative assistance in support of BOCC activities and functions including preparing the minutes and agendas.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$386,474			\$367,491			\$364,918			5.2%		
Contractual Services	\$21,900			\$20,900			\$20,900			4.8%		
Commodities	\$23,750			\$24,750			\$24,750			-4.04%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	<b">\$432,124</b">			<b">\$413,141</b">			<b">\$410,568</b">			4.6%		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$432,124			\$413,141			\$410,568			4.6%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	4	0	0	4	0	0	4	0	0	0	0	0

ENTERPRISE PROJECT MANAGEMENT (MGR)

Service Description:

This service is a centralized business function which operates at a strategic level with the enterprise executives and provides enterprise-wide support on governance, project portfolio management best practices, mentoring, tools, and standardized project management processes. The Enterprise Project Management Office ensures strategic alignment between business objectives and projects executed.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Customer satisfaction rating	Customer	88	97.5	94	110.8%
# of projects managed	Output	0	41	32	0.00%
Projects completed within budget (w/in 20%)	Output	92	95.2	95	103.5%
Projects completed within schedule (w/in 20%)	Efficiency	96	85.71	95	89.3%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,220,499	\$1,110,300	\$1,144,579	9.9%								
Contractual Services	\$114,000	\$114,500	\$114,500	-0.44%								
Commodities	\$3,200	\$2,700	\$2,700	18.5%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,337,699	\$1,227,500	\$1,261,779	9.0%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$1,337,699	\$1,227,500	\$1,261,779	9.0%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	9	0	0	9	0	0	9	0	0	0	0	0

MANAGEMENT & BUDGET SERVICES (MGR)

Service Description:

This service provides transformational leadership to increase service value throughout the organization focusing on planning, evaluation and resource allocation to achieve results.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	0	91	99.1	0.00%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$1,860,590			\$1,668,077			\$1,652,682			11.5%		
Contractual Services	\$69,426			\$67,408			\$65,408			3.0%		
Commodities	\$33,069			\$31,690			\$31,690			4.4%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$1,963,085			\$1,767,175			\$1,749,780			11.1%		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$1,963,085			\$1,767,175			\$1,749,780			11.1%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	16	0	0	15	0	0	15	0	0	1	0	0

SENIOR ADMINISTRATION (MGR)

Service Description:

This service provides executive leadership for the County, which includes the County Manager and Assistant County Managers.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,636,752	\$1,473,184	\$1,454,193	11.1%								
Contractual Services	\$136,631	\$131,631	\$114,957	3.8%								
Commodities	\$54,003	\$59,003	\$59,001	-8.47%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$614	\$614	\$614	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,828,000	\$1,664,432	\$1,628,765	9.8%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$1,828,000	\$1,664,432	\$1,628,765	9.8%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	5	0	0	5	0	0	5	0	0	0	0	0

Medical Examiner's Office

Mission

To aid in the investigation, determination, and certification of cause and manner of deaths under Medical Examiner jurisdiction (e.g., homicide, suicide, trauma, unexpected death, death in police custody, unattended death, etc.) occurring in Mecklenburg County. Also, the department is responsible for utilizing the morgue and its facilities when necessary.

Responsibilities

The Medical Examiner provides autopsy and investigative services to Charlotte-Mecklenburg and Anson, Cabarrus, Cleveland, Gaston, and Union counties. The agency provides examination and determination of cause and manner of death in cases where death occurs suddenly/unexpectedly, at young age or in apparent good health, and/or death occurs due to injury (homicides, suicides, and accidental).

Budget and Staff Resources			
Budget Overview		FY2020 Adopted*	FY2019 Adopted
		FY2018 Adopted	
Personnel Services & Employee Benefits		\$2,470,197	\$2,229,600
Contractual Services		181,320	147,284
Commodities		85,751	85,727
Other Charges		0	0
Interdepartmental		3,184	3,184
Capital Outlay		3,974	7,010
Total Expense		\$2,744,426	\$2,472,805
Total Revenue		\$1,392,328	\$1,361,328
Net County Dollars		\$1,352,098	\$1,111,477
			\$767,023

Position Summary								
FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		
FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
20	0	4	20	0	3	20	0	3

*Includes one-time fund balance allocation.

Medical Examiner's Office

Major Funding Adjustments

Below is a list of Fiscal Year 2020 operating budget adjustments approved by the Board of County Commissioners to assist with meeting the department's goals and objectives.

Adjustment	FT	PT	LPT	County	Total	Description
Strategic Business Plan Adjustments						
Forensic Pathologist	-	-	1	\$92,500	\$92,500	(1) Forensic Pathologist to allow the department to efficiently manage the case load.
Other Adjustments						
File Scanning	-	-	-	\$-	\$31,000	Fund balance utilized to scan and digitize case files.
Investing in Our Employees						
5.5% Wage Adjustment	-	-	-	\$79,200	\$79,200	Funding to support across-the-board 5.5% salary increase for County employees.

Medical Examiner's Office

Service Name	FT	PT	LPT	FY2020 County Funding	FY2020 Total Budget*	FY2019 Total Budget
MEDICAL EXAMINER (MED)	20	0	4	1,352,098	2,744,426	2,472,805
Grand Totals:	20	0	4	1,352,098	2,744,426	2,472,805
Revenue Totals:					1,392,328	1,361,328

*Includes one-time fund balance allocation

MEDICAL EXAMINER (MED)

Service Description:

This service provides examinations and investigations to determine the cause and manner of death when someone dies of unknown cause or deaths due to trauma (e.g., homicides, suicides and accidental deaths). The Medical Examiner provides autopsy, investigative and consultation services to Mecklenburg and surrounding counties including Union, Anson, Cabarrus, Cleveland, and Gaston.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Accurate determination of cause and manner of death	Efficiency	95	89.86	90.12	94.6%
Accurate release of personal effects	Efficiency	94	90.57	97.5	96.4%
Timely initiation of autopsy	Efficiency	90	92.5	96.25	102.8%

Budget Overview	FY2020 Adopted*	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$2,470,197	\$2,229,600	\$2,185,572	10.8%								
Contractual Services	\$181,320	\$147,284	\$145,609	23.1%								
Commodities	\$85,751	\$85,727	\$94,158	0.0%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$3,184	\$3,184	\$3,184	0.00%								
Capital	\$3,974	\$7,010	\$0	-43.31%								
Total Expenses	\$2,744,426	\$2,472,805	\$2,428,523	11.0%								
Total Revenue	\$1,392,328	\$1,361,328	\$1,661,500	2.3%								
Net County Dollars	\$1,352,098	\$1,111,477	\$767,023	21.6%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	20	0	4	20	0	3	20	0	3	0	0	1

* Includes one-time fund balance allocation.

Office of Economic Development

Mission

Facilitate private sector job growth and investment in Mecklenburg County.

Responsibilities

- * Manage the County's participation in the Business Investment Program and other economic development grants
- * Assist with the redevelopment of County-owned real estate
- * Work closely with partner organizations such as the NC Department of Commerce, City of Charlotte, Charlotte Regional Business Alliance, Charlotte Center City Partners, Lake Norman Economic Development Cooperation (EDC), Lake Norman Chamber, Central Piedmont Community College, Centralina Council of Government (COG) and others to create effective partnerships

Budget and Staff Resources			
Budget Overview		FY2020 Adopted*	FY2019 Adopted
		FY2018 Adopted	
Personnel Services & Employee Benefits		\$800,670	\$646,692
Contractual Services		3,929,664	921,789
Commodities		174,108	163,050
Other Charges		10,552,196	10,052,196
Interdepartmental		0	0
Capital Outlay		0	0
Total Expense		\$15,456,638	\$11,783,727
Total Revenue		\$3,775,000	\$600,000
Net County Dollars		\$11,681,638	\$11,183,727
			\$11,543,025

Position Summary								
FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		
FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
8	0	0	6	0	0	6	0	0

*Includes one-time fund balance allocation

Office of Economic Development

Major Funding Adjustments

Below is a list of Fiscal Year 2020 operating budget adjustments approved by the Board of County Commissioners to assist with meeting the department's goals and objectives.

Adjustment	FT	PT	LPT	County	Total	Description
Strategic Business Plan Adjustments						
MWSBE Assessment	-	-	-	\$-	\$250,000	Fund balance appropriation to complete independent assessment of Minority, Women, and Small Business Enterprise Program for opportunities for improvement.
Center City Partners Study	-	-	-	-	200,000	Fund balance appropriation for this initiative.
Business Attraction Specialist	1	-	-	88,810	88,810	(1) position to respond to industrial Requests for Information & Site Selection Inquires on behalf of the County.
Industrial Land Availability Study	-	-	-	-	75,000	Fund balance appropriation to complete assessment of industrial sites for entire County to assist with business recruitment & retention.
Business Manager	1	-	-	64,979	64,979	(1) position to provide management support for the department.
Existing Industry Outreach & Events	-	-	-	25,000	25,000	Funding to provide additional services to existing industry in response to 2018 survey.
Other Adjustments						
Small Business Revolving Loan Program	-	-	-	\$-	\$3,250,000	Fund balance transfer to create Small Business Revolving Loan Program.
Business Investment Grants & Economic Development Agreement increases	-	-	-	500,000	500,000	Required increases for existing Business Investment Grant & Economic Development Agreements.
Charlotte Regional Business Alliance	-	-	-	3,275	3,275	CRBA per-capita increase based on population growth.
Investing in Our Employees						
5.5% Wage Adjustment	-	-	-	\$27,591	\$27,591	Funding to support across-the-board 5.5% salary increase for County employees.

Office of Economic Development

Service Name	FT	PT	LPT	FY2020 County Funding	FY2020 Total Budget*	FY2019 Total Budget*
ACC FOOTBALL CHAMPIONSHIP (OED)	0	0	0	275,000	275,000	275,000
BELK BOWL (OED)	0	0	0	275,000	275,000	275,000
BUSINESS INVESTMENT GRANTS (OED)	0	0	0	3,919,156	3,919,156	3,925,163
CHARLOTTE REGIONAL PARTNERSHIP (OED)	0	0	0	161,525	161,525	158,250
CRVA-CIAA TOURNAMENT (OED)	0	0	0	275,000	275,000	275,000
CRVA- FILM COMMISSION (OED)	0	0	0	150,000	150,000	150,000
DEVELOPMENT AGREEMENTS (OED)	0	0	0	5,658,040	5,658,040	5,152,033
ECONOMIC DEVELOPMENT (OED)	7	0	0	858,609	4,633,609	841,922
MWSBE (OED)	1	0	0	109,308	109,308	131,359
NBA ALLSTAR GAME (OED)	0	0	0	0	0	600,000
Grand Totals:	8	0	0	11,681,638	15,456,638	11,783,727
Revenue Totals:					3,775,000	0

*Includes one-time fund balance allocation

ACC FOOTBALL CHAMPIONSHIP (OED)

Service Description:

This service provides funding to support the ACC Football Championship game in Charlotte.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Direct Spending by out-of-town attendees	Output	0	15,500,000	21,304,468	0.00%
Sales, hotel & occupancy taxes collected	Output	0	959,000	1,094,120	0.00%
Total estimated economic impact	Impact	0	28,700,000	39,441,634	0.00%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$0	\$0	\$0	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$275,000	\$275,000	\$275,000	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$275,000	\$275,000	\$275,000	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$275,000	\$275,000	\$275,000	0.00%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

BELK BOWL (OED)

Service Description:

This service provides funding to support the Belk Bowl game in Charlotte.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Direct Spending by out-of-town attendees	Output	0	15,400,000	5,850,810	0.00%
Sales, hotel & occupancy taxes collected	Output	0	771,000	149,782	0.00%
Total estimated economic impact	Impact	0	28,600,000	10,825,766	0.00%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
	Employee Salaries & Benefits	Contractual Services	Commodities	Other Expenses	Interdepartmental	Capital	Total Expenses	Total Revenue	Net County Dollars			
Employee Salaries & Benefits	\$0	\$0	\$0	\$275,000	\$275,000	\$275,000	\$275,000	\$0	0.00%			
Contractual Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%			
Commodities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%			
Other Expenses	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$275,000	\$0	0.00%			
Interdepartmental	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%			
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	0.00%			
Total Expenses	\$275,000		\$275,000		\$275,000		\$275,000		0			
Total Revenue		\$0		\$0		\$0		\$0	0.00%			
Net County Dollars		\$275,000		\$275,000		\$275,000		\$275,000	0.00%			
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

BUSINESS INVESTMENT GRANTS (OED)

Service Description:

This program encourages the creation, retention and/or expansion of new or existing business and jobs in identified investment zones within the community. The program provides grants to companies based upon the amount of property tax generated by the business investment being made.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
# of grant applications that reach closed session	Output	0	2	6	0.00%
# of grants approved in closed session	Output	0	2	6	0.00%
# of grants executed post closed session	Output	0	0	4	0.00%
# of "Invitations to Apply" issued	Output	0	0	0	0.00%
Total # of active grants	Output	0	0	30	0.00%
Total # of potential projects	Output	0	0	22	0.00%

*Performance results were not available at the time of publication for some measures in this service.

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
	Employee Salaries & Benefits	\$0	Contractual Services	\$0	Commodities	\$0	Other Expenses	\$3,919,156	\$3,925,163	\$4,330,506	-0.15%	
Interdepartmental		\$0		\$0		\$0					0.00%	
Capital		\$0		\$0		\$0					0.00%	
Total Expenses		\$3,919,156		\$3,925,163		\$4,330,506					(0)	
Total Revenue		\$0		\$0		\$0					0.00%	
Net County Dollars		\$3,919,156		\$3,925,163		\$4,330,506					-0.15%	
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

CHARLOTTE REGIONAL PARTNERSHIP (OED)

Service Description:

This service markets and promotes the 16-county Charlotte region to expand the economic base.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
# of projects generated	Output	0	0	66	0.00%
# of projects visited	Output	0	0	56	0.00%

*Performance results were not available at the time of publication for some measures in this service.

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)				
Employee Salaries & Benefits	\$0			\$0			\$0				
Contractual Services	\$0			\$0			\$0				
Commodities	\$161,525			\$158,250			\$155,111				
Other Expenses	\$0			\$0			\$0				
Interdepartmental	\$0			\$0			\$0				
Capital	\$0			\$0			\$0				
Total Expenses	\$161,525			\$158,250			\$155,111				
Total Revenue	\$0			\$0			\$0				
Net County Dollars	\$161,525			\$158,250			\$155,111				
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted				
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT		
Position Count	0	0	0	0	0	0	0	0	0		

CRVA-CIAA TOURNAMENT (OED)

Service Description:

This service provides funding to support the CIAA Tournament in Charlotte.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Dollar amount of Hotel/Motel tax generated (estimated)	Outcome	0	1,070,000	1,578,928	0.00%
Dollar amount of Prepared Food/Beverage tax generated (est)	Outcome	0	40,555	152,960	0.00%
# of room nights generated (estimated)	Output	0	22,367	31,270	0.00%
Total Attendance (estimate data available August)	Output	0	28,927	29,800	0.00%
Total Economic Impact (estimated)	Outcome	0	43,700,000	50,456,858	0.00%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
Employee Salaries & Benefits	\$0		\$0		\$0		0.00%					
Contractual Services	\$0		\$0		\$275,000		0.00%					
Commodities	\$0		\$0		\$0		0.00%					
Other Expenses	\$275,000		\$275,000		\$0		0.00%					
Interdepartmental	\$0		\$0		\$0		0.00%					
Capital	\$0		\$0		\$0		0.00%					
Total Expenses	\$275,000		\$275,000		\$275,000		0					
Total Revenue	\$0		\$0		\$0		0.00%					
Net County Dollars	\$275,000		\$275,000		\$275,000		0.00%					
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

CRVA- FILM COMMISSION (OED)

Service Description:

This service provides funding to the Charlotte Regional Film Commission in order to increase the impact of film and television production for the County.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Film crew positions filled locally	Output	0	2,175	1,290	0.00%
# of hotel nights generated by industry	Output	0	6,935	2,794	0.00%
Total budget for film/shows	Output	0	18,793,340	9,915,388	0.00%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$0	\$0	\$0	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$150,000	\$150,000	\$150,000	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$150,000	\$150,000	\$150,000	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$150,000	\$150,000	\$150,000	0.00%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

DEVELOPMENT AGREEMENTS (OED)

Service Description:

This service provides county assistance for large real estate development projects. The amount of County funding is based on the level of private investment, and is typically used to offset infrastructure costs such as roads, utilities or parking decks.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Contract management	Impact	0	0	100	0.00%
New outreaches established with partners	Output	0	0	1	0.00%
# of active agreements	Output	0	0	12	0.00%
# of reports using REMI	Output	0	0	9	0.00%
Total grants/payments per agreement	Output	0	0	5	0.00%
Total investment in Meck County by recipient	Impact	0	0	4,337,945.35	0.00%

*Performance results were not available at the time of publication for some measures in this service.

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
	Employee Salaries & Benefits	Contractual Services	Commodities	Other Expenses	Interdepartmental	Capital	Total Expenses	Total Revenue	Net County Dollars			
Employee Salaries & Benefits	\$0		\$0		\$0		\$0		0.00%			
Contractual Services	\$0		\$0		\$0		\$0		0.00%			
Commodities	\$0		\$0		\$0		\$0		0.00%			
Other Expenses	\$5,658,040		\$5,152,033		\$5,193,748				9.8%			
Interdepartmental	\$0		\$0		\$0		\$0		0.00%			
Capital	\$0		\$0		\$0		\$0		0.00%			
Total Expenses	\$5,658,040		\$5,152,033		\$5,193,748				0			
Total Revenue	\$0		\$0		\$0		\$0		0.00%			
Net County Dollars	\$5,658,040		\$5,152,033		\$5,193,748				9.8%			
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

ECONOMIC DEVELOPMENT (OED)

Service Description:

This service encourages the re-use and redevelopment of sites in priority neighborhoods through the use of synthetic tax increment grants.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted*			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$702,239			\$526,210			\$473,907			33.5%		
Contractual Services	\$671,787			\$313,912			\$270,776			114.0%		
Commodities	\$16,585			\$1,800			\$11,800			821.4%		
Other Expenses	\$3,250,000			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	<b">\$4,640,611</b">			<b">\$841,922</b">			<b">\$756,483</b">			451.2%		
Total Revenue	\$3,775,000			\$0			\$0			0.00%		
Net County Dollars	\$865,611			\$841,922			\$756,483			2.8%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	7	0	0	5	0	0	5	0	0	2	0	0

*Includes one-time fund balance appropriation

MWSBE (OED)

Service Description:

This service assists minority and women owned businesses and small businesses in bidding for County construction and service contracts, and tracks and reports the percentage of minority and women business enterprise and small business enterprise (MWSBE) contracts awarded.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Customer Satisfaction Index	Outcome	88	0	100	0.00%
Percent of goals attained	Outcome	0	0	102.04	0.00%

*Performance results were not available at the time of publication for some measures in this service.

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)				
Employee Salaries & Benefits	\$98,431			\$120,482			\$121,345				
Contractual Services	\$7,877			\$7,877			\$7,832				
Commodities	\$3,000			\$3,000			\$3,000				
Other Expenses	\$0			\$0			\$0				
Interdepartmental	\$0			\$0			\$0				
Capital	\$0			\$0			\$0				
Total Expenses	<b">\$109,308</b">			<b">\$131,359</b">			<b">\$132,177</b">				
Total Revenue	\$0			\$0			\$0				
Net County Dollars	\$109,308			\$131,359			\$132,177				
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted				
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT		
Position Count	1	0	0	1	0	0	1	0	0		
	0	0	0	0	0	0	0	0	0		

NBA ALL-STAR GAME (OED)

Service Description:

This service provides funding to support the NBA All-Star game in Charlotte.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted*			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$0			\$0			\$0			0.00%		
Contractual Services	\$0			\$0			\$0			0.00%		
Commodities	\$0			\$0			\$0			0.00%		
Other Expenses	\$0			\$600,000			\$0			-100.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$0			\$600,000			\$0			(1)		
Total Revenue	\$0			\$600,000			\$0			-100.00%		
Net County Dollars	\$0			\$0			\$0			#DIV/0		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

*Includes one-time fund balance appropriation

Office of the Tax Collector

Mission

The Office of the Tax Collector serves Mecklenburg County residents with integrity by administering tax laws equitably and exceeding collection goals while achieving exemplary customer satisfaction results.

Responsibilities

The Tax Collector provides the following services: Business Tax Collection, Enforced Collections, Tax Support Services and Tax Accounting. Below is a description of each service.

- * Business Tax Collection assesses and collects gross receipt taxes (taxes based on sales receipts) including room occupancy, prepared food and beverage, privilege licenses, vehicle rental tax, u-drive-it tax, heavy equipment tax, and other fees.
- * Enforced Collections collects ad valorem tax (taxes based on value) including real estate, business personal property and individual personal property taxes, and registered motor vehicle taxes, special assessments and other fees.
- * Tax Support Services receives and processes tax payments in the form of cash, checks, money orders, credit cards and electronic checks via in person over the counter transactions, U.S. Mail or other courier services and through contractual agreements with providers of services such as lockbox check processing and online/Interactive Voice Response (IVR) payment processing for credit cards and eChecks.
- * Tax Accounting deposits cash/checks received, reconciles payments and receipts, coordinates refunds and returned checks and administers distribution of funds collected to various municipalities.
- * All units/services respond to customer inquiries, conduct research and assist with general informational requests.

Budget and Staff Resources			
Budget Overview		FY2020 Adopted	FY2019 Adopted
Personnel Services & Employee Benefits		\$3,644,700	\$3,206,567
Contractual Services		2,348,305	2,480,640
Commodities		54,905	57,972
Other Charges		0	0
Interdepartmental		11,021	11,021
Capital Outlay		0	0
Total Expense		\$6,058,931	\$5,756,200
Total Revenue		\$2,788,472	\$2,151,362
Net County Dollars		\$3,270,459	\$3,604,838

Position Summary								
FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		
FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
47	0	0	39	0	0	39	0	0

Office of the Tax Collector

Major Funding Adjustments

Below is a list of Fiscal Year 2020 operating budget adjustments approved by the Board of County Commissioners to assist with meeting the department's goals and objectives.

Adjustment	FT	PT	LPT	County	Total	Description
Strategic Business Plan Adjustments						
Affordable Housing Strategy	1	-	-	\$41,422	\$41,422	(1) Deputy Tax Collector to assist with the affordable housing strategy.
Foreclosure Strategy	2	-	-	82,806	82,806	(2) Deputy Tax Collectors to assist with expanding the foreclosure strategy.
MEDIC Collections	4	-	-	-	168,810	(4) Deputy Tax Collectors to assist MEDIC with collecting past due bills from its customers.
Other Adjustments						
Assistant Fiscal Analyst	1	-	-	-	-	Existing funds were repurposed from casual labor (\$57K) to fund (1) full-time position that will process property tax payments.
Investing in Our Employees						
5.5% Wage Adjustment	-	-	-	\$95,426	\$95,426	Funding to support across-the-board 5.5% salary increase for County employees.

Office of the Tax Collector

Service Name	FT	PT	LPT	FY2020 County Funding	FY2020 Total Budget	FY2019 Total Budget
ATTORNEY (TAX)	0	0	0	402,000	402,000	402,000
BUSINESS TAX COLLECTIONS (TAX)	12	0	0	(682,860)	1,644,421	1,722,740
PROPERTY TAX COLLECTIONS (TAX)	34	0	0	3,326,361	3,787,552	3,427,032
TAX ADMINISTRATION (TAX)	1	0	0	224,958	224,958	204,428
Grand Totals:	47	0	0	3,270,459	6,058,931	5,756,200
Revenue Totals:					2,788,472	2,151,362

ATTORNEY (TAX)

Service Description:

This service provides legal advice to the Tax Collector on foreclosures, bankruptcies, wage and bank account garnishments, and levy or seizure of personal property and registered motor vehicles. Legal advice relates to property taxes, sales receipt taxes, and various regulatory license and permit fees.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Bankruptcy proceedings	Output	0	123	203	0.00%
Fee as a % of Amount Collected	Efficiency	6	7.72	18.75	77.7%
Foreclosures filed	Output	0	147	235	0.00%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$402,000	\$402,000	\$502,000	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$402,000	\$402,000	\$502,000	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$402,000	\$402,000	\$502,000	0.00%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

BUSINESS TAX COLLECTIONS (TAX)

Service Description:

This service assesses and collects gross sales tax receipts including room occupancy, prepared food & beverage, privilege licenses, vehicle rental taxes and other fees.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	88	99.22	98.58	112.8%
Heavy Equipment Collection Rate	Output	98	100	100	102.0%
PF Collection Rate	Outcome	94	97.31	96.92	103.5%
RO Collection Rate	Outcome	98	99.62	99.6	101.7%
% Telephone response rate (w/in 30 secs.)	Efficiency	85	93.71	97.43	110.2%
VR/UDI Collection Rate	Outcome	98	99.81	99.76	101.8%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$879,386	\$882,705	\$876,196	-0.38%								
Contractual Services	\$736,853	\$811,853	\$736,853	-9.24%								
Commodities	\$20,071	\$20,071	\$19,992	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$8,111	\$8,111	\$8,111	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,644,421	\$1,722,740	\$1,641,152	-4.55%								
Total Revenue	\$2,327,281	\$1,858,981	\$1,755,495	25.2%								
Net County Dollars	\$-682,860	\$-136,241	\$-114,343	401.2%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	12	0	0	12	0	0	12	0	0	0	0	0

PROPERTY TAX COLLECTIONS (TAX)

Service Description:

This Office of the Tax Collector service is responsible for administering North Carolina tax law by collecting taxes based on value including real estate, business personal property, individual personal property, registered motor vehicle taxes and other fees. This service processes payments, provides customer service, manages bankruptcy claims, and initiates legal actions.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Balancing Error Rate	Efficiency	3	1.87	1.16	160.4%
Calls handled	Output	0	20,315	25,519	0.00%
% Customer satisfaction rating	Customer	88	96.41	96.75	109.6%
Payments processed	Output	0	53,792	56,555	0.00%
Prior Year REI/PP Collection Rate	Efficiency	23	7.84	12.06	34.1%
% Telephone response rate (w/in 30 secs.)	Efficiency	80	82.21	84.02	102.8%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$2,540,731	\$2,119,809	\$2,057,641	19.9%								
Contractual Services	\$1,209,077	\$1,266,412	\$1,316,500	-4.53%								
Commodities	\$47,424	\$37,901	\$37,731	25.1%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$2,910	\$2,910	\$2,910	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$3,800,142	\$3,427,032	\$3,414,782	10.9%								
Total Revenue	\$461,191	\$292,381	\$283,486	57.7%								
Net County Dollars	\$3,338,951	\$3,134,651	\$3,131,296	6.5%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	34	0	0	26	0	0	26	0	0	8	0	0

TAX ADMINISTRATION (TAX)

Service Description:

This service provides strategic leadership and administrative oversight for all business decisions, activities, and duties associated with tax collections as required by North Carolina Statute.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Customer satisfaction rating	Customer	88	93.75	100	106.5%
% Employee Motivation & Satisfaction	Outcome	88	95	96	108.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$224,583			\$204,053			\$196,005			10.1%		
Contractual Services	\$375			\$375			\$375			0.00%		
Commodities	\$0			\$0			\$0			0.00%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$224,958			\$204,428			\$196,380			10.0%		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$224,958			\$204,428			\$196,380			10.0%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	1	0	0	1	0	0	1	0	0	0	0	0

Park & Recreation

Mission

To enrich the lives of citizens by providing quality leisure opportunities, experiences and partnerships. To offer recreation for people of all ages, and to act as stewards of our natural resources.

Responsibilities

This agency provides the administration, facilities, programs and fiscal support for the Park and Recreation Department and the Park and Recreation Commission. Park and Recreation is responsible for operations, maintenance and programming of more than 210 facilities. It manages the County's 17,700 +/- acres of parks, greenways, golf courses, recreation centers, swimming pools, special facilities and nature preserves.

Additional services include:

- * Coordination and planning of neighborhood and community recreational opportunities and special events.
- * Strategic analysis to support facility, park and greenway planning, design and development.
- * Programming/activities for therapeutic recreation (to serve both special and select populations).
- * Environmental education and stewardship of nature preserves.
- * Privatized management of five golf courses, and an equestrian center.
- * Marketing and public information about facilities programs.

Budget and Staff Resources			
Budget Overview		FY2020 Adopted*	FY2019 Adopted*
Personnel Services & Employee Benefits		\$33,917,905	\$29,594,643
Contractual Services		9,559,539	7,362,048
Commodities		3,618,785	3,311,161
Other Charges		104,967	104,967
Interdepartmental		455,068	455,068
Capital Outlay		594,200	430,700
Total Expense		\$48,250,464	\$41,058,587
Total Revenue		\$7,918,887	\$6,645,387
Net County Dollars		\$40,331,577	\$34,613,200

Position Summary								
FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		
FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
393	47	339	343	39	339	335	39	337

*Includes one-time fund balance allocation and restricted contingency.

Park & Recreation

Major Funding Adjustments

Below is a list of Fiscal Year 2020 operating budget adjustments approved by the Board of County Commissioners to assist with meeting the department's goals and objectives.

Adjustment	FT	PT	LPT	County	Total	Description
Strategic Business Plan Adjustments						
Capital Planning Staff	2	-	-	344,070	344,070	(1) Sr Park Planner and (1) Park Planner to support the accelerated greenway initiative.
Eastway Regional Recreation Center	8	-	-	325,111	325,111	Funding for new facility including (1) Environmental Educator, (2) Admin Support III, (1) Admin Support Supervisor, (3) Recreation Specialist, and (1) Maintenance & Operation Spec.
New Facilities	14	8	-	1,201,635	1,335,335	Funding for new facilities scheduled to open in FY2020, including 22 positions.
Masterplan and Vehicles	-	-	-	-	1,004,500	Funding greenway masterplan and vehicles for new positions.
Other Adjustments						
Summer Camps	-	-	-	(\$105,407)	\$35, 893	Funding for summer camps within the Aquatic Center and Ray's Splash Planet.
Operations Enhancement	26	-	-	1,570,746	2,140,746	Funding to provide support for increased operational needs within Central Region, North Region, South Region, Horticulture, Natural Resources, Matthews Sportsplex, and Park Maintenance.
Contracted Services	-	-	-	430,000	500,000	Funding for increased contracts within mowing, turf, and irrigation services.
Investing in Our Employees						
5.5% Wage Adjustment	-	-	-	\$1,224,907	\$1,224,907	Funding to support across-the-board 5.5% salary increase for County employees.

Park & Recreation

Service Name	FT	PT	LPT	FY2020 County Funding	FY2020 Total Budget*	FY2019 Total Budget*
ATHLETIC SERVICES (PRK)	12	4	29	43,669	1,659,184	1,678,980
COOPERATIVE EXTENSION SERVICES (PRK)	0	0	0	222,071	231,484	231,484
FISCAL ADMINISTRATION (PRK)	9	1	0	850,262	850,262	960,898
IT RESOURCE MANAGEMENT (PRK)	1	0	0	132,744	132,744	207,362
NATURE PRESERVES & NATURAL RESOURCES (PRK)	53	10	12	4,596,654	5,056,143	4,056,361
PARK FACILITY PLANNING SERVICE (PRK)	8	0	0	1,048,621	1,048,621	714,714
PARK OPERATIONS (PRK)	133	3	39	12,264,979	14,281,469	11,392,167
PARK REPAIR AND MAINTENANCE (PRK)	57	1	6	8,069,836	8,273,336	6,721,915
POOLS (PRK)	18	10	119	2,100,940	3,967,609	3,655,364
RECREATION PROGRAMMING (PRK)	84	14	132	8,002,834	9,608,616	8,551,955
SENIOR ACTIVITIES AND SERVICES (CSG)	0	0	0	95,000	95,000	95,000
SENIOR MANAGEMENT & ADMINISTRATION (PRK)	8	3	0	1,377,281	1,377,281	1,039,113
THERAPEUTIC RECREATION (PRK)	9	0	2	932,040	1,074,069	1,027,656
VOLUNTEER COORDINATION (PRK)	1	1	0	594,646	594,646	725,618
Grand Totals:	393	47	339	40,331,577	48,250,464	41,058,587
Revenue Totals:					7,918,887	6,645,387

*Includes one-time fund balance allocation and restricted contingency

ATHLETIC SERVICES (PRK)

Service Description:

This service provides coordination of athletic and sporting events on Park and Recreation Department parks and sports facilities.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	88	97.25	98.48	110.5%
Revenue per participant and visitor	Efficiency	0.7	1.59	0.94	227.1%
Total number athletic participants and visitors	Output	0	4,760,099	6,224,976	0.00%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,237,624	\$1,261,697	\$1,020,960	-1.91%								
Contractual Services	\$139,115	\$138,538	\$154,558	0.4%								
Commodities	\$284,144	\$278,745	\$247,055	1.9%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,660,883	\$1,678,980	\$1,422,573	-1.08%								
Total Revenue	\$1,615,515	\$1,555,515	\$1,306,515	3.9%								
Net County Dollars	\$45,368	\$123,465	\$116,058	-63.25%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	12	4	29	11	5	29	10	28	0	1	(1)	0

COOPERATIVE EXTENSION SERVICES (PRK)

Service Description:

This service partners with communities to deliver programming that empowers citizens by providing viable solutions for daily life. 4-H youth programs build life skills and subject matter educational interest in out-of-school time for young people ages 5-18. Horticulture programs provide citizen education on home and commercial horticulture in addition to supporting community gardening efforts. Family Consumer Science and Local Foods coordinates local food producers with farmer's market organizations and provides public programming on food handling, safety, and preservation.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Cost efficiency of Cooperative Extension Services programs	Efficiency	0	16.1	0	0.00%
Customer Satisfaction Index	Customer	88	96.99	98.5	110.2%
Knowledge Index	Outcome	100	95.43	93.5	95.4%
Total number of participants	Output	0	13,103	17,538	0.00%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$209,170	\$209,170	\$208,651	0.00%								
Commodities	\$22,314	\$22,314	\$22,314	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$231,484	\$231,484	\$230,965	0								
Total Revenue	\$9,413	\$9,413	\$9,413	0.00%								
Net County Dollars	\$222,071	\$222,071	\$221,552	0.00%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

*Performance results were not available at the time of publication for some measures in this service.

FISCAL ADMINISTRATION (PRK)

Service Description:

This service is responsible for all financial operations of the department including budgeting, accounts payable, financial reporting, cost reporting, purchasing, and compliance.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	88	100	90.74	113.6%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$800,295			\$910,931			\$844,958			-12.15%		
Contractual Services	\$23,005			\$23,005			\$7,705			0.00%		
Commodities	\$26,962			\$26,962			\$3,410			0.00%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	<b">\$850,262</b">			<b">\$960,898</b">			<b">\$856,073</b">			-11.51%		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$850,262			\$960,898			\$856,073			-11.51%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	9	1	0	10	1	0	9	2	0	-1	0	0

IT RESOURCE MANAGEMENT (PRK)

Service Description:

This service selects and deploys advanced technology for the efficiency and reliability for the departments day to day operations including communications, audio-visual, website content, class reservations system, and security monitoring of the facilities.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$125,420			\$200,038			\$193,291			-37.30%		
Contractual Services	\$5,500			\$5,500			\$20,800			0.00%		
Commodities	\$1,824			\$1,824			\$25,376			0.00%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$132,744			\$207,362			\$239,467			-35.98%		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$132,744			\$207,362			\$239,467			-35.98%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	1	0	0	2	0	0	2	0	0	-1	0	0

NATURE PRESERVES & NATURAL RESOURCES (PRK)

Service Description:

This service provides comprehensive management and public education regarding the County's nature preserves, nature centers and associated facilities, natural heritage sites, watershed protection properties, and park land natural resources.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Cost per Visitor and Participant	Efficiency	2.6	6.17	0	42.1%
% Customer satisfaction rating	Customer	88	98.75	99.99	112.2%
% Customer satisfaction rating (Natural Resources Services)	Customer	88	99	100	112.5%
Total nature preserve acres	Output	0	7,700	0	0.00%

Budget Overview	FY2020 Adopted**	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$4,394,437	\$3,450,307	\$3,200,180	27.4%								
Contractual Services	\$278,535	\$274,412	\$250,271	1.5%								
Commodities	\$279,436	\$252,383	\$248,876	10.7%								
Other Expenses	\$0	\$0	\$0	#DIV/0								
Interdepartmental	\$28,259	\$28,259	\$28,259	0.00%								
Capital	\$81,000	\$51,000	\$15,000	58.8%								
Total Expenses	\$5,061,667	\$4,056,361	\$3,742,586	24.8%								
Total Revenue	\$459,489	\$363,389	\$352,374	26.4%								
Net County Dollars	\$4,602,178	\$3,692,972	\$3,390,212	24.6%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	53	10	12	47	7	12	39	19	0	6	3	0

*Performance results were not available at the time of publication for some measures in this service.

**Includes one-time fund balance appropriation.

PARK FACILITY PLANNING SERVICE (PRK)

Service Description:

This service provides parks master planning and management of the design and construction phases of parks and recreation facilities, in addition to managing the planning development and design of new greenways and trails and design improvements to existing trails in the greenway system.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	88	98.98	0	112.5%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$754,379	\$636,626	\$621,787	18.5%								
Contractual Services	\$283,542	\$72,388	\$72,388	291.7%								
Commodities	\$14,098	\$5,700	\$5,700	147.3%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,052,019	\$714,714	\$699,875	47.2%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$1,052,019	\$714,714	\$699,875	47.2%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	8	0	0	6	0	0	6	0	0	2	0	0

*Performance results were not available at the time of publication for some measures in this service.

PARK OPERATIONS (PRK)

Service Description:

This service provides the operations and routine maintenance of community parks, district parks, and neighborhood parks contained within the County's over 17,000+ acres of park land.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Cost per park visitor	Efficiency	1.15	1.27	0	90.6%
% Customer satisfaction rating	Customer	88	99	99.78	112.5%

Budget Overview	FY2020 Adopted**		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
Employee Salaries & Benefits	\$8,699,518			\$7,251,728		\$7,127,279		20.0%				
Contractual Services	\$3,727,025			\$2,825,948		\$2,647,259		31.9%				
Commodities	\$1,222,284			\$1,109,773		\$1,065,085		10.1%				
Other Expenses	\$0			\$0		\$0		0.00%				
Interdepartmental	\$204,718			\$204,718		\$204,718		0.00%				
Capital	\$442,000			\$0		\$77,500		#DIV/0				
Total Expenses	\$14,295,545			\$11,392,167		\$11,121,841		25.5%				
Total Revenue	\$2,016,490			\$1,179,490		\$1,112,351		71.0%				
Net County Dollars	\$12,279,055			\$10,212,677		\$10,009,490		20.2%				
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	133	3	39	112	0	39	113	38	0	21	3	0

**Includes one-time fund balance appropriation.

PARK REPAIR AND MAINTENANCE (PRK)

Service Description:

This service improves the preventative and rehabilitative maintenance of County assets which encompass all the parks and all the special facilities within the County's over 17,000+ acres of park land.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Acres of New Landscaped Park Land	Output	0	1.23	0.43	0.00%
Cost per acre ratio	Efficiency	4,747	92.5	0	5,131.9%
% Customer satisfaction rating	Customer	88	0	0	0.00%
Total acres maintained	Output	0	1,076	0	0.00%
Total greenway maintenance effort in miles	Output	0	66	0	0.00%

Budget Overview	FY2020 Adopted**	FY2019 Adopted**	FY2018 Adopted**	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$4,376,466	\$3,627,504	\$3,534,000	20.6%								
Contractual Services	\$2,024,407	\$1,420,945	\$1,290,443	42.5%								
Commodities	\$821,193	\$771,371	\$636,608	6.5%								
Other Expenses	\$104,967	\$304,967	\$104,967	-65.58%								
Interdepartmental	\$217,428	\$217,428	\$217,428	0.00%								
Capital	\$732,700	\$379,700	\$1,051,200	93.0%								
Total Expenses	\$8,277,161	\$6,721,915	\$6,834,646	23.1%								
Total Revenue	\$203,500	\$265,000	\$656,500	-23.21%								
Net County Dollars	\$8,073,661	\$6,456,915	\$6,178,146	25.0%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	57	1	6	47	1	6	47	8	0	10	0	0

*Performance results were not available at the time of publication for some measures in this service.

**Includes one-time fund balance appropriation.

POOLS (PRK)

Service Description:

This service manages operations and routine maintenance for indoor and outdoor aquatic facilities.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	88	99.08	99.48	112.6%
Total number of pool users	Output	0	126,810	0	0.00%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$3,332,948			\$3,065,146			\$2,957,978			8.7%		
Contractual Services	\$322,749			\$317,129			\$267,529			1.8%		
Commodities	\$311,912			\$273,089			\$235,936			14.2%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$3,967,609			\$3,655,364			\$3,461,443			8.5%		
Total Revenue	\$1,866,669			\$1,606,769			\$1,625,167			16.2%		
Net County Dollars	\$2,100,940			\$2,048,595			\$1,836,276			2.6%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	18	10	119	18	7	120	18	7	120	0	3	0

*Performance results were not available at the time of publication for some measures in this service.

RECREATION PROGRAMMING (PRK)

Service Description:

This service provides active and passive leisure opportunities for County residents and visitors through recreation programs offered at recreation centers.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	88	99.77	99.71	113.4%
Number of participants and visitors	Output	0	1,114,220	1,153,678	0.00%
Recreation Center Facility Utilization Rate	Outcome	55	36.06	32.41	65.6%

Budget Overview	FY2020 Adopted**	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$8,160,869	\$7,386,436	\$7,229,783	10.5%								
Contractual Services	\$889,471	\$704,417	\$679,980	26.3%								
Commodities	\$585,592	\$461,102	\$442,465	27.0%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$18,000	\$0	\$0	0.00%								
Total Expenses	\$9,653,932	\$8,551,955	\$8,352,228	12.9%								
Total Revenue	\$1,605,782	\$1,523,782	\$1,489,782	5.4%								
Net County Dollars	\$8,048,150	\$7,028,173	\$6,862,446	14.5%								
Position Summary	FY2020 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	84	14	132	74	14	131	75	14	131	10	0	0

**Includes one-time fund balance appropriation.

SENIOR ACTIVITIES AND SERVICES (CSG)

Service Description:

This service provides activities to help keep seniors healthy, improve their fitness and help them to do the tasks needed to maintain independent living.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$0			\$0			\$0			0.00%		
Contractual Services	\$95,000			\$95,000			\$95,000			0.00%		
Commodities	\$0			\$0			\$0			0.00%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$95,000			\$95,000			\$95,000			0		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$95,000			\$95,000			\$95,000			0.00%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

SENIOR MANAGEMENT & ADMINISTRATION (PRK)

Service Description:

This service provides strategic leadership and management of all business operations and financial transactions conducted by the Department.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer Satisfaction Rating	Customer	88	97.25	99.08	110.5%
% Employee Motivation & Satisfaction	Impact	88	89	90	101.1%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$978,859			\$661,753			\$746,808			47.9%		
Contractual Services	\$346,415			\$339,491			\$337,316			2.0%		
Commodities	\$57,680			\$33,206			\$31,956			73.7%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$4,663			\$4,663			\$4,663			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	<b">\$1,387,617</b">			<b">\$1,039,113</b">			<b">\$1,120,743</b">			33.5%		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$1,387,617			\$1,039,113			\$1,120,743			33.5%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	8	3	0	5	2	0	5	2	0	3	1	0

THERAPEUTIC RECREATION (PRK)

Service Description:

This service provides recreation and leisure services to members of the community who are underserved or need additional support for full participation including citizens who have disabilities, youth/teens who experience peer pressure, homeless children/teens/families, and members of culturally diverse groups.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
County Cost per Program Participant	Efficiency	0	0	6.06	100.0%
% Customer satisfaction rating	Customer	88	99.98	98.9	113.6%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$950,276	\$904,691	\$950,932	5.0%								
Contractual Services	\$60,427	\$60,427	\$59,622	0.00%								
Commodities	\$63,366	\$62,538	\$62,538	1.3%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,074,069	\$1,027,656	\$1,073,092	4.5%								
Total Revenue	\$142,029	\$142,029	\$142,029	0.00%								
Net County Dollars	\$932,040	\$885,627	\$931,063	5.2%								
Position Summary	FY2020 Adopted			FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)						
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	9	0	2	9	0	2	9	2	0	0	0	0

*Performance results were not available at the time of publication for some measures in this service.

VOLUNTEER COORDINATION (PRK)

Service Description:

This service enhances provision of alternative workforce resources and provision of worthwhile opportunities for citizen involvement within the park system.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Participant Satisfaction with the Volunteer Program	Customer	84	98.02	88	116.7%
Program Cost per Volunteer Hour	Efficiency	1.21	1.66	1.17	72.9%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$106,814	\$237,786	\$163,503	-55.08%								
Contractual Services	\$475,678	\$475,678	\$505,678	0.00%								
Commodities	\$12,154	\$12,154	\$12,154	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$594,646	\$725,618	\$681,335	-18.05%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$594,646	\$725,618	\$681,335	-18.05%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	1	1	0	2	2	0	2	2	0	-1	(1)	0

Public Health Department

Mission

To promote and protect the public's health.

Responsibilities

- * Monitor health status to identify community health problems.
- * Diagnose and investigate health problems and health hazards in the community.
- * Inform, educate and empower people about health issues.
- * Mobilize community partnerships to identify and solve health problems.
- * Develop policies and plans that support individual and community health efforts.
- * Enforce laws and regulations that protect health and ensure safety.
- * Evaluate effectiveness, accessibility and quality of personal and population-based health services.
- * Research for new insights and solutions to health problems.
- * Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
- * Assure a competent public health and personal health care workforce.

Budget and Staff Resources			
Budget Overview	FY2020 Adopted*	FY2019 Adopted	FY2018 Adopted*
Personnel Services & Employee Benefits	\$71,975,068	\$67,579,593	\$65,595,294
Contractual Services	11,454,917	9,003,739	8,562,495
Commodities	2,084,480	2,535,532	2,611,428
Other Charges	0	0	0
Interdepartmental	158,295	158,295	156,615
Capital Outlay	128,250	49,500	0
Total Expense	\$85,801,010	\$79,326,659	\$76,925,832
Total Revenue	\$26,466,186	\$24,633,779	\$24,215,135
Net County Dollars	\$59,334,824	\$54,692,880	\$52,710,697

Position Summary								
FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		
FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
844	8	27	832	8	26	817	24	0

*Includes one-time fund balance allocation

Public Health Department

Major Funding Adjustments

Below is a list of Fiscal Year 2020 operating budget adjustments approved by the Board of County Commissioners to assist with meeting the department's goals and objectives.

Adjustment	FT	PT	LPT	County	Total	Description
Strategic Business Plan Adjustments						
Environmental Health Inspectors	7	-	-	\$726,605	\$726,605	(6) Environmental Health Inspectors and (1) Supervisor to better manage required inspections and improve timeliness
School Health Nurse Supervisors	2	-	-	148,983	148,983	(2) School Health Nurse Supervisors to reduce span of control and improve service quality
Deputy Director	1	-	-	114,795	114,795	(1) Deputy Department Director to assist with day-to-day management of department and implementation of Strategic Business Plan
Mental Health Screenings at WIC Clinics	2	-	-	113,583	113,583	(2) Social Workers to provide mental health screenings and referrals to women in need
PreP Awareness	-	-	-	100,000	100,000	Expansion of PreP awareness & utilization campaign
Quality Assurance Nurse in Clinical Services	1	-	-	73,563	73,563	(1) Nurse to provided quality assurance reviews in Public Health clinics
HIV/STI Testing in Non-Traditional Locations	-	-	-	80,000	80,000	Sustain testing at locations such as homeless shelters, permanent supportive housing facilities, substance use treatment centers
Other Adjustments						
Medicaid Escrow Funding	-	-	-	\$-	\$1,525,994	Funding for a variety of initiatives from the County's Medicaid Escrow Reserve Account.
Overtime & Temporary Staff for Republican National Convention	-	-	-	-	213,036	Fund balance for Environmental Health staffing needs for Republican National Convention
Investing in Our Employees						
5.5% Wage Adjustment	-	-	-	\$2,229,759	\$2,229,759	Funding to support across-the-board 5.5% salary increase for County employees.

Public Health Department

Service Name	FT	PT	LPT	FY2020 County Funding	FY2020 Total Budget*	FY2019 Total Budget
ADMINISTRATIVE SUPPORT (HLT)	7	0	0	836,682	2,514,843	2,129,297
ADULT MENTAL HEALTH CONTINUUM (HLT)	2	0	0	257,757	260,277	262,419
BETHESDA - ACCESS TO CARE (CSG)	0	0	0	165,000	165,000	165,000
CARE RING NURSE FAMILY PARTNERSHIP (CSG)	0	0	0	250,000	250,000	250,000
CHARLOTTE COMMUNITY HEALTH CLINIC-HOMELESS (CSG)	0	0	0	270,919	270,919	270,919
CHILD DEVELOPMENT - COMMUNITY POLICING (HLT)	27	0	0	2,638,012	2,638,012	2,461,855
CHILDREN'S DEVELOPMENTAL SERVICES (HLT)	104	1	0	5,019,204	9,469,681	9,392,592
COMMUNICABLE DISEASE (HLT)	49	0	1	3,875,878	4,889,942	4,203,995
CW WILLIAMS - HEALTHCARE FOR HOMELESS INITIATIVE (CSG)	0	0	0	390,000	390,000	0
FOOD & FACILITIES SANITATION (HLT)	67	0	0	5,930,218	6,518,626	5,512,003
GROUND WATER QUALITY (HLT)	13	0	0	1,070,352	1,354,143	1,278,313
HEALTH CASE MANAGEMENT (HLT)	97	0	1	1,994,672	9,486,477	9,311,408
HEALTH PLANNING (HLT)	33	0	0	3,525,235	4,019,688	3,137,428
HEALTH PROMOTION (HLT)	20	0	0	2,199,136	2,331,739	2,309,025
MEDASSIST OF MECKLENBURG (CSG)	0	0	0	550,000	550,000	550,000
PATIENT SERVICES (HLT)	63	2	0	3,391,015	4,376,515	4,098,934
PEST MANAGEMENT & ENVIRONMENTAL SERVICES (HLT)	9	0	0	611,641	1,088,141	948,620
PHYSICIANS REACH OUT (CSG)	0	0	0	250,000	250,000	250,000
PUBLIC HEALTH CLINICS (HLT)	74	0	2	5,847,000	10,290,350	9,641,541
SCHOOL HEALTH SERVICES (HLT)	203	0	23	17,894,046	17,950,046	16,882,999
SENIOR ADMINISTRATION (HLT)	10	0	0	1,671,307	1,671,307	1,235,328
SHELTER HEALTH SERVICES (CSG)	0	0	0	69,000	69,000	69,000
WOMEN, INFANTS, CHILDREN (HLT)	66	5	0	627,750	4,996,304	4,965,983
Grand Totals:	844	8	27	59,334,824	85,801,010	79,326,659
Revenue Totals:					26,466,186	24,633,779

*Includes one-time fund balance allocation

ADMINISTRATIVE SUPPORT (HLT)

Service Description:

This service provides day-to-day administrative/clerical support for the departments Health Director and Deputy Director (special project support also provided to program managers as needed).

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$536,046	\$403,246	\$395,274	32.9%								
Contractual Services	\$1,836,597	\$1,598,638	\$838,701	14.9%								
Commodities	\$142,200	\$127,413	\$142,420	11.6%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$2,514,843	\$2,129,297	\$1,376,395	18.1%								
Total Revenue	\$1,678,161	\$1,383,041	\$620,694	21.3%								
Net County Dollars	\$836,682	\$746,256	\$755,701	12.1%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	7	0	0	5	0	0	5	0	0	2	0	0

ADULT MENTAL HEALTH CONTINUUM (HLT)

Service Description:

This service provides a continuum of care for adults with severe and persistent mental health illnesses including case management, outpatient treatment, day programming, vocational training, residential placement and crisis intervention.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$256,210			\$258,352			\$281,014			-0.83%		
Contractual Services	\$2,067			\$2,067			\$4,587			0.00%		
Commodities	\$2,000			\$2,000			\$2,312			0.00%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	<b">\$260,277</b">			<b">\$262,419</b">			<b">\$287,913</b">			-0.82%		
Total Revenue	\$2,520			\$23,520			\$38,498			-89.29%		
Net County Dollars	\$257,757			\$238,899			\$249,415			7.9%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	2	0	0	3	0	0	3	0	0	-1	0	0

BETHESDA - ACCESS TO CARE (CSG)

Service Description:

This service provides quality and culturally primary care and health education to uninsured and low-income population in Mecklenburg County.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$0			\$0			\$0			0.00%		
Contractual Services	\$165,000			\$165,000			\$165,000			0.00%		
Commodities	\$0			\$0			\$0			0.00%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$165,000			\$165,000			\$165,000			0		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$165,000			\$165,000			\$165,000			0.00%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

CARE RING NURSE FAMILY PARTNERSHIP (CSG)

Service Description:

The service provides health education and support to first-time, low income moms in Mecklenburg County through an evidence based, intensive home visitation program.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$0			\$0			\$0			0.00%		
Contractual Services	\$250,000			\$250,000			\$250,000			0.00%		
Commodities	\$0			\$0			\$0			0.00%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$250,000			\$250,000			\$250,000			0		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$250,000			\$250,000			\$250,000			0.00%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

CHARLOTTE COMMUNITY HEALTH CLINIC-HOMELESS (CSG)

Service Description:

This service provides health care services - medical and preventive care, laboratory services, diagnostics, prescription medications, and access to specialists - to clients of the Men's Shelter and Urban Ministry.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$0			\$0			\$0			0.00%		
Contractual Services	\$270,919			\$270,919			\$270,919			0.00%		
Commodities	\$0			\$0			\$0			0.00%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$270,919			\$270,919			\$270,919			0.00%		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$270,919			\$270,919			\$270,919			0.00%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

CHILD DEVELOPMENT - COMMUNITY POLICING (HLT)

Service Description:

This service provides immediate crisis intervention to children and families experiencing violence, abuse, neglect, and other trauma in 4 high-risk crime districts in partnership with Social Services and Charlotte-Mecklenburg Police Department.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Assessments completed	Efficiency	80	85	83.45	106.3%
% Clients contacted w/in 72 hours	Efficiency	75	84	81.95	112.0%
% Customer satisfaction rating	Customer	88	100	100	113.6%
% Families that receive a child trauma intervention	Impact	94	96	96.58	102.1%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$2,519,774	\$2,343,617	\$2,366,386	7.5%								
Contractual Services	\$87,230	\$87,230	\$84,398	0.00%								
Commodities	\$23,508	\$23,508	\$23,508	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$7,500	\$7,500	\$7,500	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$2,638,012	\$2,461,855	\$2,481,792	7.2%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$2,638,012	\$2,461,855	\$2,481,792	7.2%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	27	0	0	27	0	0	28	0	0	0	0	0

CHILDREN'S DEVELOPMENTAL SERVICES (HLT)

Service Description:

This service provides and contracts for an array of services targeted toward children birth to age five with known or suspected developmental delays, including their families and other significant caregivers.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	88	94	97.71	106.8%
% of children in the NC Infant-Toddler Prog, birth - 1	Outcome	1.45	1.53	1.45	105.5%
% of children in the NC Infant-Toddler Prog, birth - 3	Outcome	2.65	2.83	2.71	106.8%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$8,277,348			\$8,112,119			\$7,890,105			2.0%		
Contractual Services	\$1,079,688			\$1,172,827			\$1,014,994			-7.94%		
Commodities	\$77,340			\$70,068			\$67,108			10.4%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$37,578			\$37,578			\$38,178			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	<b">\$9,471,954</b">			<b">\$9,392,592</b">			<b">\$9,010,385</b">			0.8%		
Total Revenue	\$4,450,477			\$4,419,492			\$4,160,633			0.7%		
Net County Dollars	\$5,021,477			\$4,973,100			\$4,849,752			1.0%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	104	1	0	104	0	0	101	1	0	0	1	0

COMMUNICABLE DISEASE (HLT)

Service Description:

This level provides mandated investigations of communicable diseases and enforces control measures to prevent the spread of communicable diseases through the utilization of early detection and preventive measures, enforcement and case management of individuals (and their contacts) diagnosed with reportable diseases and public education.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	88	98.7	99.59	112.2%
% HIV/Syphilis investigations started within 2 days	Efficiency	85	85	96.52	100.0%
Number of HIV cases investigated as new	Output	0	65	212	0.00%
% of at risk HIV contacts notified and counseled	Outcome	75	95.83	87.06	127.8%
% of clients adhering to treatment	Efficiency	85	94	91.71	110.6%
# of general CD and animal bite investigations	Output	0	4,085	3,782	0.00%
% of general CD and animal bites investigated	Outcome	100	100	100	100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$4,176,100	\$3,910,732	\$4,014,747	6.8%								
Contractual Services	\$642,557	\$192,430	\$193,571	233.9%								
Commodities	\$57,523	\$87,071	\$98,819	-33.94%								
Other Expenses	\$0	\$0	\$248,000	0.00%								
Interdepartmental	\$13,762	\$13,762	\$13,762	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$4,889,942	\$4,203,995	\$4,568,899	16.3%								
Total Revenue	\$1,014,064	\$761,534	\$776,034	33.2%								
Net County Dollars	\$3,875,878	\$3,442,461	\$3,792,865	12.6%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	49	0	1	49	0	1	50	0	0	0	0	0

CW WILLIAMS - HEALTHCARE FOR HOMELESS INITIATIVE (CSG)

Service Description:

This service provides primary and preventive healthcare services for the Healthcare for the Homeless Initiative.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$390,000	\$390,000	\$390,000	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$390,000	\$390,000	\$390,000	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$390,000	\$390,000	\$390,000	0.00%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

FOOD & FACILITIES SANITATION (HLT)

Service Description:

This service conducts mandatory inspections for restaurants, childcare facilities, school buildings, meat markets, and hotels, as well as reviews plans for new construction and issues operating permits as agent of the State.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Citizen complaint response rate (w/7 days)	Outcome	90	95	96.79	105.6%
% Customer satisfaction rating	Customer	88	97.63	94.4	110.9%
% food, lodging and institutional inspections completed	Efficiency	85	0	84.97	0.00%
# of food, lodging and institutional inspections completed	Output	0	12,023	12,133	0.00%

*Performance results were not available at the time of publication for some measures in this service.

Budget Overview	FY2020 Adopted*		FY2019 Adopted		FY2018 Adopted*		% Change (FY2019 to FY2020)					
Employee Salaries & Benefits	\$5,938,253			\$5,034,673		\$4,899,227		17.9%				
Contractual Services	\$294,770			\$274,232		\$255,035		7.5%				
Commodities	\$144,207			\$115,207		\$111,399		25.2%				
Other Expenses	\$0			\$0		\$0		0.00%				
Interdepartmental	\$47,755			\$47,755		\$46,675		0.00%				
Capital	\$108,750			\$49,500		\$16,500		119.7%				
Total Expenses	\$6,533,735			\$5,521,367		\$5,328,836		18.3%				
Total Revenue	\$588,408			\$373,286		\$395,368		57.6%				
Net County Dollars	\$5,945,327			\$5,148,081		\$4,933,468		15.5%				
Position Summary	FY2020 Adopted			FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)				
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	67	0	0	62	0	0	60	0	0	5	0	0

*Includes one-time fund balance appropriation

GROUND WATER QUALITY (HLT)

Service Description:

This service protects and preserves ground water resources by identifying and collecting data related to contamination sites and drinking water wells, initiating investigations related to ground water contamination and providing public education.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	88	94.74	90.78	107.7%
% MPL investigation backlog rate	Efficiency	3	0.64	1.63	468.8%
# of septic and well applications processed	Output	0	239	332	0.00%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,183,149	\$1,078,355	\$1,106,242	9.7%								
Contractual Services	\$107,234	\$125,198	\$126,198	-14.35%								
Commodities	\$51,179	\$62,179	\$62,179	-17.69%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$12,581	\$12,581	\$12,581	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,354,143	\$1,278,313	\$1,307,200	5.9%								
Total Revenue	\$283,791	\$303,791	\$303,791	-6.58%								
Net County Dollars	\$1,070,352	\$974,522	\$1,003,409	9.8%								
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	13	0	0	12	0	0	12	0	0	1	0	0

HEALTH CASE MANAGEMENT (HLT)

Service Description:

This service provides funding for Maternal Child Health Services which includes programs whose goals are reducing health and safety risks, removing barriers to accessing health care and maximizing health outcomes for pregnant/postpartum women and children and preventing institutionalization for elderly/disabled adults and children. Strategies include case management, education, collaboration with community resources, the healthcare community, and the client, and other evidence based best practices to promote and protect the public's health.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% CAP Customer Satisfaction Rating	Customer	88	97	95.77	110.2%
Care Coordination for Children Enrollment Rate	Efficiency	63	63	61.54	100.0%
% MCH Customer Satisfaction Rating	Customer	88	100	100	113.6%
# of admissions to the CC4C and PCM programs	Output	0	4,101	5,303	0.00%
% of families without substantiated reports of child abuse	Outcome	95	100	100	105.3%
% of health and safety deficiencies that show improvement	Outcome	80	94	94.75	117.5%
# practitioners trained in positive parenting curriculum	Output	100	87	0	87.0%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
	Total Expenses	\$9,486,477	Total Revenue	\$7,491,805	Net County Dollars	\$1,994,672						
Employee Salaries & Benefits	\$8,446,388		\$8,062,134		\$8,172,262				4.8%			
Contractual Services	\$893,769		\$1,099,757		\$1,060,425				-18.73%			
Commodities	\$125,970		\$129,167		\$124,703				-2.48%			
Other Expenses	\$0		\$0		\$0				0.00%			
Interdepartmental	\$20,350		\$20,350		\$19,150				0.00%			
Capital	\$0		\$0		\$0				0.00%			
Total Expenses	\$9,486,477		\$9,311,408		\$9,376,540				1.9%			
Total Revenue	\$7,491,805		\$7,384,597		\$7,446,538				1.5%			
Net County Dollars	\$1,994,672		\$1,926,811		\$1,930,002				3.5%			
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	97	0	1	96	0	0	96	0	0	1	0	0

HEALTH PLANNING (HLT)

Service Description:

This service manages the department strategic planning, compliance, quality improvement and training initiatives. Within this service, the Epidemiology Program organizes, analyzes, and distributes health indicator data to staff, other county agencies, nonprofit agencies, the media and the general public; the Triple P Positive Parenting Program is a public health approach to mental health prevention and intervention using evidence-based education and support for parents and caregivers of children and adolescents designed to increase parenting skills and parenting confidence to address common problems; and the Preparedness program supports the National Response Framework and the National Incident Management System by continual enhancement of all hazards planning and direction, coordination and assessment, surveillance and detection capacities, risk communication.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% customer satisfaction rating	Customer	88	0	99.71	0.00%
% of staff completing required accreditation trainings	Efficiency	100	97.48	90.71	97.5%

*Performance results were not available at the time of publication for some measures in this service.

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
Employee Salaries & Benefits	\$3,409,357			\$2,621,852			\$2,567,306					
Contractual Services	\$570,674			\$493,747			\$482,925					
Commodities	\$41,684			\$23,668			\$37,414					
Other Expenses	\$0			\$0			\$0					
Interdepartmental	\$0			\$0			\$0					
Capital	\$0			\$0			\$0					
Total Expenses	<b">\$4,021,715</b">			<b">\$3,139,267</b">			<b">\$3,087,645</b">					
Total Revenue	<b">\$494,453</b">			\$407,127			\$407,127					
Net County Dollars	\$3,527,262			\$2,732,140			\$2,680,518					
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	33	0	0	28	0	0	27	0	0	5	0	0

HEALTH PROMOTION (HLT)

Service Description:

This service provides population based programs aimed at reducing disease risks, using evidence-based best practices to impact major preventable causes of morbidity and mortality. Focus areas and strategies include nutrition, physical activity, obesity prevention, tobacco control, healthy youth development, male responsibility, breast cancer, child abuse prevention, providing access and referral to early detection and treatment services, and improving management of chronic diseases.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% customer satisfaction rating	Customer	88	100	97.87	113.6%
reduce smoking prevalence in individuals > 17 years of age	Outcome	16.5	0	0	100.0%

*Performance results were not available at the time of publication for some measures in this service.

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
	Employee Salaries & Benefits	Contractual Services	Commodities	Other Expenses	Interdepartmental	Capital	Total Expenses	Total Revenue	Net County Dollars			
\$1,813,501	\$426,242	\$91,996	\$0	\$0	\$0	\$0	\$2,331,739	\$132,603	\$2,199,136	\$1,792,681	\$391,437	\$116,089
\$1,436,109	\$391,437	\$59,972	\$258,000	\$0	\$0	\$0	\$2,145,518	\$115,774	\$2,029,744	1.2%	6.5%	-20.75%
\$2,145,518	\$115,774	\$2,029,744					1.0%	-14.84%	2.1%			
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
20	0	0	18	1	0	0	16	0	0	2	(1)	0

MEDASSIST OF MECKLENBURG (CSG)

Service Description:

This service provides subsidized prescription medications to qualifying low-income seniors and advocates for healthcare education and counseling.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$0			\$0			\$0			0.00%		
Contractual Services	\$550,000			\$550,000			\$550,000			0.00%		
Commodities	\$0			\$0			\$0			0.00%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$550,000			\$550,000			\$550,000			0		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$550,000			\$550,000			\$550,000			0.00%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

PATIENT SERVICES (HLT)

Service Description:

This service manages the department switchboard. This service collects and validates demographic and eligibility information through registration and appointment scheduling. We assure accuracy and integrity of patient record information through record management in various forms such as paper and electronic media. This service manages all birth and death certificate activities for the County through appropriate registration and adoption deletions as authorized and instructed by the State.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
abandonment rate of appointment line calls	Efficiency	0.16	0.02	1.6	800.0%
% budget funded by operational revenue	Efficiency	0	0	1.39	0.00%
% customer satisfaction rating	Customer	88	98.83	98.96	112.3%
% records released within 4 days	Efficiency	95	100	100	105.3%
% state filing timeliness rate (Vital Records)	Outcome	94	0	96.69	0.00%

*Performance results were not available at the time of publication for some measures in this service.

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
Employee Salaries & Benefits	\$4,052,779			\$3,785,649			\$3,471,222			7.1%		
Contractual Services	\$288,994			\$286,978			\$283,978			0.7%		
Commodities	\$32,842			\$24,407			\$31,911			34.6%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$1,900			\$1,900			\$1,900			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	<b">\$4,376,515</b">			<b">\$4,098,934</b">			\$3,789,011			6.8%		
Total Revenue	\$985,500			\$853,500			\$853,500			15.5%		
Net County Dollars	\$3,391,015			\$3,245,434			\$2,935,511			4.5%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	63	2	0	58	2	0	56	2	0	5	0	0

PEST MANAGEMENT & ENVIRONMENTAL SERVICES (HLT)

Service Description:

This service conducts mandatory inspections as an agent of the State; enforces local regulations addressing rat and mosquito control, structure demolition, and carbon monoxide; provides surveillance, identification, and control of known and suspected disease vectors (rodents, mosquitos) and their habitats.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Citizen Complaint Response Rate (w/in 7 days)	Efficiency	90	99.66	93.49	110.7%
% Customer satisfaction rating	Customer	88	100	92.05	113.6%
# public pools inspected	Output	0	1,314	1,621	0.00%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$862,872	\$724,909	\$664,676	19.0%								
Contractual Services	\$106,946	\$100,210	\$77,695	6.7%								
Commodities	\$88,364	\$110,512	\$106,362	-20.04%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$12,989	\$12,989	\$12,989	0.00%								
Capital	\$19,500	\$0	\$0	0.00%								
Total Expenses	\$1,090,671	\$948,620	\$861,722	15.0%								
Total Revenue	\$476,500	\$489,300	\$462,635	-2.62%								
Net County Dollars	\$614,171	\$459,320	\$399,087	33.7%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	9	0	0	8	0	0	7	0	0	1	0	0

PHYSICIANS REACH OUT (CSG)

Service Description:

This service coordinates care for uninsured persons in Mecklenburg County who do not have a current relationship with a healthcare provider, have household incomes less than 200% of Federal Poverty Level, not eligible for public programs and who cannot become established with existing community sliding scale clinics.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
Employee Salaries & Benefits	\$0		\$0		\$0		0.00%					
Contractual Services	\$250,000		\$250,000		\$250,000		0.00%					
Commodities	\$0		\$0		\$0		0.00%					
Other Expenses	\$0		\$0		\$0		0.00%					
Interdepartmental	\$0		\$0		\$0		0.00%					
Capital	\$0		\$0		\$0		0.00%					
Total Expenses	\$250,000		\$250,000		\$250,000		0					
Total Revenue	\$0		\$0		\$0		0.00%					
Net County Dollars	\$250,000		\$250,000		\$250,000		0.00%					
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		Change (FY2019 to FY2020)			
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

PUBLIC HEALTH CLINICS (HLT)

Service Description:

This service provides funding for Dental Clinical services; Immunization programs; Refugee Health programs; Breast and Cervical Cancer Control programs; Family Planning programs; HIV Early Intervention Clinic services; and Sexually Transmitted Disease programs. All clinical services are supported by the Public Health Laboratory providing some in-house testing, collection and transport of specimens to reference laboratories.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% children seen by dental clinic w/completed treatment plans	Outcome	88	88.6	91.37	100.7%
% Customer Satisfaction Rating	Customer	88	83.89	98.16	95.3%
% eligible 2 yr olds served by HD w/required immunizations	Outcome	80	76.99	77.05	96.2%
Meet targeted # of women that receive BCCCP services	Efficiency	90	100	184.93	111.1%
# of adult health clinic visits	Output	0	20,458	20,411	0.00%
# of immunization clinic visits	Output	0	10,972	11,178	0.00%
% of patients seen by STD services one day of request	Efficiency	85	50.3	92.3	59.2%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$7,046,783	\$7,537,723	\$7,295,667	-6.51%								
Contractual Services	\$2,250,641	\$670,263	\$706,854	235.8%								
Commodities	\$996,447	\$1,429,675	\$1,554,254	-30.30%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$3,880	\$3,880	\$3,880	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$10,297,751	\$9,641,541	\$9,560,655	6.8%								
Total Revenue	\$4,443,350	\$3,511,153	\$3,657,938	26.5%								
Net County Dollars	\$5,854,401	\$6,130,388	\$5,902,717	-4.50%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	74	0	2	88	1	2	85	5	0	-14	(1)	0

SCHOOL HEALTH SERVICES (HLT)

Service Description:

The service manages, promotes and coordinates public health services and health education to school aged children enrolled in Charlotte-Mecklenburg Schools (CMS). Service delivery includes nursing services, dental screening, health education, nutrition counseling, and health screening services for 158 Charlotte Mecklenburg Schools. The school health program along with other MCHD health professionals supports health and learning every day so that students remain in class, on task, and ready to learn.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% customer satisfaction rating	Customer	88	99	98.11	112.5%
% of nurse follow-up initiated with students within 7 days o	Efficiency	90	98.31	88.35	109.2%
# of School Health Room Visits	Output	0	353,631	348,243	0.00%
% of students referred for dental care that receive care	Outcome	70	77.25	79.16	110.4%
% of students referred for medical care where care was recei	Outcome	70	94.45	95.22	134.9%
% of students referred for vision care that receive care	Outcome	70	73.87	73.98	105.5%
% of students w/chronic disease w/improvement in 1+ domains	Outcome	94	97	95.62	103.2%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$17,375,036	\$16,318,009	\$15,347,382	6.5%								
Contractual Services	\$408,534	\$412,953	\$429,549	-1.07%								
Commodities	\$171,374	\$157,377	\$117,173	8.9%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$17,954,944	\$16,888,339	\$15,894,104	6.3%								
Total Revenue	\$56,000	\$188,226	\$91,248	-70.25%								
Net County Dollars	\$17,898,944	\$16,700,113	\$15,802,856	7.2%								
Position Summary	FY2020 Adopted			FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)						
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	203	0	23	201	0	23	198	12	0	2	0	0

SENIOR ADMINISTRATION (HLT)

Service Description:

This service provides statutory and administrative oversight and leadership of health department services as well as direct the contract with Carolinas HealthCare System.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	88	98.59	98.11	112.0%
% Employee Motivation & Satisfaction	Impact	88	89	92	101.1%
% of VHB participants that have an imp in at least 1 outcome	Outcome	95	99.8	100	105.1%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,630,907	\$1,199,828	\$1,335,906	35.9%								
Contractual Services	\$40,050	\$35,500	\$36,500	12.8%								
Commodities	\$2,448	\$0	\$0	#DIV/0								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,673,405	\$1,235,328	\$1,372,406	35.5%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$1,673,405	\$1,235,328	\$1,372,406	35.5%								
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	10	0	0	6	0	0	6	0	0	4	0	0

SHELTER HEALTH SERVICES (CSG)

Service Description:

Shelter Health Services provides free healthcare and health education to homeless women and children through its walk-in clinic located within Mecklenburg County's largest women's shelter. Women and children represent 1/3 of the County's homeless, and is the fastest growing group. Lacking money and Medicaid, they rely on the free clinic for their healthcare.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$69,000	\$69,000	\$69,000	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$69,000	\$69,000	\$69,000	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$69,000	\$69,000	\$69,000	0.00%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

WOMEN, INFANTS, CHILDREN (HLT)

Service Description:

This Service provides basic nutrition services to eligible pregnant, breastfeeding, and postpartum women, infants and children up to age five. Services include nutrition education and issuance of monthly healthy food package (baby formula, milk, cheese, eggs, juice, cereal, dried beans or peanut butter, fruits, vegetables, brown rice, whole wheat bread, tortillas, tofu and jar baby food). The Breastfeeding Program provides support for breastfeeding WIC clients through education, peer counseling and educational material.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer Satisfaction Rating	Customer	88	98.31	98	111.7%
% of women who participated in WIC + initiated breastfeeding	Outcome	75	70.61	70.62	94.1%
% pregnant women in Medicaid + prenatal WIC services	Efficiency	72	61.39	64.42	85.3%
WIC active participation rate	Efficiency	97	85.43	89.46	88.1%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$4,448,565	\$4,395,714	\$4,351,769	1.2%								
Contractual Services	\$474,005	\$496,535	\$498,229	-4.54%								
Commodities	\$73,734	\$73,734	\$71,894	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$4,996,304	\$4,965,983	\$4,921,892	0.6%								
Total Revenue	\$4,368,554	\$4,379,503	\$4,379,357	-0.25%								
Net County Dollars	\$627,750	\$586,480	\$542,535	7.0%								
Position Summary	FY2020 Adopted			FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)						
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	66	5	0	67	4	0	67	4	0	-1	1	0

Public Information

Mission

To effectively communicate the priorities, messages and goals of Mecklenburg County using multiple communication methods and channels.

Responsibilities

The Public Information Department is strategically aligned into three centers of excellence: Web Services, Digital & Multimedia Communications, and Mass & Targeted Communications.

*Web Services supports the MeckNC.gov website and MeckWeb Intranet site by providing guidance to County departments on creating and maintaining a strong web presence. Web Services is also charged with the continuous improvement of the County's overall web presence including multimedia integration, mobile capabilities, website usability and social media promotion.

*Digital & Multimedia Communications includes areas involving the use of TV and video, social media, community meetings, special events and other methods to provide information directly to residents and generate community/public input and other citizen involvement opportunities.

*Mass & Targeted Communications includes media relations, employee communications, direct communications, social media, marketing, printed materials and other methods to provide information to residents, County employees and other stakeholders.

Budget and Staff Resources			
Budget Overview		FY2020 Adopted	FY2019 Adopted
Personnel Services & Employee Benefits		\$2,387,633	\$2,150,336
Contractual Services		541,705	489,489
Commodities		51,589	51,778
Other Charges		0	0
Interdepartmental		771	771
Capital Outlay		0	0
Total Expense		\$2,981,698	\$2,692,374
Total Revenue		\$0	\$0
Net County Dollars		\$2,981,698	\$2,692,374
			\$2,621,826

Position Summary								
FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		
FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
22	0	1	21	0	1	21	0	1

Public Information Department

Major Funding Adjustments

Below is a list of Fiscal Year 2020 operating budget adjustments approved by the Board of County Commissioners to assist with meeting the department's goals and objectives.

Adjustment	FT	PT	LPT	County	Total	Description
Strategic Business Plan Adjustments						
Community Relations Position	1	-	-	\$59,027	\$59,027	(1) Public Information Specialist will support the department's community relations outreach effort.
Other Adjustments						
MeckWeb Rebranding Maintenance	-	-	-	\$50,000	\$50,000	Funds the annual software maintenance subscription for the approved FY18 Tech Reserve MeckWeb Rebranding project.
Investing in Our Employees						
5.5% Wage Adjustment	-	-	-	\$105,996	\$105,996	Funding to support across-the-board 5.5% salary increase for County employees.

Public Information

Service Name	FT	PT	LPT	FY2020 County Funding	FY2020 Total Budget	FY2019 Total Budget
PUBLIC INFORMATION (PID)	15	0	1	1,913,598	1,913,598	1,735,295
WEB SERVICES (PID)	7	0	0	1,068,100	1,068,100	957,079
Grand Totals:	22	0	1	2,981,698	2,981,698	2,692,374
Revenue Totals:					0	0

PUBLIC INFORMATION (PID)

Service Description:

This service provides internal/external communication planning and products, media relations, community relations, and marketing for the County.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Ad value from covered news story [reported in \$mil]	Outcome	20,000,000	20,000,000	37,999,322	100.0%
Customer satisfaction rating	Customer	88	88	99.86	100.0%
Products/services completed within agreed upon timeframe	Efficiency	88	88	99.42	100.0%
Social media reach	Output	0	0	6,834,566	0.00%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,620,558	\$1,441,282	\$1,425,598	12.4%								
Contractual Services	\$256,526	\$257,310	\$275,028	-0.30%								
Commodities	\$37,945	\$35,932	\$35,910	5.6%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$771	\$771	\$771	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,915,800	\$1,735,295	\$1,737,307	10.4%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$1,915,800	\$1,735,295	\$1,737,307	10.4%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	15	0	1	14	0	1	14	1	0	1	0	0

WEB SERVICES (PID)

Service Description:

This service supports and distributes communication and information via the County's internal and external websites.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Customer satisfaction rating	Customer	88	88	97.81	100.0%
MeckNC availability rate	Efficiency	0	0	100	0.00%
Website Engagement Rate	Outcome	0	0	74.03	0.00%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$767,075	\$709,054	\$675,324	8.2%								
Contractual Services	\$285,179	\$232,179	\$207,541	22.8%								
Commodities	\$15,846	\$15,846	\$1,654	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,068,100	\$957,079	\$884,519	11.6%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$1,068,100	\$957,079	\$884,519	11.6%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	7	0	0	7	0	0	7	0	0	0	0	0

Public Library

Mission

Improve lives and build a stronger community.

Responsibilities

The Charlotte Mecklenburg Library is one of America's leading urban public libraries, serving a community of more than one million citizens in Mecklenburg County. Through 20 locations, targeted outreach and online, the Library delivers exceptional services and programs to hundreds of thousands of residents, while also responding to the needs of individual customers. In short, the Library strives to be essential to the community. Focusing on three key narratives and four key roles, the Library serves our customers and the community within in the following framework:

Three Narratives:

- * Improve Lives
- * Build a Stronger Community
- * Build a Sustainable Organization

Four Roles:

- * Library as Trusted Source
- * Library as Welcoming Place
- * Library as Community Partner
- * Library as Essential Leader

Budget and Staff Resources								
Budget Overview		FY2020 Adopted*	FY2019 Adopted					
		FY2018 Adopted*						
Personnel Services & Employee Benefits		\$28,742,136	\$27,765,577					
Contractual Services		2,950,884	2,891,270					
Commodities		5,390,606	5,381,305					
Other Charges		0	0					
Interdepartmental		17,177	17,177					
Capital Outlay		449,899	49,899					
Total Expense		\$37,550,702	\$36,105,228					
Total Revenue		\$400,000	\$0					
Net County Dollars		\$37,150,702	\$36,105,228					
Position Summary								
FY2020 Adopted		FY2019 Adopted						
FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
348	16	99	351	16	99	351	114	0

*Includes one-time fund balance.

Public Library

Major Funding Adjustments

Below is a list of Fiscal Year 2020 operating budget adjustments approved by the Board of County Commissioners to assist with meeting the department's goals and objectives.

Adjustment	FT	PT	LPT	County	Total	Description
Strategic Business Plan Adjustments						
Mobile Program Coordinator	1	-	-	\$58,484	\$58,484	(1) position to coordinate mobile library services in underserved communities.
Scalleybark Lease	-	-	-	38,000	38,000	Increased lease expenses due to relocating a library branch.
Other Adjustments						
Position Reduction	(4)	-	-	(514,145)	(514,145)	The Library agreed to fund four fundraising positions previously funded by the County.
Mobile Library Unit	-	-	-	-	400,000	One-time fund balance allocation to purchase and upfit a mobile library vehicle.
Investing in Our Employees						
5.5% Wage Adjustment	-	-	-	\$1,186,171	\$1,186,171	Funding to support across-the-board 5.5% salary increase for County employees.

Public Library

Service Name	FT	PT	LPT	FY2020 County Funding	FY2020 Total Budget*	FY2019 Total Budget
ADMINISTRATION & FISCAL MANAGEMENT (LIB)	11	0	0	1,427,344	1,427,344	1,455,071
FUND DEVELOPMENT (LIB)	0	0	0	0	0	501,603
IMAGINON (LIB)	22	1	6	2,034,426	2,034,426	1,920,923
IT RESOURCE MANAGEMENT (LIB)	3	0	0	1,197,981	1,197,981	1,164,392
PUBLIC INFORMATION (LIB)	4	0	0	358,087	358,087	391,177
PUBLIC LIBRARY SERVICES (LIB)	308	15	93	32,132,864	32,532,864	30,672,062
Grand Totals:	348	16	99	37,150,702	37,550,702	36,105,228
Revenue Totals:					0	0

*Includes one-time fund balance.

ADMINISTRATION & FISCAL MANAGEMENT (LIB)

Service Description:

This service provides leadership and management oversight for the business operations.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer measures achieved	Customer	80	83.33	83.3	104.2%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,406,100	\$1,433,827	\$1,414,071	-1.93%								
Contractual Services	\$0	\$0	\$0	0.00%								
Commodities	\$21,244	\$21,244	\$21,244	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,427,344	\$1,455,071	\$1,435,315	-1.91%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$1,427,344	\$1,455,071	\$1,435,315	-1.91%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	11	0	0	11	0	0	11	0	0	0	0	0

FUND DEVELOPMENT (LIB)

Service Description:

This service generates supplemental revenue from private sources including individuals, corporations and foundations to enhance Library services, collections and programs.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Total gifts, grants and endowment earnings	Output	1,600,000	1,506,918.94	1,809,073	94.2%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$0			\$501,603			\$489,412			0.00%		
Contractual Services	\$0			\$0			\$0			0.00%		
Commodities	\$0			\$0			\$0			0.00%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$0			\$501,603			\$489,412			0.00%		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$0			\$501,603			\$489,412			0.00%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	4	0	0	4	0	0	-4	0	0

IMAGINON (LIB)

Service Description:

This service is a collaborative venture of the Charlotte Mecklenburg Library and the Children's Theatre of Charlotte. With cutting-edge services and library collections, award-winning professional theatre and innovative education programs, ImaginOn brings stories to life through extraordinary experiences that challenge, inspire and excite young minds. The Library has operated ImaginOn since 2005. For the FY12 budget, the Future of the Library Taskforce recommended that the Library and County budget for ImaginOn as a separate service.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Customer satisfaction rating	Customer	88	100.69	97.48	114.4%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$1,678,731			\$1,566,146			\$1,527,091			7.2%		
Contractual Services	\$355,695			\$354,777			\$354,888			0.3%		
Commodities	\$0			\$0			\$0			0.00%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$2,034,426			\$1,920,923			\$1,881,979			5.9%		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$2,034,426			\$1,920,923			\$1,881,979			5.9%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	22	1	6	22	1	6	22	7	0	0	0	0

IT RESOURCE MANAGEMENT (LIB)

Service Description:

This service provides help desk support and manages the hardware, software and applications that provide public access to electronic resources and library materials.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Percentage Growth in WiFi Usage	Efficiency	20	130.83	118.71	654.2%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$353,112			\$329,523			\$324,051			7.2%		
Contractual Services	\$0			\$0			\$0			0.00%		
Commodities	\$794,970			\$784,970			\$702,970			1.3%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$49,899			\$49,899			\$49,899			0.00%		
Total Expenses	<b">\$1,197,981</b">			<b">\$1,164,392</b">			<b">\$1,076,920</b">			2.9%		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$1,197,981			\$1,164,392			\$1,076,920			2.9%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	3	0	0	3	0	0	3	0	0	0	0	0

PUBLIC INFORMATION (LIB)

Service Description:

This service promotes and publicizes to the Public Library's services, collections and programs.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$358,087	\$391,177	\$394,192	-8.46%								
Contractual Services	\$0	\$0	\$0	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$358,087	\$391,177	\$394,192	-8.46%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$358,087	\$391,177	\$394,192	-8.46%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	4	0	0	4	0	0	4	0	0	0	0	0

PUBLIC LIBRARY SERVICES (LIB)

Service Description:

This service provides collections, programs and technology to support early childhood literacy, educational success, and workforce development for Mecklenburg County residents.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Customer satisfaction rating	Customer	88	98.19	97.48	111.6%
Volunteer Staffing	Efficiency	5	5.61	5.9	112.2%
Year-Over-Year Growth in Active Cardholders	Outcome	102.5	93.38	94.16	91.1%
Year-Over-Year Growth in Digital Circulation	Outcome	102.5	132.26	100.74	129.0%
Year-Over-Year Growth in Program Attendance Ages 0-8	Outcome	102.5	112.19	101.39	109.5%
Year-Over-Year Growth in Total Circulation	Outcome	0	106.08	98.32	0.00%

Budget Overview	FY2020* Adopted	FY2019 Adopted	FY2018* Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$24,946,106	\$23,543,301	\$23,612,522	6.0%								
Contractual Services	\$2,595,189	\$2,536,493	\$2,671,441	2.3%								
Commodities	\$4,574,392	\$4,575,091	\$2,574,475	-0.02%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$17,177	\$17,177	\$17,177	0.00%								
Capital	\$400,000	\$0	\$0	0.00%								
Total Expenses	\$32,532,864	\$30,672,062	\$28,875,615	6.1%								
Total Revenue	\$400,000	\$0	\$500,000	0.00%								
Net County Dollars	\$32,132,864	\$30,672,062	\$28,375,615	4.8%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	308	15	93	307	15	93	307	108	0	1	0	0

*Includes one-time fund balance appropriation

Register of Deeds

Mission

Considerate professionals dedicated to providing superior customer service while maintaining the accuracy and integrity of Mecklenburg County's valuable land and vital records.

Responsibilities

The Register of Deeds is the custodian and manager of various public records filed in Mecklenburg County. This office is responsible for preserving and maintaining these records and providing the public with access to records that are available under the public records law. This office issues marriage licenses to qualified persons getting married in the State of North Carolina within sixty (60) days of the date the license was issued, and maintains copies of licenses. In addition to land records, the Register of Deeds maintains many other types of documents such as birth certificates, death certificates, notary public commissions, armed force discharges, historic landmarks, bonds and others. The office is responsible for providing certified copies of any official records it maintains. The Register collects fees for services and copies, and also collects state excise taxes on real estate transfers.

Budget and Staff Resources				
Budget Overview		FY2020 Adopted	FY2019 Adopted	FY2018 Adopted
Personnel Services & Employee Benefits		\$2,763,390	\$2,552,978	\$2,558,690
Contractual Services		224,470	222,522	201,815
Commodities		59,414	61,362	92,257
Other Charges		0	0	0
Interdepartmental		0	0	0
Capital Outlay		0	0	0
Total Expense		\$3,047,274	\$2,836,862	\$2,852,762
Total Revenue		\$19,270,928	\$17,244,983	\$16,824,679
Net County Dollars		\$2,521,791	\$2,339,903	\$2,301,098

Position Summary								
FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		
FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
38	0	0	38	0	0	38	0	0

Register of Deeds

Major Funding Adjustments

Below is a list of Fiscal Year 2020 operating budget adjustments approved by the Board of County Commissioners to assist with meeting the department's goals and objectives.

Adjustment	FT	PT	LPT	County	Total	Description
Investing in Our Employees						
5.5% Wage Adjustment	-	-	-	\$109,853	\$109,853	Funding to support across-the-board 5.5% salary increase for County employees.

Register of Deeds

Service Name	FT	PT	LPT	FY2020 County Funding	FY2020 Total Budget	FY2019 Total Budget
ADMINISTRATIVE SUPPORT (REG)	2	0	0	123,199	123,199	115,085
FISCAL ADMINISTRATION (REG)	2	0	0	173,861	173,861	161,389
REAL PROPERTY RECORDINGS & DOCUMENTATION (REG)	14	0	0	718,544	1,020,067	979,664
RECORDS RESEARCH & ASSISTANCE (REG)	10	0	0	478,072	702,032	649,852
SENIOR ADMINISTRATION (REG)	2	0	0	421,638	421,638	365,042
VITAL & MISCELLANEOUS RECORDS (REG)	8	0	0	606,477	606,477	565,830
Grand Totals:	38	0	0	2,521,791	3,047,274	2,836,862
Revenue Totals:					525,483	496,959

ADMINISTRATIVE SUPPORT (REG)

Service Description:

This service provides a wide range of administrative support services necessary for conducting daily business.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$114,569	\$107,346	\$108,392	6.7%								
Contractual Services	\$2,395	\$1,795	\$1,795	33.4%								
Commodities	\$6,235	\$5,944	\$4,944	4.9%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$123,199	\$115,085	\$115,131	7.1%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$123,199	\$115,085	\$115,131	7.1%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	2	0	0	2	0	0	2	0	0	0	0	0

FISCAL ADMINISTRATION (REG)

Service Description:

This service manages the department's financial services, execution of sound fiscal activities, and accountability for all fiscal reporting.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$168,266			\$154,329			\$150,334			9.0%		
Contractual Services	\$5,395			\$5,395			\$3,895			0.00%		
Commodities	\$200			\$1,665			\$1,665			-87.99%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$173,861			\$161,389			\$155,894			7.7%		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$173,861			\$161,389			\$155,894			7.7%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	2	0	0	2	0	0	2	0	0	0	0	0

REAL PROPERTY RECORDINGS & DOCUMENTATION (REG)

Service Description:

This service maintains public records of land transactions.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	88	100	0	113.6%
Daily Real Estate Processing Index within 24 hours	Impact	96	90	94	93.8%
Number of real estate documents filed	Output	0	160,273	168,345	0.00%
Permanent Index Processing Rate	Efficiency	0	100	0	0.00%

*Performance results were not available at the time of publication for some measures in this service.

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)				
Employee Salaries & Benefits	\$926,052			\$872,447			\$989,493				
Contractual Services	\$86,213			\$100,713			\$99,496				
Commodities	\$7,802			\$6,504			\$17,934				
Other Expenses	\$0			\$0			\$0				
Interdepartmental	\$0			\$0			\$0				
Capital	\$0			\$0			\$0				
Total Expenses	<b">\$1,020,067</b">			<b">\$979,664</b">			<b">\$1,106,923</b">				
Total Revenue	<b">\$301,523</b">			\$251,930			\$321,614				
Net County Dollars	\$718,544			\$727,734			\$785,309				
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted				
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT		
Position Count	14	0	0	14	0	0	16	0	0		

RECORDS RESEARCH & ASSISTANCE (REG)

Service Description:

This service provides direct customer service to those requesting access to and/or copies of public records.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	88	100	0	113.6%
% Document digital conversion	Efficiency	95	98	0	103.2%
% Documents Archivally Preserved	Impact	0	99	0	0.00%
% of Records Available Online	Impact	96	99	0	103.1%

*Performance results were not available at the time of publication for some measures in this service.

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$628,917	\$586,535	\$544,075	7.2%								
Contractual Services	\$49,313	\$40,313	\$39,044	22.3%								
Commodities	\$23,802	\$23,004	\$38,869	3.5%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$702,032	\$649,852	\$621,988	8.0%								
Total Revenue	\$223,960	\$245,029	\$230,050	-8.60%								
Net County Dollars	\$478,072	\$404,823	\$391,938	18.1%								
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	10	0	0	10	0	0	9	0	0	0	0	0

SENIOR ADMINISTRATION (REG)

Service Description:

This service provides comprehensive management and oversight of all business imperatives essential for the successful operation of the department.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Customer Satisfaction Rating	Customer	88	99.53	98.67	113.1%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$388,771			\$332,356			\$315,428			17.0%		
Contractual Services	\$29,176			\$27,328			\$14,948			6.8%		
Commodities	\$3,691			\$5,358			\$4,767			-31.11%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$421,638			\$365,042			\$335,143			15.5%		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$421,638			\$365,042			\$335,143			15.5%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	2	0	0	2	0	0	2	0	0	0	0	0

VITAL & MISCELLANEOUS RECORDS (REG)

Service Description:

This service issues and maintains marriage licenses and maintains public records of birth, death, armed forces discharges, notary public commissions, assumed-name certificates, historic landmarks, waste disposal, exemption orders, jury lists, etc.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	88	97.67	0	111.0%
Number of Marriage License Applications Processed	Output	0	6,999	7,204	0.00%

*Performance results were not available at the time of publication for some measures in this service.

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$536,815			\$499,965			\$450,968			7.4%		
Contractual Services	\$51,978			\$46,978			\$42,637			10.6%		
Commodities	\$17,684			\$18,887			\$24,078			-6.37%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	<b">\$606,477</b">			\$565,830			\$517,683			7.2%		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$606,477			\$565,830			\$517,683			7.2%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	8	0	0	8	0	0	7	0	0	0	0	0

Sheriff's Office

Mission

To protect the residents of Mecklenburg County by operating secure and professional rehabilitative detention facilities, enforcing civic and criminal laws, providing outstanding public service with integrity and upholding the constitutionality of the Sheriff's Office.

Responsibilities

The Mecklenburg County Sheriff's Office is responsible for the operation of all county funded detention facilities in Mecklenburg County. Detention services include jail based rehabilitative and community based programming such as the Work Release and Restitution Center. In addition, Sheriff's Office employees provide security for judges, jurors, defendants, and witnesses and carry out orders of the court by serving criminal and civic processes.

Budget and Staff Resources			
Budget Overview		FY2020 Adopted*	FY2019 Adopted*
		FY2018 Adopted	
Personnel Services & Employee Benefits		\$106,265,731	\$96,283,818
Contractual Services		23,852,111	23,000,933
Commodities		3,732,069	3,949,518
Other Charges		738,161	692,476
Interdepartmental		465,750	465,750
Capital Outlay		0	0
Total Expense		\$135,053,822	\$124,392,495
Total Revenue		\$32,642,686	\$24,668,102
Net County Dollars		\$102,411,136	\$99,724,393
			\$98,519,192

Position Summary								
FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		
FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
1,167	0	16	1,165	0	16	1,175	0	14

*Includes one-time fund balance allocation.

Sheriff's Office

Major Funding Adjustments

Below is a list of Fiscal Year 2020 operating budget adjustments approved by the Board of County Commissioners to assist with meeting the department's goals and objectives.

Adjustment	FT	PT	LPT	County	Total	Description
Other Adjustments						
Community Engagement Support Positions	3	-	-	\$146,927	\$146,927	(3) Administrative Support Asst III positions to support the Community Engagement Program.
Maintenance and Medical Contract Increases	-	-	-	723,106	723,106	Increases in the contracts for building and technology maintenance, and medical services, resourcing federal funds.
Food Service Equipment Replacement	-	-	-	-	192,300	Fund balance utilized to replace food service equipment.
Investing in Our Employees						
5.5% Wage Adjustment	-	-	-	\$3,997,821	\$3,997,821	Funding to support across-the-board 5.5% salary increase for County employees.
Bonuses	-	-	-	-	2,340,000	Fund balance to provide all sworn and certified detention officers with an employment bonus.
90% of Market Adjustment	-	-	-	201,110	201,110	To provide funding for a pay adjustment that will ensure Deputy Sheriffs and Detention Officers are currently making at least 90% of market.

Sheriff's Office

Service Name	FT	PT	LPT	FY2020 County Funding	FY2020 Total Budget*	FY2019 Total Budget*
ADMINISTRATIVE SUPPORT (SHF)	3	0	0	425,598	425,598	386,914
CHILD SUPPORT ENFORCEMENT (SHF)	6	0	0	11,984	11,984	1,420
COURT SECURITY (SHF)	109	0	9	9,388,021	9,388,021	8,361,461
DETENTION SERVICES (SHF)	787	0	0	59,178,099	88,927,237	82,783,190
DV ENFORCEMENT & EDUCATION (SHF)	9	0	0	892,072	892,072	793,132
FACILITY MANAGEMENT (SHF)	0	0	0	7,587,107	7,618,943	7,479,983
FIELD OPERATIONS (SHF)	117	0	2	9,739,941	12,259,026	10,756,106
FISCAL ADMINISTRATION (SHF)	16	0	3	1,480,546	1,480,546	1,369,256
HUMAN RESOURCES (SHF)	11	0	0	1,224,929	1,259,929	1,128,229
INMATE FINANCE & SUPPORT (SHF)	34	0	0	2,376,127	2,376,127	2,237,728
INMATE LIBRARY SERVICE (SHF)	3	0	0	223,151	223,151	207,779
IT RESOURCE MANAGEMENT (SHF)	12	0	0	2,061,330	2,203,537	2,225,833
JUVENILE JUSTICE (SHF)	2	0	0	1,048,643	1,048,643	0
LEGAL SERVICES (SHF)	3	0	0	477,677	477,677	434,531
PUBLIC INFORMATION (SHF)	2	0	1	255,854	255,854	257,668
REGISTRATION DIVISION (SHF)	16	0	0	1,182,516	1,317,936	1,243,096
REHABILITATION SERVICES (SHF)	22	0	1	2,651,252	2,651,252	2,702,203
RESEARCH & PLANNING (SHF)	2	0	0	194,065	194,065	184,883
SENIOR ADMINISTRATION (SHF)	2	0	0	567,260	597,260	529,401
TRAINING DIVISION - MANDATED (SHF)	11	0	0	1,308,864	1,308,864	1,176,582
TRAINING DIVISION - NONMANDATED (SHF)	0	0	0	136,100	136,100	133,100
Grand Totals:	1,167	0	16	102,411,136	135,053,822	124,392,495
Revenue Totals:					32,642,686	24,668,102

*Includes one-time fund balance allocation

ADMINISTRATIVE SUPPORT (SHF)

Service Description:

This service provides executive administrative support for the Sheriff; assists the Sheriff with the organizational challenges of an agency with approximately 1,100 staff and maintains the flow of communications to the appropriate divisions within the Sheriff's Office.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Number of requests received	Output	0	4,078	5,489	0.00%
Response rate	Outcome	100	100	100	100.0%
Response rate (w/in 24 hours)	Efficiency	95	100	100	105.3%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)																						
	Employee Salaries & Benefits	Contractual Services	Commodities	Other Expenses	Interdepartmental	Capital	Total Expenses	Total Revenue	Net County Dollars	\$307,806	\$9,632	\$108,160	\$0	\$0	\$0	\$0	\$0	\$251,659	\$2,372	\$125,623	\$0	\$0	\$0	\$0	10.0%	0.00%	-13.90%	0.00%	0.00%	0.00%	10.0%	0.00%
Employee Salaries & Benefits																																
Contractual Services																																
Commodities																																
Other Expenses																																
Interdepartmental																																
Capital																																
Total Expenses							\$425,598											\$386,914											10.0%			
Total Revenue							\$0											\$0												0.00%		
Net County Dollars							\$425,598										\$386,914												\$385,402	10.0%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)																						
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT					
Position Count	3	0	0	3	0	0	3	0	0	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					

CHILD SUPPORT ENFORCEMENT (SHF)

Service Description:

This division is dedicated solely to the service of legal process and other related Child Support documents. This includes serving the non-custodial parent (NCP) and/or custodial parent (CP) processes.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)				
Employee Salaries & Benefits	\$8,660			\$-1,904			\$0				
Contractual Services	\$3,324			\$3,324			\$3,324				
Commodities	\$0			\$0			\$0				
Other Expenses	\$0			\$0			\$0				
Interdepartmental	\$0			\$0			\$0				
Capital	\$0			\$0			\$0				
Total Expenses	\$11,984			<b">\$1,420</b">			\$3,324				
Total Revenue	\$0			\$0			\$0				
Net County Dollars	\$11,984			\$1,420			\$3,324				
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted				
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT		
Position Count	6	0	0	6	0	0	6	0	0		
	0	0	0	0	0	0	0	0	0		

COURT SECURITY (SHF)

Service Description:

This service provides security in and around the court facilities, judges, jurors, defendants, and witnesses; serving subpoenas; and assuming custody of prisoners scheduled for court and sentenced by the court.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Contraband Recovery Rate	Output	0	16.26	18.09	0.00%
Court Security Staff per Post	Efficiency	1.03	1.02	0.97	101.0%
Number of contraband recovered	Output	0	15,218	18,060	0.00%
Security cost per court session	Output	0	737	649.22	0.00%
% Use of force incident rate	Outcome	0	0	0	100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$9,313,878	\$8,286,888	\$8,404,317	12.4%								
Contractual Services	\$47,026	\$47,573	\$53,056	-1.15%								
Commodities	\$27,117	\$27,000	\$27,040	0.4%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$9,388,021	\$8,361,461	\$8,484,413	12.3%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$9,388,021	\$8,361,461	\$8,484,413	12.3%								
Position Summary	FY2020 Adopted			Change (FY2019 to FY2020)								
	FT	PT	LPT									
Position Count	109	0	9	109	0	9	112	0	9	0	0	0

DETENTION SERVICES (SHF)

Service Description:

This service provides a comprehensive delivery of detention related services including arrest processing, classification, housing, medical, food service and administration.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Average daily population	Output	0	18,611	18,733	0.00%
Cost per inmate served	Output	0	196.52	188.19	0.00%
Erroneous release rate (per 100 released)	Efficiency	0.02	0	0	100.0%
Inmate escape rate (per 100 bed days)	Outcome	0	0	0	100.0%
Number of booked inmates	Output	0	21,348	22,703	0.00%
Number of Complaints/Incidents Disposed w/in 60 days	Output	0	28	25	0.00%
Number of Complaints/Incidents Received	Output	0	708	792	0.00%
% of Cases Disposed w/in 60 days	Efficiency	90	89.29	96.15	99.2%
% of Cases Sustained	Outcome	0	96.43	73.08	0.00%

Budget Overview	FY2020 Adopted*			FY2019 Adopted*			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$73,031,632			\$66,563,537			\$63,770,707			9.7%		
Contractual Services	\$14,057,438			\$14,327,869			\$14,259,553			-1.89%		
Commodities	\$1,540,724			\$1,734,341			\$1,308,081			-11.16%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$157,443			\$157,443			\$157,443			0.00%		
Capital	\$140,000			\$0			\$0			0.00%		
Total Expenses	\$88,927,237			\$82,783,190			\$79,495,784			7.4%		
Total Revenue	\$29,749,138			\$21,841,500			\$18,211,000			36.2%		
Net County Dollars	\$59,178,099			\$60,941,690			\$61,284,784			-2.89%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	787	0	0	794	0	0	806	0	0	-7	0	0

*Includes one-time fund balance allocation.

DV ENFORCEMENT & EDUCATION (SHF)

Service Description:

This service carries out domestic violence orders of the Courts and State including the removal of children from the home, the seizure of all weapons and the arrests of subjects as well as provides educational opportunities to both the victims and offenders through a partnership with the Battered Women's Shelter.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Domestic Violence Paper Service Rate	Outcome	80	70.62	75.32	88.3%
Number of DV papers per staff	Efficiency	375	42.63	48.5	11.4%
Number of protection orders served	Output	0	1,632	3,507	0.00%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
Employee Salaries & Benefits	\$836,928		\$737,988		\$753,658		13.4%					
Contractual Services	\$52,969		\$52,969		\$52,969		0.00%					
Commodities	\$2,175		\$2,175		\$2,175		0.00%					
Other Expenses	\$0		\$0		\$0		0.00%					
Interdepartmental	\$0		\$0		\$0		0.00%					
Capital	\$0		\$0		\$0		0.00%					
Total Expenses	\$892,072		\$793,132		\$808,802		12.5%					
Total Revenue	\$0		\$0		\$0		0.00%					
Net County Dollars	\$892,072		\$793,132		\$808,802		12.5%					
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	9	0	0	9	0	0	9	0	0	0	0	0

FACILITY MANAGEMENT (SHF)

Service Description:

This service provides facility management and maintenance for more than 1.1 million square feet of detention facilities.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Cost per square foot	Output	0	6.27	5.92	0.00%
% Customer satisfaction rating	Customer	88	89.93	94.35	102.2%
Monthly labor cost savings for in-house inmate labor: superv	Efficiency	10,000	256,984.18	212,538.65	2,569.8%
Number of service requests	Output	0	15,768	12,790	0.00%
% Work order completion rate	Impact	87	89.95	95	103.4%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$6,066,666	\$5,986,689	\$5,494,392	1.3%								
Commodities	\$814,116	\$800,818	\$767,758	1.7%								
Other Expenses	\$738,161	\$692,476	\$678,907	6.6%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$7,618,943	\$7,479,983	\$6,941,057	1.9%								
Total Revenue	\$31,836	\$0	\$0	#DIV/0								
Net County Dollars	\$7,587,107	\$7,479,983	\$6,941,057	1.4%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

FIELD OPERATIONS (SHF)

Service Description:

This service enforces an array of civil and criminal laws including serving civil and criminal process documents, serving orders for arrest, serving warrants and mental custody orders, apprehending fugitives, and seizing property.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Civil Paper Service Rate	Outcome	77	98.99	0	128.6%
Daily service attempt rate	Efficiency	1.3	1.89	1.96	145.4%
Number of civil processes served	Output	0	67,704	68,208	0.00%
Number of serviceable papers	Output	0	68,395	0	0.00%

*Performance results were not available at the time of publication for some measures in this service.

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
	Total Expenses	\$12,263,076	Total Revenue	\$2,519,085	Net County Dollars	\$9,743,991						
Employee Salaries & Benefits	\$10,849,255		\$9,228,561		\$8,657,936		17.6%					
Contractual Services	\$543,162		\$710,696		\$547,009		-23.57%					
Commodities	\$562,352		\$508,542		\$593,219		10.6%					
Other Expenses	\$0		\$0		\$0		0.00%					
Interdepartmental	\$308,307		\$308,307		\$308,307		0.00%					
Capital	\$0		\$0		\$0		0.00%					
Total Expenses	\$12,263,076		\$10,756,106		\$10,106,471		14.0%					
Total Revenue	\$2,519,085		\$2,406,343		\$2,806,343		4.7%					
Net County Dollars	\$9,743,991		\$8,349,763		\$7,300,128		16.7%					
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	117	0	2	108	0	2	103	0	2	9	0	0

FISCAL ADMINISTRATION (SHF)

Service Description:

This service provides accounting support services for all divisions of the Sheriff's Office including payroll, accounts payable and receivable, procurement, travel, contract administration and budgeting; performs general accounting operations to ensure accurate accounting of all transactions.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Actual expenditure rate	Output	0	100.88	98.63	0.00%
% Customer satisfaction rating	Customer	88	96.07	95.38	109.2%
Number of transactions	Output	0	11,607	11,321	0.00%
Payroll error rate	Efficiency	0.05	6.43	0	0.8%
Transaction error rate (non-payroll)	Outcome	0.45	0.39	0.45	115.4%

*Performance results were not available at the time of publication for some measures in this service.

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
	Employee Salaries & Benefits	Contractual Services	Commodities	Other Expenses	Interdepartmental	Capital	Total Expenses	Total Revenue	Net County Dollars	FT	PT	LPT
\$1,385,437	\$82,859	\$12,250	\$0	\$0	\$0	\$0	\$1,480,546	\$0	\$1,480,546	16	0	3
\$1,279,967	\$77,039	\$12,250	\$0	\$0	\$0	\$0	\$1,369,256	\$0	\$1,369,256	16	0	3
\$1,269,613	\$74,092	\$12,250	\$0	\$0	\$0	\$0	\$1,355,955	\$0	\$1,355,955	16	0	2
8.2%	7.6%	0.00%	0.00%	0.00%	0.00%	0.00%	8.1%	0.00%	8.1%	0	0	0
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	16	0	3	16	0	3	16	0	2	0	0	0

HUMAN RESOURCES (SHF)

Service Description:

This service assists the department with human resource related activities such as recruiting and hiring, performance appraisals, and processing payroll.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	88	97.45	93.27	110.7%
Number of employees per HR staff	Efficiency	350	357.33	342	102.1%
Number of vacancies	Output	0	47	18	0.00%
Vacancy fill rate	Outcome	75	56.82	50	75.8%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$985,443	\$917,141	\$906,783	7.4%								
Contractual Services	\$234,968	\$190,628	\$190,628	23.3%								
Commodities	\$39,518	\$20,460	\$20,460	93.1%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,259,929	\$1,128,229	\$1,117,871	11.7%								
Total Revenue	\$35,000	\$0	\$0	0.00%								
Net County Dollars	\$1,224,929	\$1,128,229	\$1,117,871	8.6%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	11	0	0	11	0	0	11	0	0	0	0	0

INMATE FINANCE & SUPPORT (SHF)

Service Description:

This service is responsible for all financial transactions for inmates at all detention facilities as well as all inmate property; also delivers commissary orders to inmates four days a week.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Commissary fill rate	Efficiency	52	46.99	51.14	90.4%
Dress out error rate (per 100)	Efficiency	0.05	0.02	0.02	250.0%
# of commissary orders	Output	0	89,887	83,892	0.00%
Sustained property claims (per 1000)	Outcome	50	0	0	100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$2,354,498	\$2,220,099	\$2,220,903	6.1%								
Contractual Services	\$9,629	\$5,629	\$5,629	71.1%								
Commodities	\$12,000	\$12,000	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$2,376,127	\$2,237,728	\$2,226,532	6.2%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$2,376,127	\$2,237,728	\$2,226,532	6.2%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	34	0	0	34	0	0	34	0	0	0	0	0

INMATE LIBRARY SERVICE (SHF)

Service Description:

This service provides inmates access to a variety of resources that include legal reference, fiction, nonfiction, educational support, as well as, mandated legal reference.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Borrow Rate per 1,000 inmates	Outcome	340	660.71	550.44	194.3%
Law library request rate per 1000 inmates	Outcome	0	335.73	278.93	0.00%
Law library service rate	Efficiency	62	59.98	70.54	96.7%
Number of customers served	Output	0	13,524	11,884	0.00%
Number of customers served per staff	Output	0	3,381	2,971	0.00%
Transaction rate per 1000 inmates	Outcome	807	1,342.91	1,146.27	166.4%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
	Total Expenses	\$223,151	Total Revenue	\$0	Net County Dollars	\$223,151						
Employee Salaries & Benefits		\$223,151		\$207,779		\$209,719		7.4%				
Contractual Services		\$0		\$0		\$0		0.00%				
Commodities		\$0		\$0		\$0		0.00%				
Other Expenses		\$0		\$0		\$0		0.00%				
Interdepartmental		\$0		\$0		\$0		0.00%				
Capital		\$0		\$0		\$0		0.00%				
Total Expenses	\$223,151		\$207,779		\$209,719			7.4%				
Total Revenue	\$0		\$0		\$0			0.00%				
Net County Dollars	\$223,151		\$207,779		\$209,719			7.4%				
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		Change (FY2019 to FY2020)			
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	3	0	0	3	0	0	3	0	0	0	0	0

IT RESOURCE MANAGEMENT (SHF)

Service Description:

This service provides information technology support for computer-related equipment utilized in the Sheriff's Office.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted*	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,279,905	\$1,226,958	\$1,287,641	4.3%								
Contractual Services	\$764,246	\$609,425	\$623,173	25.4%								
Commodities	\$159,386	\$389,450	\$121,033	-59.07%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$2,203,537	\$2,225,833	\$2,031,847	-1.00%								
Total Revenue	\$142,207	\$254,839	\$0	-44.20%								
Net County Dollars	\$2,061,330	\$1,970,994	\$2,031,847	4.6%								
Position Summary	FY2020 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	12	0	0	12	0	0	12	0	0	0	0	0

*Includes one-time fund balance allocation.

JUVENILE JUSTICE (SHF)

Service Description:

The Mecklenburg County Sheriff's Office service is responsible for providing deputies to transport Mecklenburg County juveniles housed in out-of-county juvenile detention facilities to and from court and is also responsible for the reimbursement to the State of North Carolina for costs associated with housing juveniles out of county since the Mecklenburg County Sheriff's Office does not house juvenile offenders (under the age of 16) within its jail facilities.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$162,672	\$0	\$0	0.00%								
Contractual Services	\$885,971	\$0	\$0	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,048,643	\$0	\$0	0.00%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$1,048,643	\$0	\$0	0.00%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	2	0	0	0	0	0	0	0	0	2	0	0

LEGAL SERVICES (SHF)

Service Description:

This service provides legal advice and representation, warrant preparation and review, contract review, and training to the Sheriff and his employees.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	88	100	100	113.6%
% Legal service resolution rate	Outcome	98	97.7	97.05	99.7%
Number of legal requests	Output	0	3,648	3,658	0.00%
Number of legal requests per staff	Efficiency	1,730	152	152.42	8.8%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$411,627	\$377,043	\$370,674	9.2%								
Contractual Services	\$56,700	\$49,100	\$49,100	15.5%								
Commodities	\$9,350	\$8,388	\$8,388	11.5%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$477,677	\$434,531	\$428,162	9.9%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$477,677	\$434,531	\$428,162	9.9%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	3	0	0	3	0	0	3	0	0	0	0	0

PUBLIC INFORMATION (SHF)

Service Description:

This service provides internal and external communications to increase awareness about the Sheriff's Office.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$224,333	\$226,647	\$200,685	-1.02%								
Contractual Services	\$27,500	\$27,500	\$0	0.00%								
Commodities	\$4,021	\$3,521	\$0	14.2%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$255,854	\$257,668	\$200,685	-0.70%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$255,854	\$257,668	\$200,685	-0.70%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	2	0	1	2	0	1	2	0	0	0	0	0

REGISTRATION DIVISION (SHF)

Service Description:

This service issues concealed handgun and gun permits; registers sex offenders who reside in the County; fingerprints all daycare workers in the County as well as miscellaneous fingerprinting for employment, and adoptions and naturalization.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Average of sex offenders monitored	Output	0	1,071.58	1,073.33	0.00%
Conceal Carry Handgun Permit appeal rate	Outcome	0	12.77	9.86	0.00%
% Gun Permit Proces Rate (w/14 days)	Efficiency	100	73.66	65.37	73.7%
Number of applications received	Output	0	27,793	27,644	0.00%
Number of fingerprinting requests	Output	0	19,638	19,311	0.00%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
Employee Salaries & Benefits	\$1,188,640			\$1,118,600		\$1,113,540		6.3%				
Contractual Services	\$77,485			\$72,685		\$117,490		6.6%				
Commodities	\$51,811			\$51,811		\$51,811		0.00%				
Other Expenses	\$0			\$0		\$0		0.00%				
Interdepartmental	\$0			\$0		\$0		0.00%				
Capital	\$0			\$0		\$0		0.00%				
Total Expenses	\$1,317,936			\$1,243,096		\$1,282,841		6.0%				
Total Revenue	\$135,420			\$135,420		\$135,420		0.00%				
Net County Dollars	\$1,182,516			\$1,107,676		\$1,147,421		6.8%				
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	16	0	0	16	0	0	16	0	0	0	0	0

REHABILITATION SERVICES (SHF)

Service Description:

This service provides rehabilitative, educational, literacy programming and substance abuse rehabilitation to individuals while incarcerated.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Actual number of participants (individual PIDs)	Output	0	1,368	1,591	0.00%
Cost per participation	Output	0	348.38	292.74	0.00%
Inmate Programs Class Completion Rate	Outcome	71	75.55	74.73	106.4%
Requests per staff	Efficiency	1,800	3,314.2	3,234.33	184.1%
Substance Abuse Treatment Recidivism Rate	Outcome	51	36.05	36.96	141.5%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$2,048,453	\$2,089,290	\$2,073,959	-1.95%								
Contractual Services	\$577,673	\$587,787	\$410,544	-1.72%								
Commodities	\$25,126	\$25,126	\$24,095	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$2,651,252	\$2,702,203	\$2,508,598	-1.89%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$2,651,252	\$2,702,203	\$2,508,598	-1.89%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	22	0	1	24	0	1	24	0	1	-2	0	0

RESEARCH & PLANNING (SHF)

Service Description:

This service collects, analyzes, disseminates and presents data and information for the purpose of planning, decision-making, and policy formulation within the Mecklenburg County Sheriff's Office.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	88	94.56	96.64	107.5%
% of completed required reports in FY	Outcome	95	96.97	97.14	102.1%
# of official completed reports	Output	0	33	35	0.00%
Request for information response rate	Efficiency	99	100	100	101.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$192,420	\$183,238	\$174,786	5.0%								
Contractual Services	\$655	\$655	\$645	0.00%								
Commodities	\$990	\$990	\$1,000	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$194,065	\$184,883	\$176,431	5.0%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$194,065	\$184,883	\$176,431	5.0%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	2	0	0	2	0	0	2	0	0	0	0	0

SENIOR ADMINISTRATION (SHF)

Service Description:

This service provides leadership and logistical support to the Sheriff's Office by establishing and enforcing policy; also serve as liaisons with county government, other agencies and citizens.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Customer Satisfaction Index(%)	Customer	88	96.31	94.39	109.4%
% Employee Motivation & Satisfaction	Outcome	88	88	86	100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$492,977			\$428,393			\$414,457			15.1%		
Contractual Services	\$33,160			\$29,885			\$28,885			11.0%		
Commodities	\$71,123			\$71,123			\$66,123			0.00%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$597,260			\$529,401			\$509,465			12.8%		
Total Revenue	\$30,000			\$30,000			\$30,000			0.00%		
Net County Dollars	\$567,260			\$499,401			\$479,465			13.6%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	2	0	0	2	0	0	2	0	0	0	0	0

TRAINING DIVISION - MANDATED (SHF)

Service Description:

This service provides funding for all mandated training and is delivered in order to fulfill requirements set forth by a variety of sources. More specifically, required training mandated by the North Carolina Sheriff's Training and Education Standards Commission for initial and continued certification as a Justice Officer (Deputy Sheriff, Detention Officer, or Telecommunicator), required training mandated by the American Correctional Association in order to maintain national accreditation, and required training mandated by the Mecklenburg County Sheriff's Office and Mecklenburg County determined to be an operational or business necessity.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Average number of training hours per month	Efficiency	6,800	9,170.98	8,838.75	134.9%
Completion rate	Outcome	90	89.68	93.4	99.6%
% Customer satisfaction rating	Customer	88	96.43	94.87	109.6%
Number enrolled in training	Output	0	5,551	18,156	0.00%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$968,016	\$941,934	\$920,337	2.8%								
Contractual Services	\$319,298	\$210,098	\$210,098	52.0%								
Commodities	\$21,550	\$24,550	\$24,550	-12.22%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,308,864	\$1,176,582	\$1,154,985	11.2%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$1,308,864	\$1,176,582	\$1,154,985	11.2%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	11	0	0	11	0	0	11	0	0	0	0	0

TRAINING DIVISION - NONMANDATED (SHF)

Service Description:

All open or individually requested training opportunities are provided for employees to attend programs relevant and beneficial to their job assignments. Internal and external resources are utilized to find appropriate training courses and seminars in order to enhance employees' professional development as well as their collective abilities to perform job responsibilities.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Average number of training hours per month	Efficiency	160	1,188.96	926.42	743.1%
Completion rate	Outcome	87	69.9	62.37	80.3%
% Customer satisfaction rating	Customer	88	96.43	94.87	109.6%
Number enrolled in training	Output	0	1,073	978	0.00%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
	Total Expenses	\$136,100	Total Revenue	\$0	Net County Dollars	\$136,100						
Employee Salaries & Benefits	\$0		\$0		\$0				0.00%			
Contractual Services	\$1,750		\$1,750		\$1,750				0.00%			
Commodities	\$134,350		\$131,350		\$271,861				2.3%			
Other Expenses	\$0		\$0		\$0				0.00%			
Interdepartmental	\$0		\$0		\$0				0.00%			
Capital	\$0		\$0		\$0				0.00%			
Total Expenses	\$136,100		\$133,100		\$273,611				2.3%			
Total Revenue	\$0		\$0		\$0				0.00%			
Net County Dollars	\$136,100		\$133,100		\$273,611				2.3%			
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

Social Services

Mission

To provide economic and social services to sustain and/or improve the quality of life for its citizens.

Responsibilities

* The Economic Services division administers federal and state-mandated programs including Food and Nutrition Services (FNS), Medicaid, and Work First Family Assistance. Employment services are also offered to customers receiving Work First and FNS. The division is also responsible for general assistance which includes support to residents experiencing a crisis. Assistance includes help with food, transportation, medication, and utilities.

* The Services for Adults division provides protective services and support for seniors and adults with disabilities. Protective services evaluates allegations of abuse, neglect and/or exploitation. The division also provides support services to help seniors and vulnerable adults maintain their independence and/or stay in their home community. Services include In-Home Aide, Social Work, Adult Day Care, Transportation and the Senior Citizens Nutrition Program.

* The Youth and Family Services division provides child protective services which include investigating allegations of child abuse, neglect and/or dependency. The division focuses on family intervention and support services to prevent children from coming into care. When necessary, the division provides permanency planning for youth who have been placed into custody including foster care, independent living and adoptions.

* The Clinical and Contractual Services division provides integrated programmatic expertise through clinical consultation regarding Behavioral Health, Intellectual and Developmental Disabilities, Substance Abuse and nurse case management for children and adults. The division also manages an array of contracts for Health and Human Services.

* The Operations, Strategy & Innovation division is responsible for coordinating organizational support across all department programs. Support for the divisions include compliance monitoring, consumer advocacy, interpreter and translation services, program integrity, and data analytics.

Budget and Staff Resources			
Budget Overview		FY2020 Adopted*	FY2019 Adopted
		FY2018 Adopted	
Personnel Services & Employee Benefits		\$103,231,597	\$99,466,369
Contractual Services		58,191,551	55,233,462
Commodities		1,113,445	979,398
Other Charges		5,000	5,000
Interdepartmental		366,858	366,858
Capital Outlay		305,746	454,545
Total Expense		\$163,214,197	\$156,505,632
Total Revenue		\$76,137,209	\$72,327,631
Net County Dollars		\$87,076,988	\$84,178,001

Position Summary								
FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		
FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
1,308	6	0	1,303	7	0	1,323	7	0

*Includes restricted contingency allocation

Social Services

Major Funding Adjustments

Below is a list of Fiscal Year 2020 operating budget adjustments approved by the Board of County Commissioners to assist with meeting the department's goals and objectives.

Adjustment	FT	PT	LPT	County	Total	Description
Strategic Business Plan Adjustments						
'Raise the Age'						Supports foster care expenses
Foster Care expenses	-	-	-	\$170,000	\$340,000	related to 'Raise the Age' juvenile justice legislation.
Kinship Care Foster Care	-	-	-	312,000	312,000	Provides equal stipends for Kinship Foster Care providers as traditional placements.
Homebound Meal Delivery Expansion	-	-	-	114,000	153,000	Allows program to serve additional 200 seniors each month.
Document Management Support in YFS	4	-	-	117,269	117,269	(4) positions to absorb document management responsibilities from YFS Social Workers.
Behavioral Health Coordinator	1	-	-	49,483	49,483	(1) position to provide behavioral health consultations for DSS intake staff.
YFS Training Specialist	1	-	-	36,056	36,056	(1) position to provide additional training support in YFS onboarding.
Other Adjustments						
YFS Overtime	-	-	-	\$500,000	\$500,000	Funding to support Overtime for YFS Social Workers
Special Assistance Program increase	-	-	-	390,750	390,750	Increase in County obligation for program.
Foster Care	-	-	-	350,000	400,000	Additional Foster Care expenses based on increased emergency placement needs.
Work Number Expansion	-	-	-	104,000	104,000	Expansion of Work Number utilization to assist with timeliness of eligibility determinations.
Investing in Our Employees						
5.5% Wage Adjustment	-	-	-	\$2,048,241	\$2,048,241	Funding to support across-the-board 5.5% salary increase for County employees.

Social Services

Service Name	FT	PT	LPT	FY2020 County Funding*	FY2020 Total Budget*	FY2019 Total Budget
ADMINISTRATIVE SUPPORT (DSS)	19	0	0	2,810,494	4,260,455	3,179,947
ADULT SERVICES (DSS)	54	0	0	4,945,489	5,830,447	5,350,756
BEHAVIORAL HEALTH (DSS)	14	0	0	12,631,699	13,121,839	12,778,149
CHILDCARE SERVICES (DSS)	0	0	0	0	2,289,788	2,051,975
CHILDREN'S SERVICES (DSS)	431	0	0	28,173,511	47,957,913	45,202,795
COMMUNITY CULINARY SCHOOL (CSG)	0	0	0	80,000	80,000	80,000
COMMUNITY SOCIAL WORK (DSS)	32	0	0	1,369,859	2,972,980	3,708,962
FACILITIES MANAGEMENT (DSS)	0	0	0	744,246	1,109,158	1,146,904
FRAUD (DSS)	14	0	0	(30,030)	1,013,552	975,094
GENERAL ASSISTANCE (DSS)	9	0	0	3,676,989	12,087,980	10,908,036
IT RESOURCE MANAGEMENT (DSS)	0	0	0	0	0	616,526
LATIN AMERICAN COALITION (CSG)	0	0	0	50,000	50,000	50,000
LEGAL SERVICES (DSS)	14	0	0	1,617,455	1,815,262	1,773,401
MAINTAINING INDEPENDENCE SERVICES (DSS)	2	0	0	1,316,487	4,775,177	4,618,933
MECKLENBURG TRANSPORT (DSS)	38	2	0	2,629,102	4,840,428	4,736,847
MEDICAID RELATED PAYMENTS (DSS)	0	0	0	3,646,544	3,646,544	3,255,794
MEDICAID TRANSPORTATION (DSS)	0	0	0	0	1,100,000	1,100,000
PUBLIC ASSISTANCE (DSS)	588	3	0	13,198,391	42,101,344	39,315,158
QUALITY IMPROVEMENT (DSS)	14	0	0	862,410	1,249,165	1,097,322
RECORD & MAIL SERVICES (DSS)	7	0	0	598,444	871,194	1,322,612
RETIREE MEDICAL INSURANCE (HRS)	0	0	0	2,341,726	3,443,715	3,443,715
SENIOR ADMINISTRATION (DSS)	1	0	0	130,470	255,477	246,865
SENIOR CITIZENS NUTRITION PROGRAM (DSS)	30	1	0	2,413,601	3,643,876	3,305,213
URBAN LEAGUE OF CENTRAL CAROLINAS - JOB TRAINING (CSG)	0	0	0	50,000	50,000	50,000
WORK FIRST EMPLOYMENT SERVICE (DSS)	41	0	0	3,820,101	4,647,903	6,190,628
Grand Totals:	1,308	6	0	87,076,988	163,214,197	156,505,632
Revenue Totals:					76,137,209	72,327,631

*Includes restricted contingency appropriation

ADMINISTRATIVE SUPPORT (DSS)

Service Description:

This service provides administrative, professional and operational support across all staff and programs within the Department of Social Services.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,910,258	\$1,575,737	\$1,192,584	21.2%								
Contractual Services	\$2,151,500	\$1,440,231	\$1,437,100	49.4%								
Commodities	\$182,496	\$143,979	\$133,979	26.8%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$16,201	\$20,000	\$20,000	-19.00%								
Total Expenses	\$4,260,455	\$3,179,947	\$2,783,663	34.0%								
Total Revenue	\$1,449,961	\$1,344,323	\$1,344,323	7.9%								
Net County Dollars	\$2,810,494	\$1,835,624	\$1,439,340	53.1%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	19	0	0	17	0	0	14	0	0	2	0	0

ADULT SERVICES (DSS)

Service Description:

This service provides a full array of social work services to seniors and adults with disabilities, caregivers, community partners and other professionals, including information and assistance, intake for all agency-administered services for seniors and adults with disabilities, protective services, guardianship, and monitoring of adult care home and family care home facilities.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Annual % of APS clients not repeat victims of maltreatment	Impact	90	95.79	96.19	106.4%
% Customer satisfaction rating	Customer	88	98.65	96.82	112.1%
# of customers served	Output	0	1,030	1,408	0.00%
% of substantiated allegations at facilities within 12 month	Impact	0	17.38	13.79	0.00%
% of wards restored to capacity or successor GDN found	Impact	7.5	4.58	4.58	61.1%
Percentage of Adult Services referrals initiated timely	Efficiency	95	98.61	98.22	103.8%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
Employee Salaries & Benefits	\$5,245,392		\$4,979,216		\$5,026,309		5.3%					
Contractual Services	\$561,872		\$351,179		\$258,777		60.0%					
Commodities	\$23,183		\$20,361		\$20,361		13.9%					
Other Expenses	\$0		\$0		\$0		0.00%					
Interdepartmental	\$0		\$0		\$0		0.00%					
Capital	\$0		\$0		\$0		0.00%					
Total Expenses	\$5,830,447		\$5,350,756		\$5,305,447		9.0%					
Total Revenue	\$884,958		\$1,091,727		\$1,091,134		-18.94%					
Net County Dollars	\$4,945,489		\$4,259,029		\$4,214,313		16.1%					
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	54	0	0	54	0	0	56	0	0	0	0	0

BEHAVIORAL HEALTH (DSS)

Service Description:

This service provides guidance in resolving behavioral health issues identified by the Department of Consolidated Human Services Agency.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted*			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$1,260,741			\$939,354			\$890,547			34.2%		
Contractual Services	\$11,487,907			\$11,831,192			\$11,766,623			-2.90%		
Commodities	\$13,987			\$4,603			\$4,550			203.9%		
Other Expenses	\$362,080			\$0			\$0			0.00%		
Interdepartmental	\$0			\$3,000			\$3,000			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$13,124,715			\$12,778,149			\$12,664,720			2.7%		
Total Revenue	\$490,140			\$490,140			\$377,711			0.00%		
Net County Dollars	\$12,634,575			\$12,288,009			\$12,287,009			2.8%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	14	0	0	10	0	0	10	0	0	4	0	0

* Includes funding placed in restricted contingency.

CHILDCARE SERVICES (DSS)

Service Description:

This service provides subsidized childcare for low-income working parents, parents engaged in workforce preparedness training, participants in WorkFirst, Child Protective Services cases, and Smart Start parents (working poor and teens).

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Average # of children receiving service per month	Output	0	7,698	6,607	0.00%
% Customer satisfaction rating (parents)	Customer	88	90	97.1	102.3%
% eligibility renewed timely	Efficiency	100	100	100	100.0%
% of Child Care Centers satisfied with service from CCRI	Customer	88	92.37	92.72	105.0%
% of families correctly determined eligible for subsidies	Impact	99	76.25	100	77.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$2,289,788	\$2,051,975	\$47,134,088	11.6%								
Commodities	\$0	\$0	\$0	#DIV/0								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$2,289,788	\$2,051,975	\$47,134,088	0								
Total Revenue	\$2,289,788	\$2,051,975	\$46,383,900	11.6%								
Net County Dollars	\$0	\$0	\$750,188	0.00%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

CHILDREN'S SERVICES (DSS)

Service Description:

This service includes child protective services, CPS, as defined by the state of North Carolina and as such includes prevention services, intake screening, family support services, family preservation services, intensive family preservation services, family reunification services, including placement and adoption services.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Absence of maltreatment in foster care	Impact	99.68	100	99.92	100.3%
Annual % of children adopted within 24 months of custody	Efficiency	36.6	38.1	31.67	104.1%
% Customer satisfaction rating	Customer	88	69.88	93.16	79.4%
% investi. & family assessment decision made w/n mand. time	Impact	60	46	51.88	76.7%
# of children in active investigations	Output	0	48,340	44,388	0.00%
% of CPS clients who are not repeat victims	Impact	96	97.24	97.11	101.3%
% youth permanency by reunification w/n 12 months	Efficiency	55	51.4	55.26	93.5%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$34,535,145	\$32,672,802	\$32,305,029	5.7%								
Contractual Services	\$13,124,091	\$12,235,281	\$12,779,428	7.3%								
Commodities	\$303,832	\$284,712	\$369,712	6.7%								
Other Expenses	\$5,000	\$5,000	\$5,000	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$5,000	\$5,000	0.00%								
Total Expenses	\$47,968,068	\$45,202,795	\$45,464,169	6.1%								
Total Revenue	\$19,784,402	\$20,167,559	\$20,509,182	-1.90%								
Net County Dollars	\$28,183,666	\$25,035,236	\$24,954,987	12.6%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	431	0	0	425	0	0	422	0	0	6	0	0

COMMUNITY CULINARY SCHOOL (CSG)

Service Description:

This service provides training and placement assistance in the food service industry for adults who have experienced barriers to successful long-term employment.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$0			\$0			\$0			0.00%		
Contractual Services	\$80,000			\$80,000			\$80,000			0.00%		
Commodities	\$0			\$0			\$0			0.00%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$80,000			\$80,000			\$80,000			0		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$80,000			\$80,000			\$80,000			0.00%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

COMMUNITY SOCIAL WORK (DSS)

Service Description:

This service provides services and programs for at risk families, seniors and disabled citizens who fall outside of protective services and public assistance services. Staff provide services to address social problems for low income citizens and to delay or eliminate the need for placement in a long-term care facility.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% CSW cases initiated timely	Efficiency	94.05	93.5	88.25	99.4%
% CSW customers living in a safe environment	Impact	95	98.55	99.74	103.7%
% Customer satisfaction rating	Customer	88	93.61	0	106.4%
% target population served (Community Social Work)	Outcome	94	94.52	94.84	100.6%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$2,971,580	\$3,553,956	\$3,583,710	-16.39%								
Contractual Services	\$0	\$146,540	\$145,721	0.00%								
Commodities	\$1,400	\$8,466	\$8,466	-83.46%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$2,972,980	\$3,708,962	\$3,737,897	-19.84%								
Total Revenue	\$1,603,121	\$2,316,972	\$2,316,153	-30.81%								
Net County Dollars	\$1,369,859	\$1,391,990	\$1,421,744	-1.59%								
Position Summary	FY2020 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	32	0	0	41	0	0	42	0	0	-9	0	0

* Performance results were not available at the time of publication for some measures in this service.

FACILITIES MANAGEMENT (DSS)

Service Description:

This service provides lease payments, preventive maintenance, repairs, and other facility related support for the Department of Social Services facilities and equipment.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$0			\$0			\$0			0.00%		
Contractual Services	\$778,425			\$801,630			\$766,316			-2.89%		
Commodities	\$95,613			\$113,154			\$187,756			-15.50%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$235,120			\$232,120			\$363,858			1.3%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	<b">\$1,109,158</b">			<b">\$1,146,904</b">			<b">\$1,317,930</b">			(0)		
Total Revenue	\$364,912			\$331,973			\$321,379			9.9%		
Net County Dollars	\$744,246			\$814,931			\$996,551			-8.67%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

FRAUD (DSS)

Service Description:

Responsible for preventing, discovering, and recovering overpayments in public assistance programs. This service seeks to maintain the integrity of the public assistance programs by deterring fraud through education, early detection, and prosecution.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	88	74.78	88.22	85.0%
% FNS main investigations completed timely	Efficiency	90	97.42	95.95	108.2%
Incentive funds received	Impact	180,000	232,307.23	219,620	129.1%
Number of completed fraud investigations	Output	0	2,810	2,917	0.00%
Overissued Collection rate	Impact	13	15.1	7	116.2%
% Preventive investigations completed timely	Efficiency	97	96.8	93.74	99.8%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$977,992	\$939,534	\$947,152	4.1%								
Contractual Services	\$33,460	\$33,460	\$23,460	0.00%								
Commodities	\$2,100	\$2,100	\$2,100	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,013,552	\$975,094	\$972,712	3.9%								
Total Revenue	\$1,043,582	\$683,661	\$673,661	52.6%								
Net County Dollars	\$-30,030	\$291,433	\$299,051	-110.30%								
Position Summary	FY2020 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	14	0	0	14	0	0	14	0	0	0	0	0

GENERAL ASSISTANCE (DSS)

Service Description:

This service offers aid through community referrals and financial assistance to residents with emergency needs such as: prescription drugs, rent and utility payments, pauper burials and transportation.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Case Quality Index (Crisis Assistance Ministries)	Impact	95	63	100	66.3%
Case Quality Index (Partnership Services)	Impact	95	100	75.22	105.3%
% customer satisfaction with Crisis Assistance Ministries	Customer	88	89.73	89.82	102.0%
% customer satisfaction with Partnership Services	Customer	88	73.61	0	83.6%
Number of households receiving community/emergency services	Output	0	14,200	10,934	0.00%
% of AM line customers w/immediate need seen same day	Efficiency	97	100	100	103.1%
# receiving energy service	Output	0	20,412	17,932	0.00%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$684,759	\$1,020,244	\$1,293,237	-32.88%								
Contractual Services	\$11,403,221	\$9,887,792	\$10,595,300	15.3%								
Commodities	\$0	\$0	\$0	#DIV/0								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$12,087,980	\$10,908,036	\$11,888,537	10.8%								
Total Revenue	\$8,410,991	\$6,891,627	\$7,750,804	22.0%								
Net County Dollars	\$3,676,989	\$4,016,409	\$4,137,733	-8.45%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	9	0	0	13	0	0	16	0	0	-4	0	0

* Performance results were not available at the time of publication for some measures in this service.

IT RESOURCE MANAGEMENT (DSS)

Service Description:

This service provides the department with help desk and field support; manages and operates desktops, networks and telecommunications; and installs and supports servers.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$0			\$616,526			\$613,821			0.00%		
Contractual Services	\$0			\$0			\$0			0.00%		
Commodities	\$0			\$0			\$0			0.00%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$0			\$616,526			\$613,821			0		
Total Revenue	\$0			\$304,258			\$304,258			0.00%		
Net County Dollars	\$0			\$312,268			\$309,563			0.00%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

LATIN AMERICAN COALITION (CSG)

Service Description:

This service provides vocational and educational initiatives, information and referral services, and English-as-a-Second Language opportunities to the Hispanic/Latino community in the county.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$0			\$0			\$0			0.00%		
Contractual Services	\$50,000			\$50,000			\$50,000			0.00%		
Commodities	\$0			\$0			\$0			0.00%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$50,000			\$50,000			\$50,000			0		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$50,000			\$50,000			\$50,000			0.00%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

LEGAL SERVICES (DSS)

Service Description:

This service is responsible for providing legal advice and representation on youth custody cases, abuse/neglect cases, and investigating public assistance fraud.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer satisfaction with legal services	Customer	88	98.6	91.51	112.0%
% IPV Cases Returned Timely	Efficiency	95	100	100	105.3%
% of TPR petitions filed within 60 days of goal change to Ad	Impact	15	1.04	8.62	6.9%
Total cases handled	Output	0	299	325	0.00%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,754,050	\$1,712,189	\$1,733,208	2.4%								
Contractual Services	\$31,212	\$31,212	\$31,212	0.00%								
Commodities	\$30,000	\$30,000	\$30,000	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,815,262	\$1,773,401	\$1,794,420	2.4%								
Total Revenue	\$197,807	\$267,807	\$267,807	-26.14%								
Net County Dollars	\$1,617,455	\$1,505,594	\$1,526,613	7.4%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	14	0	0	14	0	0	13	0	0	0	0	0

MAINTAINING INDEPENDENCE SERVICES (DSS)

Service Description:

This service provides in home aide and adult day care services to elderly and disabled social service customers to help them maintain their independence and stay in their home community.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	88	95.83	0	108.9%
% Customers remaining in home for at least 12 months	Impact	98	80.15	95.03	81.8%
# of clients served	Output	0	5,224	6,880	0.00%
Percentage Application timeliness rate (IHA & ADC)	Efficiency	90.25	97.63	98.56	108.2%
% Targeted population served	Impact	47.5	38.48	54.3	81.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$182,751	\$371,486	\$358,848	-50.81%								
Contractual Services	\$4,591,426	\$4,246,647	\$4,175,749	8.1%								
Commodities	\$1,000	\$800	\$0	25.0%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$4,775,177	\$4,618,933	\$4,534,597	3.4%								
Total Revenue	\$3,458,690	\$3,106,655	\$3,025,077	11.3%								
Net County Dollars	\$1,316,487	\$1,512,278	\$1,509,520	-12.95%								
Position Summary	FY2020 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	2	0	0	4	0	0	4	0	0	-2	0	0

* Performance results were not available at the time of publication for some measures in this service.

MECKLENBURG TRANSPORT (DSS)

Service Description:

This service provides a full array of human services transportation, door-to-door and to fixed routes for public transit for eligible Mecklenburg County citizens. Trip purposes include (but are not limited to) general medical appointments, dialysis, chemotherapy, employment and employment-readiness activities, adult day care and day health, supported employment and sheltered workshops, pharmacies, congregate nutrition and recreation sites, VA clinics and facilities, and grocery shopping.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	88	94.4	91.88	107.3%
MTS trips per hour	Efficiency	0	0	2.2	0.00%
MTS vendor trips per hour	Efficiency	0	0	4.57	0.00%
# of clients served	Output	0	4,296	1,812	0.00%
% of Mecklenburg Transport trips without injury	Impact	100	100	100	100.0%
# of trips provided	Output	0	173,238	112,328	0.00%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
	Total Expenses	\$4,840,428	Total Revenue	\$2,211,326	Net County Dollars	\$2,629,102						
Employee Salaries & Benefits	\$2,563,962		\$2,437,114		\$2,442,363				5.2%			
Contractual Services	\$1,623,656		\$1,610,872		\$1,005,865				0.8%			
Commodities	\$241,872		\$137,923		\$34,274				75.4%			
Other Expenses	\$0		\$0		\$0				0.00%			
Interdepartmental	\$130,938		\$130,938		\$0				0.00%			
Capital	\$280,000		\$420,000		\$70,500				-33.33%			
Total Expenses	\$4,840,428		\$4,736,847		\$3,553,002				2.2%			
Total Revenue	\$2,211,326		\$2,256,161		\$1,307,827				-1.99%			
Net County Dollars	\$2,629,102		\$2,480,686		\$2,245,175				6.0%			
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	38	2	0	38	2	0	36	2	0	0	0	0

MEDICAID RELATED PAYMENTS (DSS)

Service Description:

This service which is federally and state mandated provides Special Assistance to Aged, Blind, and Disabled County residents.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$3,646,544	\$3,255,794	\$3,255,794	12.0%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$3,646,544	\$3,255,794	\$3,255,794	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$3,646,544	\$3,255,794	\$3,255,794	12.0%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

MEDICAID TRANSPORTATION (DSS)

Service Description:

This service provides transportation to eligible County Medicaid residents who need access to medical care but have no other means to reach their destination.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	88	90.56	90.05	102.9%
# of clients served	Output	0	7,140	7,326	0.00%
# of trips provided	Output	0	348,902	390,979	0.00%
% of trips without injury	Efficiency	100	100	100	100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$1,100,000	\$1,100,000	\$1,118,000	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,100,000	\$1,100,000	\$1,118,000	0								
Total Revenue	\$1,100,000	\$1,100,000	\$1,100,000	0.00%								
Net County Dollars	\$0	\$0	\$18,000	0.00%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

PUBLIC ASSISTANCE (DSS)

Service Description:

This service provides assistance necessary to enable County residents to maintain self-sufficiency through programs such as Work First Family Assistance, Medicaid for Families and Adults, North Carolina Health Choice, and Food and Nutrition Services (formerly Food Stamps).

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	88	85.78	92.2	97.5%
FNS Program Access Index	Impact	0	58.37	76.23	0.00%
% FNS Recertifications processed within mandated timeframe	Efficiency	95	89.65	86.48	94.4%
% Medicaid and NCHC processing rate	Efficiency	80	87.01	68.29	108.8%
% Medicaid for pregnant women app processed w/in mand. time	Efficiency	90	92.6	81.34	102.9%
# receiving Public Assistance	Output	0	364,247	359,601	0.00%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$40,435,829	\$37,780,982	\$38,830,321	7.0%								
Contractual Services	\$1,491,017	\$1,362,500	\$1,392,878	9.4%								
Commodities	\$164,953	\$162,131	\$165,508	1.7%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$9,545	\$9,545	\$9,545	0.00%								
Total Expenses	\$42,101,344	\$39,315,158	\$40,398,252	7.1%								
Total Revenue	\$28,902,953	\$25,635,736	\$25,538,362	12.7%								
Net County Dollars	\$13,198,391	\$13,679,422	\$14,859,890	-3.52%								
Position Summary	FY2020 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	588	3	0	573	3	0	601	3	0	15	0	0

QUALITY IMPROVEMENT (DSS)

Service Description:

This service coordinates mandated federal and state compliance proceedings, including audits, local hearings, reviews, monitoring, and policy changes in partnership with federal and state program policy representatives and legislative liaisons; delivers new hire, annual, refresher and policy change trainings, conducts and computes statistical and trend analyses related to comprehensive quality control processes designed to ensure compliance with mandated state policies, maximize financial benefits to consumers, determine fiscal and operational impacts to the department and customers, improve program performance, worker productivity, staff policy knowledge, and customer satisfaction.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	88	88.39	91.15	100.4%
Number of imaged documents quality sampled	Output	0	1,684	1,692	0.00%
# of local hearings officiated by CSIS team	Output	0	203	182	0.00%
% of local hearings successfully resolved w/o further appeal	Impact	90	93.15	91.74	103.5%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$1,230,232	\$1,083,162	\$1,132,659	13.6%								
Contractual Services	\$14,323	\$10,961	\$10,961	30.7%								
Commodities	\$4,610	\$3,199	\$3,199	44.1%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,249,165	\$1,097,322	\$1,146,819	13.8%								
Total Revenue	\$386,755	\$338,490	\$338,490	14.3%								
Net County Dollars	\$862,410	\$758,832	\$808,329	13.6%								
Position Summary	FY2020 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	14	0	0	13	0	0	13	0	0	1	0	0

RECORD & MAIL SERVICES (DSS)

Service Description:

This service provides the department with hard copy and digital document storage and retrieval, onsite and offsite records management, inter-county case transfers, redaction, copies for case discovery, and record purging. Mail services handles incoming and outgoing USPS mail, incoming checks and certified mail, outgoing case transfers and certified mail, provide pre-sort services, and maintains all onsite mail drop boxes.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Customer Satisfaction Rating (Attorneys/Managers)	Customer	88	0	88.5	0.00%
Customer Satisfaction Rating (Nurses/Adoption Unit)	Customer	88	81	61.25	92.0%
Legal Discovery Timeliness Rate	Efficiency	93	96.51	99.14	103.8%
Out-of-County CPS History Timeliness	Efficiency	97	98.26	98.9	101.3%
Redacted Adoption Medical History Timeliness Rate	Efficiency	97	97.78	100	100.8%
Subpoena Timeliness Rate	Efficiency	95	100	100	105.3%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$403,253	\$349,359	\$469,449	15.4%								
Contractual Services	\$459,867	\$958,639	\$1,007,984	-52.03%								
Commodities	\$7,274	\$14,664	\$10,574	-50.40%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$800	\$800	\$0	0.00%								
Capital	\$0	\$0	\$7,437	0.00%								
Total Expenses	\$871,194	\$1,323,462	\$1,495,444	-34.17%								
Total Revenue	\$272,750	\$769,229	\$769,229	-64.54%								
Net County Dollars	\$598,444	\$554,233	\$726,215	8.0%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	7	0	0	7	0	0	8	0	0	0	0	0

* Performance results were not available at the time of publication for some measures in this service.

SENIOR ADMINISTRATION (DSS)

Service Description:

This service provides comprehensive senior leadership and oversight of the Department of Social Services.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	88	0	92.35	0.00%
% Employee satisfaction rating	Impact	80	85	85	106.3%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$247,648			\$239,036			\$231,327			3.6%		
Contractual Services	\$7,829			\$7,829			\$7,829			0.00%		
Commodities	\$0			\$0			\$0			0.00%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$255,477			\$246,865			\$239,156			3.5%		
Total Revenue	\$125,007			\$125,007			\$125,007			0.00%		
Net County Dollars	\$130,470			\$121,858			\$114,149			7.1%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	1	0	0	1	0	0	1	0	0	0	0	0

* Performance results were not available at the time of publication for some measures in this service.

SENIOR CITIZENS NUTRITION PROGRAM (DSS)

Service Description:

This service provides nutritionally balanced meals, activities, education, recreational opportunities and social interaction for eligible senior county residents at 17 community congregate sites. The service also provides nutritionally balanced meals to homebound seniors and supplemental meals for seniors with medical conditions requiring enhanced caloric and/or nutritional intake.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Cost per meal served	Efficiency	9	9.55	9.62	94.2%
% Customer satisfaction rating	Customer	88	97.97	98.45	111.3%
# of customers served	Output	0	25,177	23,735	0.00%
% of homebound part. reporting prog helps them live independ	Impact	93	95.78	95.78	103.0%
% of meals served	Efficiency	98	97.16	96.67	99.1%
Total # of Meals Served	Output	0	346,250	340,333	0.00%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
Employee Salaries & Benefits	\$2,035,796			\$1,874,388			\$1,833,016			8.6%		
Contractual Services	\$1,558,874			\$1,381,619			\$1,351,498			12.8%		
Commodities	\$49,206			\$49,206			\$49,206			0.00%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$3,643,876			\$3,305,213			\$3,233,720			10.2%		
Total Revenue	\$1,230,275			\$1,186,020			\$1,155,899			3.7%		
Net County Dollars	\$2,413,601			\$2,119,193			\$2,077,821			13.9%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	30	1	0	29	2	0	29	2	0	1	(1)	0

URBAN LEAGUE OF CENTRAL CAROLINAS - JOB TRAINING (CSG)

Service Description:

The ULCC's adult programs are designed to meet the training needs of all adults and young adults accessing services. Participants can take advantage of the full spectrum of workforce development services including pre-GED and GED preparation, adult literacy, technology training (Microsoft Office 2007, HVAC, BPI Energy Audit and Weatherization, and Broadband Fiber Optic), life skills, financial literacy and homeownership workshops. Programming is person-centered.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$50,000	\$50,000	\$50,000	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$50,000	\$50,000	\$50,000	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$50,000	\$50,000	\$50,000	0.00%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

WORK FIRST EMPLOYMENT SERVICE (DSS)

Service Description:

This service provides social work services for Work First participants to remove barriers to self sufficiency, while improving the economic security and well being of the entire family through focus on employment, education, housing, health, and life skills development.

Measurable Goals*	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Adults to Work	Efficiency	0	733	857	0.00%
% Customer satisfaction rating	Customer	88	100	87.5	113.6%
# of Work First Employment Service Families	Output	0	286	3,529	0.00%
# of Work First Employment Service Families (Two-Parent)	Output	0	30	0	0.00%
Participation Rate - All Families	Impact	50	48.19	0	96.4%
Participation Rate - Two Parent Families	Impact	90	32.26	0	35.8%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$3,348,494	\$3,877,569	\$4,055,139	-13.64%								
Contractual Services	\$1,294,459	\$2,308,109	\$2,408,031	-43.92%								
Commodities	\$4,950	\$4,950	\$4,950	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$4,647,903	\$6,190,628	\$6,468,120	-24.92%								
Total Revenue	\$827,802	\$827,802	\$827,802	0.00%								
Net County Dollars	\$3,820,101	\$5,362,826	\$5,640,318	-28.77%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	41	0	0	50	0	0	54	0	0	-9	0	0

* Performance results were not available at the time of publication for some measures in this service.

RETIREE MEDICAL INSURANCE (DSS)

Service Description:

This service provides funding to pay for the current year's projected retiree medical insurance cost for DSS retirees.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)									
Employee Salaries & Benefits	\$3,443,715	\$3,443,715	\$3,468,363	0.00%									
Contractual Services	\$0	\$0	\$0	0.00%									
Commodities	\$0	\$0	\$0	0.00%									
Other Expenses	\$0	\$0	\$0	0.00%									
Interdepartmental	\$0	\$0	\$0	0.00%									
Capital	\$0	\$0	\$0	0.00%									
Total Expenses	\$3,443,715	\$3,443,715	\$3,468,363	0									
Total Revenue	\$1,101,989	\$1,040,509	\$1,040,509	5.9%									
Net County Dollars	\$2,341,726	\$2,403,206	\$2,427,854	-2.56%									
Position Summary	FY2020 Adopted			FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	
Position Count	0	0	0	0	0	0	0	0	0	0	0	0	0

NON-DEPARTMENTAL PAGES



311 CALL CENTER (JCC)

Service Description:

This service is a non-emergency call center initiative that seeks to simplify access to information and improve customer service by providing the public with access to a variety of local government services through one call center.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)				
Employee Salaries & Benefits	\$0			\$0			\$0				
Contractual Services	\$0			\$0			\$0				
Commodities	\$0			\$0			\$0				
Other Expenses	\$1,335,207			\$1,287,932			\$1,417,143				
Interdepartmental	\$0			\$0			\$0				
Capital	\$0			\$0			\$0				
Total Expenses	\$1,335,207			\$1,287,932			\$1,417,143				
Total Revenue	\$0			\$0			\$0				
Net County Dollars	\$1,335,207			\$1,287,932			\$1,417,143				
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted				
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT		
Position Count	0	0	0	0	0	0	0	0	0		

ABC PROFIT DISTRIBUTION

Service Description:

This service provides local municipality profit share distribution of ABC store revenue.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$0			\$0			\$0			0.00%		
Contractual Services	\$0			\$0			\$0			0.00%		
Commodities	\$0			\$0			\$0			0.00%		
Other Expenses	\$855,000			\$640,784			\$458,775			33.4%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$855,000			\$640,784			\$458,775			33.4%		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$855,000			\$640,784			\$458,775			33.4%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

A BETTER WORLD (CSG)

Service Description:

This service provides academic support and family therapeutic services.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$55,000	\$0	\$0	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$55,000	\$0	\$0	0.00%								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$55,000	\$0	\$0	0.00%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

ACCOUNTING (FIN)

Service Description:

This service manages and oversees all county accounting functions including accounts payable, accounts receivable, payroll, bank statement reconciliation, and cash receipts.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$0			\$0			\$0			0.00%		
Contractual Services	\$3,971,613			\$3,631,849			\$3,574,974			9.4%		
Commodities	\$0			\$0			\$0			0.00%		
Other Expenses	\$953,819			\$1,001,094			\$992,445			-4.72%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$4,925,432			\$4,632,943			\$4,567,419			0		
Total Revenue	\$250,000			\$0			\$0			0.00%		
Net County Dollars	\$4,675,432			\$4,632,943			\$4,567,419			0.9%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

ASC - LIBRARY & PARKS ORCHESTRA PROGRAMMING (NDP)

Service Description:

This service provides funding to the Arts & Science Council for cultural programming in parks, recreation centers and libraries across the County.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$0			\$0			\$0			0.00%		
Contractual Services	\$0			\$0			\$0			0.00%		
Commodities	\$0			\$0			\$0			0.00%		
Other Expenses	\$950,000			\$800,000			\$675,000			18.8%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$950,000			\$800,000			\$675,000			0		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$950,000			\$800,000			\$675,000			18.8%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

ASPIRE COMMUNITY CAPITAL (CSG)

Service Description:

This service provides a 12-week Community Business Academy.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$50,000	\$0	\$0	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$50,000	\$0	\$0	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$50,000	\$0	\$0	0.00%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

ASSOCIATION DUES (NDP)

Service Description:

This service provides funding for County affiliate professional association fees.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$242,724	\$240,181	\$240,181	1.1%								
Commodities	\$33,180	\$33,180	\$33,180	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$275,904	\$273,361	\$273,361	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$275,904	\$273,361	\$273,361	0.9%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

CAMINO - YOU ARE NOT ALONE (CSG)

Service Description:

This service provides quality and culturally primary care and health education to uninsured and low-income population in Mecklenburg County.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$0			\$0			\$0			0.00%		
Contractual Services	\$0			\$150,000			\$150,000			0.00%		
Commodities	\$0			\$0			\$0			0.00%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$0			\$150,000			\$150,000			0		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$0			\$150,000			\$150,000			0.00%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

CAPITAL RESERVE (NDP)

Service Description:

This service provides a means of financing the cost of necessary capital projects ranging from \$25,000 to \$100,000 each, and/or having a useful life of less than 20 years; projects include construction, purchase or major renovation of buildings or other physical structures, and the acquisition of, or addition to, a fixed asset.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

CARE RING LOW COST CLINIC IMMIGRANT SERVICES (CSG)

Service Description:

This service provides preventative health care for the immigrant population.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$75,000	\$0	\$0	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$75,000	\$0	\$0	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$75,000	\$0	\$0	0.00%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

CENTRALINA COUNCIL OF GOVERNMENTS (NDP)

Service Description:

This service serves as the state-designated regional planning organization for the 9 counties & 62 municipalities within the region and includes activities provided by the NC 73 Council on Planning. County contracted with the CCOG to process and manage the Block Grant Funds after the Community Development Office was eliminated from the County.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$281,904	\$276,851	\$272,177	1.8%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$281,904	\$276,851	\$272,177	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$281,904	\$276,851	\$272,177	1.8%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

CHARLOTTE BRIDGE HOME (CSG)

Service Description:

The service provides coordination of veterans and veteran services throughout Mecklenburg County.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$200,000	\$200,000	\$200,000	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$200,000	\$200,000	\$200,000	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$200,000	\$200,000	\$200,000	0.00%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

CMS - CAPITAL REPLACEMENT

Service Description:

This service provides pay-as-you-go funding for systematic and scheduled repair and replacement of the school systems major assets.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$0			\$0			\$0			0.00%		
Contractual Services	\$0			\$0			\$0			0.00%		
Commodities	\$0			\$0			\$0			0.00%		
Other Expenses	\$0			\$0			\$0			#DIV/0		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$9,560,000			\$4,960,000			\$4,960,000			92.7%		
Total Expenses	\$9,560,000			\$4,960,000			\$4,960,000			1		
Total Revenue	\$4,600,000			\$0			\$0			0.00%		
Net County Dollars	\$4,960,000			\$4,960,000			\$4,960,000			0.00%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

CMS-DEBT

Service Description:

This service accounts for the payment of interest, principal and related fees on general obligation and long-term debt associated with CMS due in the fiscal year.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$0			\$0			\$0			0.00%		
Contractual Services	\$0			\$0			\$0			0.00%		
Commodities	\$0			\$0			\$0			0.00%		
Other Expenses	\$153,854,082			\$142,583,800			\$177,496,864			7.9%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$153,854,082			\$142,583,800			\$177,496,864			0		
Total Revenue	\$72,211,603			\$67,518,000			\$65,225,025			7.0%		
Net County Dollars	\$81,642,479			\$75,065,800			\$112,271,839			8.8%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

CMS OPERATIONAL FUNDING

Service Description:

This service funds a portion of the operational costs for Charlotte-Mecklenburg Schools.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$0	\$0	\$0	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$509,451,701	\$459,864,612	\$428,744,699	10.8%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$509,451,701	\$459,864,612	\$428,744,699	0								
Total Revenue	\$10,300,000	\$2,300,000	\$2,300,000	347.8%								
Net County Dollars	\$499,151,701	\$457,564,612	\$426,444,699	9.1%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

COMMON WEALTH CHARLOTTE FINANCIAL EDUCATION (CSG)

Service Description:

This service provides financial literacy & credit counseling services.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$0	\$0	\$0	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$50,000	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$50,000	\$0	\$0	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$50,000	\$0	\$0	0.00%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

COMMUNITY LINK - HOMELESS TO HOUSING (CSG)

Service Description:

This service focuses on reducing chronic absenteeism and out-of-school suspensions.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$100,000	\$0	\$0	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$100,000	\$0	\$0	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$100,000	\$0	\$0	0.00%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

CPCC - DEBT

Service Description:

This service accounts for the payment of interest, principal and related fees on general obligation and long-term debt associated with CPCC due in the fiscal year.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$0			\$0			\$0			0.00%		
Contractual Services	\$0			\$0			\$0			0.00%		
Commodities	\$0			\$0			\$0			0.00%		
Other Expenses	\$22,986,703			\$16,046,924			\$11,244,725			43.2%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$22,986,703			\$16,046,924			\$11,244,725			0		
Total Revenue	\$970,818			\$995,022			\$1,019,903			-2.43%		
Net County Dollars	\$22,015,885			\$15,051,902			\$10,224,822			46.3%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

CPCC OPERATIONS FUNDING

Service Description:

This service funds a portion of the operational costs for the community college.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$0	\$0	\$0	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$37,884,035	\$36,765,175	\$35,149,940	3.0%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$37,884,035	\$36,765,175	\$35,149,940	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$37,884,035	\$36,765,175	\$35,149,940	3.0%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

CRITICAL HOME REPAIR (NDP)

Service Description:

This service provides funding to support Habit for Humanity's Critical Hope Repair Program.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$1,000,000	\$0	\$0	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$1,000,000	\$0	\$0	0								
Total Revenue	\$1,000,000	\$0	\$0	0.00%								
Net County Dollars	\$0	\$0	\$0	0.00%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

DEBT SERVICE

Service Description:

This service accounts for the payment of interest, principal and related fees on general obligation and long-term debt associated with general County operations due in the fiscal year.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$0			\$0			\$0			0.00%		
Contractual Services	\$0			\$0			\$0			0.00%		
Commodities	\$75,213,157			\$100,298,293			\$66,273,310			-25.01%		
Other Expenses	\$75,926,142			\$65,273,636			\$59,214,229			16.3%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$151,139,299			\$165,571,929			\$125,487,539			(0)		
Total Revenue	\$11,146,799			\$4,509,881			\$3,395,000			147.2%		
Net County Dollars	\$139,992,500			\$161,062,048			\$122,092,539			-13.08%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

EARLY CHILDHOOD EDUCATION (NDP)

Service Description:

This service provides funding for Early Childhood Education.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$30,391,902	\$9,391,902	\$0	223.6%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$6,381,988	\$6,381,988	\$6,000,000	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$36,773,890	\$15,773,890	\$6,000,000	1								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$36,773,890	\$15,773,890	\$6,000,000	133.1%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

EMERGENCY MEDICAL SERVICES (EMS)

Service Description:

This service provides pre-hospital emergency and non-emergency paramedic services to the County.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$0	\$0	\$0	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$13,168,590	\$10,959,729	\$10,959,729	20.2%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$13,168,590	\$10,959,729	\$10,959,729	0								
Total Revenue	\$591,110	\$0	\$0	0.00%								
Net County Dollars	\$12,577,480	\$10,959,729	\$10,959,729	14.8%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

EMPLOYEE COMPENSATION (NDP)

Service Description:

This service provides funding for a competitive compensation and benefits package that assists Mecklenburg County with recruitment and retaining a qualified workforce.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted*			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$0			\$5,881,528			\$5,572,975			0.00%		
Contractual Services	\$54,400			\$54,400			\$54,400			0.00%		
Commodities	\$30,000			\$30,000			\$30,000			0.00%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$84,400			\$5,965,928			\$5,657,375			(1)		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$84,400			\$5,965,928			\$5,657,375			-98.59%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

*The FY2020 allocation for employee wage increases are included in departmental budgets, rather than in Employee Compensation

EMPLOYEE LEARNING SERVICES (HRS)

Service Description:

This service provides county-wide training and development services, including organizational development, skill development and required organizational training programs.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$0			\$0			\$0			0.00%		
Contractual Services	\$907,688			\$907,688			\$822,688			0.00%		
Commodities	\$0			\$0			\$0			0.00%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$907,688			\$907,688			\$822,688			0		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$907,688			\$907,688			\$822,688			0.00%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

FIRE SERVICE DISTRICT (JCC)

Service Description:

This service, under the authority of N.C.G.S. 153-A-301 et. seq., levies a Fire Protection Service district tax to pay for Fire Services in the towns and unincorporated areas.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$0			\$0			\$0			0.00%		
Contractual Services	\$6,373,950			\$5,691,293			\$5,628,533			12.0%		
Commodities	\$0			\$0			\$0			0.00%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$6,373,950			\$5,691,293			\$5,628,533			0		
Total Revenue	\$6,373,950			\$5,691,293			\$5,628,533			12.0%		
Net County Dollars	\$0			\$0			\$0			0.00%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

HOPE HAVEN FAMILY PROGRAM (CSG)

Service Description:

The service provides a substance abuse rehabilitation program for parents.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$0	\$0	\$0	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$40,000	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$40,000	\$0	\$0	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$40,000	\$0	\$0	0.00%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

LAKE NORMAN COMMUNITY HEALTH CLINIC (CSG)

Service Description:

The service provides preventive health care to individuals that are low income or uninsured.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$140,000	\$140,000	\$139,867	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$140,000	\$140,000	\$139,867	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$140,000	\$140,000	\$139,867	0.00%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

LAW ENFORCEMENT SERVICE DISTRICT (JCC)

Service Description:

This service finances law enforcement services to the unincorporated areas of the County.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$18,230,448	\$16,598,000	\$18,361,060	9.8%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$18,230,448	\$16,598,000	\$18,361,060	0								
Total Revenue	\$17,777,260	\$15,859,529	\$17,681,060	12.1%								
Net County Dollars	\$453,188	\$738,471	\$680,000	-38.63%								
Position Summary	FY2020 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

OFFSITE INMATE MEDICAL CARE

Service Description:

This service defrays a portion of the costs for care provided to indigent residents of the County who do not qualify for assistance under Medicaid or any of the other federal and state programs.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$0			\$0			\$0			0.00%		
Contractual Services	\$1,000,000			\$1,000,000			\$1,000,000			0.00%		
Commodities	\$0			\$0			\$0			0.00%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$1,000,000			\$1,000,000			\$1,000,000			0		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$1,000,000			\$1,000,000			\$1,000,000			0.00%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

OTHER POST EMPLOYMENT BENEFITS (HRS)

Service Description:

This service provides funding that addresses the liability associated with providing health benefits to retirees.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$8,000,000	\$8,000,000	\$8,000,000	0.00%								
Contractual Services	\$0	\$0	\$0	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$8,000,000	\$8,000,000	\$8,000,000	0								
Total Revenue	\$8,000,000	\$8,000,000	\$8,000,000	0.00%								
Net County Dollars	\$0	\$0	\$0	0.00%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

PAY AS YOU GO CAPITAL FUNDING

Service Description:

This service sets aside funds to pay for capital projects for the current Fiscal Year; this new initiative decreases future debt payments by the County associated with interests and principals on obligations resulting from the issuance of bonds.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$0			\$0			\$0			0.00%		
Contractual Services	\$0			\$0			\$0			0.00%		
Commodities	\$0			\$0			\$0			0.00%		
Other Expenses	\$40,461,500			\$38,461,500			\$37,540,800			5.2%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$40,461,500			\$38,461,500			\$37,540,800			0		
Total Revenue	\$13,000,000			\$6,410,000			\$6,250,000			102.8%		
Net County Dollars	\$27,461,500			\$32,051,500			\$31,290,800			-14.32%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

PROGRAM REVIEW & STUDIES (OMB)

Service Description:

This service provides additional resources for program evaluation, benchmarking and process assessment of County services at the request of the Board of County Commissioners.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Employee Salaries & Benefits	\$0			\$0			\$0			0.00%		
Contractual Services	\$100,000			\$100,000			\$100,000			0.00%		
Commodities	\$0			\$0			\$0			0.00%		
Other Expenses	\$0			\$0			\$0			0.00%		
Interdepartmental	\$0			\$0			\$0			0.00%		
Capital	\$0			\$0			\$0			0.00%		
Total Expenses	\$100,000			\$100,000			\$100,000			0		
Total Revenue	\$0			\$0			\$0			0.00%		
Net County Dollars	\$100,000			\$100,000			\$100,000			0.00%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

RAIN, INC - HIV EARLY INTERVENTION (CSG)

Service Description:

This service provides HIV testing, case management, and promotes access to Pre-exposure prophylaxis (PrEP).

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$58,573	\$0	\$0	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$58,573	\$0	\$0	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$58,573	\$0	\$0	0.00%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

REVENUES (NDP)

Service Description:

This service provides non-departmental revenue such as franchise and parking fees.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			% Change (FY2019 to FY2020)		
Total Expenses	\$0			\$0			\$0			0		
Total Revenue	\$3,396,000			\$3,396,000			\$3,396,000			0.00%		
Net County Dollars	\$-3,396,000			\$-3,396,000			\$-3,396,000			0.00%		
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

RIGHT MOVES FOR YOUTH (CSG)

Service Description:

This service provides a mentoring program for middle and high school students.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$50,000	\$0	\$0	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$50,000	\$0	\$0	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$50,000	\$0	\$0	0.00%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

SILOAM SCHOOL (NDP)

Service Description:

This service provides funding to support the preservation of the historic Siloam School.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$125,000	\$0	\$0	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$125,000	\$0	\$0	0								
Total Revenue	\$125,000	\$0	\$0	0.00%								
Net County Dollars	\$0	\$0	\$0	0.00%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

SPECIAL OLYMPICS OF NORTH CAROLINA (CSG)

Service Description:

This service provides access to physical activity, health screenings, and health education.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$40,000	\$0	\$0	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$40,000	\$0	\$0	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$40,000	\$0	\$0	0.00%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

SUPPORTIVE HOUSING COMMUNITIES EMPLOYMENT SERVICES (CSG)

Service Description:

The service provides an employment assistance program for individuals in stable housing.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$65,000	\$0	\$0	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$65,000	\$0	\$0	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$65,000	\$0	\$0	0.00%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

TECHNOLOGY RESERVE (NDP)

Service Description:

This service allocates up to 1% of net county revenue each fiscal year, creating a sustainable funding source for needed eGovernment/technology investments, particularly projects requiring funding over multiple years.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
Employee Salaries & Benefits	\$0			\$0			\$0					
Contractual Services	\$0			\$0			\$0					
Commodities	\$0			\$0			\$12,417,000					
Other Expenses	\$15,000,000			\$9,100,000			\$0					
Interdepartmental	\$0			\$0			\$0					
Capital	\$0			\$0			\$0					
Total Expenses	\$15,000,000			\$9,100,000			\$12,417,000					
Total Revenue	\$15,000,000			\$9,100,000			\$12,417,000					
Net County Dollars	\$0			\$0			\$0					
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted			Change (FY2019 to FY2020)		
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

TRESS CHARLOTTE (CSG)

Service Description:

This service provides for the planting of trees at Meck Pre-K sites.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$50,000	\$0	\$0	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$50,000	\$0	\$0	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$50,000	\$0	\$0	0.00%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

UNEMPLOYMENT INSURANCE (NDP)

Service Description:

This service provides funding to cover unemployment payments to eligible former County employees.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$250,000	\$250,000	\$250,000	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$250,000	\$250,000	\$250,000	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$250,000	\$250,000	\$250,000	0.00%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

UNRESTRICTED CONTINGENCY (NDP)

Service Description:

This service provides discretionary funds set aside for the Manager and the Board to propose funding for unbudgeted expenses throughout the Fiscal Year; funds must be approved by the Board before they can be appropriated to any specific budgetary item.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
Employee Salaries & Benefits	\$0		\$0		\$0		0.00%					
Contractual Services	\$0		\$0		\$0		0.00%					
Commodities	\$0		\$0		\$0		0.00%					
Other Expenses	\$0		\$125,000		\$125,000		0.00%					
Interdepartmental	\$0		\$0		\$0		0.00%					
Capital	\$0		\$0		\$0		0.00%					
Total Expenses	\$0		\$125,000		\$125,000		0					
Total Revenue	\$0		\$0		\$0		0.00%					
Net County Dollars	\$0		\$125,000		\$125,000		0.00%					
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		Change (FY2019 to FY2020)			
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

US CENSUS (NDP)

Service Description:

This services provides support for the US Census.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$460,000	\$0	\$0	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$460,000	\$0	\$0	0								
Total Revenue	\$400,000	\$0	\$0	0.00%								
Net County Dollars	\$60,000	\$0	\$0	0.00%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

VEHICLE RESERVE (NDP)

Service Description:

This service provides a stable funding source for fleet replacement.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$0	\$0	\$0	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$2,500,000	\$2,262,790	\$0	10.5%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$1,832,000	0.00%								
Total Expenses	\$2,500,000	\$2,262,790	\$1,832,000	0								
Total Revenue	\$2,500,000	\$2,262,790	\$1,832,000	10.5%								
Net County Dollars	\$0	\$0	\$0	0.00%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

WINGS FOR KIDS, INC (CSG)

Service Description:

The service provides developmental services for improving social and emotional skills for grades K-5 in its after-school program.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$100,000	\$100,000	\$100,000	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$100,000	\$100,000	\$100,000	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$100,000	\$100,000	\$100,000	0.00%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

YMCA PARENTS AS TEACHERS (CSG)

Service Description:

This service provides health session to children who are prenatal to five years of age by providing the following services: in home visits, group sessions, child wellness screenings and immunization tracking.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)					
Employee Salaries & Benefits	\$0		\$0		\$0		0.00%					
Contractual Services	\$117,500		\$117,500		\$0		0.00%					
Commodities	\$0		\$0		\$0		0.00%					
Other Expenses	\$0		\$0		\$0		0.00%					
Interdepartmental	\$0		\$0		\$0		0.00%					
Capital	\$0		\$0		\$0		0.00%					
Total Expenses	\$117,500		\$117,500		\$0		0					
Total Revenue	\$0		\$0		\$0		0.00%					
Net County Dollars	\$117,500		\$117,500		\$0		0.00%					
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted		Change (FY2019 to FY2020)			
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

LAKE NORMAN MARINE COMMISSION

Service Description:

This service provides information to Lake Norman residents, marinas, boaters and lake organizations regarding boater safety and maintains 140 navigational aids on the lake.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		% Change (FY2019 to FY2020)				
Employee Salaries & Benefits	\$0			\$0			\$0				
Contractual Services	\$28,923			\$24,923			\$24,923				
Commodities	\$0			\$0			\$0				
Other Expenses	\$0			\$0			\$0				
Interdepartmental	\$0			\$0			\$0				
Capital	\$0			\$0			\$0				
Total Expenses	\$28,923			\$24,923			\$24,923				
Total Revenue	\$0			\$0			\$0				
Net County Dollars	\$28,923			\$24,923			\$24,923				
Position Summary	FY2020 Adopted			FY2019 Adopted			FY2018 Adopted				
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT		
Position Count	0	0	0	0	0	0	0	0	0		

LAKE WYLIE MARINE COMMISSION

Service Description:

This service facilitates law enforcement protection, collaboration and coordination on the lake in both NC and SC, enacts safety regulations (including boater regulations) in conjunction with the NC and SC General Statutes and is responsible for maintaining buoys and promoting boater safety.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%								
Contractual Services	\$23,675	\$23,675	\$23,675	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$23,675	\$23,675	\$23,675	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$23,675	\$23,675	\$23,675	0.00%								
Position Summary	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	Change (FY2019 to FY2020)								
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

RETIREE MEDICAL INSURANCE (HRS)

Service Description:

This service provides funding to pay for the current year's projected retiree medical insurance cost.

Measurable Goals	Measure Type	FY2019 Target	FY2019 Actual	FY2018 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				100.0%

Budget Overview	FY2020 Adopted	FY2019 Adopted	FY2018 Adopted	% Change (FY2019 to FY2020)								
Employee Salaries & Benefits	\$10,953,588	\$10,953,588	\$11,959,915	0.00%								
Contractual Services	\$0	\$0	\$0	0.00%								
Commodities	\$0	\$0	\$0	0.00%								
Other Expenses	\$0	\$0	\$0	0.00%								
Interdepartmental	\$0	\$0	\$0	0.00%								
Capital	\$0	\$0	\$0	0.00%								
Total Expenses	\$10,953,588	\$10,953,588	\$11,959,915	0								
Total Revenue	\$0	\$0	\$0	0.00%								
Net County Dollars	\$10,953,588	\$10,953,588	\$11,959,915	0.00%								
Position Summary	FY2020 Adopted		FY2019 Adopted		FY2018 Adopted		Change (FY2019 to FY2020)					
	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT	FT	PT	LPT
Position Count	0	0	0	0	0	0	0	0	0	0	0	0

CAPITAL IMPROVEMENT PROGRAM



- Introduction
- Capital Projects
- Project Financing

Mecklenburg County Capital Improvement Plan

Executive Summary

Overview of the Capital Improvement Plan (FY2019-FY2023)

Mecklenburg County is in the second year of the approved new Capital Improvement Plan (CIP) that officially begin in July 2018. The CIP allows the County to complete prioritized projects and authorize new projects. The total cost for the FY2019-FY2023 CIP is approximately \$1.60 billion. The Plan reflects financing through a bond referendum of \$922 million for Charlotte-Mecklenburg School projects that was approved on November 7, 2017.

The County defines the Capital Improvement Plan as a five-year strategic plan. The CIP effectively coordinates the addition, renovation or replacement of County-owned facilities, infrastructure, equipment and land acquisition. Additionally, the County has the responsibility of funding capital

RECOMMENDED BUDGET

to capital planning and incorporates a prioritization of community capital needs to sustain capital infrastructure. Capital Expenditures are defined as an outlay in excess of \$250,000 to acquire, upgrade or renovate a business or capital asset that benefits the County and has a useful life of five or more years.

The Board of County Commissioners (BOCC) approved this plan in June 2017. The CIP includes a total of 72 capital projects. There were two projects added in FY2018 and seven projects in FY2019 for a total of 81 capital projects. The projects are classified into five capital purposes or categories:

Capital Category	Capital Projects	Capital Cost
Charlotte-Mecklenburg Schools	29	\$930,084,548
MECKLENBURG COUNTY FISCAL YEAR 2020		
Library Facilities	2	66,707,000
Park & Recreation	33	297,509,619
Total	81	\$1,604,724,230

FY2019–FY2023 Strategy

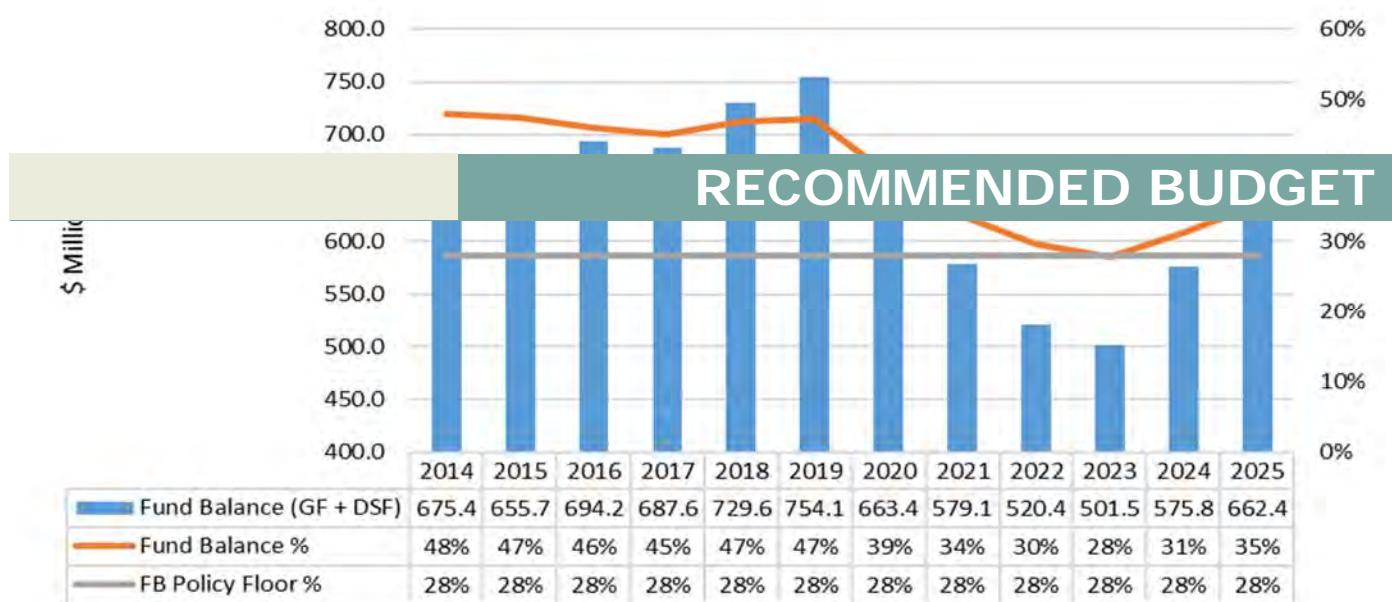
The County's strategy for FY2019-FY2023 utilizes a project phasing approach; for example, where applicable, funding design and land acquisition in FY2018 to improve project implementation. This approach focuses on the annual planned project expenses to determine total annual CIP funding. The strategy allows the initiation of more projects across capital categories that will be completed over multiple fiscal years. The County used a Long-Range Planning Model to evaluate CIP debt capacity and to, where possible, accelerate the delivery of projects.

Long Range Planning Model (LRP)

Mecklenburg County developed a long-range planning model (LRP) to analyze the capital needs of the County. This model was developed using Quantrix, a cutting-edge financial modeling platform designed to address the limitations and risks inherent to traditional spreadsheets.

The LRP works by creating a snapshot of the historic revenues, expenses, and committed capital and debt obligations. These historic figures create an accurate representation of the past and form the base for future forecasts. The future forecast is started by inputting growth rates for revenues and expenses.

General Fund & Debt Service Fund Balance as Percentage of Revenue



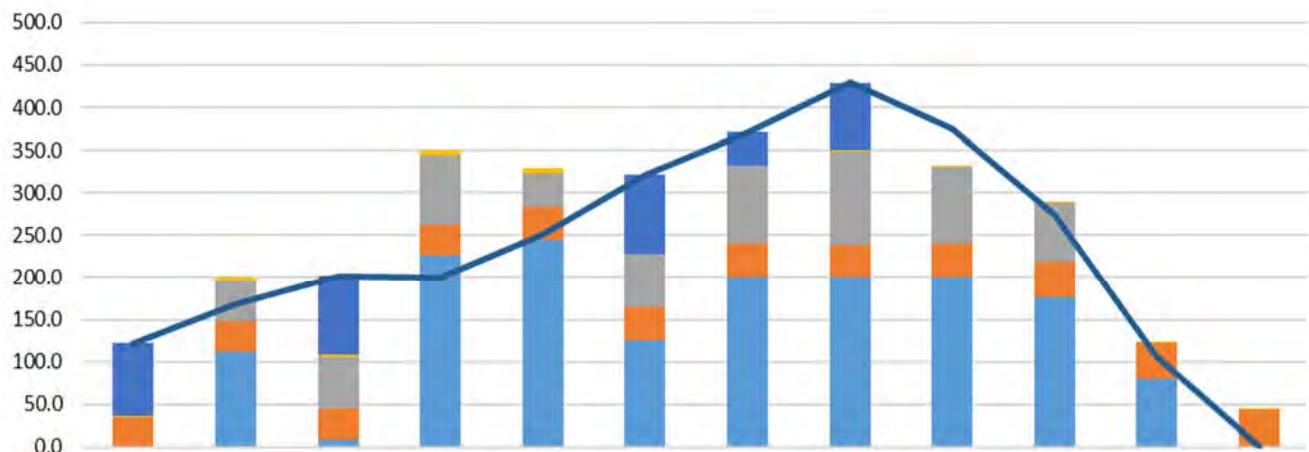
MECKLENBURG COUNTY | FISCAL YEAR 2020

econometric modeling, trend analysis, expert insight, and collaboration with other agencies.

The debt section of the model incorporates the past bond issuances and amortizes them into the future. The model allows for projects to be paid for through debt, pay-as-you-go (PAYGO), and excess fund balance and tracks the source of the funding.

ADOPTED BUDGET

CIP Resources/Expenditures



RECOMMENDED BUDGET

The LRP model is used to optimize the cash flow timing and debt/PAYGO mix to meet capital funding requirements and stay within the debt policy.

CIP Funding

The FY2019-FY2023 CIP will cost the County approximately \$1.60 billion. The FY2019-FY2023 projects have been approved; however, complete funding for each fiscal year will be appropriated when the County Manager presents the capital project ordinances at the beginning of each fiscal year. The County Manager presented capital ordinances to appropriate \$178.1 million in FY2020.

MECKLENBURG COUNTY | FISCAL YEAR 2020

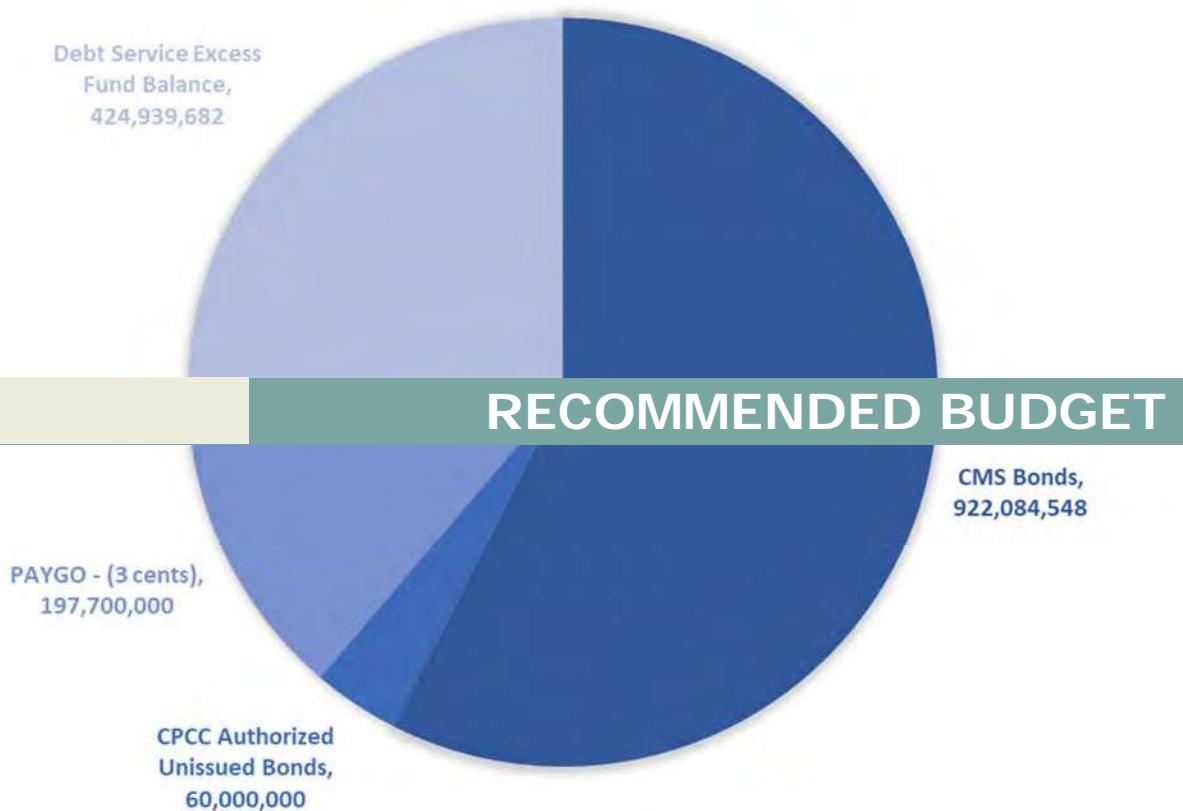
The table below reflects the available funding sources.

Funding Sources

New Bonds	
2017 CMS Bond Referendum	\$922.1 M
Authorized Unissued Bonds	
CPCC	\$60.0 M
Other Funding	
PAYGO (3 Cents)	\$197.7 M
Debt Service Excess Fund Balance	\$424.9 M
Total	\$1,604.7 M

Capital Project Funding Options- Five Year Total

The graph below reflects the available funding source options for the FY2019-FY2023 Capital Improvement Plan.



MECKLENBURG COUNTY | FISCAL YEAR 2020

ADOPTED BUDGET

Approved Deferred Maintenance Capital Reserve Funding

As part of the FY2017 adopted budget, the BOCC established a Deferred Maintenance Capital Reserve Fund and approved \$150M for FY2017-FY2021. The plan will fund the Deferred Maintenance Capital Reserve Fund (FY2017-FY2021) at a rate of \$30M per fiscal year. The Deferred Maintenance Plan is an integral part of the overall CIP which allows the County, Library, Central Piedmont Community College and Charlotte-Mecklenburg Schools to have annual funding to focus on planned maintenance and replacement issues to protect and properly maintain capital assets. The funds from FY2021 will be appropriated beginning of next fiscal year by the County Manager. The following table shows the fourth year (FY2020) of Deferred Maintenance funding breakdown by categories:

FY2019 Deferred Maintenance Funding

Category	Deferred Maintenance Funding
Charlotte Mecklenburg Schools	\$18,000,000
Central Piedmont Community College	4,000,000
Government Facilities*	3,500,000
Total	\$30,000,000

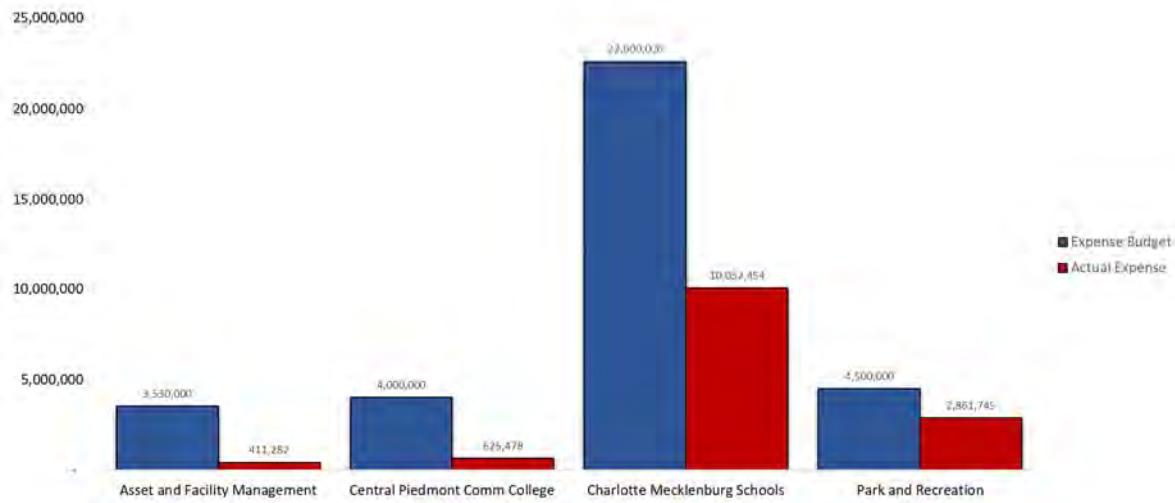
RECOMMENDED BUDGET

*Note: Library funding is a part of Government Facilities.

FY2019 Deferred Maintenance Expenditures by Category

FY2017 was the first year of the Deferred Maintenance funding. As of July 2019, the department and agencies spent (\$66,315,243) or 70% of total appropriated funding. The County's Financial Services Department holds scheduled quarterly meetings with the Deferred Maintenance participants to assess the status of projects and ensure continued movement of projects. The FY2019 Deferred Maintenance funding was revised to \$34,630,000 to include an additional \$4.6 million for school security upgrades and \$30,000 for Government Facilities for project cost increases. Below is the funding spent (\$12,852,250) (As of July 2019) for the FY2019 all-time budgeted funding by project

MECKLENBURG COUNTY | FISCAL YEAR 2020



Note: Library funding is a part of Government Facilities.

MECKLENBURG COUNTY | FISCAL YEAR 2020

ADOPTED BUDGET

The Operating Impact of the Capital Budget

The CIP impacts the operating budget through PAYGO and debt service funding, as well as, expenses to operate facilities. The FY2020 Debt Service Fund budget was approved for \$327.9 million. The County created the Debt Service Fund in FY2012 to provide and account for a dedicated funding source for the County's principal and interest payments on debt, including debt service for CMS and CPCC. The Debt Service Fund helps to ensure compliance with adopted debt policies and makes debt service more intentional and less likely to be a potential strain on the annual operating budget. A standard, structured method based on available funding capacity is used to manage debt issuance for capital projects. The fund includes County dedicated revenues for debt service, lottery funds, a portion of the sales tax, ABC and investment revenues. Property taxes equivalent to 19.5 cents on the tax rate provide most of the revenue for the Debt Service Fund, and for FY2020 total revenues for the fund are projected to be \$327.9 million. The value of a penny in FY2020 is \$18,197,602.

Estimated Operating Costs

RECOMMENDED BUDGET

Capital Category	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Ongoing Costs
Charlotte-Mecklenburg Schools (CMS)	-	-	\$722,385	\$1,281,564	\$4,705,979	\$8,428,154	\$12,969,759	\$12,692,976
Central Piedmont Community College	-	-	-	-	66,438	1,268,668	1,649,655	\$1,659,617
Government Facility	-	-	41,335	199,382	753,589	1,569,164	1,820,597	\$4,213,670
Library	-	-	154,122	1,140,066	1,608,709	1,620,673	1,666,229	\$2,087,081
Park & Recreation	123,508	124,708	4,752,806	4,749,325	10,490,026	11,995,649	12,744,299	\$12,824,167
Total	\$123,508	\$124,708	\$5,670,648	\$7,370,337	\$17,624,741	\$24,882,308	\$30,850,539	\$33,477,511

Debt Service Fund Forecast

MECKLENBURG COUNTY | FISCAL YEAR 2020

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Revenues	333,300,000	327,900,000	330,200,000	338,100,000	346,200,000	354,500,000	363,000,000
Debt Service	(203,800,000)	(222,800,000)	(239,800,000)	(242,000,000)	(230,300,000)	(215,400,000)	(211,300,000)
Appropriated for PAYGO	(72,000,000)	(116,000,000)	(149,000,000)	(114,000,000)	(94,000,000)	(24,000,000)	(24,000,000)
Net Change	57,500,000	(10,900,000)	(58,600,000)	(17,900,000)	21,900,000	115,100,000	127,700,000
Beginning Balance July 1	219,000,000	276,500,000	265,600,000	207,000,000	189,100,000	211,000,000	326,100,000
Ending Balance June 30	276,500,000	265,600,000	207,000,000	189,100,000	211,000,000	326,100,000	453,800,000

FY2019-FY2025 is a projection.

ADOPTED BUDGET

Debt Ratios as of June 30, 2019

The following table shows the projected debt ratios for Mecklenburg County.

Ratios	Target	FY2019
Direct Debt per Capita	\$ 2,000	\$ 1,320
Overall Debt per Capita*	\$ 4,000	\$ 1,895
Direct Debt as % of Assessed Value	1.75%	1.1%
Overall Debt as % of Assessed Value*	4%	1.6%
General Debt Service as % Operational Budget	17%	12.7%
10 Year Payout	64%	71.2%
Variable Rate Debt	15%	0.0%

*Overall Debt includes General Obligation debt for underlying municipalities.

RECOMMENDED BUDGET

The following table shows the legal debt margin for Mecklenburg County as of June 30, 2019. The legal debt margin has an impact on the bond rating received from the rating agencies.

MECKLENBURG COUNTY, NORTH CAROLINA COMPUTATION OF LEGAL DEBT MARGIN June 30, 2019

Assessed Value \$130,042,205,867

Debt Limit 8 percent of Assessed Value _____ x.08

MECKLENBURG COUNTY | FISCAL YEAR 2020

Total Bonded Debt	\$1,229,535,000
Installment Financings	242,627,751
Bonds Authorized and Unissued	915,085,000

Total Amount of Debt Applicable to Debt Limit _____ 2,387,247,751

Legal Debt Margin \$ 8,016,128,718

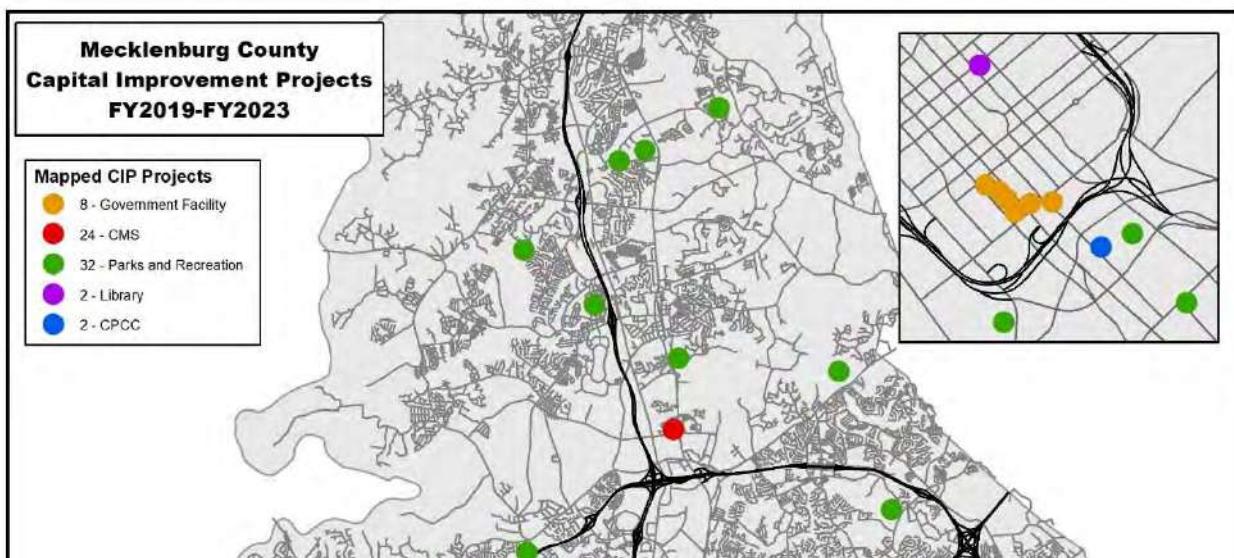


RECOMMENDED BUDGET

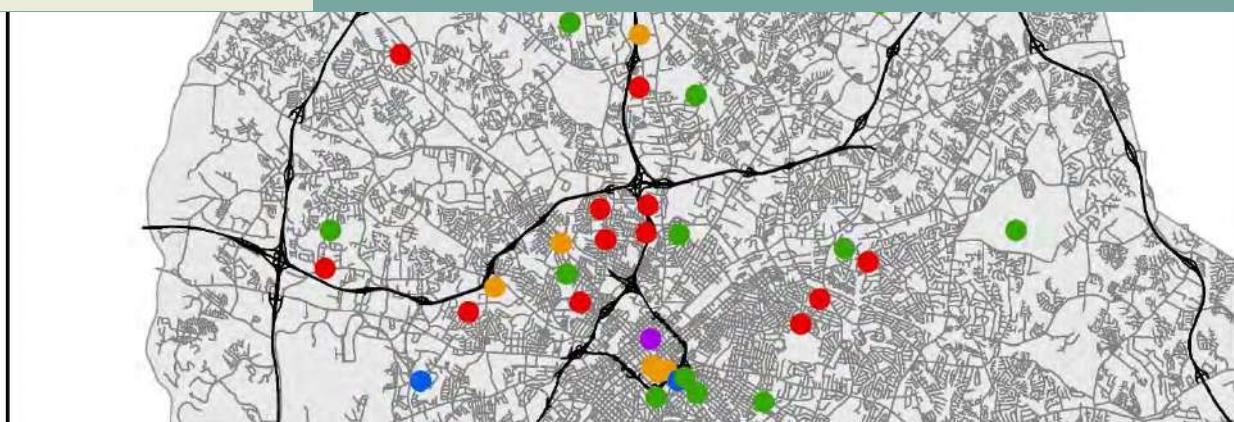
FY2019-FY2023 Capital Improvement Plan Comprehensive Capital Information

MECKLENBURG COUNTY | FISCAL YEAR 2020

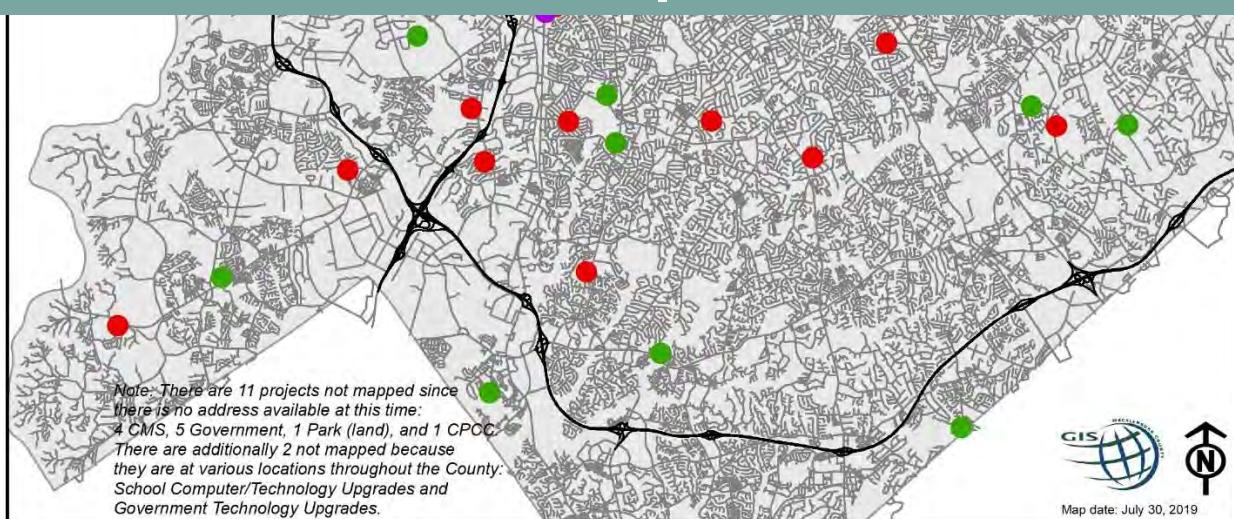
ADOPTED BUDGET



RECOMMENDED BUDGET



MECKLENBURG COUNTY | FISCAL YEAR 2020



MECKLENBURG COUNTY | FISCAL YEAR 2020

ADOPTED BUDGET

Total Project Count by Fiscal Year Start Date

CIP Category	2018	2019	2020	2021	2022	2023	Total
Charlotte-Mecklenburg Schools	-	9	11	3	6	-	29
Central Piedmont Community College	2	-	-	-	1	-	3
Government Facility	4	7	1	-	2	-	14
Library	1	1	-	-	-	-	2
Park & Recreation	6	10	12	1	2	2	33
Total	13	27	24	4	11	2	81

Note: Land acquisition may occur prior to start date for some projects.

Total Project Cost by Fiscal Year Start Date

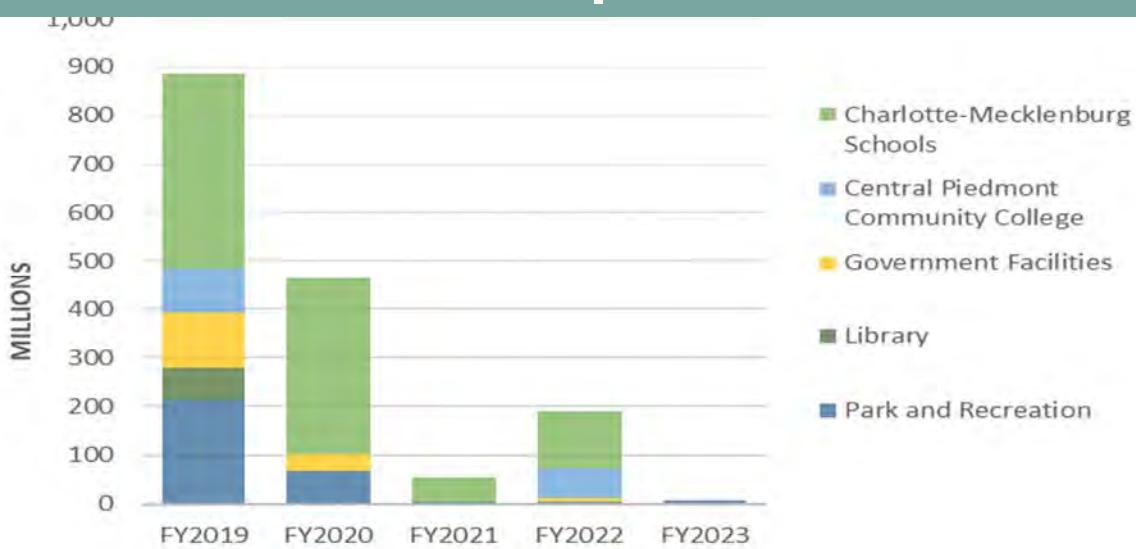
RECOMMENDED BUDGET

Capital Project Improvement Plan		FY2019	FY2020	FY2021	FY2022	FY2023	Total by Project Categories
Project Category							
Charlotte-Mecklenburg Schools	\$402,129,479	\$362,222,508	\$48,930,918	\$116,801,643	-	-	\$930,084,548
Central Piedmont Community College	90,912,885	-	-	60,203,657	-	-	151,116,542
Government Facilities	115,315,220	35,743,674	-	8,247,627	-	-	159,306,521
Library	66,707,000	-	-	-	-	-	66,707,000
Park and Recreation	\$211,980,584	\$67,305,475	\$5,000,000	\$4,755,560	8,468,000	\$8,468,000	\$297,509,619
Total	\$887,045,168	\$465,271,657	\$53,930,918	\$190,008,487	\$8,468,000	\$8,468,000	\$1,604,724,230

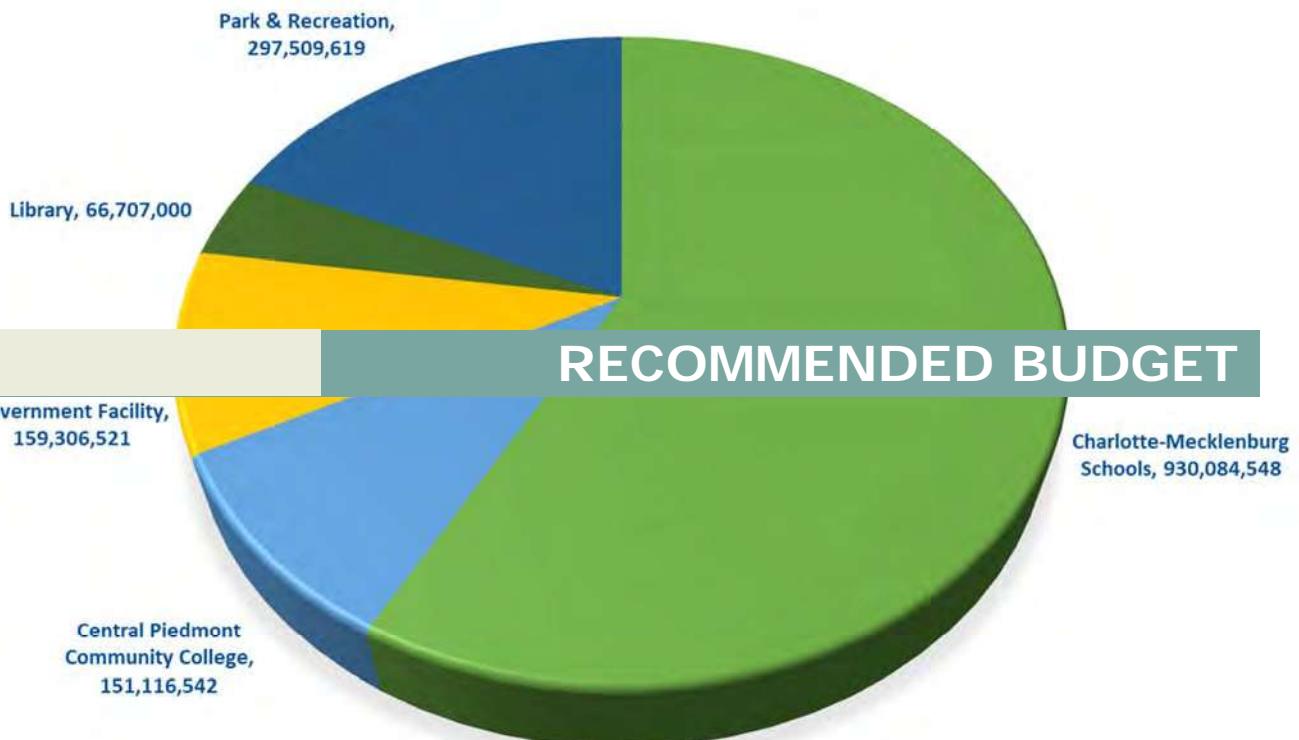
Note: Land acquisition may occur prior to start date for some projects.

CIP Project Cost by Fiscal Year Start Date

MECKLENBURG COUNTY | FISCAL YEAR 2020



FY2019-FY2023 CIP Funding by Project Category



MECKLENBURG COUNTY | FISCAL YEAR 2020

MECKLENBURG COUNTY | FISCAL YEAR 2020

PROJECT FINANCING



FY2019-FY2023 Capital Improvement Plan Project Information



RECOMMENDED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2020
~~Charlotte Mecklenburg Schools (CMS)~~
Central Piedmont Community College (CPCC)
Government Facilities
Library
Park and Recreation

Charlotte Mecklenburg Schools (CMS)



RECOMMENDED BUDGET



Renaissance West School

The BOCC approved twenty-nine (29) school capital projects, with a cost of approximately \$922 million in the (FY2019-FY2023) Capital Improvement Plan. CMS received an additional \$8,000,000 in FY2019 for a land purchase. The total CMS cost as of FY2020 is \$930.1 million. The plan addresses nearly half of the projects identified by CMS of a \$2 billion capital need over the next decade.

The approved CIP projects include ten new schools, seven replacement schools, twelve renovations and additions all to reduce overcrowding, accommodate student growth and to support more academic

MECKLENBURG COUNTY | FISCAL YEAR 2020

and school option programs. The plan results in a reduction of approximately 300 mobile classrooms on the project campuses and the schools they relieve across the County. The plan replaces six of the oldest schools in the County: West Charlotte High School, Briarwood Elementary, Collinswood Language Academy, Lansdowne Elementary, Montclaire Elementary, and Shamrock Gardens Elementary.

The bond referendum of \$922 million to finance CMS projects was passed by the voters in November 2017.

ADOPTED BUDGET

Charlotte Mecklenburg Schools Project Cost by Fiscal Year Start Date

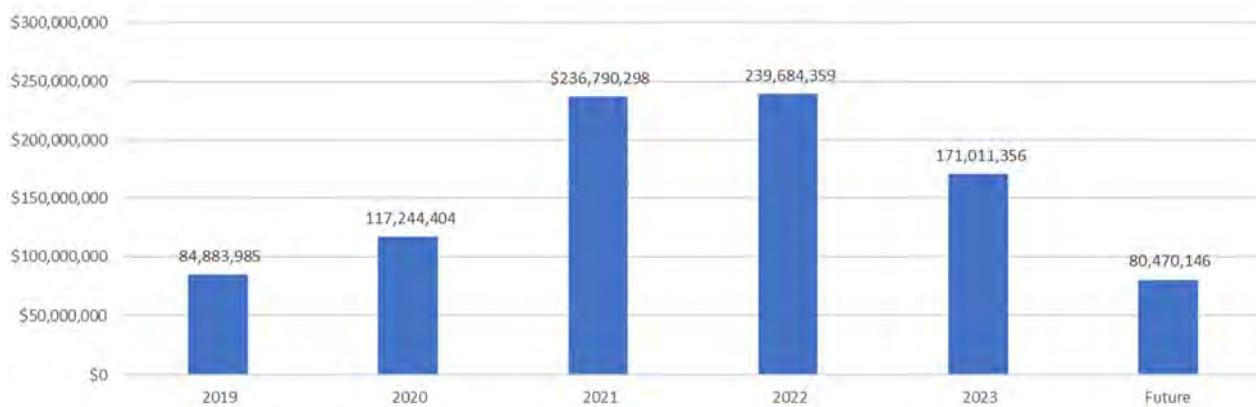
Project	2019	2020	2021	2022	Total
Briarwood Elementary School Replacement	\$29,091,619	-	-	-	\$29,091,619
Bruns Academy Replacement	-	-	-	34,207,808	34,207,808
Collinswood Language Academy (K-8) Replacement School	44,172,540	-	-	-	44,172,540
CTE Upgrades Phase One	-	10,101,734	-	-	10,101,734
E.E. Waddell Renovation	-	-	4,571,709	-	4,571,709
East Mecklenburg High School Renovation/Addition	-	12,771,594	-	-	12,771,594
Garinger High School Renovation/Addition	-	-	13,936,979	-	13,936,979
Harding High School Renovation/Addition	18,330,263	-	-	-	18,330,263
JT Williams - Secondary Montessori	-	-	-	13,964,339	13,964,339
Lansdowne ES Replacement - Elizabeth Lane Relief	29,391,270	-	-	-	29,391,270
Lincoln Heights Academy Renovation	3,740,478	-	-	-	3,740,478
Montclaire Elementary School Replacement	28,559,390	-	-	-	28,559,390
Mountain Island Lake Academy Renovation/Addition	-	-	-	9,218,439	9,218,439
New Elementary School - Windsor/Winterfield/Idlewild Rel	-	-	30,422,230	-	30,422,230
New ES - Bain/Lebanon Rd/Piney Grove Relief	-	29,988,332	-	-	29,988,332
New ES - Elon Park/Hawk Ridge/Polo Ridge Relief	10,000,000	-	-	28,426,712	38,426,712
New ES - Hidden Valley/Newell/JW Grier Academy Relief	-	30,518,345	-	-	30,518,345

RECOMMENDED BUDGET

New High School - Olympic HS Relief	109,908,793	-	-	-	-	109,908,793
New HS - South Meck/Ardrey Kell/Myers Park Relief	-	110,287,621	-	-	-	110,287,621
New K-8 Language Immersion Magnet - South	-	45,359,367	-	-	-	45,359,367
New K8 Language Immersion Magnet School - North	-	45,359,367	-	-	-	45,359,367
Northwest School of the Arts	-	-	-	17,632,202	17,632,202	
Shamrock Gardens Elementary School Replacement	-	29,890,351	-	-	-	29,890,351
Sharon Elementary School Renovation/Addition	-	7,706,528	-	-	-	7,706,528
South Mecklenburg High School Renovation/Addition	-	-	-	13,352,143	13,352,143	
West Charlotte High School Replacement	109,977,166	-	-	-	-	109,977,166
West Mecklenburg High School Renovation/Addition	-	11,065,440	-	-	-	11,065,440
Total	\$402,129,479	\$362,222,508	\$48,930,918	\$116,801,643	\$930,084,548	

Note: The FY2019 number includes \$33,250,000 of FY2018 advanced funding for project design and land purchases.

Charlotte Mecklenburg Schools Estimated Project Spend Plan by Fiscal Year MECKLENBURG COUNTY | FISCAL YEAR 2020



Note: The FY2019 number includes \$33,250,000 of FY2018 advanced funding for project design and land purchases.

ADOPTED BUDGET

Central Piedmont Community College



Harris Campus



Central Campus Learning Center



RECOMMENDED BUDGET the

The Harris Campus project is the construction of Harris Building III, a 68,000-gross square foot classroom building and a 777-space structured parking deck which will house a central energy plant. Harris Campus currently has insufficient parking to support the existing square feet of space. The additional space will support the expansion of program space for Dental Assisting, also at capacity, the introduction of a new Health Careers program and a new Dental Technology program.

The Central Campus Learning Resources Center project is a library and complimentary functional space to replace the Hagemeyer Learning Resources Center that supports over 3,500 students and critical middle skilled occupational programs. The new Learning Resources Center will provide space for the transfer of the Paralegal Program and Law Library from Cato Campus to the Central Campus. The move provides closer proximity of the Paralegal Program to the Mecklenburg County Courthouse and the City's hub for legal firms.

MECKLENBURG COUNTY | FISCAL YEAR 2020

Project	2019	2022	Total
Central Campus - Phase IV	\$82,912,885	-	\$82,912,885
Harris Campus - Phase III	-	60,203,657	60,203,657
CPCC-Land	8,000,000	-	8,000,000
Total	\$90,912,885	\$60,203,657	\$151,116,542

Note: The FY2019 number includes \$8,000,000 of FY2018 advanced funding for land purchases

CPCC Estimated Project Spend Plan by Fiscal Year

Project	2019	2020	2021	2022	2023	Future Years	Total
Central Campus - Phase IV	\$10,807,898	\$32,814,664	\$34,330,415	\$4,959,908	-	-	\$82,912,885
Harris Campus - Phase III	1,000,000	-	-	14,318,282	30,096,503	14,788,872	60,203,657
CPCC-Land	8,000,000	-	-	-	-	-	8,000,000
Total	\$19,807,898	\$32,814,664	\$34,330,415	\$19,278,190	\$30,096,503	\$14,788,872	\$151,116,542

Note: The FY2019 number includes \$8,000,000 of FY2018 advanced funding for land purchases.

MECKLENBURG COUNTY | FISCAL YEAR 2020

Government Facilities



RECOMMENDED BUDGET



Valerie C. Woodard Center and Community Resource Center Images

The BOCC approved thirteen Government Facilities capital projects, with a cost of approximately \$170.8 million in the (FY2019-FY2023) Capital Improvement Plan. In FY2019, the BOCC approved one new project, Courthouse Courtroom Upfit, for \$1,100,000. The total Government Facilities cost as of FY2020 is \$159.3 million with fourteen projects. The County's strategy to improve health and human services program delivery includes building six new Community Resource Centers (CRC). The Centers

MECKLENBURG COUNTY | FISCAL YEAR 2020

opened in spring 2018. The CIP continues the CRC implementation plan for locations in the east and southwest parts of the County by 2023 and funding has been included for land acquisition and design for future west and northeast Centers. The Plan includes renovations to Jail Central and North, both facilities are over 20 years old.

The Asset and Facility Management (AFM) Department is responsible for government facilities, County-owned buildings. The FY2019-FY2023 CIP provides an opportunity for staff to be a part of the continued growth and development of Mecklenburg County. This unique opportunity allows the professionals in AFM to help shape the future environments for County employees and residents.

ADOPTED BUDGET

Government Facilities Cost by Fiscal Year Start Date

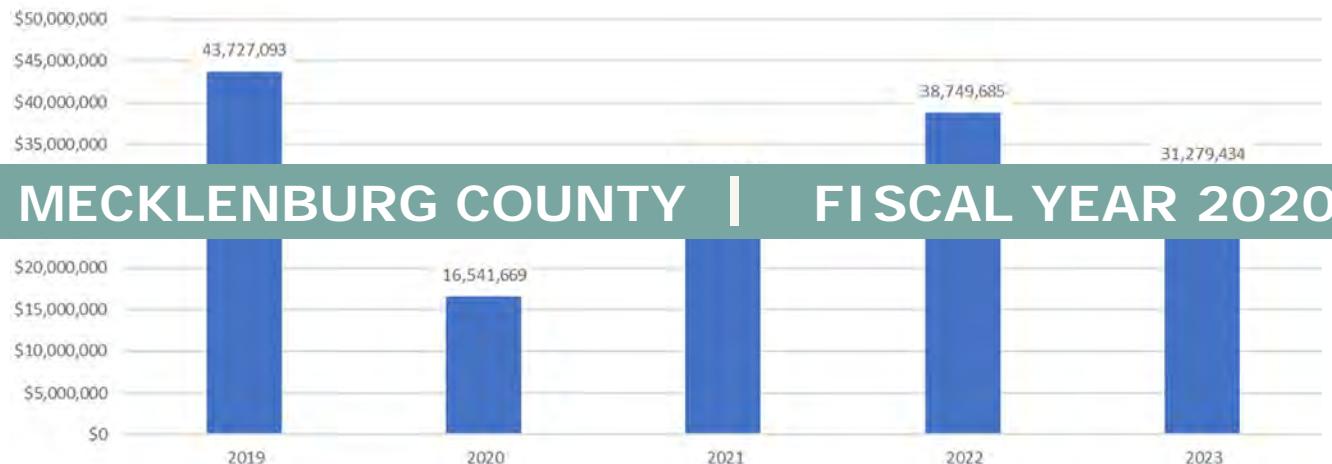
Project	2019	2020	2022	Total
AFM Administrative Costs	\$10,550,018	-	-	\$10,550,018
BMC2U Community Resource Center-East	-	-	10,548,235	10,548,235
BMC2U Community Resource Center-Southwest	-	-	7,999,392	7,999,392
BMC2U Government District Phase II-CCOB	2,677,181	-	-	2,677,181
BMC2U Government District Phase II-CMGC	3,765,475	-	-	3,765,475
BMC2U Government District Phase II-Johnson Building	2,826,366	-	-	2,826,366
Bob Walton Property Sale	-	-	(10,300,000)	(10,300,000)
Community Resource Center-Northeast	49,863,369	-	-	49,863,369
Community Resource Center-West	-	32,839,705	-	32,839,705
County Share of Library Support Services Center (Warehouse)	2,903,969	-	-	2,903,969
Courthouse Courtroom Upfit	1,100,000	-	-	1,100,000
Jail Central and Jail North Modernization	32,900,671	-	-	32,900,671
Total	1,045,871			1,045,871

RECOMMENDED BUDGET

Sheriff Office-Field Ops Relocation	1,686,169	-	-	1,686,169
Total	\$118,219,189	\$32,839,705	\$8,247,627	\$159,306,521

Note: The FY2019 number includes \$30,016,473 of FY2018 advanced funding for project design, land and technology purchases.

Government Facilities Estimated Project Spend Plan by Year



Note: The FY2019 number includes \$30,016,473 of FY2018 advanced funding for project design, land and technology purchases.

Library Facilities



RECOMMENDED BUDGET



Existing Main Library (Downtown Charlotte)

The BOCC approved one initial Library capital project, with a cost of approximately \$65 million in the
MECKLENBURG COUNTY | FISCAL YEAR 2020

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The approved new Main Library capital project is a replacement of the Main Library on its current site with a multi-story building on a smaller footprint. The Main Library has been situated at 310 N. Tryon St. since 1903, with a building replacement in the 1950s and a significant expansion/renovation in 1988. It is a key catalyst site for the North Tryon Vision Plan, a partnership with Bank of America, the Charlotte Housing Authority and the City of Charlotte to revitalize a six-acre two block section as part of the Sixth & Tryon redevelopment. The scope of this project is a new (replacement) Main Library of 80,000 square feet or more, as well as a new offsite Support Services Center (50,000 sf or more) to house functions that can be located elsewhere and potential temporary spaces of an undetermined amount to support selected library operations during construction.

The new Main Library will be a destination in Uptown Charlotte, the flagship location for the Library system, and a place for the Charlotte community to come together. Space programming is yet to be finalized, but could include flexible, adaptable spaces for adults, teens and families; expanded space for the Robinson-Spangler Carolina Room, a national destination for genealogy and regional history; classrooms and other spaces for new services and programs; and other innovative features. Library technology will support new, different uses that meet community needs for lifelong learning. Proximity

ADOPTED BUDGET

of the new facility to public transit, and a new parking solution, will make it accessible to people from all parts of the community – urban, suburban and rural.

Library Project Cost by Fiscal Year Start Date

Project	2019	Total
New Main Library	\$65,000,000	\$65,000,000
Scaleybark Library	\$1,707,000	\$1,707,000
Total	\$66,707,000	\$66,707,000

Note: The FY2019 number includes \$550,000 of FY2018 advanced funding for project design.

Library Estimated Project Spending Plan by Fiscal Year

Project	2019	2020	2021	2022	Total
New Main Library	\$3,857,557	\$11,198,570	\$27,028,031	\$22,915,842	\$65,000,000
Scaleybark Library	\$569,000	\$1,138,000	-	-	\$1,707,000

RECOMMENDED BUDGET

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Park and Recreation



RECOMMENDED BUDGET



Mecklenburg County Regional Sportsplex @ Matthews

MECKLENBURG COUNTY | FISCAL YEAR 2020

to accelerate the construction and completion of greenway projects, which included five new projects and adjusted the timeline for other projects. The total Park cost as of FY2020 is 297.5 million with thirty-three total projects. The County is committed to health and wellness, with a focus on greenway expansion. The Plan addresses both, with two new regional recreation centers, Eastway and Northern Towns and thirteen greenway expansion projects. The new CIP includes funding for all FY2008 Bond Park projects. The FY2019-FY2023 CIP will allow the County to achieve one of its highest priorities of completing Little Sugar Creek Greenway to the South Carolina state line. The Plan also includes several parks and recreation centers renovations and open space land acquisition of \$10 million for future use.

Discovery Place Nature Museum offers visitors the opportunity to get close to wildlife and experience nature through hands-on programming, exhibits and classes. The CIP calls for a County and museum partnership to rebuild the facility at a cost of \$32 million, with the County portion being \$16 million. The museum was built in 1951 and in need of overall updating, concentrating on the quality of museum exhibits and interactive learning and focusing on site access and circulation.

ADOPTED BUDGET

Park and Recreation Project Cost by Fiscal Year Start Date

Project	2019	2020	2021	2022	2023	Total
Briar Creek Greenway (Central to Commonwealth to Monroe)	-	5,046,300	-	-	-	\$5,046,300
Briar Creek/Little Hope Greenway- Keystone Court to Manning Drive	-	2,715,300	-	-	-	2,715,300
Col Francis Beatty Park(Improvement)	-	-	-	-	2,093,000	2,093,000
David B. Waymer Recreation Center Renovations	1,326,051	-	-	-	-	1,326,051
Discovery Place	16,000,000	-	-	-	-	16,000,000
Druid Hills Neighborhood Park	1,000,000	-	-	-	-	1,000,000
Eastfield Regional Park	-	-	5,000,000	-	-	5,000,000
Eastway Regional Recreation Center	41,425,795	-	-	-	-	41,425,795
Ezell Farms Community Park	-	3,600,000	-	-	-	3,600,000
Independence Park	5,989,452	-	-	-	-	5,989,452
Irvins Creek Gwy - Idlewild Road to Lakeview Circle	3,572,560	-	-	-	-	3,572,560
Irwin Creek Greenway	-	5,077,800	-	-	-	5,077,800
Land Acquisition	35,000,000	-	-	-	-	35,000,000
Little Sugar Creek Gwy Polk Site to South Carolina State Line	8,205,457	-	-	-	-	8,205,457
Mallard Creek Recreation Center	-	-	-	-	6,375,000	6,375,000
Mallard Crk Greenway	-	2,402,251	-	-	-	2,402,351

RECOMMENDED BUDGET

McIntyre Creek Greenway	-	1,814,400	-	-	-	1,814,400
Memorial Stadium	32,000,000	-	-	-	-	32,000,000
Naomi Drenen Rec Center	-	-	-	2,000,000	-	2,000,000
Northern Towns Regional Recreation Center	44,668,238	-	-	-	-	44,668,238
Park Rd Park Shelter	-	-	-	2,755,560	-	2,755,560
Pearle Street Neighborhood Park Improvements	4,201,938	-	-	-	-	4,201,938
Plum Creek Gwy - South Bailey Road to South Prong Rocky River Gwy	1,355,435	-	-	-	-	1,355,435
Stewart Creek Greenway – Lakeview Avenue to State Street	4,990,248	-	-	-	-	4,990,248
Sugar Creek Greenway (BG Parkway to McDowell Farms Dr)	-	8,423,100	-	-	-	8,423,100
Torrence Trib #2 - CATS Park and Ride to Rosewood Meadow Drive	2,300,044	-	-	-	-	2,300,044
Paw Creek	-	5,513,256	-	-	-	5,513,256
Caldwell Station Trib.	-	3,291,624	-	-	-	3,291,624
Long Creek (III)	-	15,662,430	-	-	-	15,662,430
Reedy Creek	-	7,995,330	-	-	-	7,995,330

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Park and Recreation Estimated Project Spend Plan by Fiscal Year



Note: The FY2019 number includes \$9,120,833 of FY2018 advanced funding for project design and construction.

FY2014–FY2018 Capital Projects

FY2018 represented the final project year of the prior CIP (FY2014-FY2018) and was the last year in which capital projects were funded. The total capital investment for the FY2018 CIP was \$1,022 million, which included \$1,000 million in capital projects completed by July 2018.

MECKLENBURG COUNTY | FISCAL YEAR 2020

APPENDICES



- Budget Ordinance
- Financial Management Policies
- Basis of Budgeting and Accounting
- County Debt Policy
- General Fund Policy
- Five Year Historical Comparison of Tax Rate
- 20 Year Property Tax Rate Summary
- Property Tax Rate Per Capita: Ten Year Comparison
- FY2020 Adopted Fee Changes
- Detailed New Funding by Board Priority
- Glossary of Terms

ADOPTED BUDGET

MECKLENBURG COUNTY, NORTH CAROLINA BUDGET ORDINANCE FISCAL YEAR 2019-2020

The following ordinance was offered by Commissioner Vilma D. Leake who moved its adoption:

BE IT ORDAINED BY THE BOARD OF COMMISSIONERS OF MECKLENBURG COUNTY, NORTH CAROLINA, THIS 4TH DAY OF JUNE 2019:

Section I. That for the operation of Mecklenburg County's government and its subdivisions for the fiscal year beginning July 1, 2019 and ending June 30, 2020, the amounts in the following schedules are hereby appropriated:

General Fund	\$1,437,105,273
including appropriation for:	
Capital Reserve Fund	8,000,000
Capital Project Pay-Go Fund	40,461,500
Technology Reserve Fund	15,000,000
Vehicle Reserve Fund	2,500,000
Debt Service Fund	327,980,084

RECOMMENDED BUDGET

Law Enforcement Service District Fund	
Charlotte LESD Law Enforcement Service District	12,113,149
Cornelius LESD Law Enforcement Service District	139,812
Davidson LESD Law Enforcement Service District	504,361
Huntersville LESD Law Enforcement Service District	3,628,234
Mint Hill LESD Law Enforcement Service District	841,163
Pineville LESD Law Enforcement Service District	550,541
Fire Protection Service District Funds	
Charlotte ETJ Fire Protection Service District	4,787,626
Cornelius ETJ Fire Protection Service District	37,997
Davidson ETJ Fire Protection Service District	231,271

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MINT HILL ETJ FIRE PROTECTION SERVICE DISTRICT	577,950
Solid Waste Enterprise Fund	29,298,736
Scrap Tire Fund	1,816,931
White Goods Fund	493,220
Storm Water Special Revenue Fund	17,594,105
Transit Sales Tax Special Revenue Fund	60,229,094
TOTAL APPROPRIATIONS	\$1,898,668,653

Section II. That it is estimated that the following revenues will be available during the fiscal year beginning July 1, 2019, and ending June 30, 2020, to meet the appropriations in Section I, as set forth in the following schedules:

General Fund	
Current Tax Levy	\$880,603,836
Fund Balance - Appropriated	81,743,878
Revenues – Other Sources	474,757,559
Subtotal – General Fund	\$1,437,105,273

MECKLENBURG COUNTY | FISCAL YEAR 2020

ADOPTED BUDGET

Debt Service Fund		
Current Tax Levy	\$242,083,378	
Revenues – Other Sources	<u>85,896,706</u>	
Subtotal – Debt Service Fund		\$327,980,084
Fire Protection Service District Funds		
Charlotte ETJ Fire Protection Service District		
Current Tax Levy	4,760,799	
Fund Balance	<u>26,827</u>	4,787,626
Subtotal – Charlotte ETJ Fire Protection Service District		
Cornelius ETJ Fire Protection Service District		37,997
Current Tax Levy		
Davidson ETJ Fire Protection Service District		231,271
Current Tax Levy		
Huntersville ETJ Fire Protection Service District		939,126

RECOMMENDED BUDGET

Current Tax Levy		
Solid Waste Enterprise Fund		
Revenue – Fees	28,380,432	
Other Sources	<u>918,304</u>	
Subtotal – Solid Waste Enterprise Funds		29,298,736
Scrap Tire Fund		
Revenue–Other Sources		1,816,931
White Goods		
Revenue–Other Sources		493,220

MECKLENBURG COUNTY | FISCAL YEAR 2020

Other Sources	<u>2,325,202</u>	
Subtotal – Storm Water Special Revenue Fund		17,594,105
Transit Sales Tax Special Revenue Fund		
Transit Sales Tax		60,229,094
TOTAL ESTIMATED REVENUES AND APPROPRIATED FUND BALANCE		<u>\$1,898,668,653</u>

Section III. That there is hereby levied for the fiscal year beginning July 1, 2019 and ending June 30, 2020, the following rate of property tax on each one hundred dollars (\$100) of assessed valuation of taxable property, as listed for taxes as of January 1, 2019, for the purpose of raising the revenue for current year's taxes as set forth in the foregoing estimates of revenues, and in order to finance the foregoing appropriations:

Tax Rate 61.69¢
Based on Estimated Assessed Valuation of \$183,351,155,001

ADOPTED BUDGET

Section IV. There is also hereby levied for the fiscal year beginning July 1, 2019 and ending June 30, 2020, the following rate of property tax on each one hundred dollars (\$100) of assessed valuation of taxable property subject to taxation in the Law Enforcement Service Districts as listed for taxes as of January 1, 2019, in addition to that levied throughout the County, for the purpose of raising the revenue for the Law Enforcement Service Districts as set forth in the foregoing estimates of revenues, and in order to finance the foregoing appropriations:

Charlotte Law Enforcement Service District Tax Rate 17.81¢

Based on Estimated Assessed Valuation in the Charlotte ETJ Law Enforcement Service District of
\$6,940,121,624

Cornelius Law Enforcement Service District Tax Rate 13.32¢

Based on Estimated Assessed Valuation in the Cornelius ETJ Law Enforcement Service District of
\$107,106,279

Davidson Law Enforcement Service District Tax Rate 14.32¢

Based on Estimated Assessed Valuation in the Davidson ETJ Law Enforcement Service District of
\$359,395,442

RECOMMENDED BUDGET

Based on Estimated Assessed Valuation in the Huntersville ETJ Law Enforcement Service District of
\$2,337,297,709

Mint Hill Law Enforcement Service District Tax Rate 15.58¢

Based on Estimated Assessed Valuation in the Mint Hill ETJ Law Enforcement Service District of
\$556,597,346

Pineville Law Enforcement Service District Tax Rate 16.37¢

Based on Estimated Assessed Valuation in the Pineville Law Enforcement Service District of
\$343,174,123

Section V. There is also hereby levied for the fiscal year beginning July 1, 2019 and ending June 30, 2020, the

MECKLENBURG COUNTY | FISCAL YEAR 2020

levied throughout the County, for the purpose of raising the revenue for the Fire Protection Service Districts as set forth in the foregoing estimates of revenues, and in order to finance the foregoing appropriations:

Charlotte ETJ Fire Protection Service District Tax Rate 6.67¢

Based on Estimated Assessed Valuation in the Charlotte ETJ Fire Protection Service District of
\$7,283,295,747

Cornelius ETJ Fire Protection Service District Tax Rate 3.62¢

Based on Estimated Assessed Valuation in the Cornelius ETJ Fire Protection Service District of
\$107,106,279

Davidson ETJ Fire Protection Service District Tax Rate 6.50¢

Based on Estimated Assessed Valuation in the Davidson ETJ Fire Protection Service District of
\$359,395,442

Huntersville ETJ Fire Protection Service District Tax Rate 4.10¢

Based on Estimated Assessed Valuation in the Huntersville ETJ Fire Protection Service District of
\$2,337,297,709

MECKLENBURG COUNTY | FISCAL YEAR 2020

ADOPTED BUDGET

Mint Hill ETJ Fire Protection Service District Tax Rate 7.00¢

Based on Estimated Assessed Valuation in the Mint Hill ETJ Fire Protection Service District of
\$556,597,346

Section VI. The foregoing appropriations, schedules of expected revenues, and taxes levied, are based on the annual budget as hereby approved, a summary of which budget is attached as Schedule No. 1, and the terms of which budget are hereby specifically incorporated by reference.

Section VII. The total of all remaining amounts encumbered for outstanding purchase orders and contracts at June 30, 2019 shall be re-appropriated for expenditure in the current fiscal year.

Section VIII. The Management and Budget Director, as approved by the County Manager, is hereby authorized to transfer the unencumbered balance, or any portion thereof, from one appropriation to another appropriation within the same fund. Expenditures will be controlled for financial reporting purposes at the agency level and for operational purposes within organization units at the appropriation unit for all category levels (4000, 5000, 6000, 7000, 8000 and 9000 series of accounts). The original capital outlay appropriation by organization unit may not be increased by transfer by more than \$100,000 of local funds without specific Board action. The Management

RECOMMENDED BUDGET

Substitution of one capital outlay item for another within the appropriation limits set forth above. The Management and Budget Director may authorize non-locally funded changes in capital outlay resulting from Federal, State or other grant funding as requested by the affected department. The County Manager may delete positions as part of reorganization but the Board must approve all new permanent positions.

Section IX. The County Manager or her designee may award and execute contracts that are not required to be bid or which G.S. 143-131 allows to be let on informal bids so long as the budget or appropriate capital project ordinance or capital reserve fund contains sufficient appropriated but unencumbered funds for such purposes. On behalf of Mecklenburg County, the County Manager or her designee, may enter into and execute change orders or amendments to construction contracts when the appropriate capital project or capital reserve fund contains sufficient appropriated but unencumbered funds allocated for such construction projects. On behalf of Mecklenburg County, the County Manager or her designee, may execute contracts with outside agencies to properly document budgeted appropriations to such agencies where G.S. 153A-248(b), 259, 449 or any similar

MECKLENBURG COUNTY | FISCAL YEAR 2020

required to be bid or which G.S. 143-131 allows to be let on informal bids so long as the budget contains sufficient appropriated but unencumbered funds for such purposes, and may execute contracts with outside agencies to properly document budgeted appropriations to such agencies where G.S. 122C-141, 142 or any similar statutes require such contracts. The County Manager or her designee may execute contracts on behalf of the Human Services Agency or the County, to render services, at not less than full cost, with the State, other political subdivisions of the State and outside agencies. The County Manager or her designee may execute contracts or other agreements with the State of North Carolina required by the State in connection with the receipt of revenues that are included in the estimate of revenues. The County Manager shall exercise her authority to designate individuals who are authorized to award and execute contracts only by a written memorandum of delegation filed with the Clerk to the Board, the County Attorney, and the Director of Finance, except that the County Manager may designate the Deputy County Manager or the Assistant County Managers without filing a written memorandum of delegation. Provided, however, equipment leases for fewer than 30 days, and purchase orders may be processed without the signature of the County Manager or her designee if processed in accordance with policies of the Finance Department.

Section X. That there is hereby appropriated to the Solid Waste Enterprise Fund all Residential Solid Waste Fees, user fees, tipping fees, revenues from sale of recyclables and other revenues attributable to the program.

A Residential Solid Waste Fee of \$33.50 per year is imposed under N.C.G.S. 153A-292 for the fiscal year

MECKLENBURG COUNTY | FISCAL YEAR 2020

ADOPTED BUDGET

beginning July 1, 2019 and ending June 30, 2020, on all mobile homes, single family and multi-family residences located in Mecklenburg County on January 1, 2019, as provided in the Residential Solid Waste Fee Ordinance. Such fees are to be added to the 2019 property tax bill, are payable in the same manner as property taxes, and, in the case of nonpayment, may be collected in any manner by which delinquent personal or real property taxes can be collected. The Residential Solid Waste Fee Ordinance provides additional details about this fee.

Section XI. That there is hereby appropriated to the Solid Waste Enterprise Fund all Solid Waste Fees and other revenues attributable to the program.

Section XII. That there is hereby appropriated to the Scrap Tire Fund all other revenues attributable to the program.

Section XIII. That there is hereby appropriated to the White Goods Fund all other revenues attributable to the program.

Section XIV. That there is hereby appropriated to the Storm Water Special Revenue Fund all user fees and other revenues attributable to the program.

Section XV. That there are hereby appropriated to the Law Enforcement Service District Funds (special

RECOMMENDED BUDGET

Section XVI. That there are hereby appropriated to the Fire Protection Service District Funds (special revenue funds) the revenues from the collection of the Fire Protection Service Districts Ad Valorem tax at the rates stated in Section V.

Section XVII. The Director of Finance is authorized to transfer as a loan from the General Fund to the Law Enforcement and Fire Protection Service District Funds, such funds necessary to provide cash for operation until such time as revenues received from all sources are sufficient to provide funding for expenditures. Any such loan is to be paid back to the General Fund when cash balances allow for repayment.

Section XVIII. That there is hereby appropriated to the Technology Reserve Fund \$15,000,000 as a transfer from the General Fund. Funds appropriated can only be utilized for technology either in the current or subsequent fiscal

MECKLENBURG COUNTY | FISCAL YEAR 2020

Section XIX. That there is hereby appropriated \$8,000,000 to the Capital Reserve Fund as a transfer from the General Fund.

Section XX. A transfer of \$30,000,000 is authorized into the Deferred Maintenance Capital Reserve Fund from the Debt Service Fund. The Deferred Maintenance Capital Reserve Fund annual budget for FY2020 totals \$30,000,000 to be expended on projects as approved by the County Manager or her designee. Funds appropriated can only be utilized for capital expenditures in the current or subsequent years.

Section XXI. That there is hereby appropriated \$2,500,000 to the Vehicle Reserve Fund as a transfer from the General Fund. Funds appropriated can only be utilized for purposes described in the Vehicle Replacement Reserve Fund Ordinance either in the current or subsequent fiscal years.

Section XXII. The Capital Project Pay-Go Fund is funded by an appropriation of \$40,461,500 as a transfer from the General Fund. Funds appropriated can only be utilized for capital projects either in the current or subsequent fiscal years. However, to the extent that the sale of bonds for Capital Project generates bond premiums, the Director of Finance may transfer an amount equal to the bond premiums generated, not to exceed \$11,000,000 of this appropriation to the Rental Subsidy Program Fund.

ADOPTED BUDGET

Section XXIII. There is hereby appropriated \$949,420 in fund balance from the Child Support Reinvestment Special Revenue Fund to be used for child support services enhancements either in the current or subsequent fiscal years.

Section XXIV. There is hereby appropriated \$3,250,000 of General Fund balance for a Small Business Loan Program.

Section XXV. In accordance with North Carolina General Statute 115D-58.2, the Director of Finance is directed to provide, based on the appropriations herein, funds to Central Piedmont Community College as needed (with at least one transfer of funds during each month for which funds are requested) to meet the expenditures reflected in the approved budget. All unexpended and unencumbered funds at the end of the fiscal year shall be returned to Mecklenburg County within thirty (30) days after the close of the fiscal year.

Section XXVI. The appropriations to the Charlotte-Mecklenburg Board of Education have been allocated by purpose, function and project as defined in the uniform budget format, as shown on Schedule No 2. The Charlotte-Mecklenburg Board of Education must obtain the approval of the Board for any amendment to the Board of Education's budget which would (a) increase or decrease appropriation for capital outlay approved by the Board of Commissioners for such projects as listed in G.S. 115C-426(f)(1) or (2), or (b) increase or decrease the amount of other amounts allocated to a purpose or function by more than ten (10%) percent.

RECOMMENDED BUDGET

Section XXVII. That there is hereby appropriated to the Debt Service Fund actual proceeds of revenues dedicated for debt service, specifically sales tax Articles 40 and 42 received and allocated for schools, lottery, ABC, investment revenue, property taxes, and other revenue. The total appropriation for this fund is \$327,980,084. Funds appropriated can only be utilized for debt service or pay-as-you-go capital funding in the current or subsequent fiscal years.

The Director of Finance is authorized to transfer, as a loan from the General Fund to the Debt Service Fund, necessary funds to provide cash for operation until such time as revenues received from all sources are sufficient to provide funding for expenditures. The loan is to be paid back to the General Fund when cash balances allow for repayment.

The Director of Finance is authorized to appropriate amounts needed to fund current fiscal year debt issues that have been approved by the Board of County Commissioners.

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from such fees collected by Land Use and Environmental Services Agency as of June 30, 2019 are to be retained within fund balance and designated for Land Use and Environmental Services Code Administration operations for use at such time that revenues are not sufficient to provide funding for those expenditures.

Section XXIX. That before any portion of the \$452,080 restricted contingency appropriation for Hope Haven can be expended, the organization presents a detailed financial recovery plan to the County Manager, demonstrates capacity to execute the strategies of the plan, and hire an Executive Director. That before any portion of the \$50,000 restricted contingency appropriation for Common Wealth Charlotte can be expended, the organization must submit independently audited financial statements that meet Generally Accepted Accounting Principles, and that after the review of the financial statements by the County's Department of Financial Services the County Manager determines that the organization is suitable to be funded.

Section XXX. That there is hereby appropriated to the Transit Sales Tax Special Revenue Fund, such actual proceeds as received to be transferred by the Director of Finance to the City of Charlotte to account for the proceeds of the one-half percent local government sales and use tax, in accordance with the provisions of the Transit Governance Interlocal Agreement.

Section XXXI. The fees submitted by the Park and Recreation department, the Public Health department, and Land Use and Environmental Service department in support of their budget request are approved.

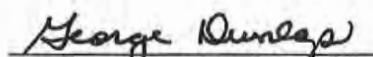
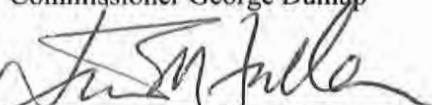
MECKLENBURG COUNTY | FISCAL YEAR 2020

ADOPTED BUDGET

Section XXXII. With the exception of the 5.5% across the board increase on behalf of Commissioner Patricia Cotham, the compensation and allowances for the other members of the Board of County Commissioners shall be as provided in the annual budget, the details of which are shown attached in Schedule No. 4, and the terms of which are hereby specifically incorporated herein by reference.

The motion to adopt the foregoing ordinance was seconded by Commissioner Trevor M. Fuller and carried on the following vote:

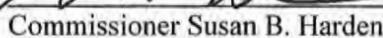
AYES

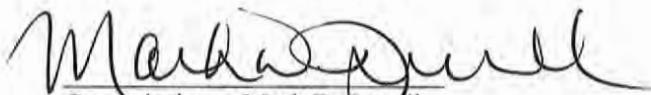

Commissioner George Dunlap

Commissioner Trevor M. Fuller

NAYES


Commissioner Patricia "Pat" Cotham

RECOMMENDED BUDGET

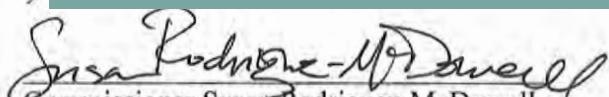

Commissioner Susan B. Harden

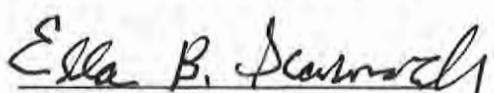

Commissioner Mark D. Terrill


Commissioner Vilma D. Leake


Commissioner Shaine Powell

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Commissioner Susan Rodriguez-McDowell


Commissioner Ella B. Scarborough

ADOPTED BUDGET RECOMMENDED BUDGET

Budget Summary By Fund FY 2019 - 2020

Schedule 1

Fund	Appropriation	Fund Balance	Federal Aid	State Aid	Fee Revenue	Other Revenue	Sales Taxes	Prior Year Taxes	Current Year Taxes
General Fund	\$ 1,437,105,273	\$ 81,743,878	\$ 82,591,070	\$ 18,521,044	\$ 10,881,171	\$ 147,939,274	\$ 208,000,000	\$ 6,825,000	\$ 880,603,836
Solid Waste Disposal Enterprise Fund	29,298,736			26,529	28,380,432	891,775			
Scrap Tire Fund	1,816,931			1,636,761		180,170			
White Goods Fund	493,220			493,220					
Storm Water Special Revenue Fund	17,594,105				15,268,903	2,325,202			
Transit Sales Tax	60,229,094						60,229,094		
Debt Service Fund	327,980,084			2,071,603	9,500,000		13,685,103	60,640,000	
Charlotte ETJ - FPSD	4,787,626								242,083,378
Cornelius ETJ - FPSD	37,997								4,760,799
Davidson ETJ - FPSD	231,271								37,997
Huntersville ETJ - FPSD	939,126								231,271
Mint Hill ETJ - FPSD	377,930								939,126
Charlotte ETJ - LESD	12,113,149								377,930
Cornelius ETJ - LESD	139,812								12,113,149
Davidson ETJ - LESD	504,361								139,812
Huntersville ETJ - LESD	3,628,234								504,361
Mint Hill ETJ - LESD	841,163								3,628,234
Pineville ETJ - LESD	550,541								841,163
TOTALS	\$ 1,898,668,653	\$ 81,770,705	\$ 84,662,673	\$ 30,177,554	\$ 54,530,506	\$ 165,021,524	\$ 328,869,094	\$ 6,825,000	\$ 1,146,811,597

2019-2020 Tax Rate per \$100 of Assessed Value:

General Fund	
Yield of 1¢ Tax Rate	
Gross	\$18,335,116
Less: 0.75% Allowance for Uncollectibles	-137,513
NET	<u>\$18,197,602</u>
2019-2020 Tax Rate	61.69 ¢
2019-2020 Est. Assessed Valuation	<u>\$183,351,155,001</u>

2019-2020 Tax Rate per \$100 of Assessed Value:

Charlotte ETJ Fire District	
Yield of 1¢ Tax Rate	
Gross	\$728,330
Less: 2% Allowance for Uncollectibles	-14,567
NET	<u>\$713,763</u>
2019-2020 Tax Rate	6.67 ¢
2019-2020 Est. Assessed Valuation	<u>\$7,283,295,747</u>

2019-2020 Tax Rate per \$100 of Assessed Value:

Cornelius ETJ Fire District	
Yield of 1¢ Tax Rate	
Gross	\$10,711
Less: 2% Allowance for Uncollectibles	-214
NET	<u>\$10,496</u>
2019-2020 Tax Rate	3.62 ¢
2019-2020 Est. Assessed Valuation	<u>\$107,106,279</u>

2019-2020 Tax Rate per \$100 of Assessed Value:

Davidson ETJ Fire District	
Yield of 1¢ Tax Rate	
Gross	\$35,940
Less: 1% Allowance for Uncollectibles	-359
NET	<u>\$35,580</u>
2019-2020 Tax Rate	6.50 ¢
2019-2020 Est. Assessed Valuation	<u>\$359,395,442</u>

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MECKLENBURG COUNTY

FISCAL YEAR 2020
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ADOPTED BUDGET RECOMMENDED BUDGET

Budget Summary By Fund FY 2019 - 2020

Schedule 1

2019-2020 Tax Rate per \$100 of Assessed Value:

Huntersville ETJ Fire District	
Yield of 1¢ Tax Rate	
Gross	\$233,730
Less: 2% Allowance for Uncollectibles	<u>-4,675</u>
NET	<u>\$229,055</u>
2019-2020 Tax Rate	<u>4.10</u> ¢
2019-2020 Est. Assessed Valuation	<u>\$2,337,297,709</u>

2019-2020 Tax Rate per \$100 of Assessed Value:

Mint Hill ETJ Fire District	
Yield of 1¢ Tax Rate	
Gross	\$55,660
Less: 3% Allowance for Uncollectibles	<u>-1,670</u>
NET	<u>\$53,990</u>
2019-2020 Tax Rate	<u>7.00</u> ¢
2019-2020 Est. Assessed Valuation	<u>\$556,597,346</u>

2019-2020 Tax Rate per \$100 of Assessed Value:

Charlotte ETJ Law Enforcement Service District	
Yield of 1¢ Tax Rate	
Gross	\$694,012
Less: 2% Allowance for Uncollectibles	<u>-13,880</u>
NET	<u>\$680,132</u>
2019-2020 Tax Rate	<u>17.81</u> ¢
2019-2020 Est. Assessed Valuation	<u>\$6,940,121,624</u>

2019-2020 Tax Rate per \$100 of Assessed Value:

Cornelius ETJ Law Enforcement Service District	
Yield of 1¢ Tax Rate	
Gross	\$10,711
Less: 2% Allowance for Uncollectibles	<u>-214</u>
NET	<u>\$10,496</u>
2019-2020 Tax Rate	<u>13.32</u> ¢
2019-2020 Est. Assessed Valuation	<u>\$107,106,279</u>

2019-2020 Tax Rate per \$100 of Assessed Value:

Davidson ETJ Law Enforcement Service District	
Yield of 1¢ Tax Rate	
Gross	\$35,940
Less: 2% Allowance for Uncollectibles	<u>-719</u>
NET	<u>\$35,221</u>
2019-2020 Tax Rate	<u>14.32</u> ¢
2019-2020 Est. Assessed Valuation	<u>\$359,395,442</u>

2019-2020 Tax Rate per \$100 of Assessed Value:

Huntersville ETJ Law Enforcement Service District	
Yield of 1¢ Tax Rate	
Gross	\$233,730
Less: 2% Allowance for Uncollectibles	<u>-4,675</u>
NET	<u>\$229,055</u>
2019-2020 Tax Rate	<u>15.84</u> ¢
2019-2020 Est. Assessed Valuation	<u>\$2,337,297,709</u>

2019-2020 Tax Rate per \$100 of Assessed Value:

Mint Hill ETJ Law Enforcement Service District	
Yield of 1¢ Tax Rate	
Gross	\$55,660
Less: 3% Allowance for Uncollectibles	<u>-1,670</u>
NET	<u>\$53,990</u>
2019-2020 Tax Rate	<u>15.58</u> ¢
2019-2020 Est. Assessed Valuation	<u>\$556,597,346</u>

2019-2020 Tax Rate per \$100 of Assessed Value:

Pineville ETJ Law Enforcement Service District	
Yield of 1¢ Tax Rate	
Gross	\$34,317
Less: 2% Allowance for Uncollectibles	<u>-686</u>
NET	<u>\$33,631</u>
2019-2020 Tax Rate	<u>16.37</u> ¢
2019-2020 Est. Assessed Valuation	<u>\$343,174,123</u>

**MECKLENBURG COUNTY
MECKLENBURG COUNTY**

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FISCAL YEAR 2020**

ADOPTED BUDGET

Schedule 2

**MECKLENBURG COUNTY, NORTH CAROLINA
CHARLOTTE-MECKLENBURG BOARD OF EDUCATION PROPOSED BUDGET
FISCAL YEAR 2019-2020**

5000	Instructional Services	
5100	Regular Instructional	\$ 174,294,714
5200	Special Populations	28,285,123
5300	Alternative Programs	17,120,773
5400	School Leadership Services	27,186,908
5500	Co-Curricular	5,293,390
5800	School-Based Support	21,505,200
	Subtotal Instructional Services	<u>\$ 273,686,108</u>
6000	System-Wide Support Services	
6100	Support and Development	\$ 9,761,807
6200	Special Population Support and Development	2,848,338
6300	Other System-Wide Support and Development	2,244,020

RECOMMENDED BUDGET

6500	Operational Support	
6600	Financial and Human Resource Services	20,688,975
6700	Accountability	4,891,802
6800	System-wide Pupil Support	3,919,722
6900	Policy, Leadership and Public Relations	14,024,965
	Subtotal System-Wide Support Services	<u>\$ 175,535,552</u>
7000	Ancillary Services	
7100	Community Services	\$ -
7200	Nutrition Services	<u>43,077</u>
	Subtotal Ancillary Services	<u>\$ 43,077</u>

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8300	Debt Service	
	Subtotal Non-Programmed Charges	<u>\$ 60,186,964</u>
	TOTAL OPERATING EXPENDITURES	<u><u>\$ 509,451,701</u></u>
9000	Capital Outlay	
9100	Category I Projects	\$ 4,009,616
9200	Category II Projects	5,550,384
9300	Category III Projects	-
	TOTAL CAPITAL OUTLAY	<u><u>\$ 9,560,000</u></u>

Note: The information presented above is preliminary and will be finalized once the Board of Education approves their 2019-2020 Budget. Appropriations are being made in the format in this schedule since this is the format used by the Board of Education in its budget request made to the County.

ADOPTED BUDGET

RECOMMENDED BUDGET

MECKLENBURG COUNTY, NORTH CAROLINA
CONTINGENCY
FISCAL YEAR 2019-2020

Schedule 3

DATE 6/4/2019	Restricted Contingency Item	Amount
	Hope Haven Common Wealth Charlotte	\$ 452,080 50,000
	Total	\$ 502,080

Hope Haven: Funding held until the organization presents a detailed financial recovery plan to the County Manager, demonstrates capacity to execute the strategies of the plan, and hire an Executive Director.

Common Wealth Charlotte: Funding held until the organization submits independently audited financial statements that meet Generally Accepted Accounting Principles. The financial statements will be reviewed by the County's Department Financial Services, and a determination will made by the County Manager in regards to suitability to fund.

ADOPTED BUDGET

Schedule 4

Mecklenburg County, North Carolina
Board of County Commissioners
Compensation & Allowances
Fiscal Year 2019-2020

Salaries

(1) Chairman at \$37,370 and (7) Commissioners at \$29,894 each
Commissioner Patricia Cotham at \$28,336 \$274,964

Auto Allowance

(1) Chairman at \$4,893 and (7) Commissioners at \$4,501 each
Commissioner Patricia Cotham \$4,266 \$40,666

Technology Allowance

(8) Commissioners at \$4,935 each
Commissioner Patricia Cotham \$4,678 \$44,158

Expense Allowance

RECOMMENDED BUDGET

Total Compensation and Allowances \$442,404

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MECKLENBURG COUNTY | FISCAL YEAR 2020

FINANCIAL MANAGEMENT POLICIES

The following list sets forth the major fiscal and budgetary policies of Mecklenburg County. These policies are established to ensure that financial resources are available to meet the present and future needs of the citizens of Mecklenburg County. Numerous other fiscal policies that relate to particular programs and issues are not listed here, but are believed to be consistent with the overriding principles expressed below:

FISCAL CONTROL

The County's Annual Budget Ordinance will be balanced in accordance with the Local Government Budget and Fiscal Control Act (N.C.G.S.159-8 (a)).

The County's Annual Budget Ordinance will be adopted by July 1 (N.C.G.S. 159-13 (a)).

RECOMMENDED BUDGET

with Generally Accepted Auditing Standards and their opinion will be included in the Comprehensive Annual Financial Report. The auditors are also required to perform a compliance examination for all Federal and State financial assistance programs in accordance with the Federal and State Single Audit Act and to issue a management letter commenting on internal control procedures (N.C.G.S. 159-34 (a)).

A reserve for contingency will not exceed 5 percent of the total of all other appropriations in the same fund, except there is no limit on contingency appropriations for public assistance programs required by N.C. G.S. Chapter 108A (N.C.G.S. 159-13 (b) (3)).

The General Fund undesignated fund balance will be maintained at a level sufficient to provide for the required resources to meet operating cost needs to allow for

MECKLENBURG COUNTY | FISCAL YEAR 2020

The County will maintain its accounting records on a modified accrual basis, with revenues recorded when available and measurable, and expenditures recorded when services or goods are received and the liabilities incurred (N.C.G.S. 159-26 (c)).

The County will produce annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board.

CAPITAL IMPROVEMENT PROGRAM

The County will budget capital projects by capital project ordinances in accordance with the Local Government Budget and Fiscal Control Act (N.C.G.S. 159-13.2).

The County's Capital Improvement Budget will be adopted simultaneously with the Operating Budget.

The County will participate in a joint capital planning process to ensure that coordinated planning and exploration of joint use of sites and facilities will occur.

Any capital project financed through the issuance of bonds will be financed for a period not to exceed the expected life of the project.

The County will pursue a process for building linkages between the City and County capital programs to ensure that both governing boards have a perspective on community-wide needs and priorities and the community's overall financial capacity.

RECOMMENDED BUDGET

All capital projects will be reviewed by the Citizens Capital Budget Advisory Committee for capital project standards for each project category.

The County's Capital Improvements Program is composed of a one-year budget of a five-year comprehensive plan that will be reviewed on a yearly basis.

Projects mandated by state and federal government will receive priority consideration.

Projects, which provide for the renovation of existing facilities, resulting in preservation of the community's prior investment or which reduce maintenance and operating costs, will receive priority consideration.

MECKLENBURG COUNTY | FISCAL YEAR 2020

Land banking for future capital needs will be a priority.

The County will seek out partnerships for constructing capital projects.

DEBT MANAGEMENT

The County will minimize debt service costs through the judicious use of available debt instruments.

The County will strive to maintain its "Triple A" bond rating. The County's ability to borrow at the lowest rate possible and incur the least cost depends largely upon its credit standing as assessed by major credit rating agencies such as Fitch IBCA, Moody's Investor Services and Standard and Poor's Corporation.

Bond sales will be scheduled every other fiscal year (at approximately eighteen (18) month intervals) in order to preserve the opportunity for issuance of non-voted debt.

ADOPTED BUDGET

The County will provide adequate funds to meet debt service requirements in the subsequent year.

The County will not issue notes to finance operating deficits.

The term of any bond issue will not exceed the useful life of the capital project/facility or equipment for which the borrowing is intended.

The County's financial management policies will seek to minimize debt interest costs.

When planning for issuance of new debt, the County will consider the impact of such new debt on overlapping debt.

Bond financing will be confined to capital improvement projects, which could not feasibly be financed from current revenues.

The County devotes significant sums of money in the operating budget yearly to "pay

RECOMMENDED BUDGET

heavy equipment, and roofs out of the operating budget with no need for use of bonded debt to service these needs.

The County will aggressively seek and use donations of property, funds, materials or services to supplement funds provided by the public through the issuance of bonds.

FUND BALANCE

The General Fund undesignated fund balance will be maintained at a level sufficient to provide for the required resources to meet operating cost needs, to allow for unforeseen needs of an emergency nature, and to permit orderly adjustment to changes resulting from fluctuations of revenue sources. Based on the recommendation of the State Treasurer's Office, Mecklenburg County will maintain at

MECKLENBURG COUNTY | FISCAL YEAR 2020

Any amounts remaining in the fiscal year-end undesignated Fund Balance in excess of 8 percent of the approved subsequent year's budget, excluding Federal and State pass-through revenue, shall be designated for subsequent year's expenditures and shall be maintained by the Director of Finance in a separate interest bearing account. This excess amount, along with the interest earned thereon, will be available for appropriation by the Board of County Commissioners in a subsequent fiscal year to fund capital, operating or debt service expenditures as determined by the Board during the budget for that subsequent fiscal year. Primary emphasis will be placed upon "evening out" peaks and valleys for debt service requirements.

AMENDING THE OPERATING BUDGET

The method of amending the budget is by governing board action only. The Board of County Commissioners may amend the budget at a regular or special meeting on the day the amendment is introduced by a simple majority of those voting. A quorum must be present.

GOVERNMENTAL FUNDS

General Fund - The General Fund is the general operating fund of the County and accounts for all financial resources except those required to be accounted for in another fund.

Special Revenue Funds - Special Revenue Funds account for the proceeds of specific revenue sources (other than special assessments, expendable trusts or major capital projects) that are legally restricted to expenditures for specified

RECOMMENDED BUDGET

District Fund and Transit Sales Tax, Solid Waste Fund and Technology Reserve Fund.

The **Capital Reserve Fund** accounts for the accumulation of funds for major capital purchases costing from \$10,000 to \$100,000 each, and\or having a useful life of less than 20 years. The **Storm Water Utility Fund** accounts for fees and expenditures designated for flood control, drainage and storm water management. The **Law Enforcement Service District Fund** accounts for the law enforcement service district ad valorem taxes, which is levied in the unincorporated areas of the County. The **Transit Sales Tax Special Revenue Fund** is used to account for the County's portion of the one-half cent transit sales tax, which will be used for the expansion, and subsequent operation of public transportation.

Technology Reserve Fund: Technology Reserve Fund accounts for the

MECKLENBURG COUNTY | FISCAL YEAR 2020

Fleet Reserve Fund: The Fleet Reserve Fund accounts for the accumulation of funds for fleet replacement.

Capital Projects Funds: Capital Projects Funds account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by the Proprietary Funds).

PROPRIETARY FUNDS

Enterprise Fund - The Enterprise Fund accounts for operations that are financed and operated in a manner similar to private business enterprises where the determination of net income is necessary or useful for sound financial administration and where the costs of providing such services are typically recovered to a varying extent through user charges.

ADOPTED BUDGET

FIDUCIARY FUNDS

Agency Funds - The County has several Agency Funds, which account for assets held by the County as agent for individuals, private organizations, other governmental units, and/or other funds. These funds are custodial in nature and do not involve measurement of results of operations.

RECOMMENDED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2020

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Basis of Budgeting and Accounting

Background

There are three basic categories of differences between the basis of accounting and the basis of budgeting that follows generally accepted accounting principles (GAAP) for state and local government: (1) Basis of Accounting – “Cash plus encumbrances” and “modified accrual” are two of the different ways to define revenue and expenditures; (2) Perspective – The budget and accounting reports may have different fund reporting structures, e.g., a budget may account for debt services in the Local Funds, while GAAP principles require that debt service be recorded in a separate fund; (3) Reporting Component – Mecklenburg County’s Comprehensive Annual Financial Report (CAFR) may present “reporting components” and funds in different ways than the budget document.

Basis of Accounting

RECOMMENDED BUDGET

The accounts of the County are organized on the basis of funds and account groups, each of which constitutes a separate accounting entity. A fund is a group of functions combined into a separate accounting entity (corresponding to a corporation in the private sector) having its own assets, liabilities, equity, revenue and expenditures/expenses. The types of funds used are determined by GAAP. The number of funds established within each type is determined by sound financial administration. The various funds are the result of the diverse nature of the County's operations and compliance with legal provisions. These funds have been grouped by type to facilitate understanding of the financial statements. Governmental funds are those through which most governmental functions of the County are financed. Proprietary funds are accounted for using the accrual basis of accounting. Their revenues are recognized when earned, and their expenses are recognized when incurred. The measurement focus is upon determination of net income. Fiduciary funds account for assets held by the County as agent or trustee for individuals,

MECKLENBURG COUNTY | FISCAL YEAR 2020

and the unmatured principal of its long-term debt.

Internal Control

Management of Mecklenburg County is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the County are protected from loss, theft, or misuse and to ensure that adequate accounting data are compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principles. The internal control structure is designed to provide reasonable, but not absolute, assurance that these objectives are met. The concept of reasonable assurance recognizes that: (1) the cost of control should not exceed the benefits likely to be derived; and (2) the valuation of costs and benefits requires estimates and judgments by management.

Basis of Budgeting

The basis of budgeting refers to the conversions for recognition of costs and revenue in budget development and in establishing and reporting appropriations, which are the legal authority to spend or collect revenues. Mecklenburg County uses a modified accrual basis for budgeting governmental funds. The **General Fund**, a governmental fund, budget is prepared on the modified accrual basis of budgeting consistent with generally accepted budgeting principles (GAAP), as required by the North Carolina General Statutes. The **Storm Water Utility, Capital Reserve, Transit Sales Tax, Solid Waste, Technology Reserve, and Law Enforcement Service District Fund** budgets are also prepared on the modified accrual basis of budgeting. Under this method, revenues are recognized as the amount becomes susceptible to accrual by becoming measurable and available to finance the County's operations. Available means collectible within the current accounting period or soon enough thereafter to pay liabilities of the current period. In Mecklenburg County, the basis of accounting and basis of budgeting are the same. Expenditures are recognized in the accounting period in which the fund liability is incurred if

RECOMMENDED BUDGET

when due and accrued vacation and sick leave, which is recorded in the General Long-Term Debt Account Group. In applying the susceptible to accrual concept to intergovernmental revenues, the legal and contractual requirements of the numerous individual programs are used as guidance. There are essentially two types of these revenues. In one, funds must be disbursed for a specific purpose or project before any amount will be reimbursed to the County; therefore, revenues are recognized as receivable based upon the expenditures recorded. In the other, moneys are virtually unrestricted as to purpose of expenditure and are usually revocable only for failure to meet prescribed compliance requirements. These resources are reflected at the time of receipt or earlier if the susceptible charges for services and other revenues are recorded as revenues when received in cash because they are generally not measurable until actually received.

The Solid Waste Disposal Enterprise Fund budget is prepared on full accrual.

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Budgetary Control

Mecklenburg County maintains budgetary controls designed to monitor compliance with expenditure limitations contained in the annual appropriated budget approved by the Board of County Commissioners. A project length financial plan is adopted for the Capital Projects. The level of budgetary control (that is, the level at which expenditures cannot legally exceed the appropriated amount) is established by function within the General Fund. Mecklenburg County also maintains an encumbrance recording system as one technique of accomplishing budgetary control. Generally, encumbered amounts lapse, at year-end in the General Fund but not in the Capital Projects Fund and Special Revenue Funds.

Mecklenburg County, North Carolina Debt Policy

Introduction

The Debt Policy guides the issuance and repayment of debt in support of effective and efficient financial management. A debt policy establishes the parameters for issuing and managing debt. It also provides guidelines regarding the timing and purposes for which debt may be issued, the types of permissible debt, and the methods of sale that may be used.

The Debt Policy is used in conjunction with the County's operating and capital budgets, Capital Improvement Program (CIP), and other financial policies. The Debt Policy:

- Enhances the quality of decisions;
- Documents the decision-making process;

RECOMMENDED BUDGET

- Factors positively in private sector credit rating agencies' review of the County's credit policy.

The Debt Policy below reflects private sector credit rating agency guidance and criteria for highly-rated jurisdictions, the Local Government Commission (LGC) and best practices as outlined by the Government Finance Officers Association.

Long-Term Debt Instruments

General Obligation Bonds: General obligation ("GO") bonds are secured by a promise to levy taxes in an amount necessary to pay debt service—principal and interest due each fiscal year. General obligation bonds are backed by the full faith and credit of the County. These bonds

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up to two-thirds of the previous year's net debt reduction without a referendum.

Revenue Bonds: Revenue bonds are repaid from pledged revenues generated by debt-financed asset, or by the operating system of which that asset is a part.

Special Obligation Bonds: Special obligation bonds are bonds that are payable from the pledge of revenues other than locally-levied taxes. Examples include beer and wine tax or enterprise revenues.

Installment Financing/Limited Obligation Bonds (LOB): These are alternative financing methods that do not require voter approval.

Installment financing can take several forms. An Installment Purchase Contract is an agreement in which equipment or property is acquired, and repaid over a period, with or without interest. This type of structure can be used to finance a wide-range of capital projects and equipment purchases.

Limited obligation bonds or certificates of participation are bonds that are issued to finance a project or asset. Revenues resulting from the operation or lease of the project are pledged to repay the debt.

Short-Term Debt Instruments

Generally, a government issues long-term debt based on when the bond proceeds are needed to begin construction on capital projects. However, other borrowing instruments may be more efficient and cost effective under specific circumstances. The County may consider short-term financing options, such as those outlined below, where such financing provides an efficient and effective means of financing. The County may consider other short-term or variable rate borrowing structures not listed below, including but not limited to, floating rate notes and variable rate demand bonds. The County will evaluate such options taking into account the projects being financed, the expected timing of cashflows and funding needs, the County's overall financial position, and current market conditions, among other factors.

Bond Anticipation Notes: Bond anticipation notes are short-term obligations issued in advance

RECOMMENDED BUDGET

intention or refinancing the notes with long-term debt or retiring the notes with other funds.

Commercial Paper: Commercial Paper ("CP") is a short-term obligation with maturities ranging from 1 to 270 days. The County may consider utilizing CP as interim financing during the design and/or construction period to take advantage of typically lower interest rates at the short-term end of the yield curve. Once a capital project is completed, the County may recommend refunding CP with debt instruments.

Draw-Down Facility: A draw-down facility is a loan placed with a bank with a stated maximum balance and term, similar to a line of credit. As the County spends money on a capital project, the County would "draw" funds on the facility increasing the outstanding loan balance. The County would pay interest primarily on the "drawn" balance of the loan – not the maximum balance. This type of facility can be used to minimize initial interest costs prior to the project

MECKLENBURG COUNTY | FISCAL YEAR 2020

Internal Financing

Another financing option the County may consider is internal financing, which is the use of internal sources (Pay-as-you-go "PAYGO") to finance capital improvement projects or other purchases in place of third-party financing, such as pay as you go ("PAYGO"). The County will evaluate the use of internal financing where it offers economic and/or administrative efficiencies. Any internal financing structured as debt, such as a loan to the Solid Waste Enterprise Fund, will be repaid in full with interest and may not be forgiven except with the written authorization of the Director of Finance and the County Manager. All loans will be required to pay a rate of interest, which will be established by the Director of Finance and the County Manager at the time of execution.

Other Financing Options

The list above is not an exhaustive list of options available to the County. The County will evaluate other financing options, their legality under state statutes, and whether use of any such instrument would result in improved financing results for the County.

County Debt Policy

- a. Debt shall not be used to finance ongoing operational expenses.
- b. Any debt issued shall not have a maturity date beyond the useful life of the asset being acquired or constructed by the debt proceeds.
- c. The County shall establish an affordable debt level to preserve credit quality and ensure sufficient revenue is available to pay annual debt service. This will be balanced against the County's need to maintain its infrastructure and manage growth.
- d. The County will use appropriate debt instruments to provide funding for capital assets at the lowest cost with minimal risk. The County will monitor its debt positions to maintain the lowest effective cost.
- e. The County will, at all times, manage its debt and sustain its strong financial position, including healthy reserves, to seek and maintain the highest credit rating possible.

RECOMMENDED BUDGET

management of general debt issuances and expenditures.

- g. The County shall utilize pay-as-you go and other alternative sources of funding for capital projects to minimize debt levels. To have an effective pay-as-you-go program, at least one funding source must be identified that is consistent, reliable, and large enough to provide for capital needs in an amount that reduces dependency on debt.

Purposes for Debt Issuance

The County may issue debt to acquire or construct capital assets including land, buildings, machinery, equipment, technology, furniture, fixtures and any other eligible expenses specifically indicated in the Capital Improvement Policy. When feasible, debt issuance will be pooled together to minimize issuance expense. The County will prepare and adopt a Capital

MECKLENBURG COUNTY | FISCAL YEAR 2020

service impact.

Debt Structure

Debt will be paid off in a timeframe that is less than or meets the useful life of the asset or project acquired through the financing. The life of the debt, interest mode, and principal maturity schedule make up the structure of the debt. This debt could be general obligation, revenue or special obligation bonds or limited obligation bonds or short-term instruments, or installment financing.

The County may consider various financing techniques, including fixed or variable interest rate debt, and interest rate swap agreements or derivatives to minimize costs and risk over the life of the issue. The County will review any such proposed structure with its financial advisors and legal counsel to determine if the use of any swap or derivative is appropriate and warranted given the potential benefit, costs, risks, and objectives. The County will evaluate the use of swaps or derivatives based on market conditions. The County will limit the issuance of variable rate debt to help maintain the County's "AAA" credit ratings. The

County's long-term variable rate debt ratio limit is 15% of total outstanding debt. The County shall not pursue swaps, derivatives, variable rate debt, or other structures for speculation.

Debt Ratios

The County shall abide by the following debt ratios:

- Direct Debt as a Percentage of Assessed Valuation

This ratio measures direct debt levels, debt issued by Mecklenburg County, against the property tax base which generates the tax revenues that are the main source of debt repayment. The ceiling for this ratio is 1.75%

- Direct Debt per Capita

This ratio measures the burden of direct debt placed on the population supporting the debt. This measure will not exceed \$2,000.

- General Debt Service as a percentage of Operational Expenditures

RECOMMENDED BUDGET

- Ten-year Payout Ratio

This ratio reflects the amortization of the County's outstanding debt. A faster payout is considered to be a positive credit attribute. The County will maintain a floor for its ten-year payout of 64.0%.

In addition, the County will monitor the following debt ratios, which are impacted by external partners and economic trends.

- Overall Debt as a Percentage of Assessed Valuation

This ratio measures debt levels against the property tax base which generates the tax revenues that are the main source of debt repayment. The county will manage within a ceiling of 4.0% for this ratio.

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This ratio measures the burden of debt placed on the size of the population supporting the debt and includes debt issued by municipalities within the County. It is widely used by rating analysts as a measure of an issuers' ability to repay debt. This measure will not exceed \$4,000.

These ratios will be calculated and reported each year in conjunction with the capital budget process, the annual financial audit and as needed for fiscal analysis. The county will also manage debt within parameters of related financial policies, including the General Fund Balance Policy.

Debt Management Policies

- a. The County will issue debt only for purposes of constructing or acquiring capital assets and for making major renovations to existing capital assets.
- b. The County shall not construct or acquire a public facility if it is unable to adequately provide for the subsequent annual operation and maintenance costs of the facility.

ADOPTED BUDGET

- c. The County will ensure that adequate systems of internal controls exist, to provide reasonable assurance as to compliance with applicable laws, regulations, and covenants associated with outstanding debt.
- d. The County will limit the use of Installment Financings, such as LOBs, to circumstances that require immediate action, or where there is a potential for significant benefit to the county.
- e. The County will manage debt issuance to comply with the adopted debt limits and other financial policies and will evaluate such limits at least every five years.
- f. The County will attempt to structure debt in the best and most appropriate manner, consistent with the financial policies of the County.
- g. The County will monitor its outstanding debt in relation to existing conditions in the debt market and will refund any outstanding debt when sufficient cost savings can be realized or evaluate the use of interest rate swap agreements to achieve cost savings.
- h. The County will utilize the Debt Service Fund to manage debt issuances and to make debt service and capital expenditures more *budget neutral* and intentional.

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portion of its CIP on a pay-as-you-go basis by:

- Appropriating a minimum amount of the property tax rate for capital projects, e.g., three cents or a proportional amount following revaluation of assessed property values;
- Appropriating proceeds from all county land sales for capital projects.

Pay-as-you-go funding will save money by eliminating interest expense on the funded projects. Pay-as-you-go capital appropriations improve financial flexibility in the event of sudden revenue shortfalls or emergency spending.

Refinancing of Outstanding Debt

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of existing fixed rate debt will generally be considered when net present value savings meet or exceed 3% of the refunded par amount.

Additionally, the County may consider refinancing existing debt for reasons other than to achieve interest savings, including but not limited to mitigating risks associated with the County's debt portfolio.

Taxable advance refundings, synthetic refinancing opportunities, and other alternative structures will be evaluated on a case-by-case basis and must be determined to be in the best interest of the County by the Director of Finance and the County Manager.

The County will attempt to coordinate refunding transactions with the issuance of new debt to leverage combined issuance costs and create administrative efficiencies.

Credit Enhancement

Credit enhancements (letters of credit, liquidity providers, bond insurance, etc.) may be used to improve the overall cost of funds on a debt financing, mitigate potential risks to the County,

or for other reasons deemed appropriate by the Finance Director and the County Manager. The County's Financial Advisor will provide an analysis establishing the additional value any credit enhancement.

Administration and Implementation

The County Manager and the Director of Finance are responsible for the administration and issuance of debt including the completion of specific tasks and responsibilities included in this policy. The County will evaluate the debt policy at least every five years.

Capital Planning and Debt Determination

The Mecklenburg County Capital Improvement Program (CIP) comprises the financing, acquisition, development, and implementation of improvement projects for the County's fixed assets. The CIP is a comprehensive five-year plan for land acquisition, and the development, modernization, or replacement of county-owned facilities, infrastructure, and equipment.

RECOMMENDED BUDGET

projects.

The County Manager and Director of Finance review, evaluate, and recommend capital projects for all functional areas through the CIP process. The BOCC adopts capital project ordinances to authorize projects in the CIP, and any amendments for capital plan updates. The BOCC also approves the capital budget to provide funding through the budget process. Available pay-as-you-go funding and debt issuance is allocated to fund the CIP, consistent with the Debt policy.

Where appropriate and consistent with the Debt Policy, the County will utilize the non-voted (two-thirds) bond authorization for bonds to fund projects, such as government facilities.

The County may use a combination of bonds and Installment Financings to finance capital

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Any capital item that has not been included in the CIP or capital budget process, but because of its critical or emergency nature, or is mandated immediately by either State or Federal requirements, will be considered for financing by installment purchase contract.

Debt Service Fund

The Debt Service Fund is established to provide separate dedicated funding for debt service management. The Debt Service Fund will be used to facilitate the payment of principal and interest for the County's general debt service and assist in the continued compliance with adopted debt policies. Annually, the County will appropriate to the Debt Service Fund a set tax rate through the annual budget process but be no lower than a minimum of nineteen cents of the property tax rate, or proportional amount as adjusted for revaluation of assessed property values. Funds appropriated can only be utilized for debt service or pay-as-you-go capital in the current or subsequent fiscal years. Accumulated fund balance should be limited to two years' non-property tax revenue. After the fund balance goal has been reached in the Debt Service Fund, a portion of the funds appropriated to the Debt Service Fund may be reallocated for use in pay-as-you-go capital funding.

Pay-As-You-Go Funding

To reduce the impact of capital programs on future years, the County will fund a portion of its approved CIP on a pay-as-you-go basis, by annually appropriating three cents of the property tax rate, or proportional amount as adjusted for revaluation of assessed property tax values. In addition, proceeds from all County land sales will be appropriated for approved CIP projects. These revenue sources will allow additional funding for CIP projects, and reduce the County's dependence on borrowing.

Issuance of Debt

The scheduling and amount of bond sales and installment purchase transactions will be recommended by the Director of Finance and the County Manager. The BOCC must approve the sale. These decisions will be based upon the identified cash flow requirements for each project to be financed, market conditions, and other relevant factors including the debt ratios. If the cash requirements for capital projects are minimal in any given year, the County may

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required to reimburse itself in accordance with IRS guidelines.

Debt service for each issue will be structured with a goal to level out the county's total debt service payments over the life of the debt portfolio and minimize the interest payments over the life of the issue. Structuring must take into consideration current market conditions and practices in the municipal finance market.

Method of Sale: There are four primary methods of issuing debt obligations: competitive sale, negotiated sale, private placement and bank loan. In a competitive sale, underwriters submit sealed bids and the underwriter or underwriting syndicate with the most favorable bid (as defined in the Notice of Sale), is awarded the bonds. In a negotiated sale, the underwriter or underwriting syndicate is selected by the County. The interest rates and underwriter's discount are negotiated, and the bonds are sold to investors during an order period. In a

MECKLENBURG COUNTY | FISCAL YEAR 2020

or group of banks.

Generally, new fixed rate general obligation bond sales are required to be conducted on a competitive basis by the Local Government Commission (LGC), a division of the Office of the State Treasurer. Refunding Bonds and all other types of securities can be sold using a method of sale selected by the County. Variable rate bonds, revenue and special obligation bonds and Installment Financings will be sold on a negotiated basis with the underwriter selection determined through a competitive process. Underwriter(s) will be selected for each issue based on the experience and expertise necessary for that issue.

Legality

The County must receive an opinion acceptable to the market from a nationally recognized law firm that each financing transaction complies with applicable law and all agreements in connection with any financing are legal, valid and binding obligations of the County.

Interest Rate Exchange Agreements

Interest Rate Exchange Agreement shall mean a written contract entered into in connection with the issuance of County debt or in connection with County debt already outstanding with a counterparty to provide for an exchange of payments based upon fixed and/or variable interest rates. The County will govern the use of Interest Rate Exchange Agreements by the policy described in Attachment I to this debt management policy.

Continuing Disclosure and Relationships with Other Interested Parties

The County is committed to full and complete primary and secondary financial disclosure to interested parties including state and national regulators as well as those in the underwriting market, institutional investors, rating agencies and other market participants to enhance the marketability of the County's bonds. It will provide on-going disclosure information to established national information repositories and maintain compliance with disclosure standards promulgated by state and national regulatory agencies. The County will maintain

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(CAFR), operating and capital improvements Budget and other required documents easily accessible.

Investment of Bond Proceeds

The County will invest its bond proceeds in compliance with North Carolina statutes, any restrictions within the related bond documents, and in compliance with the County's investment policy. Additionally, the County will invest the proceeds of any tax-exempt bond issue in compliance with IRS or other federal rules and regulations.

Arbitrage Rebate Reporting

The County will comply with all arbitrage rebate requirements as established by the Internal

MECKLENBURG COUNTY | FISCAL YEAR 2020

rebate payments in compliance with the tax law and remitting rebatable earnings to the federal government in a timely manner in order to preserve the tax exempt status of the County's outstanding debt issues.

Amended by the Board of County Commissioners, February 15, 2003

Amended by the Board of County Commissioners, April 15, 2003

Amended by the Board of County Commissioners, September 3, 2003

Amended by the Board of County Commissioners, November 5, 2008

Amended by the Board of County Commissioners, June 5, 2012

Amended by the Board of County Commissioners, May 20, 2014

Amended by the Board of Commissioners, October 2, 2018

Attachment I: Interest Rate Exchange Agreement Policy

Mecklenburg County Interest Rate Exchange Agreement Policy

This policy will govern the use by Mecklenburg County (the "County") of Interest Rate Exchange Agreements. "Interest Rate Exchange Agreement" shall mean a written contract entered into in connection with the issuance of County debt or in connection with County debt already outstanding with a counterparty to provide for an exchange of payments based upon fixed and/or variable interest rates. The failure by the County to comply with any provision of this policy will not invalidate or impair any Interest Rate Exchange Agreement.

The Conditions Under Which Interest Rate Exchange Agreements May Be Entered Into

Purposes

RECOMMENDED BUDGET

1. achieve significant savings as compared to a product available in the bond market if the use of derivatives helps to achieve diversification of a particular bond offering;
2. enhance investment returns within prudent risk guidelines;
3. prudently hedge risk in the context of a particular financing or the overall asset/liability management of the County;
4. incur variable rate exposure within prudent guidelines;
5. achieve more flexibility in meeting overall financial objectives than available in conventional markets; and

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Legality

The County must receive an opinion acceptable to the market from a nationally recognized law firm that the Interest Rate Exchange Agreement is a legal, valid and binding obligation of the County and entering into the transaction complies with applicable law.

Speculation

Interest Rate Exchange Agreements shall not be used for speculative purposes. Associated risks will be prudent risks that are appropriate for the County to take.

Methods by Which Such Contracts Shall be Solicited and Procured

In general, the County should procure Interest Rate Exchange Agreements by competitive bidding. The County shall determine which parties it will allow to participate in a competitive transaction. The County has the right to accept matching bids to diversify counterparty risk

or reward firms for ideas and work performed. The parameters for the bid must be disclosed in writing to all potential bidders.

Notwithstanding the above, the County may procure Interest Rate Exchange Agreements by negotiated methods when the County makes a determination that, due to the size or complexity of a given swap, a negotiated transaction would result in the most favorable pricing and terms or innovation.

To facilitate the procurement of Interest Rate Exchange Agreements, the County will engage an independent financial advisory firm to assist in the price negotiations, in the development of terms and in risk assessment. The County shall obtain an independent opinion that the terms and conditions of the Interest Rate Exchange Agreement reflect a fair market value of such agreement as of the date of its execution.

Form and Content of Interest Rate Exchange Agreements

To the extent possible, the Interest Rate Exchange Agreements entered into by the County shall contain the terms and conditions set forth in the International Swap and Derivatives

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by the County.

The County shall consider including provisions that permit the County to assign its rights and obligations under the Interest Rate Exchange Agreement and to optionally terminate the agreement at its market value at any time. In general, the counterparty shall not have the right to optionally terminate an agreement.

Events of Default

Events of default of a counterparty shall include the following:

1. failure to make payments when due;
3. insolvency;
4. failure to comply with downgrade provisions; and/or
5. failure to comply with any other provisions of the agreement after a specified notice period.

The County will have the right to terminate the agreement upon an event of default by the counterparty. Upon such termination, the counterparty will be the "defaulting party" for purposes of calculating the termination payment owed.

Aspects of Risk Exposure Associated with Such Contracts

Before entering into an Interest Rate Exchange Agreement, the County shall evaluate all the risks inherent in the transaction. These risks to be evaluated could include:

- a. counterparty risk - the risk of a payment default on a swap by an issuer's counterparty;

- b. termination risk - the risk that a swap has a negative value and the issuer owes a breakage fee if the contract has to be terminated;
- c. rollover risk - the risk of a failed remarketing or auction with respect to any variable rate bonds associated with a swap; or the risk that an issuer cannot secure a cost-effective renewal of a letter or line of credit;
- d. basis risk - the risk that floating rate cash flow streams may diverge from each other;
- e. tax event risk-the risk that the spread between taxable and tax-exempt rates will change as a result of changes in income tax laws or other conditions; and
- f. amortization risk - the risk that the amortization of the swap will not be fully integrated with the amortization of the underlying bonds.

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counterparties and determine how the proposed transaction would affect the exposure. The exposure should not be measured solely in terms of notional amount, but also how changes in interest rates would affect the County's "Value at Risk" exposure for outstanding agreements.

Counterparty Selection Criteria

The County may enter into an Interest Rate Exchange Agreement if the counterparty has at least two long term unsecured credit ratings in the AA category from Fitch, Moody's, or S&P, and the counterparty has demonstrated experience in successfully executing Interest Rate Exchange Agreements. If after entering into an agreement the ratings of the counterparty are downgraded below the ratings required, then the agreement shall be subject to termination unless (a) the counterparty provides either a substitute guarantor or assigns

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Agreement in accordance with the criteria set forth in this Policy and the Interest Rate Exchange Agreement.

Provisions for Collateralization

Should the rating of the counterparty, or if secured, the entity unconditionally guaranteeing its payment obligations not satisfy the requirements of the Counterparty Selection Criteria, then the obligations of the counterparty shall be fully and continuously collateralized by (a) direct obligations of, or obligations the principal and interest on which are guaranteed by, the United States of America or (b) direct obligations of U.S. Agencies and such collateral shall be deposited with the County or an agent thereof. The specific collateral requirements for each Interest Rate Agreement shall be set forth in the corresponding swap documentation.

Long-Term Implications

In evaluating a transaction involving the use of Interest Rate Exchange Agreements, the County shall review long-term implications associated with entering into Interest Rate

ADOPTED BUDGET

Exchange Agreements, including costs of borrowing, historical interest rate trends, variable rate capacity, credit enhancement capacity, opportunities to refund related debt obligations and other similar considerations.

Methods to be Used to Reflect Such Contracts in the County's Financial Statements

The County shall reflect the use of Interest Rate Exchange Agreements on its financial statements in accordance with generally accepted accounting principles.

Monitoring

The County shall monitor the performance of Interest Rate Exchange Agreements and may employ a financial advisor to assist in evaluating the effectiveness of its Agreements. A written report, provided at a minimum quarterly, shall include at least:

1. preparing a description of each contract, including a summary of its terms and conditions, the notional amount, rates, maturity and other provisions thereof;

RECOMMENDED BUDGET

that the amounts were paid and received;

3. determining that each counterparty is in compliance with its rating requirements;
4. determining that each counterparty is in compliance with the downgrade provisions, if applicable (See Counterparty Selection Criteria);
5. assessing the counterparty risk, termination risk, basis risk and other risks, which shall include the marked to market value for each counterparty and relative exposure compared to other counterparties and a calculation of the County's Value at Risk for each counterparty; and

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General Fund Balance

Policy Process

Overview

The County will maintain a fund balance in the General Fund in accordance with generally accepted governmental accounting principals and North Carolina law.

The County will maintain an unassigned General Fund balance adequate to meet the unexpected fiscal needs of County operations and to permit orderly adjustment to changes resulting from fluctuations of revenue sources.

Statutory References and Authoritative Guidance

N.C. General Statute 159-26
N.C. General Statute 159-34
OMB Circular A-133

Accounting System
Annual Independent Audit
Internal Control Requirements

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Type Definitions

N.C. Local Government Commission Fund Balance Guidelines

Significant Policies

Through good fiscal management, the General Fund unassigned fund balance will be maintained at a level sufficient to provide for the resources to meet operating cost needs, to allow for unforeseen needs of an emergency nature and to permit orderly adjustment to changes resulting from termination or significant reductions in revenue sources.

The minimum of total General Fund balance to General Fund actual revenues will

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In accordance with GASB Statement No. 54 general fund balance will be classified as follows:

- *Nonspendable*: Inherently nonspendable; cannot be spent because of form or need to remain intact (legal or financial reasons)
- *Restricted*: External enforcement of use (creditors, grantors, contributors, state or federal laws or regulations, limitations by governing body legislation)
- *Committed*: Self-imposed Internal limitations on use (as deemed by the BOCC, requires legislation to remove or change use)
- *Assigned*: Internal limitations based on intended use (determined by legislation, BOCC, County Manager)
- *Unassigned*: Equals total fund balance minus nonspendable, restricted, committed, and assigned.

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Based on the recommendation of the N.C. Local Government Commission, Mecklenburg County will maintain 8% of the subsequent year's budget in unassigned fund balance.

Fund balance in excess of 28% of actual General Fund revenues can be appropriated to the capital, technology and fleet reserves with a cap equivalent to 2.25 cents on the property tax rate.

Of the total amount appropriated, 90% will be allocated to specific projects. The balance will remain unallocated and placed in reserve to be used in those fiscal years when fund balance is unavailable for appropriation.

In the event that at the end of the fiscal year, total General Fund balance falls below the minimum 28% of total General Fund revenues, a replenishment period will commence.

To return the General Fund balance to the minimum 28% of total General Fund revenues, replenishment of General Fund balance will be budgeted over the next two

RECOMMENDED BUDGET

The replenishment period can be extended to three years if deemed appropriate by Board of County Commissioners.

General Fund balance will not be appropriated to support the on-going operations of the County except in extreme emergency situations.

General Fund balance will be used for items considered non-recurring in nature and the unavailability of fund balance would not create a structural imbalance in the County budget.

Procedures

Projections of the General Fund expected year-end fund balance will be performed on

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recommendation of the Local Government Commission.

The fund balances in the General Fund and Debt Service Fund will be combined when calculating the minimum fund balance. Actual fund balance reported in the Comprehensive Annual Financial Report will be used to determine the amount available for appropriation in the subsequent fiscal year.

Adopted the 5th day of June 2012
Amended the 21st day of June 2016

ADOPTED BUDGET

Five Year Historical Comparison of Tax Rates

County	FY15-16 Tax Rate (Change)	FY16-17 Tax Rate (Change)	FY17-18 Tax Rate (Change)	FY18-19 Tax Rate (Change)	FY19-20 Tax Rate (Change)
Cabarrus	70.00 0.00	70.00 0.00	70.00 0.00	72.00 2.00	74.00 2.00
Cumberland	74.00 0.00	74.00 0.00	79.90 5.90	79.90 0.00	79.90 0.00
Durham	79.31 0.00	74.04 (5.27)	76.79 2.75	77.79 1.00	71.22 (6.57)
Forsyth	73.10 1.42	73.10 0.00	72.35 (0.75)	72.35 0.00	75.35 3.00
Gaston	87.00 0.00	87.00 0.00	87.00 0.00	87.00 0.00	84.00 (3.00)
Guilford	76.00	75.50	73.05	73.05	73.05

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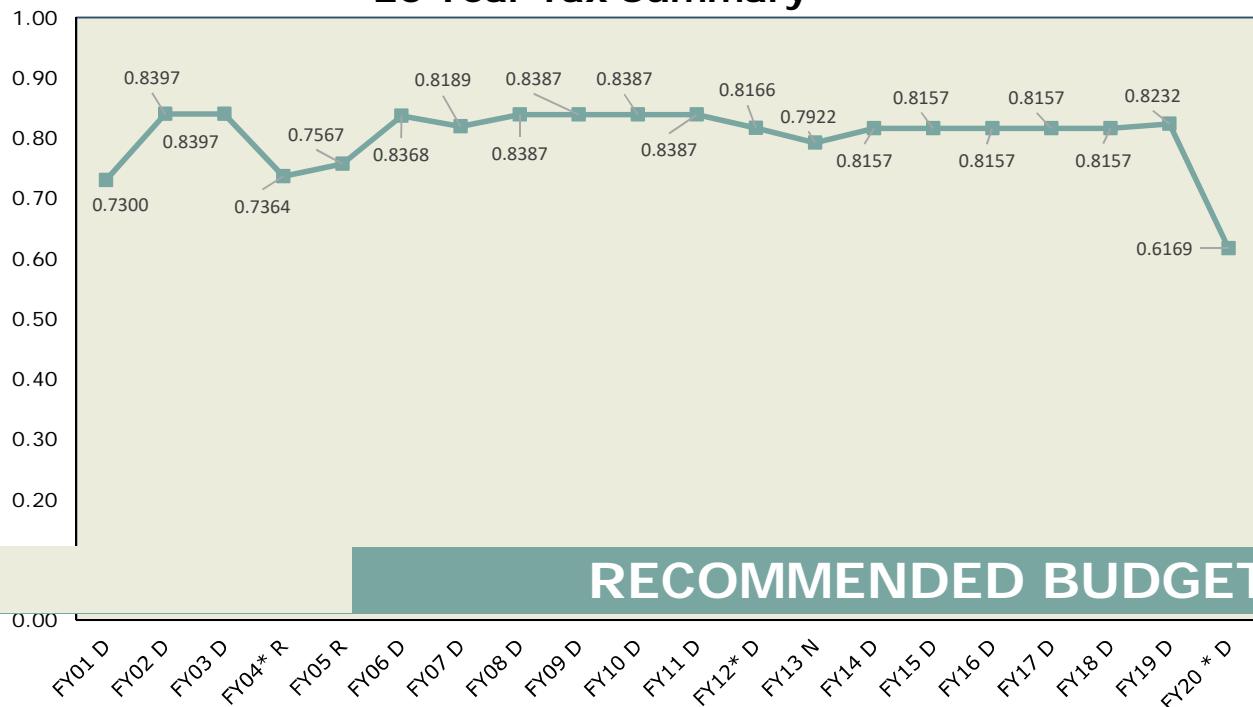
County	FY15-16 Tax Rate (Change)	FY16-17 Tax Rate (Change)	FY17-18 Tax Rate (Change)	FY18-19 Tax Rate (Change)	FY19-20 Tax Rate (Change)
Iredell	4.25	0.00	0.00	0.00	0.00
Mecklenburg	81.57 0.00	81.57 0.00	81.57 0.00	82.32 0.75	61.69 (20.63)
Orange	87.80 0.00	87.80 0.00	83.77 (4.03)	85.04 1.27	86.79 1.75
Union	77.65 1.51	76.65 (1.00)	78.10 1.45	73.09 (5.01)	73.09 0.00
Wake	60.7 2.90	60.05 (0.65)	61.50 1.45	65.44 3.94	72.07 6.63

¹"Change" is the value that reflects the increase or decrease in the tax rate from the previous fiscal year. Tax rate and change are in cents.

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20 Year Tax Summary



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Year and Majority Party

Year	Tax Rate	Board Make-Up	Party Majority
FY01 D	0.7300	R-2 D-7 U-0	Democrat
FY02 D	0.8397	R-4 D-5 U-0	Democrat
FY03 D	0.8397	R-4 D-5 U-0	Democrat
FY04 * R	0.7364	R-5 D-4 U-0	Republican
FY05 R	0.7567	R-4 D-5 U-0	Democrat
FY06 D	0.8189	R-3 D-6 U-0	Democrat
FY07 D	0.8387	R-3 D-6 U-0	Democrat
FY08 D	0.8387	R-3 D-6 U-0	Democrat
FY09 D	0.8387	R-3 D-6 U-0	Democrat
FY10 D	0.8387	R-3 D-6 U-0	Democrat
FY11 D	0.8387	R-3 D-6 U-0	Democrat
FY12 * D	0.8166	R-4 D-5 U-0	Democrat
FY13 N	0.7922	R-4 D-4 U-1	No Majority
FY14 D	0.8157	R-3 D-6 U-0	Democrat
FY15 D	0.8157	R-3 D-6 U-0	Democrat
FY16 D	0.8157	R-3 D-6 U-0	Democrat
FY17 D	0.8157	R-3 D-6 U-0	Democrat
FY18 D	0.8157	R-3 D-6 U-0	Democrat
FY19 D	0.8232	R-3 D-6 U-0	Democrat
FY20 * D	0.6169	R-0 D-9 U-0	Democrat

*Denotes Revaluation

U Denotes Unaffiliated

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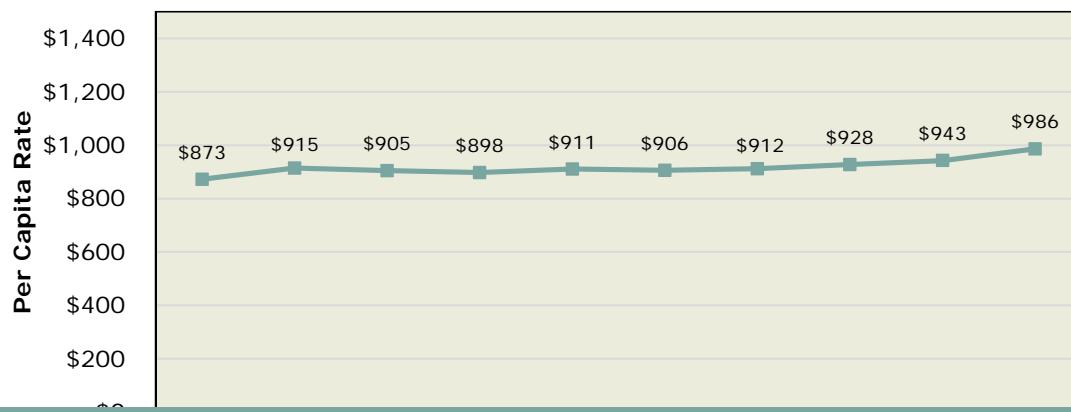
Property Tax Rate per Capita: Ten Year Comparison

Year	County Population ¹	Property Tax ²	Per Capita Rate	Notes
2020	1,138,473	\$1,122,687,214	\$986	Revaluation
2019	1,121,465	\$1,057,247,593	\$943	
2018	1,099,920	\$1,020,734,352	\$928	
2017	1,077,874	\$983,520,079	\$912	
2016	1,055,826	\$956,425,078	\$906	
2015	1,035,605	\$943,155,572	\$911	
2014	1,012,306	\$909,036,473	\$898	
2013	992,029	\$897,522,990	\$905	
2012	962,633	\$880,397,487	\$915	Revaluation
2011	940,000	\$820,185,697	\$873	

¹N.C. State Demographer's Office, FY18, FY19 & FY20 data are projections

²FY11 -FY20 budget documents

RECOMMENDED BUDGET



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ADOPTED BUDGET

FY2020 Adopted Fee Changes

Public Health

Item	Current	New	Change	Comments	Revenue Generated
Public Health – Clinical Fees					
Interim Caries Arresting Medicament application per tooth (<i>Dental</i>)	None	\$25.00	\$25.00		
Electronic Medical Records (<i>Records</i>)	None	\$6.50	\$6.50		
Evoke Auditory Test (<i>Refugee</i>)	None	\$29.18	\$29.18		
Chest X-Ray, Single View (<i>Refugee/TB</i>)	None	\$61.00	\$61.00		
Educational Materials (<i>Travel Clinic</i>)	None	\$15.00	\$15.00		
Disability Determination Request (<i>Records</i>)	\$12.00	\$15.00	\$3.00		
Extraction, Coronal Remnants – Deciduous Tooth	None	\$100.00	\$100.00		
Environmental Health Re-Review Fee	None	\$150.00	\$150.00		
HEPLISA V-B Immunization	None	\$82.80	\$82.80		

RECOMMENDED BUDGET

Liletta	\$47.04	\$50.00	\$3.04		
Paragard	\$237.14	\$238.13	\$0.99		
Depro-Provera	\$25.87	\$25.09	\$0.78		
NuvaRing	\$14.57	\$7.86	\$6.71		
Cryselle	\$9.00	\$4.44	\$4.56		
Orsythia	\$9.00	\$2.41	\$6.59		
Otho Micronor	\$9.00	\$0.26	\$8.74		
Ortho Tricyclene	\$9.00	\$2.53	\$6.47		
Ortho Cyclen	\$9.00	\$3.51	\$5.49		
Ocella	\$9.00	\$3.37	\$5.63		
Emgncy Contraception	\$3.69	\$0.00	\$3.69		
Emgncy Contraception (ELLA)	\$18.82	\$0.00	\$18.82		
Kylenna	None	\$541.39	\$541.39		
Hep-B Vaccine (Child)	\$13.30	\$13.30	\$0.00		
Hep-B Vaccine (Adult)	\$12.15	\$12.15	\$0.00		

Rates are based upon current pricing
Net 340B decrease of

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Azithromycin	\$0.37	\$87.85	\$87.48		
Ceftriaxone	\$0.54	\$5.08	\$4.54		
Clindamycin	\$18.91	\$7.44	\$11.47		
Doxycycline	\$18.91	\$2.31	\$16.60		
Metronidazole	\$18.91	\$9.42	\$9.49		
Penicillin G Benzathine	\$18.91	\$0.19	\$18.72		
Tinidazole	None	\$11.79	\$11.79		
Valacyclovir	None	\$15.61	\$15.61		
Ethambutol	None	\$13.39	\$13.39		
Isoniazid	None	\$1.32	\$1.32		
Levaquin	None	\$94.04	\$94.04		
Moxifloxacin	None	\$9.76	\$9.76		
Pyrazinamide	None	\$131.84	\$131.84		

Public Health – Non-340B Drug Pricing/Other

MENB RLP Vaccine	\$133.60	\$140.27	\$6.67		N/A
HIB Vaccine	\$26.21	\$32.95	\$6.74		\$990
HPV Vaccine	\$185.92	\$208.46	\$22.54		\$49,805
Pneumococcal Vaccine (13 Val)	\$158.83	\$169.11	\$10.28		\$857
DT Vaccine	\$47.37	\$49.65	\$2.28		N/A
MMR Vaccine	\$62.73	\$66.97	\$4.24		\$16,045
MMRV Vaccine	\$179.88	\$190.93	\$11.05		\$15,028
Chicken Pox Vaccine	\$107.57	\$115.04	\$7.47		\$36,284

Rates are based upon current pricing

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ADOPTED BUDGET

FY2020 Adopted Fee Changes

Public Health

Item	Current	New	Change	Comments	Revenue Generated
Pneumococcal Vaccine	\$77.32	\$84.98	\$7.66		\$9,234
Zoster Vaccine	\$194.17	\$219.77	\$25.60		\$641
Rabies Testing	\$10.00	\$46.00	\$36.00		\$684
Hepatitis-A Vaccine (Adult)	\$47.83	\$62.16	\$14.33		
Hepatitis-A (Child)	\$24.56	\$30.59	\$6.03		
Chicken Pox Vaccine	\$107.57	\$129.17	\$21.60		
Rabies Vaccine	\$292.75	\$310.17	\$17.42		
Typhoid Vaccine	\$88.34	\$92.76	\$4.42		
DTAP Vaccine 4-6 yr, im	\$41.31	\$43.70	\$2.39		
DTAP Vaccine < 7 yrs, im	\$22.83	\$23.44	\$0.61	Rates are based upon current pricing	
DT Vaccine < 7, im	\$47.37	\$49.65	\$2.28		N/A
Mmr Vaccine, sc	\$62.73	\$66.97	\$4.24		
MmrV Vaccine, sc	\$179.88	\$218.66	\$38.78		
Poliovirus, ipv, sc/im	\$30.00	\$31.88	\$1.88		
Td Vaccine no psrv >/=7 im	\$29.73	\$31.92	\$2.19		
Tdap Vaccine > 7 im	\$33.01	\$36.11	\$3.10		
Pneumococcal Vaccine	\$77.32	\$98.18	\$20.86		
Zoster Vaccine, sc	\$194.17	\$219.77	\$25.60		

RECOMMENDED BUDGET

ALT (SGOT)	\$8.75	\$5.00	\$3.75		
Bilirubin, Total/Direct, Serum	\$6.39	\$3.15	\$3.24		
CBC With Differential/Platelet	\$9.88	\$3.50	\$6.38		
Chlamydia/Ge Amplification	\$92.00	\$18.00	\$74.00		
Comp. Metabolic Panel (14)	\$10.74	\$4.95	\$5.79		
Creatinine, Serum	\$6.52	\$3.00	\$3.52		
Ct, Ng, Trich vag by NAA	\$29.84	\$53.00	\$23.16		
Ct/GC NAA, Pharyngeal	\$92.00	\$18.00	\$74.00		
Ct/GC NAA, Rectal	\$92.00	\$18.00	\$74.00		
GC Culture Only	\$24.00	\$8.75	\$15.25		
GGT	\$3.00	\$3.00	\$0.00		
H. Pylori IgG, Abs	\$0.00	\$26.00	\$26.00		
HBsAg Screen	\$11.83	\$7.28	\$4.55		
Hemoglobin AI c	\$12.34	\$6.24	\$6.10		
Hepatic Function Panel (7)	\$10.19	\$3.90	\$6.29		

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Occult Blood, Fecal, IA	\$25.00	\$25.00	\$0.00		
Ova + Parasite Exam	\$50.00	\$10.00	\$40.00		
Pap IG (Image Guided)	\$46.90	\$20.00	\$26.90		
Pap IG rfxHPV ASCU	\$46.90	\$20.00	\$26.90		
QuantiFERON In Tube	\$107.00	\$65.00	\$42.00		
Rabies Neut.Abs Titrat.(RFFIT)	\$35.00	\$62.00	\$27.00		

ADOPTED BUDGET

FY2020 Adopted Fee Changes Land Use and Environmental Services

Item	Current	New	Change	Comments	Revenue Generated
Land Use & Environment Services - Zoning Fees					
Speedway Landfill Fee	\$33 per ton	\$34.50 per ton	\$1.50 per ton	Required to meet contractual CPI increases.	\$480,909
Residential Solid Waste Availability Fee	\$27.50 per year	\$33.50 per year	\$6 per year	Continuing stepped increase adopted in FY2017.	\$2,698,962
C&D Tipping Fee	\$48 per ton	\$49.50 per ton	\$1.50 per ton	Increase based on cost to operate Fox Hole landfill.	\$120,000
Commercial Yard Waste Tipping Fee	Unbagged \$25 per ton	Unbagged \$27 per ton	Unbagged \$2 per ton	Fee only applies to commercial customers.	\$120,960
	Bagged \$25 per ton	Bagged \$32.50 per ton	Bagged \$7.50 per ton		\$59,250
Full Service Recycle Center Fee	Yard: \$14	Yard: \$15	Yard: \$1	Increase for non-resident customers only.	\$320,000
	C&D: \$40	C&D: \$42.50	C&D: \$2.50		
	Bulky: \$27.50	Bulky: \$28.50	Bulky: \$1		
	Volume: \$5	Volume: \$5.30	Volume: \$0.30		
	0-24 Miles Over	0-24 Miles Over			

RECOMMENDED BUDGET

	\$120	\$130			
Tire Disposal	Small	Small	Small	Increase for non-resident customers only.	\$4,000
	\$4	\$4.50	\$0.50		
	Large	Large	Large		
	\$4.50	\$5	\$0.50		
Land Use & Environment Services - Floodplain Permit Fees					
Development in the Flood Fringe - Minor Impact	\$250	\$540	\$290	The department does not expect the zoning fees to change again in FY2021.	\$126,100
Development in the Flood Fringe - Major Impact	\$1,000	\$1,200	\$200		
Development in the Floodway - Minor Impact	\$650	\$2,600	\$1,950		
Development in the Floodway - Major Impact	\$2,300	\$6,200	\$3,900		
Community Letter of Map Revision	\$2,200	\$6,200	\$2,000		

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Sign < 100ft	\$115	\$100	\$45		
Sign < 100ft ³	\$165	\$220	\$55		
Zoning Use	\$115	\$160	\$45		
Single Family Residential	\$15	\$20	\$5		
Commercial - MA/PI/CNTY: \$1 to \$3K	\$40	\$50	\$10		
Commercial - MA/PI/CNTY: \$3K to \$50K	\$80	\$110	\$30		
Commercial - MA/PI/CNTY: \$50K to \$100K	\$310	\$420	\$110		
Commercial - MA/PI/CNTY: \$100K to \$1M	\$650	\$890	\$240	The department does not expect the zoning fees to change again in FY2021.	\$40,500
Commercial - MA/PI/CNTY: \$1M to \$10M	\$770	\$1,050	\$280		
Commercial - MA/PI/CNTY: Over \$10M	\$770	\$1,050	\$280		
Commercial - CN/DA: \$1 to \$3K	\$20	\$30	\$10		
Commercial - CN/DA: \$3K to \$50K	\$40	\$50	\$10		
Commercial - CN/DA: \$50K to \$100K	\$155	\$210	\$55		
Commercial - CN/DA: \$100K to \$1M	\$325	\$440	\$115		
Commercial - CN/DA: \$1 M to \$10M	\$385	\$520	\$135		
Commercial - CN/DA: Over \$10M	\$385	\$520	\$135		

ADOPTED BUDGET

FY2020 Adopted Fee Changes

Land Use and Environmental Services

Item	Current	New	Change	Comments	Revenue Generated
Land Use & Environment Services - Single Year Projects					
Concept Plan - Commercial	\$600	\$2,200	\$1,600		
Concept Plan - Subdivision	\$800	\$2,200	\$1,400		
Small Commercial Plan	\$1,500	\$4,500	\$3,000		
Plat Review	\$1,100	\$1,500	\$400		
Erosion Control Only per acre	\$450	\$620	\$170		
Driveway Permit	\$200	\$0	\$200		
Minor Revision to Approved Plans	\$200	\$970	\$770		
Major Revision to Approved Plans	\$700	\$1,800	\$1,100		
Plat Revision	\$200	\$740	\$540		
As-Built Survey - Storm Drainage	\$0	\$740	\$740		
As-Built Survey - BMP	\$0	\$1,100	\$1,100		
Posting Bond	\$370	\$1,200	\$830		
Renewing Bond	\$370	\$1,200	\$830		
Replacing Bond	\$370	\$1,200	\$830		
Total	\$1,720	\$1,200	\$830		
				The department does not expect the zoning fees to change again in FY2021.	\$79,425

RECOMMENDED BUDGET

Land Use & Environment Services - Multi-Year Projects					
Large Commercial (>1 acre denuded* or PCO applies) - 18 projects (est.)	\$8,600	\$8,600	\$0		
Per denuded acre	\$250	\$0	\$250		
Per denuded acre (>5 acres)	\$0	\$1,000	\$1,000		
Small Residential Subdivision (<10 acres denuded) - 2 projects (est.)	\$10,000	\$0	\$10,000		
Per denuded acre	\$650	\$0	\$650		
Per denuded acre (>7 acres)	\$0	\$0	\$0		
Large Residential Subdivision (>10 acres denuded) - 6 projects (est.)	\$9,000	\$0	\$9,000		
Per denuded acre	\$500	\$0	\$500		
Per denuded acre (>25 acres)	\$0	\$0	\$0		
				The land development fees for multi-year projects are expected to generate \$106,675 in FY2020 and \$195,193 in FY2021.	\$106,675
				The small and large categories are	

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per denuded acre (<= 10 acres)	\$0	\$1,050	\$1,050		
Per denuded acre (>10 and </= 25 acres)	\$0	\$0	\$0		
Per denuded acre (>25 acres)	\$0	\$500	\$500		
Public Projects - 5 projects (est.)	\$2,500	\$4,600	\$2,100		
Per denuded acre	\$550	\$1,000	\$450		

*Denuded means to "strip/clear land" for development

ADOPTED BUDGET

FY2020 Adopted Fee Changes Park & Recreation

Item	Current	New	Change	Comments	Revenue Generated
Park & Recreation – Indoor Shelter Fees (Weekend) *R=Resident; NR=Non-Resident					
Lakepoint Hall	R: \$480	R: \$550	R: \$70	Standardizing Facility Rental Fees.	\$65,000
	NR: \$720	NR: \$750	NR: \$30		
William R. Davie	R: \$480	R: \$550	R: \$70		
	NR: \$720	NR: \$750	NR: \$30		
Reedy Creek	R: \$420	R: \$550	R: \$130		
	NR: \$545	NR: \$750	NR: \$205		
Jetton	R: \$506	R: \$550	R: \$44		
	NR: \$631	NR: \$750	NR: \$119		
Hornet's Nest – Williamson	R: \$720	R: \$450	R: -\$270		
	NR: \$1,080	NR: \$650	NR: -\$430		
Clanton Park – Waddy	R: \$480	R: \$450	R: -\$30		
	NR: \$720	NR: \$650	NR: -\$70		
Mahlon Adams	R: \$506	R: \$450	R: -\$56		
	NR: \$631	NR: \$650	NR: \$19		
Veteran's	R: \$188	R: \$450	R: \$262		
	NR: \$281	NR: \$650	NR: \$369		
Cordelia Park	R: \$506	R: \$450	R: -\$56		
	NR: \$631	NR: \$650	NR: -\$19		
First Ward	R: \$506	R: \$350	R: -\$156		
	NR: \$631	NR: \$550	NR: -\$81		
Hornet's Nest – Picnic Barn	R: \$188	R: \$200	R: \$12		
	NR: \$281	NR: \$400	NR: \$119		

RECOMMENDED BUDGET

William R. Davie	R: \$241	R: \$450	R: \$209	Standardizing Facility Rental Fees.	\$45,000
	NR: \$351	NR: \$650	NR: \$299		
Reedy Creek	R: \$211	R: \$450	R: \$239		
	NR: \$266	NR: \$650	NR: \$284		
Jetton	R: \$278	R: \$450	R: \$172		
	NR: \$365	NR: \$650	NR: \$285		
Hornet's Nest – Williamson	R: \$351	R: \$350	R: -\$1		
	NR: \$526	NR: \$550	NR: \$24		
Clanton Park – Waddy	R: \$241	R: \$350	R: \$109		
	NR: \$351	NR: \$550	NR: \$199		
Mahlon Adams	R: \$278	R: \$350	R: \$72		
	NR: \$356	NR: \$550	NR: \$194		
Veteran's	R: \$118	R: \$350	R: \$232		
	NR: \$178	NR: \$550	NR: \$372		
Cordelia Park	R: \$278	R: \$350	R: \$82		
	NR: \$356	NR: \$550	NR: \$194		
First Ward	R: \$278	R: \$250	R: -\$28		
	NR: \$356	NR: \$450	NR: \$94		
	R: \$118	R: \$100	R: -\$18		

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Base Fee – Paid Event	4 Hrs: \$1,700	8 Hrs: \$2,600	8 Hrs: \$2,600	Charge increased based on expanded capacity in facility.	\$192,000
Base Fee – Paid Event	4 Hrs: \$1,855	4 Hrs: \$4,250	4 Hrs: \$2,395		
		8 Hrs: \$4,850	8 Hrs: \$2,995		
Pre-Event Set up	None	\$600	\$600		
Off-Duty Security: Additional Hour	\$30	\$33	\$3		
Locker Room Only Rate: <i>5 Hour Block</i>	None	\$50	\$50		
Locker Room Only Rate: <i>Additional Hour</i>	None	\$30	\$30		
Field Access for Practice: <i>Per Hour</i>	None	\$100	\$100		

Park & Recreation - Photography & Video Filming				Discontinued fees due to non-enforcement.	\$0
Still Photography Session	\$60	None	\$60		
Low Impact Video/Filming	\$60	None	\$60		
Student Media	\$30	None	\$30		

Park & Recreation - MeckPass Fees				The new MeckPass will grant access to multiple sites instead of membership being valid only by site. Under the new structure, members will have access to three indoor pools, two outdoor pools, seven fitness centers and future regional centers.	N/A
Family	\$48	\$65	\$17		
Senior	\$22	\$22	\$0		
Adult	\$36	\$45	\$9		
Youth	\$22	\$22	\$0		
Military		\$35	\$35		
Family (Non Resident)		\$85	\$85		
Senior (Non Resident)	\$25	\$30	\$5		
Adult (Non Resident)	\$54	\$55	\$1		
Youth (Non Resident)	\$25	\$30	\$5		

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ADOPTED BUDGET

FY2020 Adopted Fee Changes

Park & Recreation

Admission Type	Aquatic Center	Ray's Splash Planet	Marion Diehl	New	Comments	Revenue Generated
Park & Recreation - Daily Admission Fee Changes						
Adult	\$5	\$8	\$4	\$10	Universal fee structure based upon the admission type (i.e., adult, youth, etc). In addition to these daily admission fees, the new rate for outdoor pools at Cordelia and Double Oaks will increase from \$1 to \$2 for each visit.	N/A
Adult (NR)	\$8	\$11	\$5	\$15		
Youth	\$3	\$6	\$2	\$8		
Youth (NR)	\$4	\$8	\$3	\$10		
Senior	\$4	\$6	\$3	\$8		
Senior (NR)	\$5	\$8	\$4	\$10		
Guest	N/A	N/A	N/A	\$5		
Guest (NR)	N/A	N/A	N/A	\$8		
Park & Recreation - Birthday Party Package						
Basic Party (small room)	\$255	\$0	\$255			N/A
Basic Party (large room)	\$375	\$0	\$375			
Deluxe Party (small room)	\$200	\$200	\$0			
Deluxe Party (large room)	\$225	\$250	\$25			
Theme Party (small room)	\$140	\$150	\$10			
Theme Party (large room)	\$150	\$175	\$25			
Park & Recreation - Community Garden						
Rental Fee	\$26	\$0	\$26		The fee will be waived for all non-profit organizations.	N/A

RECOMMENDED BUDGET

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ADOPTED BUDGET

Detailed New Funding by Board Priority

Board Budget Priorities	Total Dollars	County Dollars	Positions
1. Reduce Racial Disparities	\$6,336,848	\$884,329	6
Community Resources			
Social Worker to support Unified Workforce Development Initiative participants.	81,207	81,207	1
Community Support Services			
Prevention Awareness Campaign funding	35,000		
Economic Development Office			
Small Business Revolving Loan Fund	2,750,000		
Small Business Revolving Loan Fund Administration	500,000		
	250,000		

RECOMMENDED BUDGET

Library			
Mobile Library to provide community outreach to underserved neighborhoods	400,000		
Mobile Library Program Coordinator	58,484	58,484	1
Managers Office			
Equity & Inclusion position to provide additional capacity for this office.	84,638	84,638	1
Non-departmental			
2020 Census outreach	400,000		
Arts and Science Cultural Blocks Program expansion annualization and	150,000	150,000	

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Academy for Population Health Innovation (APHI) Evaluation of Meck HIV Prevention Plan	138,490	
Increased Funding for Breast & Cervical Cancer Control Program (BCCCP)	125,000	
HIV/STI Communication & Marketing Assessment	105,000	
Expansion of PreP Usage & Awareness	100,000	100,000
Immunization supplies	97,000	
Family Planning supplies	81,352	
Sustain HIV/STI Testing in Non-Traditional Locations	80,000	80,000
Hepatitis-A Media Campaign	50,000	
Race Matters for Juvenile Justice Training to Staff	13,750	

ADOPTED BUDGET

Detailed New Funding by Board Priority

Board Budget Priorities	Total Dollars	County Dollars	Positions
Sheriff			
Administrative Support for Community Engagement Program	146,927		3
Online Recruiting	35,000		
Community Service Grants			
WINGS for kids	100,000	100,000	
Care Ring	75,000	75,000	
A Better World	55,000	55,000	
ASPIRE Community Capital	50,000	50,000	
Common Wealth Charlotte	50,000	50,000	
2. Fund Pre-K	\$21,112,152	\$21,112,152	1

RECOMMENDED BUDGET

Early Childhood Education Contract Specialist Position	62,152	62,152	1
Non-departmental			
Meck Pre-K expansion to double the number of children served, and providing additional Childcare Subsidy vouchers	21,000,000	21,000,000	
Community Service Grants			
Trees Charlotte	50,000	50,000	
3. Affordable Housing	\$15,180,633	\$2,255,633	4
Community Support Services			
Keeping Families Together rental			

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Legal Aid of the Carolinas to serve 500 additional households	500,000	500,000
Emergency Shelters Contract Increases	244,146	244,146
Continuum of Care - Two Additional Positions in Homeless Services	203,910	203,910
Charlotte Center for Legal Advocacy expanded immigrant services	170,000	170,000
Clients Benefits to assist the homeless with access to housing	50,000	50,000
Housing Stability Funds for Salvation Army and Carolina Cares Partnership	32,300	32,300
Criminal Justice Services		
Housing Assistance for Reentry Services	95,000	95,000
Criminal Justice Supervisor - Reentry Services	78,855	78,855
		1

MECKLENBURG COUNTY | FISCAL YEAR 2020

ADOPTED BUDGET

Detailed New Funding by Board Priority

Board Budget Priorities	Total Dollars	County Dollars	Positions
Non-departmental			
Critical Home Repair Program	1,000,000		
Smithville Community Revitalization Consulting	250,000		
Tax Collections			
Additional Position to Support Tax Foreclosure Affordable Housing Strategy	41,422	41,422	1
Pay Go			
Rental Subsidy Fund	11,000,000		
Community Service Grants			
Community Link	100,000	100,000	

RECOMMENDED BUDGET

4. Mental Health Support	\$3,825,871	\$3,825,871	3
Charlotte Mecklenburg Schools			
Student Support Staffing/Social and Emotional Learning Support	5,767,205	5,767,205	
Criminal Justice Services			
Supportive Housing for Recovery Court Clients	50,000	50,000	
Public Health			
Mental Health Screenings and Referrals in Public Health WIC Clinics	113,583	113,583	2
Tobacco Prevention Campaign in	25,000	25,000	

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Additional Foster Care services	400,000	350,000	
Foster Care Expenses Based on 'Raise the Age'	340,000	170,000	
Behavioral Health Coordinator to Support Mental Health Consultations	49,483	49,483	1
Hope for the Future Adult Guardianship contractual increase	38,400	38,400	
Community Service Grants			
Hope Haven Inc - Family Program	40,000	40,000	
5. Parks and Greenways	\$12,806,184	\$7,792,984	43
Asset and Facility Management			
Greenway Project Managers	203,532	203,532	2
Greenway Real Estate Coordinators	154,728	154,728	2
Non-departmental			

ADOPTED BUDGET

Detailed New Funding by Board Priority

Board Budget Priorities	Total Dollars	County Dollars	Positions
Capital Reserve - Parks	3,875,000		
Park and Recreation			
Park Deferred Maintenance	4,500,000	4,500,000	
Enhanced Park Maintenance	673,895	589,395	4
FY2020 Park Operating for New Facilities	663,229	420,029	11
Central Region Enhanced Maintenance and Operation	402,572	263,072	6
Capital Planning Staff for Greenway Expansion	344,070	344,070	2
Park Master Plan	325,000		
North Region Enhanced Maintenance and Operation	314,696	209,196	5

RECOMMENDED BUDGET

and Operation			
Contracted Mowing Services	300,000	300,000	
Natural Resources Staffing	234,152	153,152	3
Contracted Ballfield Turf Maintenance	200,000	200,000	
Horticulture - Park Operation	149,439	95,439	2
South Recreation Corridor	63,986	63,986	
Sportsplex Facility Manager	51,296	51,296	1
Ray's Splash Planet Summer Camp Support	23,781	23,781	
Aquatic Center – FY2020 Summer Camps	12,112	12,112	

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GLOSSARY

ABC PROFIT – A net profit received from local Alcohol Beverage Commission (ABC) stores.

ACCRAUL – An adjustment for revenues that have been earned and/or expenses that have been incurred but are not yet recorded.

AD VALOREM TAX - A tax based on the assessed value of real estate or personal property.

AGENCY - An agency provides services to specific populations in order to meet desired outcomes.

AMORTIZE - A reduction of debt by using funds regularly put aside until the debt

RECOMMENDED BUDGET

APPROPRIATION - An authorization granted by the Board of County Commissioners to expend certain funds and incur obligations for specific purposes. There is a time limit on when funds may be expended.

ARBITRAGE – The ability to invest proceeds from the sale of tax exempt securities in higher yielding taxable securities which results in interest revenue in excess of interest costs.

ASSET - Property owned by the County which has monetary value.

AUDIT - An official inspection or examination of the organization's accounts or assets.

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membership for all students in individual school units divided by the number of school days in the term.

BALANCED BUDGET – The budgeting process that occurs when the sum of estimated net revenues and appropriated fund balances is equal to appropriations.

BOARD OF COUNTY COMMISSIONERS (BOCC) – The governing body of public officials elected to represent Mecklenburg County. Also referenced as, "Board".

BOND – A written promise to pay a sum of money (principal or face value) at a specified future date (the maturity date) including periodic interest paid at a percentage of the principal (interest rate). For instance, the county issues General Obligation (G.O.) bonds which require approval by voter referendum before issuance and Two-Thirds Bonds which do not require referendum approval by voters.

BOND ORDINANCE – A bond ordinance or resolution authorizes a bond issue which outlines the purpose and the amount to be issued.

BONDS AUTHORIZED AND UNISSUED – These are bonds that have been authorized legally but not issued. Once issued, these bonds can be sold without further authorization from the Board.

BUDGET – A financial plan that identifies revenues, specifies the type and level of services to be provided, and establishes the amount of money which may be spent within a certain time period.

BUDGET CALENDAR – The budget calendar is a schedule of key dates or milestones which the County follows in preparation and adoption of the annual budget. The budget calendar must comply with the N.C. General Statute requirements that a balanced budget be adopted by July 1 of each year.

BUDGET ORDINANCE – A legal budget document levies taxes and appropriates revenues for specified purposes, functions, activities, or objectives during a fiscal year.

BUSINESS PARTNERS – Business partners are organizations in the region which

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Central Piedmont Community College, Mecklenburg's towns, the City of Charlotte, Historic Landmarks Commission, and area hospitals.

CAPITAL ASSETS – Capital assets have significant value and a useful life of several years. Capital assets are referred to commonly as fixed assets.

CAPITAL IMPROVEMENT PROGRAM (CIP) - A financial plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs in the County. The CIP process identifies capital projects such as land purchases, prioritizes projects based on need and recommends a financing strategy for BOCC approval.

CAPITAL PROJECTS – Capital projects involve the purchase or construction of

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Renovations, and the construction of a building or facility. Design, engineering, or architectural fees are often part of a capital project. Projects have a minimum cost of \$250,000 and have a useful life of five or more years.

CENTRAL PIEDMONT COMMUNITY COLLEGE (CPCC) – The County partners with CPCC to provide education and literacy services to residents. Also, the County supports financially CPCC's capital needs by providing funds for construction and maintenance.

CERTIFICATES OF PARTICIPATION (COPS) – COPS are issues backed by a lien on the equipment or facility they finance. Payments are subject to annual appropriations.

CHARLOTTE-MECKLENBURG SCHOOLS (CMS) – The County has a funding relationship with CMS to support financial needs related to capital costs such as the construction of new schools in the community. In addition, the County provides supplemental operating funds to augment the State's funding, which is the primary revenue source for CMS.

CHOICE MATRIX - Illustrates the choices available to the Board of County Commissioners in funding services. All services funded by the County are categorized into mutually exclusive designations as follows:

- No Choices (Program or Funding)
- No Program Choice/Funding Choice
- Program Choice/No Funding Choice
- Program and Funding Choice

CITIZENS' CAPITAL BUDGET ADVISORY COMMITTEE (CCBAC) – A voluntary advisory board made up of citizens, appointed by each Mecklenburg County Commissioner, that meets regularly during budget preparation to review departmental capital project requests for capital standards.

COMMUNITY RESOURCE CENTER (CRC) – A collaborative and coordinated delivery model to provide County services in locations that are convenient to

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CONSUMER PRICE INDEX (CPI) - A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

CONTINGENCY - An appropriation of funds to cover unanticipated events that may occur during the fiscal year. Transfers from this account must be approved by the Board of County Commissioners. Funds held in contingency may be restricted to a specific use. If funds are placed in restricted contingency, a BOCC action to approve release of the funds is required.

COUNTY DOLLARS - Funding over which the Board of County Commissioners has

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CRIMINAL JUSTICE SERVICES (CJS) - County employees who work for the court system to supplement the shortage of state supplied court staff.

CURRENT LEVEL – The current level indicates the funding resources needed to maintain the present operation of County services.

DEBT SERVICE – Debt service is the payment of interest and principal on an obligation resulting from the issuance of bonds.

DEBT SERVICE FUND – In FY2013, the County established the Debt Service Fund to provide a dedicated funding source for the County's principal and interest payments on debt, including debt service for Charlotte-Mecklenburg Schools (CMS) and Central Piedmont Community College (CPCC).

DEPRECIATION – A reduction in the value of an asset with the passage of time.

ENCUMBRANCE – An encumbrance is a financial transaction of appropriated funds related to unperformed contracts for goods or services.

ENTERPRISE FUND – This type of fund accounts for operations that are financed by fees or user charges. The consumer of the service pays for the service. Ideally, fees recover the cost to provide the service. Land Use and Environmental Services is one example of a County agency that uses fees to pay for their permitting process.

ESTIMATE – An annualized projection of current-year revenues or expenditures.

ESTIMATED ASSESSED VALUATION - A valuation is based on 100 percent of estimated market values for personal and real property as of January 1. Assessed valuations are established by the Board of County Commissioners and the N. C. General Statutes at least every eight years. Mecklenburg County has a revaluation of real and personal property every four years. Assessed valuation is a component of the local property tax.

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expenditures regardless of whether cash payments have been made. On the other hand, cash basis accounting recognizes cash payments when they have been made.

FIRE PROTECTION SERVICE DISTRICTS – Starting in FY2013, five service districts were created to provide fire services in the towns and unincorporated area. The Fire Protection Service Districts are supported by their own tax rates.

FISCAL YEAR (FY) – The fiscal year for Mecklenburg County is July 1 through June 30.

FUND - An independent fiscal and accounting entity with a self-balancing set of accounts which are segregated for the purpose of fulfilling specific activities and/or

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FUND BALANCE – The available cash balance effective June 30 after excluding documented encumbrances, unearned revenue, statutory requirements, and other legal obligations to a fund's cash balance. Beginning unreserved fund balance equals ending unreserved fund balance from the prior fiscal year. A negative fund balance is called a deficit.

GENERAL FUND - The sum of all appropriations accounting for all financial resources except those required to be reported in another fund.

GEOGRAPHIC INFORMATION SYSTEM (GIS) - A computer-based technology tool used to display information for analysis and planning. For example, the County uses GIS to determine the frequency of parks used by residents in the County. This type of analysis helps to make decisions such as opening new park locations or closing existing parks. Essentially, GIS supports business decision-making.

GOVERNMENTAL FUND – A group of funds that account for activities associated with the County's basic operations and use a modified accrual basis of accounting.

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GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA) – The GFOA is a professional association of state/provincial and local finance officers dedicated to the sound management of public funds.

GROWTH REVENUES – Growth revenues are received due to growth in the tax base (i.e., new construction or revitalization projects), normal increases in sales tax revenues, and increases to other unclassified County revenues.

HEALTH AND HUMAN SERVICES - Promote and protect the health of our residents and encourage personal self-sufficiency.

INFRASTRUCTURE – Tangible assets such as facilities, buildings, roads, bridges, curbs and gutters, streets and sidewalks and pipeline.

INTERGOVERNMENTAL REVENUES - Revenues received from other government entities for a specified purpose.

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Enforcement Service District (LESD) was established in January 1996 to finance and provide law enforcement service to the unincorporated areas of the County. On May 1, 2018, the BOCC approved a resolution establishing six separate LESDs for the Extra-Territorial Jurisdictions (ETJs) of Charlotte, Cornelius, Davidson, Huntersville, Mint Hill and Pineville.

LIABILITY – A liability is a debt or other legal obligation arising out of a transaction in the past which must be liquidated, renewed, or refunded at some future date. This definition does not include encumbrances.

LONG-TERM DEBT – A long-term debt is debt with a maturity date of more than one year after the date of issuance.

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limited to, residential permitting, waste disposal, inspections, groundwater protection and zoning enforcement.

MAJOR FUND – Funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds.

MEDIC-EMERGENCY MEDICAL SERVICES (EMS) – MEDIC provides emergency medical, paramedic, and ambulance services to residents on behalf of the County. The County provides funding to cover a portion of the costs to deliver the service.

MODIFIED ACCRUAL ACCOUNTING – This accounting practice records revenue as the amount becomes measurable and available to finance the County's operations. "Available" means collectible within the current period or soon thereafter to pay liabilities for the current period. Expenditures are recorded when the liability is incurred, if measurable, except for interest on long-term debt which is recorded when due. Accrued vacation and sick leave is recorded when used in the General Long-Term Debt Account group.

NATIONAL ASSOCIATION OF COUNTIES (NACo) – A professional organization designed to represent the interests of county governments in the United States Senate and Congress. This organization provides member counties with resources and information on relevant legislation and actions.

NET DEBT LIMITATION - A statutory limitation states explicitly that a government's net General Obligation debt cannot exceed 8 percent of the appraised value of property subject to taxation.

RECOMMENDED BUDGET

amount up to 2/3rds of the amount of the net debt reduction from previous fiscal year authorized by the governing board for General Obligation bond purposes.

NORTH CAROLINA GENERAL STATUTES (NCGS) - State law approved and implemented in the NC General Assembly in Raleigh, North Carolina.

OFFICE OF MANAGEMENT AND BUDGET (OMB) – OMB comprises the County's management of the operating budget and strategic planning & evaluation.

PAY-GO FUND – County funds are set aside in reserve to offset the amount of bond sales and future interest payments incurred by the County in an effort to save tax dollars in the future.

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performance. These include outcome, efficiency, output, customer service, and impact measures.

PROPRIETARY FUND – A business-like fund of a state or local government. Examples of proprietary funds include enterprise funds and internal service funds. Enterprise funds provide goods or services to the general public for a fee. Internal service funds account for goods and services provided by one department or agency to another department or agency of the governmental unit (or to other governmental units) on a cost-reimbursement basis.

REFUNDING BONDS - Bonds issued to retire bonds already outstanding that have a higher interest rate. Advance refunding bonds are issued to refinance an outstanding bond issue before the maturity date. Proceeds of the advance refunding bonds are deposited in escrow with a fiduciary invested in authorized securities and used to pay interest or redeem the bonds being refunded.

ADOPTED BUDGET

RESOURCES - Total dollars available for appropriation including estimated revenues, fund transfers, and beginning fund balances.

REVENUE BOND - A bond that is secured by the revenues of the project that is acquired, constructed, or improved with the bond proceeds. A revenue bond does not require voter approval. For example, a revenue bond may be issued to finance the construction of a parking deck. The funds received from the fees to use the deck are used to pay off the issued debt for construction.

SERVICE AREAS: - Represents three major categories of County government services:

County Services

County services include all service areas excluding education and debt.

Education Services

Education services consist of CMS and CPCC's current capital replacement program and debt service requirements.

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Debt services consist of debt requirements for the general fund debt.

SERVICE LEVELS – Service levels are descriptions of what services will be delivered and how the service will be delivered.

SPECIAL REVENUE FUND – An account established by a government to collect money that must be used for a specific project. Special revenue funds provide an extra level of accountability and transparency to taxpayers that their tax dollars will go toward an intended purpose.

TEMPORARY ASSISTANCE TO NEEDY FAMILIES (TANF) – TANF is temporary cash assistance given to qualifying families through the Social Services

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TAX LEVY - The total amount to be raised by general property taxes for purposes specified in the Budget Ordinance.

TAX RATE - The amount of tax levied for each \$100 of assessed valuations. The tax rate is applied to the assessed valuation to derive the tax levy.

TRIPLE "AAA" BOND RATING - The County's current bond rating is determined by Fitch IBCA, Moody's Investors Service and Standard and Poor's Corporation. The rating is based on the strength of a community's economic base. The "Triple A" rating, the highest rating possible, allows the County to obtain some of the lowest interest rates available to governmental agencies when issuing bonds or notes.

UNDESIGNATED FUND BALANCE - The amount of fund balance which is available for future appropriations.

YIELD - The rate earned on an investment based on the cost of the investment.

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MECKLENBURG COUNTY, NORTH CAROLINA



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