



FISCAL YEAR
2016

MECKLENBURG COUNTY, NORTH CAROLINA
ADOPTED BUDGET
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Mecklenburg County
North Carolina**

For the Fiscal Year Beginning

July 1, 2014

A handwritten signature in black ink, appearing to read "Jeffrey P. Evans".

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation to Mecklenburg County for its annual budget for the fiscal year beginning July 1, 2014. 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.

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

Mecklenburg Board of County Commissioners

Chairman, At-Large

Trevor Fuller (D)

Vice-Chairman, District 4

Dumont Clarke (D)

At-Large

Pat Cotham (D)

At-Large

Ella Scarborough (D)

District 1

Jim Puckett (R)

District 2

Vilma Leake (D)

District 3

George Dunlap (D)

District 5

Matthew Ridenhour (R)

District 6

Bill James (R)

Clerk to the Board

Janice Paige

Executive Leadership

County Manager

Dena R. Diorio

Deputy County Manager/Chief of Staff

Chris Peek

Assistant County Manager

Leslie Johnson

Assistant County Manager

Mark Foster

ADOPTED BUDGET

Office of Management and Budget

Management & Budget Director

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Strategic Planning & Evaluation Director

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ADOPTED BUDGET

Acknowledgements

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County Manager's Office

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Erica Flowers, Assistant to the County Manager
Dennis LaCaria, Senior Assistant to the County Manager

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Wanda Reeves, Director

Human Resources

Julissa Fernandez, Class & Compensation Manager

Information Technology

Larry Brown, Senior IT Programmer/Analyst
Jeremy Pollard, Systems Architect

Public Information Department

Danny Diehl, Director
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Charlie Cowins, Media Specialist
Rossana Seitter, Public Information Specialist
Joe Travis, Videographer
Leo Caplanides, Public Information Officer
Jeremy Mills, Public Information Officer
Mike Taylor, Webmaster

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

This book presents the Adopted Budget for Fiscal Year 2016. It has 11 sections: Introduction, County Government, Performance Results, Budget Overview, Budget Summaries, Revenue Overview, Expenditure Overview, Agency Service Pages, Non-departmental Pages, Capital Improvement Program, and an appendices. Financial schedules throughout the document include multi-year information for comparisons.

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ADOPTED BUDGET

INTRODUCTION



On May 28, 2015, County Manager Dena Diorio presented her FY2016 Recommended Budget to the Board of County Commissioners in the chamber of the Government Center.

Transmittal Letter
Executive Summary
FY2016 Budget Roadmap



MECKLENBURG COUNTY

County Manager's Office

Fiscal Year 2016 Adopted Budget Transmittal Letter

**Mecklenburg Board of County Commissioners and
Residents of Mecklenburg County:**

I am pleased to provide the Board of County Commissioners and Mecklenburg County residents with the Adopted Budget for Fiscal Year 2015–2016. The Adopted Budget reflects Mecklenburg County's strong financial position and a sound strategy for sustainability.

The Adopted Budget builds on the momentum from Fiscal Year 2015, which capitalized on a unique opportunity. Economic growth, both in terms of assessed valuation and sales tax revenue, allowed for strategic investments while maintaining the fiscal discipline Mecklenburg County is now known for in local government. Those investments have and will pay dividends to this community for a long time to come.

Each fiscal year presents its own set of circumstances and Fiscal Year 2016 is no different. The County continues to experience growth in assessed valuation, net of the effect of the revaluation review, and sales tax receipts continue to climb. However, there are also reductions in the collection of prior year taxes since the implementation of the new Tag and Tax Together program, as well as a shortfall in federal revenue due to the significant reduction in the inmate population at the County's jails.

The net effect of these circumstances is that the portion of the budget that is funded through local County revenues – which includes property tax – is \$1.16 billion, an overall increase in the County funded budget of \$29.4 million or 2.6 percent. This is significantly lower than Fiscal Year 2015 when the budget increased by \$55 million or 5 percent. In total, the Adopted Budget is \$1.57 billion. This is \$42.4 million more than the current year's adopted budget, or a 2.8 percent increase.

Despite less growth revenue for Fiscal Year 2016, the Adopted Budget represents a sound strategy for sustainability, which balances the competing needs of the County, considers the priorities of the Board of County Commissioners, and is affordable for our residents.

Property Tax Rate

The Adopted Budget maintains the property tax rate at its current level of 81.57 cents per \$100 of assessed valuation. This keeps the tax rate stable for three consecutive years.

However, I am unable to maintain the current tax rate for the Law Enforcement Service District (LESD). The revenue generated from the LESD property tax rate is not adequate to

cover the cost of providing law enforcement services in the unincorporated areas of the County. The population in the unincorporated areas has been increasing at a faster rate than the rest of the county resulting in higher costs to provide law enforcement services. The continued use of LEsd fund balance and a subsidy from the general fund have assisted in keeping the tax rate stable. Unfortunately, that is not sufficient for Fiscal Year 2016. As a result, the Law Enforcement Service District's tax rate will increase by 1.77 cents. This tax rate adjustment will ensure funding is available to fully fund the cost for law enforcement services in the unincorporated areas of the County in the next fiscal year.

Fund Balance

The County's Fund Balance policy recommends that the County maintain a combined fund balance of 28% of prior year revenues. At June 30, 2014, combined fund balances exceeded 48% of revenue. This strong fiscal position allows the Adopted Budget to utilize \$39.4 million of available fund balance in the upcoming year. Funding from this source includes \$16 million for Enterprise Reserves (capital, technology, and fleet), \$9.5 million for other non-recurring expenses, \$8 million for Other Post-Employment-Benefits (OPEB) and \$5.9 million (0.5 cents of the tax) for Pay-Go capital financing.

Health and Human Services

Health and Human Services are the most critical and fundamental services we provide. These programs serve as the safety net for our community to help prevent chronic disease, protect adults and children from trauma and violence, fulfill basic needs like food and shelter, support recovery from substance abuse, and create forever homes for children that need them. The Adopted Budget includes several investments in these areas to improve service levels for the most needy in our community.

The Department of Social Services', Division of Youth and Family Services, continues to experience increases in child protective service reports. Reports processed have increased 9.6% over the past five years, and as a result caseloads continue to exceed recommended levels. In addition to high caseloads, the division experiences high rates of turnover which negatively impacts employee morale and outcomes for clients.

To begin to address the issue, funding is provided for eight social worker positions, a first step in a multi-year funding strategy to increase staffing. The budget also includes \$596,225 for foster care contracts and placements to address the increasing number of children in the custody of the County.

In an effort to more closely align services and gain operational synergies, most programs currently provided by the Provided Services Organization will be consolidated into other departments, specifically the Health Department and Community Support Services. Additionally, the County has reached an agreement with Anuvia to provide the residential substance abuse services currently provided by the County.

The Child Development-Community Policing program, which provides intervention services to children exposed to violence and trauma will be consolidated into the Health Department. Along with this reorganization, the Adopted Budget includes the remaining funding to expand this nationally recognized program to all 13 patrol divisions in the City.

Protecting public health is a priority for this community. Funding has been included to provide colon cancer screenings, hire additional school health nurses for new schools, and will add two new restaurant inspectors to meet state mandated inspection frequencies.

The County is a founding member of Housing First, a community-wide initiative to end chronic homelessness by the end of 2016. The Adopted Budget includes the funding necessary to evaluate the effectiveness of this program. The funds will evaluate the return on investment of the program, as well as its overall success in terms of housing retention and health

outcomes. Additionally, funding has been included for continued support of the Housing Stability and Supportive Services contracts, through which wrap-around services are provided to homeless individuals and families.

The sacrifices made and the commitment of our veterans are, without question, a source of pride for this community. The FY2016 Adopted Budget includes funding for three additional Veteran's Services Officers to assist with the increased demand for services as well as expanded community outreach. Funding is also included to enhance legal services for Veterans Affairs disability appeals, discharge upgrades and public benefits. With this additional funding we project a 42% increase in the number of veterans served through our legal services program in Fiscal Year 2016.

Investing in the County's Assets

While an investment in County assets usually brings to mind bricks and mortar facilities, we know that our most valuable asset is our employees. We cannot achieve the Board's goals for this community without high-performing employees. The Adopted Budget includes funding for a pay-for-performance merit increase equivalent to 2 percent of payroll for County employees. However, due to the rising costs of healthcare, we will be asking employees to pay more for insurance coverage beginning in January 2016.

There is also a need to invest in traditional bricks and mortar. The Adopted Budget includes increased funding to maintain our two new facilities for MEDIC and LUESA as well as to improve maintenance at other County facilities.

Funding is also included for enhanced mowing at County parks, and the opening of new or renovated facilities at Ramsey Creek Beach, First Ward Park, Double Oaks Pool, Berewick and Reid Parks, and the Aquatics Center. The budget also invests \$1 million in deferred maintenance at park facilities throughout the County.

Public Safety

Mecklenburg County, in collaboration with the criminal justice community, has invested heavily in jail diversion programs and initiatives. The primary goal is to keep those out of jail that would be better served through out-patient treatment and other programs.

This collaboration has paid huge dividends. Since Fiscal Year 2009, average daily population in our jails has gone down by 38 percent. This is a testament to what our community can do when our priorities align. As a result, we are in a position to reduce funding in the Sheriff's Office by \$4.6 million without sacrificing the safety of our detention officers or the public.

The unsung heroes in our County government are the Medical Examiner and his staff. This office is not only recognized statewide for excellence, but also provides exceptional services to families during the most difficult circumstances and the workload only continues to grow. To help address these increased complexities and service demands, the Adopted Budget includes funding for two Medical Investigators to visit death scenes, and one Autopsy Technician to perform autopsies.

Arts, Literacy, and Education

Last fall, the Board of County Commissioners endorsed several program changes to the Community Service Grants process. These modifications primarily focused on financial management and increased opportunities to fund new agencies. The Adopted Budget provides funding for twenty-four agencies, six of which are receiving funding for the first time.

The County's cultural institutions are some of the finest in the country. Research shows that our cultural sector has an annual economic impact to this community of \$203 million a year. Beyond that, arts and culture are an important component of our quality of life. The Adopted

Budget includes funding for arts programming in our parks and libraries, with an emphasis on those neighborhoods that have low participation in arts and cultural activities.

Public libraries play a critical role in workforce development and fighting literacy. Libraries are an important partner to Charlotte-Mecklenburg Schools. The Adopted Budget includes one-time funding to replace circulation materials and funding for the implementation of the Library's digital strategy, a key component of its recently adopted strategic plan that will help move the Library into the digital age.

Education and literacy are priority focus areas for this community. Six out of ten CMS 3rd graders are not reading at grade level. Read Charlotte is a collaborative, community-wide movement to double the percentage of 3rd grade students reading at grade level by 2025. As a primary funder of education and literacy related programs, Mecklenburg County has a vested interest in this issue, and as such, funds have been included in the Adopted Budget to support this important initiative.

County funding for education has consistently comprised in excess of 40 percent of the County budget and Fiscal Year 2016 will be no different. The Adopted Budget includes funding increases to both Charlotte-Mecklenburg Schools and Central Piedmont Community College.

The budget includes an increase to Charlotte-Mecklenburg Schools operating budget of \$14 million, an increase of 3.6 percent over the current year appropriation. This appropriation provides funding to support student enrollment growth, sustaining operations, additional psychologists and social workers, and an increase in pass-through dollars to charter schools.

Similar to Fiscal Year 2015, one-time funding is allocated to CMS totaling \$4 million to be used for either deferred maintenance or the acquisition of technology. The additional \$4 million brings the total appropriation, excluding debt service to \$17.9 million or an increase of 3.3 percent.

Funding for Central Piedmont Community College will increase by \$2.3 million or 7.1 percent including one-time funding. As requested by CPCC, funding has been allocated for the replacement of the college's telephone system, as well as provisions for maintenance and other contractual increases.

The Adopted Budget, excluding debt service, includes funding dedicated directly to education totals \$444 million. When the cost of County funded debt service is included, that number increases to \$567 million dedicated directly to education.

I believe that the Adopted Budget reflects a sound strategy for sustainability, while still allowing for key investments in county services. The budget addresses many unmet needs for services to children, families and veterans. It allows us to continue serving the needs of County residents while being good stewards of taxpayer resources. It also includes investments in education, literacy, parks, and health. The Adopted Budget will ensure that Mecklenburg County will remain a quality place to live, work, and recreate.

I want to thank the Board of Commissioners for its leadership and thoughtful consideration.

Respectfully,



Dena Diorio
County Manager

FY2016 Adopted Budget

Executive Summary—Operating Budget

Mecklenburg County's Fiscal Year 2016 Adopted Budget totals \$1.57 billion, a \$42.4 million (2.8 percent) increase from the FY2015 Adopted Budget. The FY2016 Adopted Budget supports 5,561 full-time equivalent (FTE) staff. Of the total budget, County dollars total \$1.16 billion, a \$29.4 million (2.6 percent) increase from the FY2015 Adopted Budget. The Adopted Budget's tax rate is 81.57 cents per \$100 of valuation for FY2016, there is no change from the FY2015 tax rate.

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 Mecklenburg Board of County Commissioners, per \$100 of value. The estimated assessed valuation for FY2016 is \$119.52 billion, a \$1.54 billion (1.3 percent) increase from FY2015.

Assessed Valuation			
(In Millions)	FY14 Budgeted	FY15 Budgeted	FY16 Projected
Real Property	\$94,470.00	\$96,616.40	\$97,070.60
Personal Property	8,711.00	10,051.40	9,286.00
Vehicles	7,869.00	7,650.60	8,729.50
State Certifications	3,250.00	3,666.60	4,436.90
Total	\$114,300.00	\$117,985.00	\$119,523.00
Percent Change	-1.64%	3.22%	1.30%
Net Yield of One Cent	\$11,144,250	\$11,562,530	\$11,725,206
Tax Rate	81.57¢	81.57¢	81.57¢
Collection Rate*	97.50%	98.00%	98.10%

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

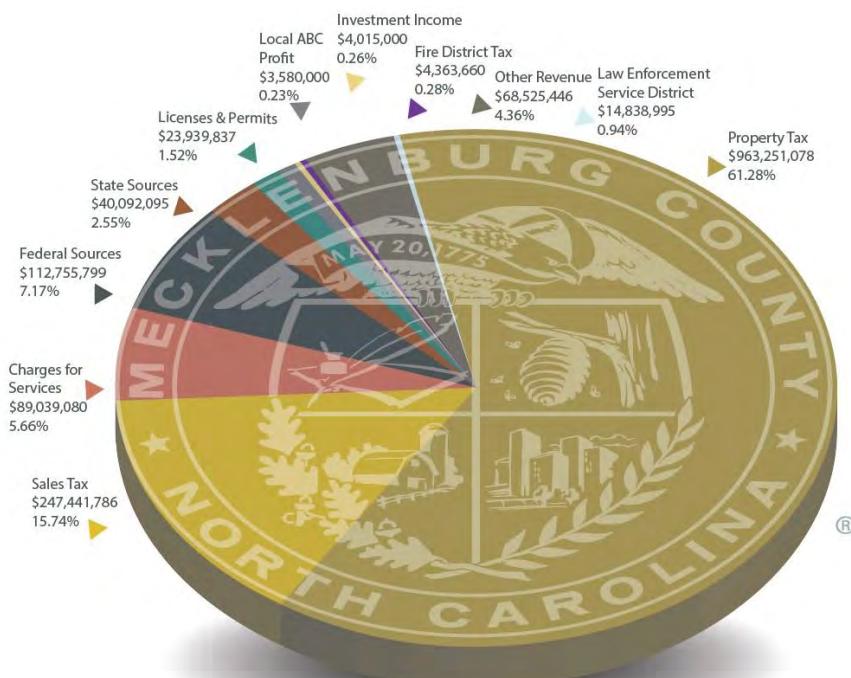
Revenue – Where the Money Comes From

Chart 1: Mecklenburg County Revenue by Source

The budget is composed of revenues and expenditures. Mecklenburg County defines total revenue as County, Federal, State and Other revenue. The Board of County Commissioners has discretionary control over County revenue. Federal, State and Other revenue are not under the control of the Board, and can only be used for specific purposes. Other revenue includes licenses and permits, charges for service, inmate reimbursement and fund balance contribution.



Chart 2: Mecklenburg County Revenue by Type



Property Tax makes up the largest portion (61.28 percent) of total revenue at a projected \$963.3 million. Sales Tax revenue is the second largest source of revenue (15.74 percent) totaling \$247.4 million and consisting of taxes on retail sales and leases of tangible personal property.

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Law Enforcement Service District

Mecklenburg County uses the Law Enforcement Service District (LESD) to finance and provide law enforcement services to the unincorporated areas of the County. An inter-local agreement between the City of Charlotte and Mecklenburg County determines the County responsibility toward the total Charlotte-Mecklenburg Police Department (CMPD) budget, based on the percentage of population in unincorporated areas relative to the total population of CMPD's service area. The FY2016 tax rate for the LESD is 21.14 cents, a 1.77 (or 9.1 percent) increase from the FY2015 LESD tax rate of 19.37 cents. This increase is due to increasing contractual costs with the Charlotte-Mecklenburg Police Department, and population growth that has outpaced growth in property value.

Fire Protection Service Districts

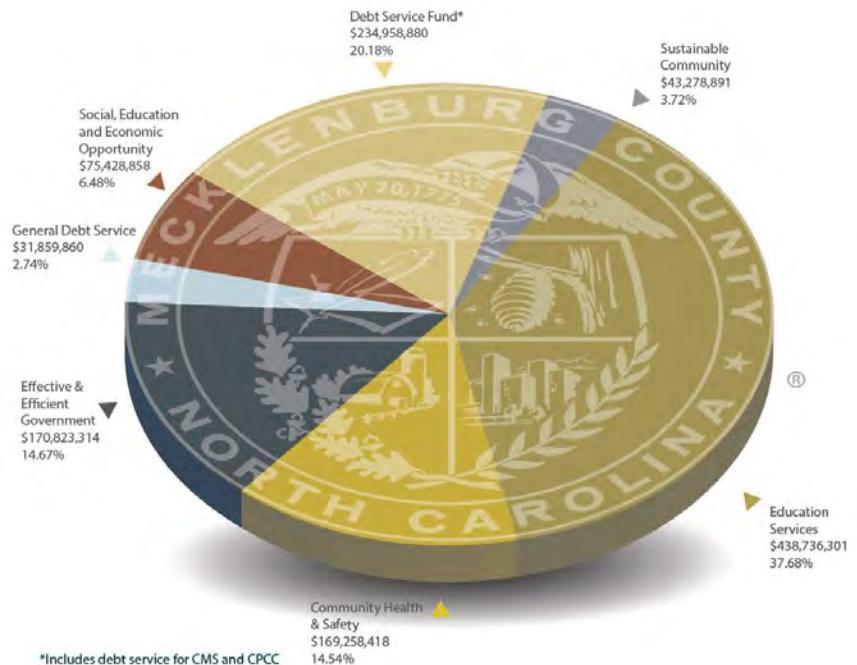
Starting in FY2013, the County, under the authority of N.C.G.S. 153A-301, levied a fire protection service district tax to pay for fire services in the towns and unincorporated area. A total of five service districts were created to service the extraterritorial jurisdictions (ETJs). The ETJs include geography outside the four towns (Cornelius, Davidson, Huntersville, and Mint Hill) and the City of Charlotte. The tax rate for each ETJ will remain flat in the FY2016 Adopted Budget. Refer to the *Revenue Detail* section for each ETJ tax rate.

Expenditures – Where the Money Goes

Mecklenburg County categorizes expenditures as Debt Service, Education Services, and County Services. Total expenditures amount to \$1.57 billion in the FY2016 Adopted Budget, of which \$1.16 billion is County cost. The FY2016 Adopted Budget includes \$458.8 million in funding for County services (excludes debt service and PAYGO); an \$11.7 million (2.6 percent) increase from FY2015.

Chart 3: Mecklenburg County Expenses by Type

County services are categorized into four focus areas. The Community Health and Safety focus area, with \$169.3 million in funding, makes up 14.5 percent of County expenditures. Effective and Efficient Government, at \$170.8 million, comprises 14.7 percent of County funding. Social, Education and Economic Opportunity receives \$75.4 million, and amounts to 6.5 percent of County services. Finally, the Sustainable Community focus area, at \$43.3 million, is 3.7 percent of the County's expenses.



ADOPTED BUDGET

Debt Service Fund

Debt service is the annual budget appropriation for repayment of the County's outstanding debt for capital building projects such as government buildings, schools, parks and libraries. 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 will help ensure compliance with adopted debt policies and will make debt service more intentional and less likely to be a potential strain on the annual operating budget.

General debt service within the Debt Service Fund for FY2016 is \$62 million, a decrease of \$1 million (1.6 percent). Debt service for CMS is projected to be \$170.5 million, an increase of \$15.8 million (10.2 percent). CPCC debt service is projected to be \$11.4 million, a decrease of \$458,626 (3.9 percent). Consistent with the funding model, the budget for the Debt Service Fund includes a contribution to fund balance in the amount of \$53.3 million.

Debt Service Fund			
	Debt Service Revenue	County Funding	Total Funding
CMS Debt Service	\$58,553,025	\$111,915,413	\$170,468,438
CPCC Debt Service	1,069,644	10,364,944	11,434,588
General Debt Service	2,630,000	59,344,629	61,974,629
Budgeted Fund Balance	-	53,333,894	53,333,894
Total Debt Service Fund	\$62,252,669	\$234,958,880	\$297,211,549

Fund Balance

Consistent with the County's Fund Balance policy, the Adopted Budget utilizes \$39.4 million of available fund balance. Funding from this source includes \$16 million for Enterprise Reserves (capital, technology, and fleet), \$9.5 million to address unmet needs, \$8 million for Other Post-Employment Benefits (OPEB), and \$5.9 million for Pay-As-You-Go (PAYGO) capital financing. Of the \$9.5 million to address unmet needs, \$7.2 million will address unmet needs for education and literacy. Refer to the *Revenue Overview* section of this document for a detailed list of fund balance allocations.

Pay-As-You-Go Capital Funding

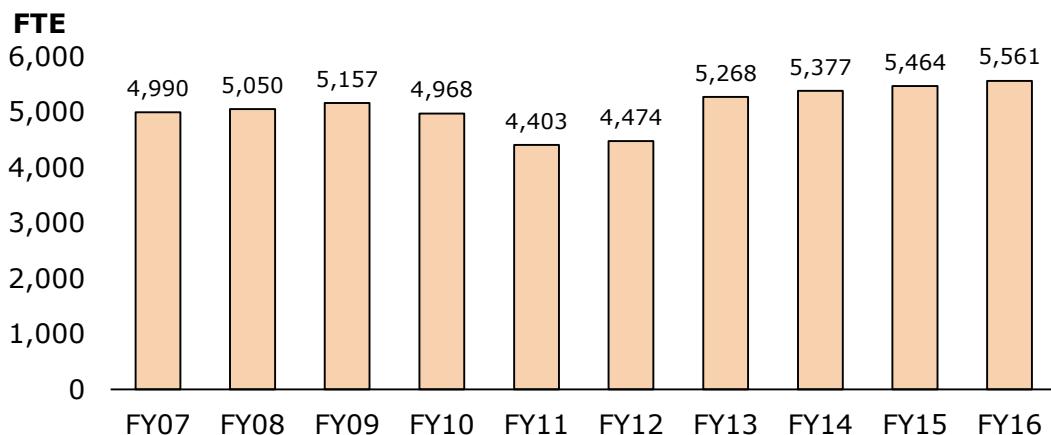
In compliance with the Debt policy, the Board of County Commissioners adopted a Pay-As-You-Go (PAYGO) strategy to budget 3 cents of the tax rate for capital projects funding. Pay-As-You-Go funding will reduce the impact of the capital program on future operating budgets by reducing the need for borrowing.

For FY2016, the Adopted Budget includes \$35.1 million for PAYGO, a 1.2 percent increase from FY2015. Due to the value of a penny increasing in FY2016, the amount required to maintain 3 cents in the PAYGO Fund is \$423,270 more than the FY2015 appropriation. Fund Balance will be utilized in the amount of \$5.9 million to support the total cost of PAYGO.

Organizational Changes

Full-Time Equivalent (FTE) Staff

The FY2016 Adopted Budget includes 5,561 full-time equivalent (FTE) positions. This is a net increase of 97 FTEs from the FY2015 Adopted Budget.



Business Support Services Agency

The Business Support Services Agency (BSSA) was dissolved as a County agency on October 1, 2014. This was done to align functions within similar service areas and improve the County's internal services. No changes were made to staffing levels. The following services, and staff associated with those services, were transitioned to new or existing County departments:

- Procurement is a division of Finance.
- Information Technology is a new standalone agency.
- Geospatial Information Services is a division of the Land Use and Environmental Services Agency.
- Asset and Facility Management is a new standalone agency.
- Business Process Management and Enterprise Project Management are divisions of the Manager's Office.

Provided Services Organization

The services administered by the Provided Services Organization (PSO) will be reorganized to optimize service delivery effective July 1, 2015. Staff in PSO will transition to other County agencies, and PSO will be dissolved as a County agency. This realignment shifts services to take advantage of operational efficiencies and synergies. The services below, and staff associated with those services, will transition as follows:

- Child Development Services Agency (CDSA), Carolina Alcohol and Drug Resources (CADRE), and Child Development-Community Policing (CD-CP) are divisions of the Health Department.
- Substance Abuse Services provided in the jail and Shelter Treatment Services are now divisions of Community Support Services.

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Education Services

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

Charlotte-Mecklenburg Schools

The FY2016 Adopted Budget includes CMS Operating funding of \$399.9 million, which is an increase of \$14 million or 3.6 percent over the FY15 Amended Budget, and does not include debt service costs associated with CMS. The FY15 Amended Budget includes \$4.9 million to CMS that was provided due to State funding decisions that occurred post adoption. This increase funds items requested by CMS that are consistent with what the County defines as sustaining operations and student growth. CMS will receive a one-time appropriation in the amount of \$4 million for technology and capital maintenance needs.

CMS Funding (Total Funds)				
	FY15 Amended*	FY16 Adopted	Dollar Change	Percent Change
CMS Operating	\$385,936,594	\$399,902,352	\$13,965,758	3.62%
One-Time Funding	5,040,000	4,000,000	-1,040,000	-20.63%
Fines and Forfeitures	2,300,000	2,300,000	-	0.00%
CMS Capital Replacement	4,960,000	4,960,000	-	0.00%
CMS Debt Service (Total)	154,639,857	170,468,438	15,828,581	10.24%
CMS Total Funding	\$552,876,451	\$581,630,790	\$28,754,339	5.20%

* In FY15, \$7.3 million of CMS Operating was designated by the Board for CMS employee salary increases. This amount was increased by \$4.9 million to \$12.2 million due to State funding decisions that occurred post adoption.

Central Piedmont Community College

The Adopted Budget includes CPCC Operating funding of \$33.9 million, which is an increase of \$1.6 million or 5 percent, and does not include associated debt service costs. Included in CPCC Operating funding, \$200,000 is for costs related to transitioning the WTVI public television station under CPCC. Per the WTVI/CPCC Merger Plan, FY2016 is the final year for the County to provide transitioning funds. The Adopted Budget also funds CPCC facility needs through the County's Capital Facility Maintenance & Repair Reserve Fund in the amount of \$1,800,000. CPCC will receive a one-time appropriation amount of \$1,555,134 for a telecommunications system.

CPCC Funding (Total Funds)				
	FY15 Adopted	FY16 Adopted	Dollar Change	Percent Change
CPCC Operating	\$32,084,482	\$33,673,949	\$1,589,467	4.95%
One-Time Funding	800,000	1,555,134	755,134	94.39%
CPCC - WTVI Merger	200,000	200,000	-	0.00%
CPCC Debt Service (Total)	11,893,214	11,434,588	-458,626	-3.86%
CPCC Total Funding	\$44,977,696	\$46,863,671	\$1,885,975	4.19%

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

Community Service Grants

On February 23, 2015, Mecklenburg County issued a request for proposals for nonprofit services that contribute to the following target areas:

- Improve the high school graduation rate
- Prevent health risks and diseases
- Promote residents' financial self-sufficiency

The Community Service Grants process was modified in October 2014 to strengthen fiscal management and contract controls, encourage applications from agencies that have not received financial support in the past, and to modify the target areas. Modifications to the target areas include combining the former target area of "train and place unemployed workers" with the target area of "promote residents' financial self-sufficiency." The FY2016 Adopted Budget provides funding in the amount of \$4.1 million for the following agencies:

Community Service Grants	FY16 Adopted Budget
Improve the High School Graduation Rate	
100 Black Men of Greater Charlotte	\$20,000
A Child's Place*	50,000
Arts & Science Council – Studio 345	350,000
Big Brothers Big Sisters – Mentoring 2.0	25,000
Big Brothers Big Sisters – School-Based Mentoring	50,000
Citizen Schools*	50,000
Communities in Schools	1,063,000
First Baptist Church West – Community Services Association	75,000
International House	50,000
YMCA of Greater Charlotte	185,000
YWCA of the Central Carolinas*	50,000
Target Area Subtotal	\$1,968,000
Prevent Health Risks and Diseases	
Bethesda Health Center	165,000
Care Ring – Nurse-Family Partnership	125,500
Care Ring – Physicians Reach Out	250,000
Charlotte Community Health Clinic – Homeless	270,919
Charlotte Community Health Clinic – Low Income	250,000
MedAssist of Mecklenburg	500,000
Senior Activities and Services**	70,000
Shelter Health Services	69,000
Teen Health Connection*	50,000
Target Area Subtotal	\$1,750,419
Promote Residents' Financial Self-Sufficiency	
Ada Jenkins Center	25,000
Center for Community Transitions	50,000
Community Culinary School	60,000
Goodwill Industries*	50,000
Hope Haven*	41,500
Junior Achievement	20,000
Latin American Coalition	50,000
Urban League of Central Carolinas	50,000
Target Area Subtotal	\$346,500
Total	\$4,064,919

*Denotes new agency

**Senior Activities and Services formerly known as Levine Senior Center

ADOPTED BUDGET

Roadmap for the Mecklenburg County Budget Process

January 15-30

Agency meetings to discuss end-of-year budget estimates and quarterly reports

January 29

Director preparation for Budget Retreat

February 5

Community Service Grants orientation

February 13

Deadline for submitting capital and technology reserve requests

February 13

End-of-Year estimates submitted to OMB and agency position maintenance

February 16 - 20

Press release and media advertisement for grant process

February 23

Community Service Grants information session & application start date

February 27-28

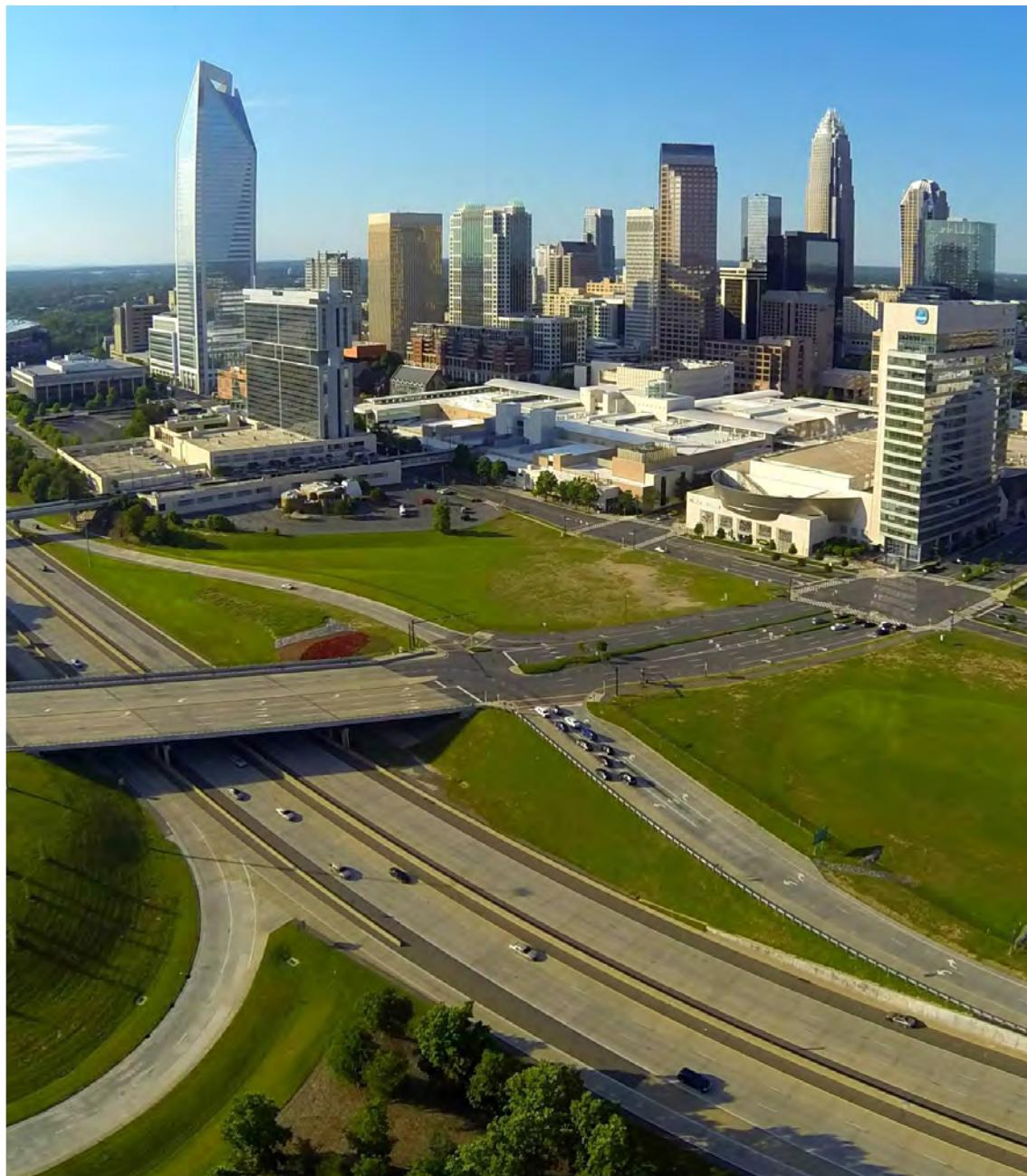
Board Budget Retreat

March 6

Budget Kick-Off

March 16-27

Agency budget and performance meetings



March 24

Board interest items

March 27

Community Service Grants application deadline

April 6

Agency deadline for submitting FY2016 Budget request

April 20-21

Directors present agency budget requests to County Manager

May 12

CPCC Budget Request and proposed fee changes

May 19

CMS Budget Request

May 28

Presentation of the Manager's Recommended Budget

June 10

Public hearing on Recommended Budget

June 11-12

Board straw vote sessions

June 16

Adoption of the FY2016 Operating Budget

COUNTY GOVERNMENT



Mecklenburg County celebrated the 240th anniversary of the Mecklenburg Declaration of Independence on May 20, 2015. The May 20, 1775 declaration is believed to be the first declaration of independence made during the American Revolution.

The County Seal
Board of County Commissioners
County Government
A Proud History
Executive Leadership
Mecklenburg County Organizational Structure
FY2016 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; 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.



Organizational Vision

To be the best local government service provider

Mecklenburg County Mission

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.

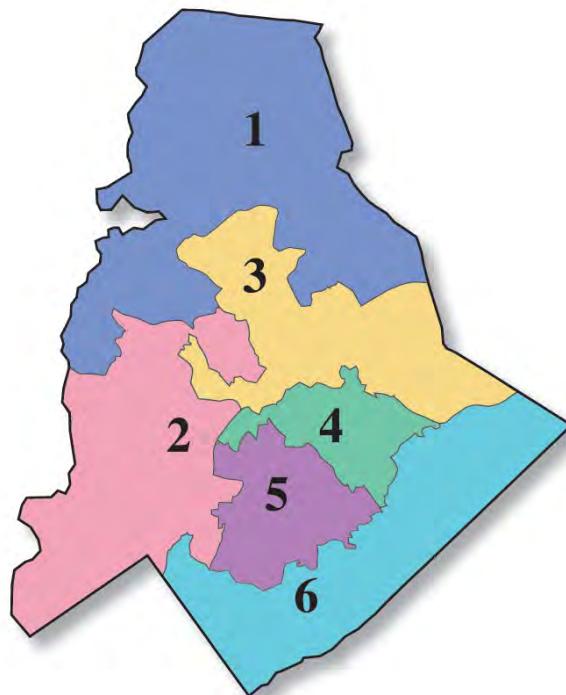
Board of County Commissioners



Back row (L-R): Bill James (District 6), Jim Puckett (District 1), Matthew Ridenhour (District 5), George Dunlap (District 3), **Front row** (L-R): Pat Cotham, (At Large), Dumont Clarke (Vice chair, District 4), Trevor Fuller (Chair, At Large), Ella B. Scarborough (At Large), Vilma Leake (District 2)

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, Time Warner Cable 16, with a delayed broadcast airing on WTVI-TV 42, Time Warner Cable 5 beginning at midnight. You can also view meetings live on the internet at www.MecklenburgCountyNC.gov. This site also provides archived meetings, agendas, and several ways to conduct your County business online.



County Government



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.

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 N.C. 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.

Elections for the Board are held in November of even-numbered years, and candidates run for office as members of a political party. Any registered voter is eligible to run for 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.

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 the American Revolution. The local militia harassed Cornwallis' 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.



Executive Leadership



Managing the County Today

As the County grew in terms of responsibilities and financial commitments, the need for professional management became evident. In 1962, the County Manager form of administration was adopted in Mecklenburg County.

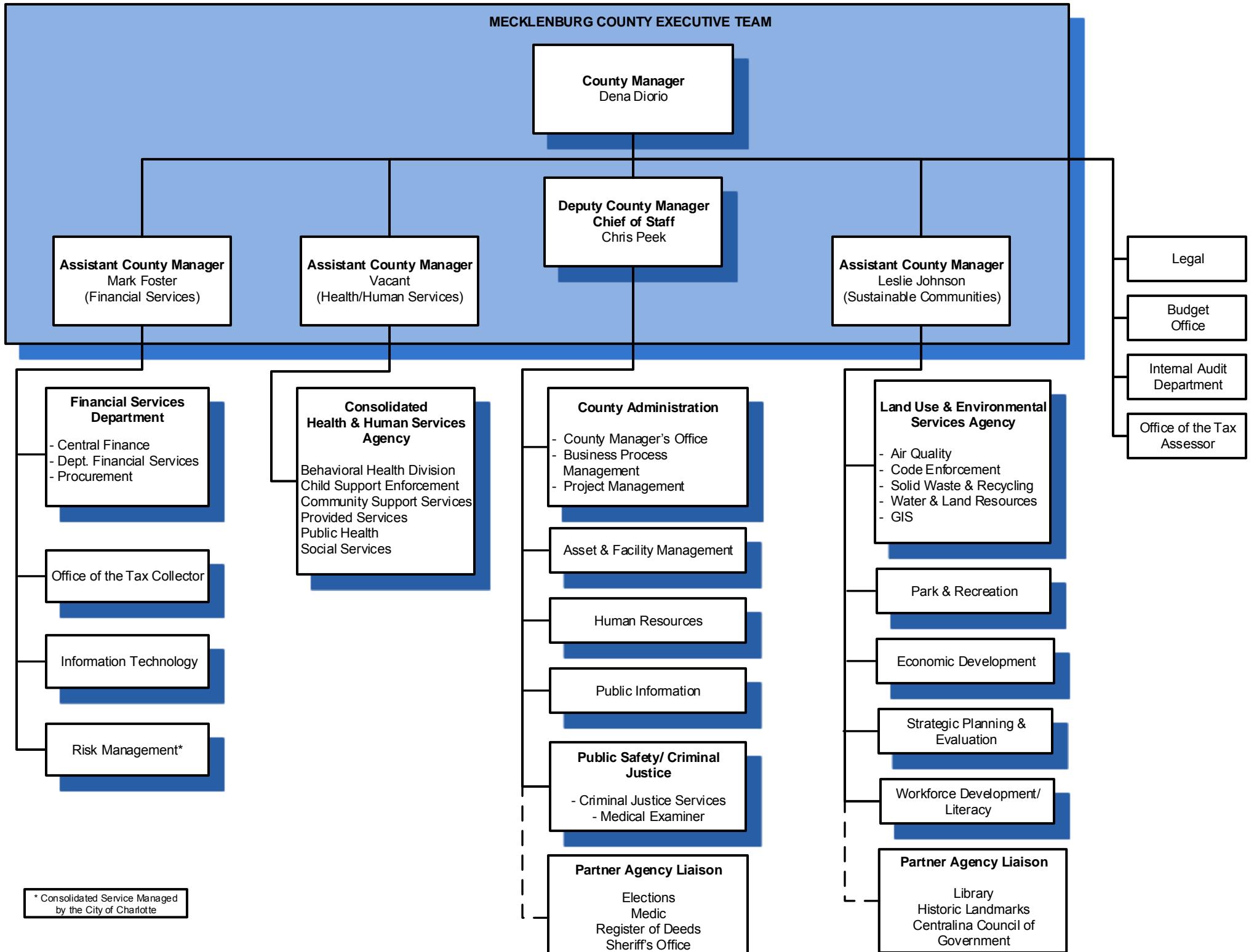
The County Manager is the Chief Administrative Officer of Mecklenburg County Government. Appointed by the Board of County Commissioners, the County Manager implements Board policies; represents the County in dealings with other governmental units and agencies; recommends the annual budget to the Board;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

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

- Protection for both people and property
- Recreation and cultural activities
- 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.



Strategic Planning Process – Managing for Results

Over the past few years 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 planning, budgeting, and performance management to ensure that we make best use of limited resources to deliver value to our customers and stakeholders. We call this process **Managing for Results (M4R)**.

M4R is a continuous process for holding government accountable. As we envision it, the process has five stages.



These five stages involve the following actions:

1. Setting broad goals/results that our customers and stakeholders desire
2. Identifying strategies to accomplish those goals
3. Aligning programs and services to carry out the strategies
4. Budgeting resources based on desired and known results
5. Establishing a performance management system that monitors, evaluates and reports annually on program/service performance results

In Mecklenburg County, we consider M4R good government. More detailed descriptions of each stage can be found on the following pages.

STAGE I – SETTING GOALS

Mecklenburg County has a vision for its community that it will be a place of pride and choice for people to LIVE, WORK, and RECREATE. The vision statement is supported with key elements that are grouped into four focus areas, with long-term broad goals (known as “desired results”). The County operates under a three-year Strategic Business Plan, which sets the short-term direction for achieving the long-term goals identified in its vision. Every three years, the plan is updated and approved by the Board of County Commissioners.

STAGE II – DEVELOPING CORPORATE STRATEGIES

With broad goals set and reaffirmed by the Board, strategies are developed for achieving these goals, and performance measures are established to gauge success. As part of updating the Strategic Business Plan, management assesses existing strategies and measures and makes adjustments where needed.

STAGE III – ALIGNING PROGRAMS

This stage involves making sure our programs and services are consistent with our strategies and aligned with our goals. This is accomplished by reviewing the scope, service directive, and delivery methodologies associated with each service.

STAGE IV – BUDGETING FOR RESULTS

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

In Phase I, the Board prioritized program categories during its annual Strategic Planning Conference. The resulting list of priorities serves as a guide for the development of the Manager’s Recommended Budget.

During Phase II, the Manager shares the priorities from the Strategic Planning Conference with Department Directors and provides direction regarding the expectations of the budget process.



ADOPTED BUDGET

In Phase III, 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
- Costing out plans for addressing strategic impact issues, where applicable to that agency's services
- Developing requests for "change orders" (e.g. new or expanded programs) and aligning them to the Board's Three Year Strategic Emphasis
- 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 III, 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 plan and resource needs for service delivery for the upcoming year and includes analysis of trends and concerns, and descriptions of major accomplishments, in addition to all budget requests.

The review process, which takes place in March and April, is driven by the Budget Executive Team (BET); however, many groups participate in the process including, Assistant County Managers, OMB staff and agency staff. Discussions during this process are focused on service level funding adjustments, current year's accomplishments, re-engineering efforts and performance results. As a result of these discussions, each service request may be revised.

This year, the BET used the following key principles in their deliberations:

- **Take a long term view.** When feasible, we want to maintain the progress we have made toward the Board's long-term scorecard goals.
- **Focus on Core Mission and Priorities.** We must be thoughtful in our reduction management. We should maintain a portfolio of high-performing, high-priority services rather than make cuts that weaken services throughout the organization.
- **Retain jobs and employees when possible.** We should maintain organizational capacity to meet growing service demands, and avoid contributing to growing unemployment locally.
- **Make Data-Driven Decisions.** Funding decisions should be based on data/analytical evidence of service priority, need, and performance.
- **Communicate and involve stakeholders.** Funding choices and consequences should be transparent to Mecklenburg residents, businesses and County employees. Now, more than ever, we need to draw on ideas and support within the community and County government, and manage expectations about the availability of funds and services.

Phase IV 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.

STAGE V – MANAGING PERFORMANCE

Once the plan and budget have been established and approved by the Board of County Commissioners, it is imperative to continually evaluate performance. To do so, the County keeps track of its performance through the desired results on its Corporate & Community Scorecard. Each department and agency also maintains a balanced scorecard and reports results at the end of the fiscal year. This stage is vital in closing the planning, budgeting and performance management loop. This linkage shows 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.



ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

FY2016 OPERATING BUDGET CALENDAR

Date	Item	Description
January 15 – 30	End-of-Year Estimates	OMB & agency meeting to discuss estimates
January 29	Department Budget Workshop	Director's planning meeting for Board Budget Retreat
February 5	Community Service Grants	Community Service Grants orientation session
February 13	Capital Reserve	Deadline for submitting capital reserve projects
February 13	Technology Reserve	Deadline for submitting technology reserve projects
February 13	End-of-Year Estimates	Deadline for submitting end-of-year estimates
February 16 – 20	Community Service Grants	Press release & media advertisement for grant process
February 23	Community Service Grants	Community Service Grants information session & application start date
February 17	Board Regular Meeting	Topic: FY2016 Budget Updates
February 23 – 27	Budget System Training	Classroom training on budget process
February 27 – 28	Board Budget Retreat	FY2016 Board Budget Retreat
March 3	Board Regular Meeting	Topic: FY2016 Budget Updates
March 6	Budget Kick-off	Director's breakfast meeting
March 10	Public Policy Workshop	Topic: Read Charlotte, Arts & Science Council, Pretrial Services
March 17	Board Regular Meeting	Topic: FY2016 Budget Updates
March 24	Public Policy Workshop	Topic: Board Interest Items
March 16 – 27	Agency Meetings	Agency budget and performance meetings
March 27	Community Service Grant	FY2016 application deadline
April 6	Agency Budget Requests	Agency deadline for submitting FY16 Budget request
April 7	Board Regular Meeting	Topic: FY2016 Budget Updates
April 14	Public Policy Workshop	Topic: Strategic Planning Framework, Refinement of Operating Budget
April 21	Board Regular Meeting	Topic: FY2016 Budget Updates
April 28	Public Policy Workshop	Topic: Agency Updates, Board Interest Items
April 20 – 21	Agency Budget Requests	Directors present agency budget requests to the County Manager
May 5	Board Regular Meeting	Topic: FY2016 Budget Updates
May 12	Public Policy Workshop	Topic: CPCC budget request and proposed fee changes
May 19	Public Policy Workshop	Topic: CMS budget request
May 28	Recommended Budget	Presentation of Manager's Recommended Budget
June 9	Public Policy Workshop	Topic: Detailed Overview of Manager's Recommended Budget
June 10	Public Hearing	Board receives citizen's comments on Recommended Budget
June 11 – 12	Budget Workshops	Board straw vote sessions
June 16	Budget Adoption	Board adopts the FY2016 Operating Budget

ADOPTED BUDGET



PERFORMANCE RESULTS



Board of County Commissioners Chairman Trevor M. Fuller gave his State of the County Address to a packed house on January 28, 2015. Chairman Fuller outlined priorities and goals for the County's future.

2011-14 Mecklenburg County Scorecard Results

FY2011 - FY2014 Mecklenburg County Performance Results

Mecklenburg County government wants residents to be informed about the County's services, responsibilities and results. Therefore, the County uses a scorecard to depict goals and report performance. This scorecard identifies the various goals established by the Board of County Commissioners in four focus areas.

- Community Health & Safety**
- Effective & Efficient Government**
- Sustainable Community**
- Social, Education & Economic Opportunity**

All services provided by Mecklenburg County are aligned to achieve goals in one of these four focus areas. Each focus area has several goals and specific measures to evaluate performance. These goals and measures are long-term in nature, targeting the year 2020 to achieve the Board's vision for the community.

The Community & Corporate Scorecard uses 26 specific measures to evaluate performance. Many of these measures are somewhat complex statistical indexes. As a result, we have chosen the commonly known traffic light to communicate performance.

The following chart provides the results associated with each traffic light color.

Performance Legend	
	A green light indicates either the goal has been achieved or performance is at least 95% of the long-term target.
	A yellow light indicates performance is between 86% and 94% of the long-term target.
	A red light indicates performance is at or below 85% of the long-term target.
	A grey light indicates that measurement data are not yet available and/or that targets have not been established.

MECKLENBURG COUNTY | FISCAL YEAR 2016

Community Health & Safety

2020 Performance Goals	FY11	FY12	FY13		FY14 Results
Adult Abuse & Neglect Non-Recurrence Rate To have 88% or more of referrals not screened in again within 12 months.		●	●	●	81.66%
Child Abuse & Neglect Non-Recurrence Rate To have 94% or more of cases be no repeated maltreatment within six months of case closure.		●	●	●	94.44%
Mental Health Index To obtain 80% or more of targeted mental health goals.	●	●	●	●	60% of goals obtained

Effective & Efficient Government

2020 Performance Goals	FY11	FY12	FY13		FY14 Results
Applicant Pool Satisfaction To have County hiring managers satisfied with the pool of applicants from which they fill positions.			●	●	96.18% Baseline
Budget Evaluation Survey Tool (BEST) To achieve the 2.5 (exemplary) target for aggregate department results.			●	●	2.58
Citizen Involvement Index To connect Mecklenburg County residents to local government by providing and making residents aware of opportunities for participation with County government.		●	●	●	5,305 Volunteer Hours \$119,627.75 Value of Volunteer Hours 93% Satisfaction (Post-Event Survey) 66% Satisfaction (Community Survey)
Customer Satisfaction To have 84% or more of County residents satisfied with direct and online service delivery.	●	●	●	●	97% satisfaction
Employee Motivation & Satisfaction To have 84% or more of County employees satisfied with working at Mecklenburg County.	●	●	●	●	87% satisfaction
Employee Satisfaction (Parity) To achieve at least 84% satisfaction (parity) for each indicator by race, gender and age.	●	-	-	●	Age: 93% parity Race: 96% parity Gender: 96% parity
Employee Technology Resources To have 84% or more of County employees satisfied with technology related resources.	●	●	●	●	85% satisfaction
Financial Assessment Survey Tool (FAST) To achieve the 2.5 (exemplary) target for aggregate department results.		●	●	●	2.68
Individual Development Plan (IDP) To have 84% or more of County employees with an IDP and annual assessment by supervisor of plans.		●	●	●	86% (Individual Development Plan) 96% (Annual Assessment of Plan)
Public Awareness To achieve 45% of goals on e-Government, County facilities, and County services.	●	●	●	●	49%
Resignation Rate To have the County's voluntary resignation to be at or below the national benchmark for local and state governments (reverse measure).	●	●	●	●	Mecklenburg: 5.7% Benchmark: 7.5%
Service Efficiency Ratings To have 80% of service level efficiency measures at or above target.		●	●	●	66%
Tax Collection Rate To be comparable or higher than the average tax collections rate for municipal governments in North Carolina.	●	●	●	●	99%

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

Sustainable Community

2020 Performance Goals	FY11	FY12	FY13		FY14 Results
Code Enforcement Performance Index <i>To have 90% or more of all plan reviews completed on time, 90% or more inspection response time within 24 hours, and 90% or greater inspection pass rate.</i>		●	●	●	Plan reviews completed on time: 93.47% Inspection response w/in 24 hours: 82.26% Inspection pass rate: 80.63%
Environmental Leadership Index <i>To have 85% or more of the County's annual operations performed in a manner that conserves and protects our air, water and land resources.</i>	●	●	●	●	73% of goals obtained
Insurance Services Office Ratings <i>To achieve Insurance Services Office (ISO) ratings of 1.0 or lower for commercial building regulations, 4.0 or lower for residential building regulations and 5.0 or lower for fire protection and flood control.</i>	●	●	●	●	Commercial: 1.0 Residential: 2.0 Flood: 5.0 Fire: 5.2
Park & Recreation Capital Ratio <i>To have 20% or more of capital expenditures for Park & Recreation facilities matched by other public or private sector partners (reverse measure).</i>	●	●	●	●	25% matched
Parkland Per Capita <i>To have parkland per capita greater than or equal to the average for the benchmark city/county consolidated park systems throughout the United States.</i>				●	0.021 acres per resident
Recreational Amenities Index <i>To reduce the percentage of residents who indicate their park and recreation facilities needs are unmet (reverse measure).</i>				●	Of the survey respondents who indicated a need for park and recreational facilities, 44% indicated that their needs are unmet.
Business Investment Program (BIP) Grants Contract Fulfillment <i>To have BIP grants successfully meet or exceed contractual obligations for job creation, wage rate and capital investments.</i>	●	●	●	●	Job Creation: 155% Wage Rates: 143% Capital Investment: 146%
Solid Waste Disposal Rate <i>To achieve a disposal rate of less than or equal to 1.01 tons per capita (reverse measure).</i>	●	●	●	●	Mecklenburg County Disposal Rate: 0.98
Transit Proximity Index <i>To have 85% or more of the County's parks, greenways and libraries within one-quarter mile of a transit stop.</i>	●	●	●	●	Libraries: 88% Greenways: 62% Parks: 49%

Social, Education & Economic Opportunity

2020 Performance Goals	FY11	FY12	FY13		FY14 Results
Self-Sufficiency Progress Index <i>To achieve program goals for seniors, child support recipients, veterans, public assistance recipients, Work First clients, and homeless clients.</i>		●	●	●	6 out of 8 program goals achieved

ADOPTED BUDGET



BUDGET OVERVIEW



A brand new playground was built in October 2014 at Park Road Park to honor the memory of the students and teachers lost in the 2012 Sandy Hook School shooting in Newtown, Conn. The playground was designed by students from Pinewood Elementary School.

- Overview of FY2016 Adopted Budget
- Summary of Net County Expenditures and Revenue
- Revenue and Expenditure Comparison by Governmental Category
- Total Expenditures by Agency and Fund
- 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

MECKLENBURG COUNTY | FISCAL YEAR 2016

FY2016 ADOPTED BUDGET OVERVIEW REVENUES AND APPROPRIATIONS

Revenue Summary	FY14 Adopted Budget	FY15 Adopted Budget	FY16 Adopted Budget	Dollar Change	Percent Change
County Revenue					
Net Property Taxes - Current	\$909,036,472	\$943,155,572	\$956,425,078	\$13,269,506	1.4%
Net Property Taxes - Prior	14,826,000	14,951,000	6,826,000	(\$8,125,000)	-54.3%
Sales Tax - Unclassified	132,450,000	146,900,000	162,413,786	\$15,513,786	10.6%
Other Revenue	26,130,907	27,161,835	35,319,658	\$8,157,823	30.0%
Investment Interest	2,750,000	2,800,000	3,360,000	\$560,000	20.0%
Total County Revenue	\$1,085,193,379	\$1,134,968,407	\$1,164,344,522	\$29,376,115	2.6%
Other Revenue					
Transit Sales Tax	\$35,100,000	\$38,000,000	\$38,000,000	\$0	0.0%
LESD	12,119,422	13,131,498	14,838,995	\$1,707,497	13.0%
Licenses & Permits	18,811,673	21,924,742	23,508,634	\$1,583,892	7.2%
Fire Districts	3,635,500	3,912,373	4,363,660	\$451,287	11.5%
Fines and Forfeitures	2,499,475	2,458,158	2,470,059	\$11,901	0.5%
Intergovernmental	375,137,246	145,220,631	152,637,894	\$7,417,263	5.1%
Charges for Services	70,944,008	75,168,072	69,238,093	(\$5,929,979)	-7.9%
Sales Tax - School Debt	38,930,000	42,510,000	47,028,000	\$4,518,000	10.6%
Miscellaneous Revenue	26,673,498	16,792,521	16,012,919	(\$779,602)	-4.6%
Fund Balance	19,000,000	35,390,000	39,400,000	\$4,010,000	11.3%
Total Other Revenue	602,850,822	394,507,995	407,498,254	12,990,259	3.3%
TOTAL REVENUE	\$1,688,044,201	\$1,529,476,402	\$1,571,842,776	\$42,366,374	2.8%
Expenditure Summary	FY14 Adopted Budget	FY15 Adopted Budget	FY16 Adopted Budget	Dollar Change	Percent Change
County Expenditures					
General Debt Service(County)	\$130,802,105	\$123,505,388	\$115,278,523	(\$8,226,865)	-6.7%
Capital(Pay-As-You-Go)	33,432,750	34,687,590	29,259,860	(\$5,427,730)	-15.6%
Education Services (County)	491,244,973	529,680,785	561,016,658	\$31,335,873	5.9%
County Services(County)	429,713,551	447,094,644	458,789,481	\$11,694,837	2.6%
Total County Expense	\$1,085,193,379	\$1,134,968,407	\$1,164,344,522	\$29,376,115	2.6%
Non - County Expenditures					
General Debt Service (Non-County)	\$3,084,232	\$3,594,611	\$8,481,000	\$4,886,389	135.9%
Education Services (Non-County)	53,932,232	63,268,873	67,477,803	\$4,208,930	6.7%
County Services(Non-County)	545,834,358	327,644,511	331,539,451	\$3,894,940	1.2%
Total Non-County Expense	602,850,822	394,507,995	407,498,254	12,990,259	3.3%
TOTAL EXPENDITURES	\$1,688,044,201	\$1,529,476,402	\$1,571,842,776	\$42,366,374	2.8%

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

Summary of Net County Expenditures and Revenues

Starting Point - FY2015 Adopted Budget	Running Total
	\$ 1,134,968,407
I. FY2016 Budget Impacts From FY2015 Decisions	
CMS Operating Additional FY15 Allocation	4,904,489
Annualized Cost for FY2015 Mid-Year Position Adjustments	2,852,241
Annualized FY2015 Merit Cost: Full-time Positions	2,803,458
Annualized FY2015 Merit Cost: Limited Part-time Positions	151,498
Annualized Funding for New Positions added in FY2015 Budget	2,193,181
	12,904,867
	\$ 1,147,873,274
II. A Sound Strategy for Sustainability	
A. Efficiencies Savings and Redirection of Funds: No impact to County Services	
Other Post-Employment Benefits (OPEB)	(8,000,000)
Fund 1/2 cent Pay-Go with Fund Balance	(5,851,000)
Departmental FY2015 One-Time Funding	(1,319,967)
Funding Vacancies at 90% of Market	(1,121,476)
Economic Development Grant Expirations	(1,836,727)
Capital Project Managers Cost Redirected to Pay-Go	(1,075,000)
Reduction in Force in Tax Collector's Office	(933,060)
Local Government Retirement System (LGERS) Rate Reduction	(669,371)
Fleet and Fuel Adjustments	(120,618)
Unemployment Insurance Funding	(600,000)
Life Insurance Decrease	(409,988)
End Contingency Based Business Property Auditing	(300,000)
Revaluation Reserve	(250,000)
Reduction to County Assessor Legal Fees	(145,000)
	(22,632,207)
	1,125,241,067
B. Fiscal Discipline	
Increase in CMS Debt	11,310,581
General Debt Service Pay Off	(8,226,865)
CPCC Debt Service Pay Off	(434,422)
PAYGO Capital Funding	423,270
	3,072,564
	1,128,313,631
C. Strategic Investments in County Services	
County Funding to Offset Federal Inmate Revenue Loss	4,155,907
Foster Care Contracts	596,225
Child Development - Community Policing	469,968
Homelessness Services	467,213
Medical Examiner Positions	134,384
Improve Turnaround for GIS Land Records	206,108
Veterans Services	201,148
School Health Nurses	122,769
	6,353,722
	1,134,667,353
D. Planned Investments and Sustaining Operations	
Facility Maintenance Contracts	1,000,000
Utility Increases	1,070,000
Social Services	973,574
Park & Recreation Operating	971,142
Agency Contractual Increases	751,745
Information and Technology	422,500
Agencies Staffing and Operating Expense Increases	232,435
	5,421,396
	1,140,088,749
II. Relationships	
CMS Operating	13,965,758
CPCC Operating	1,589,467
Arts and Science - Library and Parks Orchestra Programming	300,000
Community Service Grants	278,000
Library Services	278,000
	16,411,225
	1,156,499,974
III. Investing In Our Employees	
Pay-For-Performance Plan	5,893,013
Medical and Dental Increases	1,511,301
Market Adjustment	230,000
	7,634,314
	1,164,134,288
IV. Budget Adjustments	
Net Other Budget Adjustments	210,234
	210,234
	\$ 1,164,344,522
FY 2015-2016 GRAND TOTAL OF COUNTY EXPENDITURES	\$ 1,164,344,522
FY 2014-2015 County Revenue (81.57 tax rate)	\$ 1,134,968,407
FY 2015-2016 County Revenue (81.57 tax rate)	29,376,115
FY 2015-2016 GRAND TOTAL OF COUNTY REVENUE	\$ 1,164,344,522

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

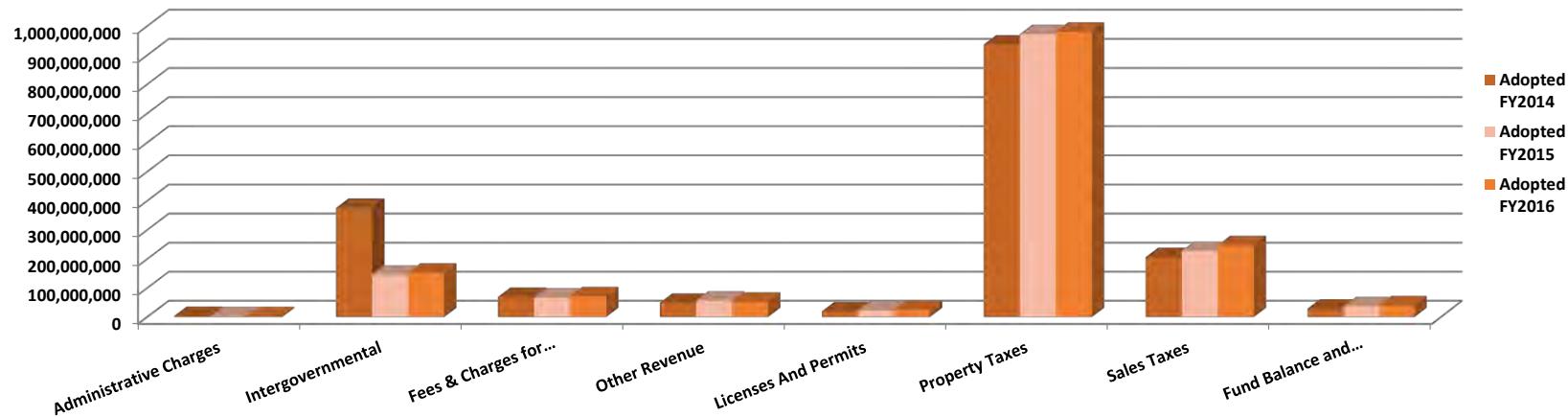
TOTAL REVENUE AND EXPENDITURE COMPARISON BY GOVERNMENTAL CATEGORY

	Total Governmental Fund			General Fund			Special Revenue Funds		
	Adopted FY2014	Adopted FY2015	Adopted FY2016	Adopted FY2014	Adopted FY2015	Adopted FY2016	Adopted FY2014	Adopted FY2015	Adopted FY2016
Financial Sources									
Administrative Charges	\$ 3,242,601	\$ 2,302,597	\$ 2,503,486	\$ 3,242,601	\$ 2,302,597	\$ 2,503,486	\$ 246,094,272	\$ 12,817,674	\$ 12,991,438
Intergovernmental	375,537,246	145,420,631	152,847,894	129,442,974	132,602,957	139,856,456	31,054,498	32,100,001	33,334,525
Fees & Charges for Services	69,093,065	66,863,727	71,528,404	38,038,567	34,763,726	38,193,879	3,545,437	3,462,022	4,696,640
Other Revenue	48,932,140	56,204,049	52,666,321	45,386,703	52,742,027	47,969,681	-	-	-
Licenses And Permits	19,250,173	22,414,752	24,064,837	19,250,173	22,414,752	24,064,837	244,009,172	248,294,471	253,281,535
Property Taxes	936,617,394	972,025,443	980,453,733	692,608,222	723,730,972	727,172,198	74,030,000	80,510,000	85,028,000
Sales Taxes	206,480,000	227,410,000	247,441,786	132,450,000	146,900,000	162,413,786	9,891,582	1,052,169	772,090
Fund Balance and Transfers	28,891,582	36,835,203	40,336,315	19,000,000	35,783,034	39,564,225	-	-	-
Total Revenue	\$1,688,044,201	\$1,529,476,402	\$1,571,842,776	\$1,079,419,240	\$1,151,240,065	\$1,181,738,548	\$608,624,961	\$378,236,337	\$390,104,228
Expenditures	Adopted FY2014	Adopted FY2015	Adopted FY2016	Adopted FY2014	Adopted FY2015	Adopted FY2016	Adopted FY2014	Adopted FY2015	Adopted FY2016
Asset and Facility Management	\$ -	\$ -	\$ 26,279,439	\$ -	\$ -	\$ 26,279,439	\$ -	\$ -	\$ -
Behavioral Health Division	-	8,846,650	11,506,604	-	8,846,650	11,506,604	-	-	-
Business Support Services	50,514,596	53,339,356	-	50,514,596	53,339,356	-	-	-	-
City-County Departments	3,272,972	3,256,257	3,256,257	3,272,972	3,256,257	3,256,257	-	-	-
Child Support Enforcement	7,797,803	8,530,466	8,878,126	7,797,803	8,530,466	8,878,126	-	-	-
Community Service Grants	3,903,616	3,795,919	4,064,919	3,903,616	3,795,919	4,064,919	-	-	-
Community Support Services	9,394,956	11,060,421	14,160,068	9,394,956	11,060,421	14,160,068	-	-	-
County Assessor Office	10,023,735	12,600,798	12,063,649	10,023,735	12,600,798	12,063,649	-	-	-
County Commissioners	411,602	418,801	418,827	411,602	418,801	418,827	-	-	-
Criminal Justice Services	8,595,256	9,370,249	9,544,705	8,595,256	9,370,249	9,544,705	-	-	-
Economic Development	10,067,226	11,971,762	10,274,680	10,067,226	11,971,762	10,274,680	-	-	-
Education Services	545,177,205	592,949,658	628,494,461	392,388,522	426,416,587	446,591,435	152,788,683	166,533,071	181,903,026
Elections	4,334,872	3,920,797	5,219,953	4,334,872	3,920,797	5,219,953	-	-	-
Emergency Medical Services	12,430,000	12,430,000	12,430,000	12,430,000	12,430,000	12,430,000	-	-	-
Finance	9,965,468	10,214,672	13,111,420	9,965,468	10,214,672	13,111,420	-	-	-
Fire District	3,635,500	3,912,373	4,363,660	-	-	-	3,635,500	3,912,373	4,363,660
General Debt	167,319,087	161,787,589	153,019,383	36,316,872	37,575,864	37,710,860	131,002,215	124,211,725	115,308,523
Geospatial Information Services	4,467,797	-	4,467,797	-	-	-	-	-	-
Historic Landmarks Commission	230,465	1,245,665	256,724	230,465	1,245,665	256,724	-	-	-
Hospitals	225,000	1,500,000	1,500,000	225,000	1,500,000	1,500,000	-	-	-
Human Resources	-	4,936,857	5,519,634	-	4,936,857	5,519,634	-	-	-
Internal Audit	1,043,333	1,230,220	1,258,668	1,043,333	1,230,220	1,258,668	-	-	-
Information Technology	-	-	19,194,072	-	-	19,194,072	-	-	-
Land Use and Enviro. Services	60,443,434	59,308,371	69,444,746	29,233,748	27,547,102	33,904,722	31,209,686	31,761,269	35,540,024
Law Enforcement Service District	13,799,422	14,497,899	15,668,995	680,000	680,000	680,000	13,119,422	13,817,899	14,988,995
Managed Care Organization	241,769,455	-	-	-	-	-	241,769,455	-	-
Manager's Office	5,859,002	6,226,268	8,993,218	5,859,002	6,226,268	8,993,218	-	-	-
Medical Examiner	1,572,304	1,744,163	2,087,915	1,572,304	1,744,163	2,087,915	-	-	-
Non-Departmental Appropriations	70,578,276	56,994,778	49,158,083	70,578,276	56,994,778	49,158,083	-	-	-
Park & Recreation	29,477,335	33,822,590	37,949,417	29,477,335	33,822,590	37,949,417	-	-	-
Provided Services Organization	16,100,945	16,751,661	715,352	16,100,945	16,751,661	715,352	-	-	-
Public Health	41,921,549	51,129,922	65,704,831	41,921,549	51,129,922	65,704,831	-	-	-
Public Library	26,495,331	30,608,277	31,419,942	26,495,331	30,608,277	31,419,942	-	-	-
Public Information Department	-	2,440,956	2,365,409	-	2,440,956	2,365,409	-	-	-
Register of Deeds	3,127,644	3,191,994	3,213,962	3,127,644	3,191,994	3,213,962	-	-	-
Sheriff's Office	114,492,287	118,232,028	113,663,314	114,492,287	118,232,028	113,663,314	-	-	-
Social Services	167,393,669	172,889,705	183,667,324	167,393,669	172,889,705	183,667,324	-	-	-
Tax Collector	7,103,059	6,319,280	4,975,019	7,103,059	6,319,280	4,975,019	-	-	-
Transits Sales Tax	35,100,000	38,000,000	38,000,000	-	-	-	35,100,000	38,000,000	38,000,000
Total Expenditures	\$1,688,044,201	\$1,529,476,402	\$1,571,842,776	\$1,079,419,240	\$1,151,240,065	\$1,181,738,548	\$608,624,961	\$378,236,337	\$390,104,228

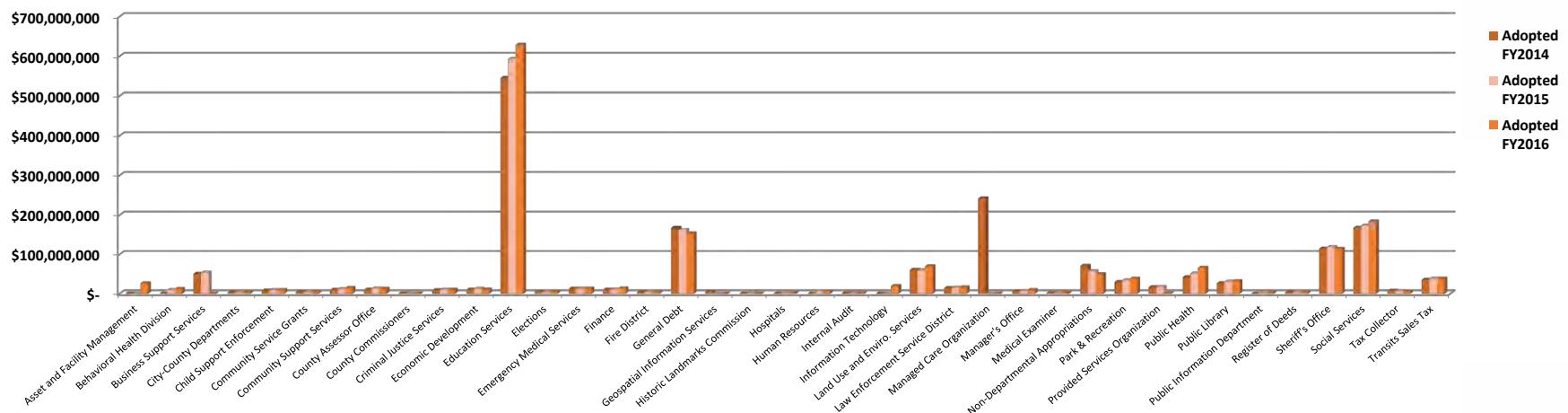
ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

Fiscal Year 2014-2016
Revenue Comparison by Category



Fiscal Year 2014 - 2016
Expenditure Comparison by Funding Use



ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

Total Expenditures by Agency and Fund Fiscal Year 2016 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	\$26,279,439										\$26,279,439
Behavioral Health Division	11,506,604										\$11,506,604
Central Piedmont Community College	35,429,083								11,434,588		\$46,863,671
Charlotte Mecklenburg Schools	406,202,352	4,960,000							170,468,438		\$581,630,790
Child Support Enforcement	8,878,126										\$8,878,126
Commissioners	418,827										\$418,827
Community Service Grants	4,064,919										\$4,064,919
Community Support Services	14,160,068										\$14,160,068
County Assessor's Office	12,063,649										\$12,063,649
Criminal Justice Services	9,544,705										\$9,544,705
Debt Service	37,710,860								115,308,523		\$153,019,383
Economic Development	10,274,680										\$10,274,680
Elections	5,219,953										\$5,219,953
Emergency Medical Services	12,430,000										\$12,430,000
Finance	13,111,420										\$13,111,420
Historic Land Commission	256,724										\$256,724
Hospitals	1,500,000										\$1,500,000
Human Resources	5,519,634										\$5,519,634
Information Technology	19,194,072										\$19,194,072
Internal Audit	1,258,668										\$1,258,668
Joint City County	3,256,257									4,363,660	\$7,619,917
Land Use & Environmental Services	33,904,722				20,171,798	15,368,226					\$69,444,746
Law Enforcement Service District	680,000								14,988,995		\$15,668,995
Manager's Office	8,993,218										\$8,993,218
Medical Examiner	2,087,915										\$2,087,915
Non-Departmental	33,158,083	8,000,000	2,000,000	6,000,000							\$49,158,083
Park & Recreation	37,949,417										\$37,949,417
Provided Services Organization	715,352										\$715,352
Public Health	65,704,831										\$65,704,831
Public Information	2,365,409										\$2,365,409
Public Library	31,419,942										\$31,419,942
Register of Deeds	3,213,962										\$3,213,962
Sheriff	113,663,314										\$113,663,314
Social Services	183,667,324										\$183,667,324
Tax Collector	4,975,019										\$4,975,019
Transit Sales							38,000,000				\$38,000,000
Grand Total	\$1,160,778,548	\$12,960,000	\$2,000,000	\$6,000,000	\$20,171,798	\$15,368,226	\$38,000,000	\$14,988,995	\$297,211,549	\$4,363,660	\$1,571,842,776

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

FY2016 Adopted Budget by Financial Category

Financial Category	Total	General Fund	Debt Service Fund	Capital Reserve	Fleet	Technology	Solid Waste	Storm Water	Transit	LESD	Fire Districts
Administrative Services											
Asset and Facility Management	\$26,279,439	\$26,279,439									
Human Resources	5,519,634	5,519,634									
Information Technology	19,194,072	19,194,072									
Internal Audit	1,258,668	1,258,668									
Non-Departmental	49,158,083	33,158,083									
<i>Sub-Total</i>	101,409,896	85,409,896		8,000,000	2,000,000	6,000,000					
Business Partners											
Central Piedmont Community College	46,863,671	35,429,083	11,434,588								
Charlotte-Mecklenburg Schools	581,630,790	406,202,352	170,468,438	4,960,000							
Community Service Grants	4,064,919	4,064,919									
Emergency Medical Services	12,430,000	12,430,000									
Historic Land Commission	256,724	256,724									
Hospitals	1,500,000	1,500,000									
Joint City County Agency	23,288,912	3,936,257									
<i>Sub-Total</i>	670,035,016	463,819,335	181,903,026	4,960,000						14,988,995	4,363,660
Community Services											
Elections	5,219,953	5,219,953									
Park & Recreation	37,949,417	37,949,417									
Public Library	31,419,942	31,419,942									
<i>Sub-Total</i>	74,589,312	74,589,312									
Customer Satisfaction and Management											
Commissioners	418,827	418,827									
Economic Development	10,274,680	10,274,680									
Manager's Office	8,993,218	8,993,218									
Public Information Department	2,365,409	2,365,409									
<i>Sub-Total</i>	22,052,134	22,052,134									
Detention and Court Support Services											
Child Support Enforcement	8,878,126	8,878,126									
Criminal Justice Services	9,544,705	9,544,705									
Medical Examiner	2,087,915	2,087,915									
Sheriff	113,663,314	113,663,314									
<i>Sub-Total</i>	134,174,060	134,174,060									
Financial Services											
County Assessor's Office	12,063,649	12,063,649									
Debt Service	153,019,383	37,710,860	115,308,523							38,000,000	
Finance	51,111,420	13,111,420									
Tax Collector	4,975,019	4,975,019									
<i>Sub-Total</i>	221,169,471	67,860,948	115,308,523						38,000,000		
Health And Human Services											
Behavioral Health Division	11,506,604	11,506,604									
Community Support Services	14,160,068	14,160,068									
Provided Services Organization	715,352	715,352									
Public Health	65,704,831	65,704,831									
Social Services	183,667,324	183,667,324									
<i>Sub-Total</i>	275,754,179	275,754,179									
Land Use And Environmental Services											
Land Use and Environmental Services	69,444,746	33,904,722							20,171,798	15,368,226	
Register of Deeds	3,213,962	3,213,962							<i>20,171,798</i>	<i>15,368,226</i>	
<i>Sub-Total</i>	72,658,708	37,118,684									
Total	\$1,571,842,776	\$1,160,778,548	\$297,211,549	\$12,960,000	\$2,000,000	\$6,000,000	\$20,171,798	\$15,368,226	\$38,000,000	\$14,988,995	\$4,363,660

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE GENERAL FUND

	Estimated FY 2015	Budget FY 2016
REVENUES		
Taxes	\$ 842,667,009	\$ 901,975,473
Licenses and Permits	25,038,367	23,939,837
Intergovernmental	155,534,897	145,116,969
Charges for services	54,327,206	55,704,555
Interest	4,126,641	3,360,000
Administrative Costs	2,998,489	2,503,486
Other	11,121,059	9,574,003
Total Revenues	1,095,813,668	1,142,174,323
EXPENDITURES		
Customer Satisfaction and Management	17,273,000	19,686,725
Administrative Services	98,979,847	97,341,588
Financial Services	15,403,578	20,686,439
Land Use and Environmental Services	43,472,888	48,277,333
Community Services	65,704,856	70,854,825
Detention and Court Support Services	140,286,079	134,174,060
Health and Human Services	265,275,621	275,554,179
Business Partners	446,850,556	463,079,201
Total Expenditures	1,093,246,425	1,129,654,350
EXCESS OF REVENUES (UNDER) EXPENDITURES	2,567,243	12,519,973
OTHER FINANCING SOURCES (USES)		
Appropriated Fund Balance	-	39,400,000
Transfers to other funds	(53,945,590)	(52,084,198)
Transfers from other funds	13,373,850	164,225
Total Other Financing Uses	(40,571,740)	(12,519,973)
NET CHANGE IN FUND BALANCE	(38,004,497)	-
FUND BALANCE - BEGINNING OF YEAR	518,636,015	480,631,518
FUND BALANCE - END OF YEAR	\$ 480,631,518	\$ 480,631,518

The General Fund is projected to use \$16 million of fund balance for Capital, Technology & Fleet Reserve and \$23 million dollars of prior years accumulated fund balance as one-time expenses for unmet business needs.

Source: Mecklenburg County Finance Department

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE
 CAPITAL RESERVE FUND
 ESTIMATED PROJECTION
 for the Year-ended June 30, 2015

	Estimated FY 2015	Budget FY 2016
REVENUES		
Charges for services	1,071,974	-
Intergovernmental	70,486	-
Other	954,168	-
Total Revenues	<u>2,096,628</u>	<u>-</u>
EXPENDITURES		
Capital outlay	18,946,930	16,000,000
Total Expenditures	<u>18,946,930</u>	<u>16,000,000</u>
EXCESS OF EXPENDITURES OVER REVENUES	<u>(16,850,302)</u>	<u>(16,000,000)</u>
OTHER FINANCING SOURCES		
Gain on sale of fixed assets	5,870	-
Transfers from other funds	18,258,000	16,000,000
Total Other Financing Sources	<u>18,263,870</u>	<u>16,000,000</u>
REVENUES AND OTHER FINANCING SOURCES UNDER EXPENDITURES	1,413,568	-
FUND BALANCE - BEGINNING OF YEAR	48,103,307	49,516,875
FUND BALANCE - END OF YEAR	<u>\$ 49,516,875</u>	<u>\$ 49,516,875</u>

The fund balance for Capital Reserves 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.

Source: Mecklenburg County Finance Department

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE DEBT SERVICE FUND

	Estimated FY 2015	Budget FY 2016
REVENUES		
Taxes	\$ 273,593,548	\$ 281,106,880
Intergovernmental	12,414,606	12,405,025
Interest	995,750	630,000
Other	1,841,263	3,069,644
Total Revenues	<u>288,845,167</u>	<u>297,211,549</u>
EXPENDITURES		
Debt Services		
Principal Payments	157,604,040	170,778,435
Interest and fiscal charges	<u>62,500,125</u>	<u>73,099,220</u>
Total Expenditures	<u>220,104,165</u>	<u>243,877,655</u>
EXCESS OF REVENUES OVER EXPENDITURES	68,741,002	53,333,894
OTHER FINANCING SOURCES (USES)		
Refunding Bond Proceeds	120,025,000	-
Premium on Financing	22,472,449	-
Payment to Refunding Escrow Agent	(141,959,892)	-
Transfers to other funds	(48,900,000)	-
Total Other Financing Sources/(Uses)	<u>(48,362,443)</u>	<u>-</u>
NET CHANGE IN FUND BALANCE	20,378,559	53,333,894
FUND BALANCE - BEGINNING OF YEAR	156,767,402	177,145,961
FUND BALANCE - END OF YEAR	\$ 177,145,961	\$ 230,479,855

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 for Pay-As-You Go and funding for Capital Projects.

Consistent with the funding model, the budget for the Debt Service Fund includes a contribution to fund balance in the amount of \$53.3 million.

Source: Mecklenburg County Finance Department

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

LAW ENFORCEMENT SERVICE DISTRICT FUND

	Estimated FY 2015	Budget FY 2016
REVENUES		
Law Enforcement Service District taxes	\$ 13,240,377	\$ 14,838,995
Interest earned on investments	9,488	-
Total Revenues	<u>13,249,865</u>	<u>14,838,995</u>
EXPENDITURES		
Business Partners		
Law Enforcement Services	13,863,573	14,988,995
Total Expenditures	<u>13,863,573</u>	<u>14,988,995</u>
Appropriated Fund Balance	-	150,000
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	(613,708)	-
FUND BALANCE - BEGINNING OF YEAR	2,138,706	1,524,998
FUND BALANCE - END OF YEAR	<u>\$ 1,524,998</u>	<u>\$ 1,524,998</u>

The Law Enforcement Service District is projected to use \$150,000 of fund balance to cover the expenses to patrol and provide fire and police protection services in the unincorporated areas.

Source: Mecklenburg County Finance Department

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCE SOLID WASTE ENTERPRISE FUND

	Estimated FY 2015	Budget FY 2016
OPERATING REVENUES		
Charges for services	\$ 14,006,323	\$ 14,896,655
Other	1,810,140	3,111,640
Total Operating Revenues	<u>15,816,463</u>	<u>18,008,295</u>
OPERATING EXPENSES		
Personal services and employee benefits	4,965,602	5,161,521
Utilities	181,183	200,620
Supplies	1,309,562	1,710,155
Depreciation	2,100,534	-
Maintenance and repairs	860,276	3,490,827
Rental and occupy charges	878,959	1,255,285
Contractual services	4,508,506	3,199,199
Final development and post closure costs	40,088	723,939
Total Expenses	<u>14,844,710</u>	<u>15,741,546</u>
OPERATING INCOME	<u>971,753</u>	<u>2,266,749</u>
NON-OPERATING REVENUES (EXPENSES)		
Grant revenue	113,909	106,413
Interest income	194,300	25,000
Interest expense	(133,898)	(435,600)
Gain on disposal of assets	115,337	-
Capital Contributions	31,589	-
Transfers from other funds	750,000	37,438
Transfers to other funds	(750,000)	(2,000,000)
Total Non-operating Revenues (Expenses)	<u>321,237</u>	<u>(2,266,749)</u>
CHANGE IN NET ASSETS	<u>1,292,990</u>	<u>-</u>
NET ASSETS - BEGINNING OF YEAR	<u>75,980,871</u>	<u>77,273,861</u>
NET ASSETS - END OF YEAR	<u>\$ 77,273,861</u>	<u>\$ 77,273,861</u>

The Solid Waste Fund balance will be used to operate and maintain the County landfills & solid waste recycling programs. The Solid Waste budget of \$20,171,798 includes \$1,994,652 appropriated in the Discarded White Goods and Scrap Tire Special Revenue funds.

Source: Mecklenburg County Finance Department

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE

STORM WATER SPECIAL REVENUE FUND

	Estimated FY 2015	Budget FY 2016
REVENUES		
Intergovernmental		
Federal	\$ 41,842	\$ -
State	242,911	-
Local	91,843	-
Charges for services	15,985,740	15,368,226
Interest	170,156	-
Other	454,760	-
Total Revenues	16,987,252	15,368,226
EXPENDITURES		
Land Use and Environmental Services		
Storm Water Services	8,393,325	8,585,928
Capital Outlay	4,129,172	6,528,699
Debt Service		
Principal retirement -bonds	243,416	244,021
Interest	19,100	9,578
Total Expenditures	12,785,013	15,368,226
EXCESS OF REVENUES OVER EXPENDITURES	4,202,239	-
OTHER FINANCING USES		
Transfers to other funds	(393,034)	-
REVENUE AND OTHER FINANCING USES OVER EXPENDITURES	3,809,205	-
FUND BALANCE - BEGINNING OF YEAR	31,931,511	31,931,511
FUND BALANCE - END OF YEAR	\$ 35,740,716	\$ 31,931,511

The Storm Water fund balance will be used for flood control, drainage stormwater management and Capital improvements to the Storm water system.

Source: Mecklenburg County Finance Department

ADOPTED BUDGET

BUDGET SUMMARIES



The Wipe Out Waste Ambassador Business Recognition Luncheon was held on October 23, 2014. Awards were given to recognize Mecklenburg County businesses that have demonstrated a commitment to building a strong community and fostering an environment of stewardship.

FY2016 Choice Matrix
FY2016 Budget by Agency and Service
FY2016 Education Summaries
FY2016 Community Service Grants
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 (Programs or Funding) FY2016 Total Dollars: \$412,341,837	No Program Choice Funding Choice FY2016 Total Dollars: \$802,092,825
Program Choice	Program Choice No Funding Choice FY2016 Total Dollars: \$23,310,224	Program Choice Funding Choice FY2016 Total Dollars: \$334,097,890

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.

No Program Choice/Funding Choice (BLUE) – Programs listed in this category are imposed on the Board, yet the County has the flexibility when it comes to the level of funding 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.

The Choice Matrix is organized by Priority Levels, listing each service within each Matrix quadrant. In addition, the user is able to determine the total funding and staffing provided for each quadrant.

Program Funding Choice Matrix

RED: MANDATED/MANDATED						
Item	FT	PT	Agency	County Dollars	Total Dollars	County % of Total
CPCC - DEBT	0	0	CPC	10,364,944	11,434,588	91%
CHILDCARE SERVICES (DSS)	0	0	DSS	791,571	44,820,212	2%
MEDICAID RELATED PAYMENTS (DSS)	0	0	DSS	3,299,178	3,299,178	100%
MEDICAID TRANSPORTATION (DSS)	0	0	DSS	25,668	5,000,000	1%
DEBT SERVICE (NDP)	0	0	DSV	115,278,523	117,908,523	98%
CHARLOTTE AREA TRANSIT SYSTEM (FIN)	0	0	FIN	0	38,000,000	0%
FIRE SERVICE DISTRICT (JCC)	0	0	JCC	0	4,363,660	0%
LESD (NDP)	0	0	JCC	680,000	15,668,995	4%
ABC PROFIT DISTRIBUTION	0	0	NDP	332,000	332,000	100%
REVENUES (NDP)	0	0	NDP	-2,896,000	0	0%
CMS-DEBT	0	0	SCH	111,915,413	170,468,438	66%
TRAINING DIVISION - MANDATED (SHF)	11	0	SHF	1,046,243	1,046,243	100%
TOTAL:	11	0		240,837,540	412,341,837	58%
BLUE: MANDATED/DISCRETIONARY						
Item	FT	PT	Agency	County Dollars	Total Dollars	County % of Total
BUSINESS PERSONAL PROPERTY AUDIT (CAO)	3	0	CAO	1,620,810	1,620,810	100%
REAL PROPERTY VALUATION (CAO)	44	0	CAO	4,714,907	4,714,907	100%
GENERAL COURT MANDATED (CJS)	0	0	CJS	10,005	126,005	8%
COMMISSIONERS (COM)	9	0	COM	418,827	418,827	100%
CPCC OPERATIONS FUNDING	0	0	CPC	33,673,949	35,229,083	96%
CHILD SPRT ENFORCEMENT CUSTOMER SPRT & CASE MGT (CSE)	100	1	CSE	2,236,038	7,775,651	29%
CHILD SUPPORT ENFORCEMENT ADMINISTRATION (CSE)	4	0	CSE	84,617	450,624	19%
CHILD SUPPORT COURT SERVICES (CSE)	6	0	CSE	226,113	651,851	35%
ADULT SUBSTANCE ABUSE TREATMENT CONTINUUM (CSS)	24	1	CSS	1,763,646	1,823,646	97%
WORK FIRST EMPLOYMENT SERVICE (DSS)	59	0	DSS	5,324,292	6,230,172	85%
CHILDREN'S SERVICES (DSS)	407	0	DSS	20,552,599	42,848,239	48%
COMMUNITY SOCIAL WORK (DSS)	39	0	DSS	970,934	3,312,083	29%
LEGAL SERVICES (DSS)	13	0	DSS	1,213,490	1,481,297	82%
PUBLIC ASSISTANCE (DSS)	596	3	DSS	14,213,011	37,396,023	38%
QUALITY IMPROVEMENT (DSS)	11	0	DSS	576,110	914,600	63%
RECORD & MAIL SERVICES (DSS)	8	0	DSS	1,087,695	1,856,924	59%
ADULT SERVICES (DSS)	58	0	DSS	4,088,519	5,184,316	79%
MAINTAINING INDEPENDENCE SERVICES (DSS)	4	0	DSS	1,474,923	4,328,953	34%
MECKLENBURG TRANSPORT (DSS)	36	1	DSS	1,689,449	3,460,762	49%
VOTER EDUCATION OUTREACH (ELE)	6	0	ELE	867,067	1,202,026	72%
DISTRICT & PRECINCT (ELE)	3	0	ELE	319,319	319,319	100%
EARLY & ABSENTEE VOTING (ELE)	0	0	ELE	438,001	889,574	49%
PRIMARY & GENERAL ELECTIONS (ELE)	4	0	ELE	85,768	1,670,007	5%
VOTER REGISTRATION & MAINTENANCE (ELE)	8	1	ELE	620,982	1,139,027	55%
FOOD & FACILITIES SANITATION (HLT)	57	0	HLT	4,348,024	4,666,421	93%
HEALTH PLANNING (HLT)	27	0	HLT	2,251,823	2,871,236	78%
HEALTH PROMOTION (HLT)	15	0	HLT	1,354,539	1,462,492	93%
PEST MANAGEMENT & ENVIRONMENTAL SERVICES (HLT)	7	0	HLT	377,098	704,117	54%
SCHOOL HEALTH SERVICES (HLT)	194	0	HLT	14,113,189	14,168,939	100%
WOMEN, INFANTS, CHILDREN (HLT)	67	6	HLT	99,413	4,324,073	2%
ADULT MENTAL HEALTH CONTINUUM (HLT)	2	0	HLT	134,927	134,927	100%
COMMUNICABLE DISEASE (HLT)	46	0	HLT	2,856,741	3,585,678	80%
COMMUNITY PUBLIC HEALTH (HLT)	0	0	HLT	25,600	25,600	100%
PATIENT SERVICES (HLT)	57	0	HLT	2,728,035	3,518,098	78%
PUBLIC HEALTH CLINICS (HLT)	86	4	HLT	5,507,511	8,819,619	62%
SENIOR ADMINISTRATION (HLT)	7	0	HLT	1,434,252	1,434,252	100%
CHILDREN'S DEVELOPMENTAL SERVICES (HLT)	100	0	HLT	4,108,139	8,012,858	51%
SURFACE WATER QUALITY AND FLOOD HAZARD MITIGATION (LUE)	55	0	LUE	0	15,084,893	0%
CODE ENFORCEMENT (LUE)	219	4	LUE	0	24,389,996	0%
FIRE MARSHAL (LUE)	7	0	LUE	54,923	602,104	9%

BLUE: MANDATED/DISCRETIONARY

Item	FT	PT	Agency	County Dollars	Total Dollars	County % of Total
SOLID WASTE SERVICES (LUE)	68	1	LUE	0	19,247,939	0%
ATTORNEY (MGR)	7	0	MGR	1,650,226	1,650,226	100%
CLERK'S OFFICE (MGR)	4	0	MGR	386,110	386,110	100%
UNEMPLOYMENT INSURANCE (NDP)	0	0	NDP	400,000	400,000	100%
ADULT SUBSTANCE ABUSE TREATMENT CONTINUUM (PSO)	66	0	PSO	509,475	715,352	71%
REAL PROPERTY RECORDINGS & DOCUMENTATION (REG)	17	0	REG	1,212,148	1,434,118	85%
RECORDS RESEARCH & ASSISTANCE (REG)	10	0	REG	613,110	828,610	74%
VITAL & MISCELLANEOUS RECORDS (REG)	6	0	REG	407,591	407,591	100%
CMS - CAPITAL REPLACEMENT	0	0	SCH	4,960,000	4,960,000	100%
CMS OPERATIONAL FUNDING	0	0	SCH	399,902,352	406,202,352	98%
CHILD SUPPORT ENFORCEMENT (SHF)	0	0	SHF	108,116	108,116	100%
FACILITY MANAGEMENT (SHF)	9	0	SHF	7,575,451	7,575,451	100%
SENIOR ADMINISTRATION (SHF)	3	0	SHF	584,561	614,561	95%
DETENTION SERVICES (SHF)	869	0	SHF	57,882,551	75,993,551	76%
DV ENFORCEMENT & EDUCATION (SHF)	9	0	SHF	727,214	727,214	100%
INMATE LIBRARY SERVICE (SHF)	24	0	SHF	1,884,382	1,884,382	100%
COURT SECURITY (SHF)	105	0	SHF	7,270,456	7,270,456	100%
FIELD OPERATIONS (SHF)	114	0	SHF	6,699,857	9,709,857	69%
REGISTRATION DIVISION (SHF)	16	0	SHF	977,132	1,085,132	90%
ENFORCED COLLECTIONS (TAX)	17	0	TAX	1,893,604	2,041,778	93%
TOTAL:	3,731	22		633,309,621	802,092,825	79%

PURPLE: DISCRETIONARY/MANDATED

Item	FT	PT	Agency	County Dollars	Total Dollars	County % of Total
SPIRIT SQUARE/FACILITY MAINTENANCE (AFM)	0	0	AFM	750,000	750,000	100%
SHELTER PLUS CARE SERVICES (CSS)	2	0	CSS	154,585	154,585	100%
SUPPORTIVE HOUSING (CSS)	0	0	CSS	3,246,148	3,246,148	100%
BUSINESS INVESTMENT GRANTS (EDO)	0	0	EDO	4,445,485	4,445,485	100%
DEVELOPMENT AGREEMENTS (EDO)	0	0	EDO	4,378,040	4,378,040	100%
GROUND WATER QUALITY (HLT)	12	0	HLT	911,891	1,211,532	75%
LAND DEVELOPMENT (LUE)	21	0	LUE	104,755	1,854,055	6%
AIR QUALITY (LUE)	22	0	LUE	0	1,688,569	0%
MEDICAL EXAMINER (MED)	17	4	MED	1,484,258	2,087,915	71%
LEGISLATIVE LIAISON (MGR)	0	0	MGR	105,147	105,147	100%
NATURE PRESERVES & NATURAL RESOURCES (PRK)	38	10	PRK	3,183,547	3,388,748	94%
TOTAL:	112	14		18,763,856	23,310,224	80%

GREEN: DISCRETIONARY/DISCRETIONARY

Item	FT	PT	Agency	County Dollars	Total Dollars	County % of Total
CORPORATE FLEET MANAGEMENT (AFM)	1	0	AFM	590,321	590,321	100%
COURIER SERVICES (AFM)	2	0	AFM	92,318	92,318	100%
DESIGN AND CONSTRUCTION PROJECT MANAGEMENT (AFM)	13	0	AFM	1,264,192	1,264,192	100%
FACILITY MANAGEMENT (AFM)	11	0	AFM	20,016,550	20,264,550	99%
FACILITY SECURITY (AFM)	2	0	AFM	2,593,225	2,593,225	100%
REAL ESTATE MANAGEMENT (AFM)	4	0	AFM	724,833	724,833	100%
AUDIT (AUD)	12	0	AUD	1,258,668	1,258,668	100%
ADMINISTRATION (BHD)	6	0	BHD	11,506,604	11,506,604	100%
ADMINISTRATIVE SUPPORT (CAO)	7	0	CAO	1,000,560	1,000,560	100%
INFORMATION SYSTEM (CAO)	9	0	CAO	1,927,525	1,927,525	100%
PROPERTY ASSESSMENT SERVICES (CAO)	33	0	CAO	2,278,103	2,278,103	100%
SENIOR ADMINISTRATION (CAO)	3	0	CAO	521,744	521,744	100%
COURT CHILD CARE (CJS)	0	0	CJS	227,575	227,575	100%
CRIMINAL FELONY ADMINISTRATION (CJS)	0	0	CJS	388,539	388,539	100%
CRIMINAL JUSTICE PLANNING (CJS)	15	0	CJS	1,892,807	2,051,504	92%
DISTRICT ATTORNEY'S OFFICE (CJS)	4	0	CJS	1,968,570	1,968,570	100%
DISTRICT COURT SET (CJS)	0	0	CJS	408,372	408,372	100%

GREEN: DISCRETIONARY/DISCRETIONARY						
Item	FT	PT	Agency	County Dollars	Total Dollars	County % of Total
DRUG TREATMENT COURT (CJS)	14	0	CJS	1,089,763	1,089,763	100%
FELONY DRUG TEAM (CJS)	0	0	CJS	37,609	104,000	36%
FINE COLLECTIONS/POST JUDGMENT SERVICES CENTER (CJS)	3	0	CJS	304,615	304,615	100%
JURY MANAGEMENT (CJS)	0	0	CJS	86,007	86,007	100%
PRETRIAL SERVICE (CJS)	20	0	CJS	1,515,576	1,529,326	99%
PUBLIC DEFENDER'S OFFICE (CJS)	0	0	CJS	547,547	547,547	100%
SUPERIOR COURT SET (CJS)	0	0	CJS	712,882	712,882	100%
CPCC-WTVI MERGER (CPC)	0	0	CPC	200,000	200,000	100%
ADA JENKINS FAMILIES AND CAREER DEVELOPMENT (CSG)	0	0	CSG	25,000	25,000	100%
100 BLACK MEN OF CHARLOTTE - MENTORING (CSG)	0	0	CSG	20,000	20,000	100%
ASC - STUDIO 345 (CSG)	0	0	CSG	350,000	350,000	100%
BETHESDA HEALTH CENTER (CSG)	0	0	CSG	165,000	165,000	100%
BIG BROTHERS BIG SISTERS (CSG)	0	0	CSG	50,000	50,000	100%
BIG BROTHERS BIG SISTERS MENTOR 2.0 (CSG)	0	0	CSG	25,000	25,000	100%
CARE RING NURSE FAMILY PARTNERSHIP (CSG)	0	0	CSG	125,500	125,500	100%
CHARLOTTE COMMUNITY HEALTH CLINIC (CSG)	0	0	CSG	250,000	250,000	100%
CHARLOTTE COMMUNITY HEALTH CLINIC-HOMELESS (CSG)	0	0	CSG	270,919	270,919	100%
COMMUNITIES IN SCHOOLS (CSG)	0	0	CSG	1,063,000	1,063,000	100%
COMMUNITY CULINARY SCHOOL (CSG)	0	0	CSG	60,000	60,000	100%
INTERNATIONAL HOUSE (CSG)	0	0	CSG	50,000	50,000	100%
JUNIOR ACHIEVEMENT (CSG)	0	0	CSG	20,000	20,000	100%
SENIOR ACTIVITIES AND SERVICES (CSG) ¹	0	0	CSG	70,000	70,000	100%
LATIN AMERICAN COALITION (CSG)	0	0	CSG	50,000	50,000	100%
PHYSICIANS REACH OUT (CSG)	0	0	CSG	250,000	250,000	100%
SHELTER HEALTH SERVICES (CSG)	0	0	CSG	69,000	69,000	100%
THE CENTER FOR COMMUNITY TRANSITIONS - LIFEWORKS! (CSG)	0	0	CSG	50,000	50,000	100%
URBAN LEAGUE OF CENTRAL CAROLINAS - JOB TRAINING (CSG)	0	0	CSG	50,000	50,000	100%
YMCA Y-READERS (CSG)	0	0	CSG	185,000	185,000	100%
MEDASSIST OF MECKLENBURG (CSG)	0	0	CSG	500,000	500,000	100%
A CHILD'S PLACE (CSG)	0	0	CSG	50,000	50,000	100%
CITIZEN SCHOOLS (CSG)	0	0	CSG	50,000	50,000	100%
FIRST BAPTIST CHURCH WEST (CSG) ¹	0	0	CSG	75,000	75,000	100%
GOODWILL INDUSTRIES (CSG)	0	0	CSG	50,000	50,000	100%
HOPE HAVEN, INC (CSG)	0	0	CSG	41,500	41,500	100%
TEEN HEALTH CONNECTION, INC. (CSG)	0	0	CSG	50,000	50,000	100%
YWCA OF THE CENTRAL CAROLINAS, INC.(CSG)	0	0	CSG	50,000	50,000	100%
COMMUNITY SUPPORT SERVICES ADMINISTRATION (CSS)	7	0	CSS	854,568	854,568	100%
VETERAN SERVICES (CSS)	14	0	CSS	1,079,821	1,079,821	100%
DOMESTIC VIOLENCE PERPETRATOR SERVICES (CSS)	6	0	CSS	609,684	699,684	87%
DV ADULT VICTIM SERVICES (CSS)	15	1	CSS	2,500,491	2,506,891	100%
DV CHILDREN SERVICES (CSS)	8	0	CSS	753,184	753,184	100%
HOMELESS HOUSING SERVICES MOORE PLACE (CSS)	5	0	CSS	353,317	353,317	100%
HOMELESS RESOURCE SERVICES (CSS)	13	0	CSS	2,488,224	2,688,224	93%
ADMINISTRATIVE SUPPORT (DSS)	15	0	DSS	820,869	2,229,360	37%
FACILITIES MANAGEMENT (DSS)	0	0	DSS	1,242,872	1,564,251	79%
FRAUD (DSS)	13	0	DSS	171,976	835,637	21%
GENERAL ASSISTANCE (DSS)	17	0	DSS	4,005,243	12,537,187	32%
IT RESOURCE MANAGEMENT (DSS)	0	0	DSS	297,111	596,032	50%
RETIREE MEDICAL INSURANCE (HRS)	0	0	DSS	1,840,350	2,573,250	72%
SENIOR ADMINISTRATION (DSS)	1	0	DSS	97,767	222,774	44%
SENIOR CITIZENS NUTRITION PROGRAM (DSS)	27	1	DSS	1,874,853	2,976,074	63%
PAY AS YOU GO CAPITAL FUNDING (NDP)	0	0	DSV	29,259,860	35,110,860	83%
CHARLOTTE REGIONAL PARTNERSHIP (EDO)	0	0	EDO	223,780	223,780	100%
ECONOMIC DEVELOPMENT (EDO)	2	0	EDO	248,661	248,661	100%
MWSBE (EDO)	1	0	EDO	123,714	123,714	100%
ACC FOOTBALL CHAMPIONSHIP (EDO)	0	0	EDO	260,000	260,000	100%

GREEN: DISCRETIONARY/DISCRETIONARY						
Item	FT	PT	Agency	County Dollars	Total Dollars	County % of Total
BELK BOWL (EDO)	0	0	EDO	260,000	260,000	100%
CRVA-CIAA TOURNAMENT (EDO)	0	0	EDO	260,000	260,000	100%
CRVA- FILM COMMISSION (EDO)	0	0	EDO	75,000	75,000	100%
EMERGENCY MEDICAL SERVICES (EMS)	0	0	EMS	12,430,000	12,430,000	100%
FINANCIAL SERVICES (FIN)	47	0	FIN	4,908,283	4,908,283	100%
HUMAN SERVICES FINANCE DIVISION (FIN)	79	0	FIN	6,108,118	6,108,118	100%
PROCUREMENT (FIN)	22	0	FIN	2,095,019	2,095,019	100%
CHARLOTTE-MECKLENBURG HISTORIC PRESERVATION(HLC)	2	0	HLC	181,724	256,724	71%
HEALTH CASE MANAGEMENT (HLT)	89	0	HLT	1,505,030	8,021,873	19%
ADMINISTRATIVE SUPPORT (HLT)	2	0	HLT	320,347	581,940	55%
CHILD DEVELOPMENT - COMMUNITY POLICING (HLT)	26	1	HLT	2,161,176	2,161,176	100%
HUMAN RESOURCE MANAGEMENT (HRS)	49	2	HRS	5,412,333	5,519,634	98%
OFFSITE INMATE MEDICAL CARE	0	0	HSP	1,500,000	1,500,000	100%
APPLICATION DATABASE MANAGEMENT (IST)	39	0	IST	5,143,864	5,143,864	100%
IT ADMINISTRATION (IST)	12	0	IST	1,069,071	1,069,071	100%
IT BUSINESS ANALYSIS (IST)	13	0	IST	954,056	954,056	100%
IT CUSTOMER SUPPORT CENTER (IST)	35	0	IST	2,958,637	2,958,637	100%
TECHNICAL SERVICES (IST)	45	0	IST	9,068,444	9,068,444	100%
311 CALL CENTER (JCC)	0	0	JCC	2,483,090	2,483,090	100%
PROCUREMENT (JCC)	0	0	JCC	773,167	773,167	100%
ADMINISTRATION & FISCAL MANAGEMENT (LIB)	11	0	LIB	1,283,934	1,283,934	100%
IT RESOURCE MANAGEMENT (LIB)	3	0	LIB	1,000,768	1,000,768	100%
PUBLIC INFORMATION (LIB)	4	0	LIB	353,210	353,210	100%
IMAGINON (LIB)	22	4	LIB	1,805,364	1,805,364	100%
PUBLIC LIBRARY SERVICES (LIB)	309	52	LIB	25,434,358	26,533,358	96%
FUND DEVELOPMENT (LIB)	4	0	LIB	443,308	443,308	100%
ADMINISTRATIVE SUPPORT (LUE)	9	0	LUE	90,087	964,441	9%
FISCAL ADMINISTRATION (LUE)	9	0	LUE	0	796,739	0%
GIS APPLICATIONS (LUE)	8	0	LUE	1,125,857	1,125,857	100%
LAND RECORDS (LUE)	19	0	LUE	1,284,378	1,284,378	100%
MAPPING AND PROJECT SERVICES (LUE)	7	0	LUE	1,119,144	1,124,144	100%
SENIOR ADMINISTRATION (LUE)	2	0	LUE	0	471,144	0%
STORM WATER DATABASE MAINTENANCE (LUE)	9	0	LUE	0	807,085	0%
LAKE NORMAN MARINE COMMISSION (NDP)	0	0	LUE	0	2,077	0%
LAKE WYLIE MARINE COMMISSION (NDP)	0	0	LUE	0	1,325	0%
ADMINISTRATIVE SUPPORT (MGR)	11	0	MGR	951,364	951,364	100%
BUSINESS IMPROVEMENT SERVICES (MGR)	15	0	MGR	1,524,999	1,552,999	98%
CONTRACTED LOBBYING (MGR)	0	0	MGR	120,000	120,000	100%
ENTERPRISE PROJECT MANAGEMENT (MGR)	10	0	MGR	1,259,887	1,259,887	100%
MANAGEMENT & BUDGET SERVICES (MGR)	14	0	MGR	1,523,114	1,523,114	100%
SENIOR ADMINISTRATION (MGR)	5	0	MGR	1,444,371	1,444,371	100%
ASC Library & Parks Orchestra Programming (NDP)	0	0	NDP	300,000	300,000	100%
READ CHARLOTTE (NDP)	0	0	NDP	0	500,000	0%
ACCOUNTING (FIN)	0	0	NDP	3,467,845	3,467,845	100%
ASSOCIATION DUES (NDP)	0	0	NDP	293,086	293,086	100%
CAPITAL RESERVE (NDP)	0	0	NDP	0	8,000,000	0%
EMPLOYEE COMPENSATION (NDP)	0	0	NDP	5,943,013	5,943,013	100%
EMPLOYEE LEARNING SERVICES (HRS)	0	0	NDP	916,088	916,088	100%
EMPLOYEE MARKET ADJUSTMENT (NDP)	0	0	NDP	230,000	230,000	100%
OTHER POST EMPLOYMENT BENEFITS (HRS)	0	0	NDP	0	8,000,000	0%
PROGRAM REVIEW & STUDIES (OMB)	0	0	NDP	100,000	100,000	100%
RETIREE MEDICAL INSURANCE (HRS)	0	0	NDP	9,549,814	9,549,814	100%
TECHNOLOGY RESERVE (NDP)	0	0	NDP	0	6,000,000	0%
TELEPHONE AND NETWORK INFRASTRUCTURE	0	0	NDP	2,635,109	2,635,109	100%
UNRESTRICTED CONTINGENCY (NDP)	0	0	NDP	125,000	125,000	100%
VEHICLE RESERVE (NDP)	0	0	NDP	0	2,000,000	0%
CENTRALINA COUNCIL OF GOVERNMENTS (NDP)	0	0	NDP	317,530	317,530	100%
LAKE NORMAN MARINE COMMISSION (NDP)	0	0	NDP	24,923	24,923	100%
LAKE WYLIE MARINE COMMISSION (NDP)	0	0	NDP	23,675	23,675	100%
PUBLIC INFORMATION (PID)	13	0	PID	1,589,269	1,589,269	100%

GREEN: DISCRETIONARY/DISCRETIONARY

Item	FT	PT	Agency	County Dollars	Total Dollars	County % of Total
WEB SERVICES (PID)	6	0	PID	776,140	776,140	100%
ADMINISTRATIVE SUPPORT (PRK)	3	2	PRK	443,480	443,480	100%
FISCAL ADMINISTRATION (PRK)	10	1	PRK	835,688	835,688	100%
IT RESOURCE MANAGEMENT (PRK)	2	0	PRK	278,876	278,876	100%
SENIOR ADMINISTRATION (PRK)	2	0	PRK	467,761	467,761	100%
PARK FACILITY PLANNING SERVICE (PRK)	5	1	PRK	644,049	644,049	100%
PARK OPERATIONS (PRK)	104	18	PRK	9,846,906	11,781,947	84%
PARK REPAIR AND MAINTENANCE (PRK)	39	2	PRK	4,794,254	4,794,254	100%
RECREATION PROGRAMMING (PRK)	75	64	PRK	7,661,975	9,389,085	82%
SPECIAL FACILITIES (PRK)	1	3	PRK	207,687	278,687	75%
THERAPEUTIC RECREATION (PRK)	9	0	PRK	804,990	929,490	87%
ATHLETIC SERVICES (PRK)	3	14	PRK	57,082	755,682	6%
INDOOR POOLS (PRK)	14	56	PRK	2,082,905	2,866,155	73%
OUTDOOR POOLS (PRK)	0	2	PRK	243,533	243,533	100%
COOPERATIVE EXTENSION SERVICES (PRK)	0	0	PRK	191,343	204,843	93%
VOLUNTEER COORDINATION (PRK)	2	1	PRK	647,139	647,139	100%
ADMINISTRATIVE SUPPORT (REG)	1	0	REG	48,053	48,053	100%
FISCAL ADMINISTRATION (REG)	2	0	REG	153,166	153,166	100%
SENIOR ADMINISTRATION (REG)	2	0	REG	342,424	342,424	100%
ADMINISTRATIVE SUPPORT (SHF)	4	0	SHF	423,260	423,260	100%
FISCAL ADMINISTRATION (SHF)	15	0	SHF	1,156,486	1,156,486	100%
HUMAN RESOURCES (SHF)	9	0	SHF	913,633	913,633	100%
INFORMATION SERVICES DIVISION (SHF)	2	0	SHF	801,642	801,642	100%
INMATE FINANCE & SUPPORT (SHF)	35	0	SHF	2,067,760	2,067,760	100%
IT RESOURCE MANAGEMENT (SHF)	11	0	SHF	994,802	994,802	100%
LEGAL SERVICES (SHF)	2	0	SHF	171,867	171,867	100%
RESEARCH & PLANNING (SHF)	0	0	SHF	645	645	100%
TRAINING DIVISION - NONMANDATED (SHF)	0	0	SHF	273,611	273,611	100%
REHABILITATION SERVICES (SHF)	5	0	SHF	795,708	795,708	100%
WORK RELEASE & RESTITUTION CENTER (SHF)	0	0	SHF	45,437	48,937	93%
ATTORNEY (TAX)	0	0	TAX	342,000	342,000	100%
BUSINESS TAX (TAX)	13	0	TAX	-365,478	1,469,549	-25%
TAX ADMINISTRATION (TAX)	1	0	TAX	172,390	172,390	100%
TAX SUPPORT SERVICES (TAX)	9	0	TAX	839,668	949,302	88%
TOTAL:	1,633	224		271,433,505	334,097,890	81%
GRAND TOTAL:	5,486	260	0	1,164,344,522	1,571,842,776	74%

¹FY2016 funding provided in restricted contingency.

FY2016 Adopted Budget by Agency and Service

	FT	PT	Federal Revenue	State Revenue	Other Revenue	County Cost	Total Cost	Prior Year Adopted Budget ¹
Asset and Facility Management								
CORPORATE FLEET MANAGEMENT (AFM)	1	0	0	0	0	590,321	590,321	0
COURIER SERVICES (AFM)	2	0	0	0	0	92,318	92,318	0
DESIGN AND CONSTRUCTION PROJECT MANAGEMENT (AFM)	13	0	0	0	0	1,264,192	1,264,192	0
FACILITY MANAGEMENT (AFM)	11	0	0	0	248,000	20,016,550	20,264,550	0
FACILITY SECURITY (AFM)	2	0	0	0	0	2,593,225	2,593,225	0
REAL ESTATE MANAGEMENT (AFM)	4	0	0	0	0	724,833	724,833	0
SPIRIT SQUARE/FACILITY MAINTENANCE (AFM)	0	0	0	0	0	750,000	750,000	0
Total:	33	0	0	0	248,000	26,031,439	26,279,439	0
Behavioral Health Division								
ADMINISTRATION (BHD)	6	0	0	0	0	11,506,604	11,506,604	8,846,650
Total:	6	0	0	0	0	11,506,604	11,506,604	8,846,650
Business Support Services Agency								
ADMINISTRATIVE SUPPORT (BSA)	0	0	0	0	0	0	0	700,786
APPLICATION DATABASE MANAGEMENT (BSA)	0	0	0	0	0	0	0	5,236,307
BUSINESS AND FINANCIAL MANAGEMENT (BSA)	0	0	0	0	0	0	0	1,980,568
BUSINESS IMPROVEMENT SERVICES (BSA)	0	0	0	0	0	0	0	1,758,809
CORPORATE FLEET MANAGEMENT (BSA)	0	0	0	0	0	0	0	493,641
COURIER SERVICES (BSA)	0	0	0	0	0	0	0	219,404
DESIGN AND CONSTRUCTION PROJECT MANAGEMENT (BSA)	0	0	0	0	0	0	0	993,565
ENTERPRISE PROJECT MANAGEMENT (BSA)	0	0	0	0	0	0	0	1,438,627
FACILITY MANAGEMENT AND MAINTENANCE (BSA)	0	0	0	0	0	0	0	19,450,277
FACILITY SECURITY (BSA)	0	0	0	0	0	0	0	2,382,987
GIS APPLICATIONS (BSA)	0	0	0	0	0	0	0	1,063,630
IT ADMINISTRATION (BSA)	0	0	0	0	0	0	0	212,388
IT BUSINESS ANALYSIS (BSA)	0	0	0	0	0	0	0	913,515
IT CUSTOMER SUPPORT CENTER (BSA)	0	0	0	0	0	0	0	2,522,367
IT NETWORKS, SERVERS, AND TELECOMMUNICATIONS (BSA)	0	0	0	0	0	0	0	7,514,449
IT SECURITY SERVICES (BSA)	0	0	0	0	0	0	0	1,057,149
LAND RECORDS (BSA)	0	0	0	0	0	0	0	1,142,341
MAPPING AND PROJECT SERVICES (BSA)	0	0	0	0	0	0	0	979,541
PROCUREMENT (BSA)	0	0	0	0	0	0	0	1,038,539
REAL ESTATE MANAGEMENT (BSA)	0	0	0	0	0	0	0	766,551
SPIRIT SQUARE/FACILITY MAINTENANCE (BSA)	0	0	0	0	0	0	0	750,000
STORM WATER DATABASE MAINTENANCE (BSA)	0	0	0	0	0	0	0	723,915
Total:	0	0	0	0	0	0	0	53,339,356
Central Piedmont Community College								
CPCC - DEBT	0	0	0	0	1,069,644	10,364,944	11,434,588	11,893,214
CPCC OPERATIONS FUNDING	0	0	0	0	1,555,134	33,673,949	35,229,083	32,884,482
CPCC-WTVI MERGER (CPC)	0	0	0	0	0	200,000	200,000	200,000
Total:	0	0	0	0	2,624,778	44,238,893	46,863,671	44,977,696
Charlotte-Mecklenburg Schools								
CMS - CAPITAL REPLACEMENT	0	0	0	0	0	4,960,000	4,960,000	4,960,000
CMS-DEBT	0	0	2,025,025	56,528,000	0	111,915,413	170,468,438	154,639,857
CMS OPERATIONAL FUNDING ¹	0	0	0	0	6,300,000	399,902,352	406,202,352	388,372,105
Total:	0	0	2,025,025	56,528,000	6,300,000	516,777,765	581,630,790	547,971,962
Child Support Enforcement								
CHILD SPRT ENFORCEMENT CUSTOMER SPRT & CASE MGT (CSE)	100	1	5,168,340	356,629	14,644	2,236,038	7,775,651	7,510,634
CHILD SUPPORT COURT SERVICES (CSE)	6	0	382,703	43,035	0	226,113	651,851	530,480
CHILD SUPPORT ENFORCEMENT ADMINISTRATION (CSE)	4	0	322,972	43,035	0	84,617	450,624	489,352
Total:	110	1	5,874,015	442,699	14,644	2,546,768	8,878,126	8,530,466

	FT	PT	Federal Revenue	State Revenue	Other Revenue	County Cost	Total Cost	Prior Year Adopted Budget ¹
Commissioners								
COMMISSIONERS (COM)	9	0	0	0	0	418,827	418,827	418,801
Total:	9	0	0	0	0	418,827	418,827	418,801
Community Service Grants								
100 BLACK MEN OF CHARLOTTE - MENTORING (CSG)	0	0	0	0	0	20,000	20,000	15,500
A CHILD'S PLACE (CSG)	0	0	0	0	0	50,000	50,000	0
ADA JENKINS FAMILIES AND CAREER DEVELOPMENT (CSG)	0	0	0	0	0	25,000	25,000	25,000
ASC - STUDIO 345 (CSG)	0	0	0	0	0	350,000	350,000	350,000
BETHESDA HEALTH CENTER (CSG)	0	0	0	0	0	165,000	165,000	165,000
BIG BROTHERS BIG SISTERS (CSG)	0	0	0	0	0	50,000	50,000	40,000
BIG BROTHERS BIG SISTERS MENTOR 2.0 (CSG)	0	0	0	0	0	25,000	25,000	25,000
CARE RING NURSE FAMILY PARTNERSHIP (CSG)	0	0	0	0	0	125,500	125,500	62,500
CHARLOTTE COMMUNITY HEALTH CLINIC (CSG)	0	0	0	0	0	250,000	250,000	250,000
CHARLOTTE COMMUNITY HEALTH CLINIC-HOMELESS (CSG)	0	0	0	0	0	270,919	270,919	270,919
CHARLOTTE-MECKLENBURG HOUSING PARTNERSHIP (CSG)	0	0	0	0	0	0	0	50,000
CITIZEN SCHOOLS (CSG)	0	0	0	0	0	50,000	50,000	0
COMMUNITIES IN SCHOOLS (CSG)	0	0	0	0	0	1,063,000	1,063,000	1,063,000
COMMUNITY CULINARY SCHOOL (CSG)	0	0	0	0	0	60,000	60,000	60,000
FIRST BAPTIST CHURCH WEST (CSG) ²	0	0	0	0	0	75,000	75,000	75,000
GOODWILL INDUSTRIES (CSG)	0	0	0	0	0	50,000	50,000	0
HOPE HAVEN, INC (CSG)	0	0	0	0	0	41,500	41,500	0
INTERNATIONAL HOUSE (CSG)	0	0	0	0	0	50,000	50,000	50,000
JUNIOR ACHIEVEMENT (CSG)	0	0	0	0	0	20,000	20,000	20,000
LATIN AMERICAN COALITION (CSG)	0	0	0	0	0	50,000	50,000	50,000
LEVINE JEWISH COMMUNITY CENTER (CSG)	0	0	0	0	0	0	0	50,000
SENIOR ACTIVITIES AND SERVICES (CSG) ²	0	0	0	0	0	70,000	70,000	70,000
MEDASSIST OF MECKLENBURG (CSG)	0	0	0	0	0	500,000	500,000	500,000
PHYSICIANS REACH OUT (CSG)	0	0	0	0	0	250,000	250,000	250,000
SHELTER HEALTH SERVICES (CSG)	0	0	0	0	0	69,000	69,000	69,000
TEEN HEALTH CONNECTION, INC. (CSG)	0	0	0	0	0	50,000	50,000	0
THE CENTER FOR COMMUNITY TRANSITIONS - LIFEWORKS! (CSG)	0	0	0	0	0	50,000	50,000	50,000
URBAN LEAGUE OF CENTRAL CAROLINAS - JOB TRAINING (CSG)	0	0	0	0	0	50,000	50,000	50,000
YMCA Y-READERS (CSG)	0	0	0	0	0	185,000	185,000	185,000
YWCA OF THE CENTRAL CAROLINAS, INC.(CSG)	0	0	0	0	0	50,000	50,000	0
Total:	0	0	0	0	0	4,064,919	4,064,919	3,795,919
Community Support Services								
ADULT SUBSTANCE ABUSE TREATMENT CONTINUUM (CSS)	24	1	0	0	60,000	1,763,646	1,823,646	0
COMMUNITY SUPPORT SERVICES ADMINISTRATION (CSS)	7	0	0	0	0	854,568	854,568	815,901
DOMESTIC VIOLENCE PERPETRATOR SERVICES (CSS)	6	0	0	0	90,000	609,684	699,684	706,308
DV ADULT VICTIM SERVICES (CSS)	15	1	0	0	6,400	2,500,491	2,506,891	2,305,746
DV CHILDREN SERVICES (CSS)	8	0	0	0	0	753,184	753,184	742,421
HOMELESS HOUSING SERVICES MOORE PLACE (CSS)	5	0	0	0	0	353,317	353,317	360,131
HOMELESS RESOURCE SERVICES (CSS)	13	0	0	0	200,000	2,488,224	2,688,224	2,197,042
SHELTER PLUS CARE SERVICES (CSS)	2	0	0	0	0	154,585	154,585	210,032
SUPPORTIVE HOUSING (CSS)	0	0	0	0	0	3,246,148	3,246,148	2,933,500
VETERAN SERVICES (CSS)	14	0	0	0	0	1,079,821	1,079,821	789,340
Total:	94	1	0	0	356,400	13,803,668	14,160,068	11,060,421
County Assessor's Office								
ADMINISTRATIVE SUPPORT (CAO)	7	0	0	0	0	1,000,560	1,000,560	1,131,208
BUSINESS PERSONAL PROPERTY AUDIT (CAO)	3	0	0	0	0	1,620,810	1,620,810	1,625,381
INFORMATION SYSTEM (CAO)	9	0	0	0	0	1,927,525	1,927,525	1,742,635
PROPERTY ASSESSMENT SERVICES (CAO)	33	0	0	0	0	2,278,103	2,278,103	2,177,552
REAL PROPERTY VALUATION (CAO)	44	0	0	0	0	4,714,907	4,714,907	5,465,429
SENIOR ADMINISTRATION (CAO)	3	0	0	0	0	521,744	521,744	458,593
Total:	99	0	0	0	0	12,063,649	12,063,649	12,600,798

	FT	PT	Federal Revenue	State Revenue	Other Revenue	County Cost	Total Cost	Prior Year Adopted Budget ¹
Criminal Justice Services								
COURT CHILD CARE (CJS)	0	0	0	0	0	227,575	227,575	213,011
CRIMINAL FELONY ADMINISTRATION (CJS)	0	0	0	0	0	388,539	388,539	396,698
CRIMINAL JUSTICE PLANNING (CJS)	15	0	0	0	158,697	1,892,807	2,051,504	1,915,611
DISTRICT ATTORNEY'S OFFICE (CJS)	4	0	0	0	0	1,968,570	1,968,570	1,779,825
DISTRICT COURT SET (CJS)	0	0	0	0	0	408,372	408,372	422,263
DRUG TREATMENT COURT (CJS)	14	0	0	0	0	1,089,763	1,089,763	1,068,856
FELONY DRUG TEAM (CJS)	0	0	0	0	66,391	37,609	104,000	104,000
FINE COLLECTIONS/POST JUDGMENT SERVICES CENTER (CJS)	3	0	0	0	0	304,615	304,615	313,437
GENERAL COURT MANDATED (CJS)	0	0	0	0	116,000	10,005	126,005	120,204
JURY MANAGEMENT (CJS)	0	0	0	0	0	86,007	86,007	81,870
PRETRIAL SERVICE (CJS)	20	0	0	0	13,750	1,515,576	1,529,326	1,622,663
PUBLIC DEFENDER'S OFFICE (CJS)	0	0	0	0	0	547,547	547,547	535,640
SUPERIOR COURT SET (CJS)	0	0	0	0	0	712,882	712,882	796,171
Total:	56	0	0	0	354,838	9,189,867	9,544,705	9,370,249
Debt Service								
DEBT SERVICE (NDP)	0	0	0	0	2,630,000	115,278,523	117,908,523	127,099,999
PAY AS YOU GO CAPITAL FUNDING (NDP)	0	0	0	0	5,851,000	29,259,860	35,110,860	34,687,590
Total:	0	0	0	0	8,481,000	144,538,383	153,019,383	161,787,589
Economic Development Office								
ACC FOOTBALL CHAMPIONSHIP (EDO)	0	0	0	0	0	260,000	260,000	250,000
BELK BOWL (EDO)	0	0	0	0	0	260,000	260,000	250,000
BUSINESS INVESTMENT GRANTS (EDO)	0	0	0	0	0	4,445,485	4,445,485	5,832,212
CHARLOTTE REGIONAL PARTNERSHIP (EDO)	0	0	0	0	0	223,780	223,780	216,008
CRVA- FILM COMMISSION (EDO)	0	0	0	0	0	75,000	75,000	75,000
CRVA-CIAA TOURNAMENT (EDO)	0	0	0	0	0	260,000	260,000	250,000
DEVELOPMENT AGREEMENTS (EDO)	0	0	0	0	0	4,378,040	4,378,040	4,828,040
ECONOMIC DEVELOPMENT (EDO)	2	0	0	0	0	248,661	248,661	145,335
MWSBE (EDO)	1	0	0	0	0	123,714	123,714	125,167
Total:	3	0	0	0	0	10,274,680	10,274,680	11,971,762
Elections Office								
DISTRICT & PRECINCT (ELE)	3	0	0	0	0	319,319	319,319	289,264
EARLY & ABSENTEE VOTING (ELE)	0	0	0	0	451,573	438,001	889,574	438,001
PRIMARY & GENERAL ELECTIONS (ELE)	4	0	0	0	1,584,239	85,768	1,670,007	838,079
VOTER EDUCATION OUTREACH (ELE)	6	0	0	0	334,959	867,067	1,202,026	1,171,344
VOTER REGISTRATION & MAINTENANCE (ELE)	8	1	0	0	518,045	620,982	1,139,027	1,184,109
Total:	21	1	0	0	2,888,816	2,331,137	5,219,953	3,920,797
Emergency Medical Services								
EMERGENCY MEDICAL SERVICES (EMS)	0	0	0	0	0	12,430,000	12,430,000	12,430,000
Total:	0	0	0	0	0	12,430,000	12,430,000	12,430,000
Finance								
CHARLOTTE AREA TRANSIT SYSTEM (FIN)	0	0	0	38,000,000	0	0	38,000,000	38,000,000
FINANCIAL SERVICES (FIN)	47	0	0	0	0	4,908,283	4,908,283	3,970,797
HUMAN SERVICES FINANCE DIVISION (FIN)	79	0	0	0	0	6,108,118	6,108,118	6,243,875
PROCUREMENT (FIN)	22	0	0	0	0	2,095,019	2,095,019	0
Total:	148	0	0	38,000,000	0	13,111,420	51,111,420	48,214,672
Historic Land Commission								
CHARLOTTE-MECKLENBURG HISTORIC PRESERVATION(HLC)	2	0	0	0	75,000	181,724	256,724	1,245,665
Total:	2	0	0	0	75,000	181,724	256,724	1,245,665
Hospitals								
OFFSITE INMATE MEDICAL CARE	0	0	0	0	0	1,500,000	1,500,000	1,500,000
Total:	0	0	0	0	0	1,500,000	1,500,000	1,500,000

	FT	PT	Federal Revenue	State Revenue	Other Revenue	County Cost	Total Cost	Prior Year Adopted Budget ¹
Human Resources								
HUMAN RESOURCE MANAGEMENT (HRS)	49	2	0	0	107,301	5,412,333	5,519,634	4,936,857
Total:	49	2	0	0	107,301	5,412,333	5,519,634	4,936,857
Information Technology								
APPLICATION DATABASE MANAGEMENT (IST)	39	0	0	0	0	5,143,864	5,143,864	0
IT ADMINISTRATION (IST)	12	0	0	0	0	1,069,071	1,069,071	0
IT BUSINESS ANALYSIS (IST)	13	0	0	0	0	954,056	954,056	0
IT CUSTOMER SUPPORT CENTER (IST)	35	0	0	0	0	2,958,637	2,958,637	0
TECHNICAL SERVICES (IST)	45	0	0	0	0	9,068,444	9,068,444	0
Total:	144	0	0	0	0	19,194,072	19,194,072	0
Internal Audit								
AUDIT (AUD)	12	0	0	0	0	1,258,668	1,258,668	1,230,220
Total:	12	0	0	0	0	1,258,668	1,258,668	1,230,220
Joint City County Agency								
311 CALL CENTER (JCC)	0	0	0	0	0	2,483,090	2,483,090	2,483,090
FIRE SERVICE DISTRICT (JCC)	0	0	0	0	4,363,660	0	4,363,660	3,912,373
LESD (NDP)	0	0	0	0	14,988,995	680,000	15,668,995	14,497,899
PROCUREMENT (JCC)	0	0	0	0	0	773,167	773,167	773,167
Total:	0	0	0	0	19,352,655	3,936,257	23,288,912	21,666,529
Land Use and Environmental Services Agency								
ADMINISTRATIVE SUPPORT (LUE)	9	0	0	0	874,354	90,087	964,441	1,096,011
AIR QUALITY (LUE)	22	0	0	490,763	1,197,806	0	1,688,569	1,681,331
CODE ENFORCEMENT (LUE)	219	4	0	0	24,389,996	0	24,389,996	23,304,799
FIRE MARSHAL (LUE)	7	0	0	0	547,181	54,923	602,104	56,271
FISCAL ADMINISTRATION (LUE)	9	0	0	0	796,739	0	796,739	842,959
GIS APPLICATIONS (LUE)	8	0	0	0	0	1,125,857	1,125,857	0
LAKE NORMAN MARINE COMMISSION (NDP)	0	0	0	0	2,077	0	2,077	2,077
LAKE WYLIE MARINE COMMISSION (NDP)	0	0	0	0	1,325	0	1,325	1,325
LAND DEVELOPMENT (LUE)	21	0	0	0	1,749,300	104,755	1,854,055	1,252,035
LAND RECORDS (LUE)	19	0	0	0	0	1,284,378	1,284,378	0
MAPPING AND PROJECT SERVICES (LUE)	7	0	0	0	5,000	1,119,144	1,124,144	0
SENIOR ADMINISTRATION (LUE)	2	0	0	0	471,144	0	471,144	289,177
SOLID WASTE SERVICES (LUE)	68	1	0	1,466,413	17,781,526	0	19,247,939	15,806,892
STORM WATER DATABASE MAINTENANCE (LUE)	9	0	0	0	807,085	0	807,085	0
SURFACE WATER QUALITY AND FLOOD HAZARD MITIGATION (LUE)	55	0	0	0	15,084,893	0	15,084,893	14,975,494
Total:	454	6	0	1,957,176	63,708,426	3,779,144	69,444,746	59,308,371
Manager's Office								
ADMINISTRATIVE SUPPORT (MGR)	11	0	0	0	0	951,364	951,364	978,602
ATTORNEY (MGR)	7	0	0	0	0	1,650,226	1,650,226	1,655,213
BUSINESS IMPROVEMENT SERVICES (MGR)	15	0	0	0	28,000	1,524,999	1,552,999	0
CLERK'S OFFICE (MGR)	4	0	0	0	0	386,110	386,110	397,033
CONTRACTED LOBBYING (MGR)	0	0	0	0	0	120,000	120,000	102,000
ENTERPRISE PROJECT MANAGEMENT (MGR)	10	0	0	0	0	1,259,887	1,259,887	0
LEGISLATIVE LIAISON (MGR)	0	0	0	0	0	105,147	105,147	104,080
MANAGEMENT & BUDGET SERVICES (MGR)	14	0	0	0	0	1,523,114	1,523,114	1,536,531
SENIOR ADMINISTRATION (MGR)	5	0	0	0	0	1,444,371	1,444,371	1,452,809
Total:	66	0	0	0	28,000	8,965,218	8,993,218	6,226,268
Medical Examiner								
MEDICAL EXAMINER (MED)	17	4	0	252,000	351,657	1,484,258	2,087,915	1,744,163
Total:	17	4	0	252,000	351,657	1,484,258	2,087,915	1,744,163

	FT	PT	Federal Revenue	State Revenue	Other Revenue	County Cost	Total Cost	Prior Year Adopted Budget ¹
Non-Departmental								
ABC PROFIT DISTRIBUTION	0	0	0	0	0	332,000	332,000	332,000
ACCOUNTING (FIN)	0	0	0	0	0	3,467,845	3,467,845	3,726,975
ASC Library & Parks Orchestra Programming (NDP)	0	0	0	0	0	300,000	300,000	0
ASSOCIATION DUES (NDP)	0	0	0	0	0	293,086	293,086	293,086
CAPITAL RESERVE (NDP)	0	0	0	0	8,000,000	0	8,000,000	10,000,000
CENTRALINA COUNCIL OF GOVERNMENTS (NDP)	0	0	0	0	0	317,530	317,530	251,530
CW WILLIAMS - HEALTHCARE FOR HOMELESS INITIATIVE (CSG)	0	0	0	0	0	0	0	390,000
EMPLOYEE COMPENSATION (NDP)	0	0	0	0	0	5,943,013	5,943,013	4,871,117
EMPLOYEE LEARNING SERVICES (HRS)	0	0	0	0	0	916,088	916,088	916,088
EMPLOYEE MARKET ADJUSTMENT (NDP)	0	0	0	0	0	230,000	230,000	0
LAKE NORMAN MARINE COMMISSION (NDP)	0	0	0	0	0	24,923	24,923	21,584
LAKE WYLIE MARINE COMMISSION (NDP)	0	0	0	0	0	23,675	23,675	23,675
OTHER POST EMPLOYMENT BENEFITS (HRS)	0	0	0	0	8,000,000	0	8,000,000	8,000,000
PROGRAM REVIEW & STUDIES (OMB)	0	0	0	0	0	100,000	100,000	100,000
PROPERTY DISCOVERIES (NDP)	0	0	0	0	0	0	0	300,000
READ CHARLOTTE (NDP)	0	0	0	0	500,000	0	500,000	0
RETIREE MEDICAL INSURANCE (HRS)	0	0	0	0	0	9,549,814	9,549,814	9,228,614
REVENUES (NDP)	0	0	0	0	2,896,000	(2,896,000)	0	0
TECHNOLOGY RESERVE (NDP)	0	0	0	0	6,000,000	0	6,000,000	9,980,000
TELEPHONE AND NETWORK INFRASTRUCTURE	0	0	0	0	0	2,635,109	2,635,109	2,635,109
UNEMPLOYMENT INSURANCE (NDP)	0	0	0	0	0	400,000	400,000	1,000,000
UNRESTRICTED CONTINGENCY (NDP)	0	0	0	0	0	125,000	125,000	125,000
VEHICLE RESERVE (NDP)	0	0	0	0	2,000,000	0	2,000,000	4,800,000
Total:	0	0	0	0	27,396,000	21,762,083	49,158,083	56,994,778
Park and Recreation								
ADMINISTRATIVE SUPPORT (PRK)	3	2	0	0	0	443,480	443,480	379,447
ATHLETIC SERVICES (PRK)	3	14	0	0	698,600	57,082	755,682	481,420
COOPERATIVE EXTENSION SERVICES (PRK)	0	0	0	0	13,500	191,343	204,843	204,843
FISCAL ADMINISTRATION (PRK)	10	1	0	0	0	835,688	835,688	768,312
INDOOR POOLS (PRK)	14	56	0	0	783,250	2,082,905	2,866,155	2,381,459
IT RESOURCE MANAGEMENT (PRK)	2	0	0	0	0	278,876	278,876	271,526
NATURE PRESERVES & NATURAL RESOURCES (PRK)	38	10	0	0	205,201	3,183,547	3,388,748	3,208,937
OUTDOOR POOLS (PRK)	0	2	0	0	0	243,533	243,533	215,550
PARK FACILITY PLANNING SERVICE (PRK)	5	1	0	0	0	644,049	644,049	469,779
PARK OPERATIONS (PRK)	104	18	0	0	1,935,041	9,846,906	11,781,947	10,928,108
PARK REPAIR AND MAINTENANCE (PRK)	39	2	0	0	0	4,794,254	4,794,254	4,390,057
RECREATION PROGRAMMING (PRK)	75	64	0	0	1,727,110	7,661,975	9,389,085	8,032,385
SENIOR ADMINISTRATION (PRK)	2	0	0	0	0	467,761	467,761	450,154
SPECIAL FACILITIES (PRK)	1	3	0	0	71,000	207,687	278,687	223,823
THERAPEUTIC RECREATION (PRK)	9	0	0	0	124,500	804,990	929,490	919,573
VOLUNTEER COORDINATION (PRK)	2	1	0	0	0	647,139	647,139	497,217
Total:	307	173	0	0	5,558,202	32,391,215	37,949,417	33,822,590
Provided Services Organization								
ADULT MENTAL HEALTH CONTINUUM (PSO)	0	0	0	0	0	0	0	477,879
ADULT SUBSTANCE ABUSE TREATMENT CONTINUUM (PSO)	66	0	0	47,711	158,166	509,475	715,352	5,597,174
CHILD DEVELOPMENT - COMMUNITY POLICING (PSO)	0	0	0	0	0	0	0	1,522,649
CHILDREN'S DEVELOPMENTAL SERVICES (PSO)	0	0	0	0	0	0	0	7,621,582
PSO ADMINISTRATION (PSO)	0	0	0	0	0	0	0	1,532,377
Total:	66	0	0	47,711	158,166	509,475	715,352	16,751,661
Public Health								
ADMINISTRATIVE SUPPORT (HLT)	2	0	0	261,593	0	320,347	581,940	565,225
ADULT MENTAL HEALTH CONTINUUM (HLT)	2	0	0	0	0	134,927	134,927	0
CHILD DEVELOPMENT - COMMUNITY POLICING (HLT)	26	1	0	0	0	2,161,176	2,161,176	0
CHILDREN'S DEVELOPMENTAL SERVICES (HLT)	100	0	0	2,398,575	1,506,144	4,108,139	8,012,858	0

	FT	PT	Federal Revenue	State Revenue	Other Revenue	County Cost	Total Cost	Prior Year Adopted Budget ¹
COMMUNICABLE DISEASE (HLT)	46	0	0	502,421	226,516	2,856,741	3,585,678	3,345,411
COMMUNITY PUBLIC HEALTH (HLT)	0	0	0	0	0	25,600	25,600	0
FOOD & FACILITIES SANITATION (HLT)	57	0	0	182,847	135,550	4,348,024	4,666,421	4,503,425
GROUND WATER QUALITY (HLT)	12	0	0	19,591	280,050	911,891	1,211,532	1,268,442
HEALTH CASE MANAGEMENT (HLT)	89	0	3,000	5,519,647	994,196	1,505,030	8,021,873	6,637,124
HEALTH PLANNING (HLT)	27	0	0	289,413	330,000	2,251,823	2,871,236	2,347,891
HEALTH PROMOTION (HLT)	15	0	0	107,953	0	1,354,539	1,462,492	1,246,699
PATIENT SERVICES (HLT)	57	0	0	0	790,063	2,728,035	3,518,098	3,279,301
PEST MANAGEMENT & ENVIRONMENTAL SERVICES (HLT)	7	0	0	4,000	323,019	377,098	704,117	693,243
PUBLIC HEALTH CLINICS (HLT)	86	4	1,482,293	214,961	1,614,854	5,507,511	8,819,619	8,912,804
SCHOOL HEALTH SERVICES (HLT)	194	0	0	50,000	5,750	14,113,189	14,168,939	13,286,764
SENIOR ADMINISTRATION (HLT)	7	0	0	0	0	1,434,252	1,434,252	904,295
WOMEN, INFANTS, CHILDREN (HLT)	67	6	4,224,660	0	0	99,413	4,324,073	4,139,298
Total:	793	10	5,709,953	9,551,001	6,206,142	44,237,735	65,704,831	51,129,922
Public Information Department								
PUBLIC INFORMATION (PID)	13	0	0	0	0	1,589,269	1,589,269	1,568,867
WEB SERVICES (PID)	6	0	0	0	0	776,140	776,140	872,089
Total:	19	0	0	0	0	2,365,409	2,365,409	2,440,956
Public Library								
ADMINISTRATION & FISCAL MANAGEMENT (LIB)	11	0	0	0	0	1,283,934	1,283,934	1,278,932
FUND DEVELOPMENT (LIB)	4	0	0	0	0	443,308	443,308	436,390
IMAGINON (LIB)	22	4	0	0	0	1,805,364	1,805,364	1,709,664
IT RESOURCE MANAGEMENT (LIB)	3	0	0	0	0	1,000,768	1,000,768	714,798
PUBLIC INFORMATION (LIB)	4	0	0	0	0	353,210	353,210	352,286
PUBLIC LIBRARY SERVICES (LIB)	309	52	0	0	1,099,000	25,434,358	26,533,358	26,116,207
Total:	353	56	0	0	1,099,000	30,320,942	31,419,942	30,608,277
Register of Deeds								
ADMINISTRATIVE SUPPORT (REG)	1	0	0	0	0	48,053	48,053	54,257
FISCAL ADMINISTRATION (REG)	2	0	0	0	0	153,166	153,166	127,726
REAL PROPERTY RECORDINGS & DOCUMENTATION (REG)	17	0	0	0	221,970	1,212,148	1,434,118	1,532,050
RECORDS RESEARCH & ASSISTANCE (REG)	10	0	0	0	215,500	613,110	828,610	701,516
SENIOR ADMINISTRATION (REG)	2	0	0	0	0	342,424	342,424	369,505
VITAL & MISCELLANEOUS RECORDS (REG)	6	0	0	0	0	407,591	407,591	406,940
Total:	38	0	0	0	437,470	2,776,492	3,213,962	3,191,994
Sheriff								
ADMINISTRATIVE SUPPORT (SHF)	4	0	0	0	0	423,260	423,260	489,067
CHILD SUPPORT ENFORCEMENT (SHF)	0	0	0	0	0	108,116	108,116	0
COURT SECURITY (SHF)	105	0	0	0	0	7,270,456	7,270,456	7,204,112
DETENTION SERVICES (SHF)	869	0	200,000	0	17,911,000	57,882,551	75,993,551	78,754,831
DV ENFORCEMENT & EDUCATION (SHF)	9	0	0	0	0	727,214	727,214	714,461
FACILITY MANAGEMENT (SHF)	9	0	0	0	0	7,575,451	7,575,451	7,005,259
FIELD OPERATIONS (SHF)	114	0	0	10,000	3,000,000	6,699,857	9,709,857	9,736,497
FISCAL ADMINISTRATION (SHF)	15	0	0	0	0	1,156,486	1,156,486	1,192,552
HUMAN RESOURCES (SHF)	9	0	0	0	0	913,633	913,633	932,866
INFORMATION SERVICES DIVISION (SHF)	2	0	0	0	0	801,642	801,642	817,839
INMATE FINANCE & SUPPORT (SHF)	35	0	0	0	0	2,067,760	2,067,760	2,104,307
INMATE LIBRARY SERVICE (SHF)	24	0	0	0	0	1,884,382	1,884,382	280,838
IT RESOURCE MANAGEMENT (SHF)	11	0	0	0	0	994,802	994,802	958,830
LEGAL SERVICES (SHF)	2	0	0	0	0	171,867	171,867	298,863
REGISTRATION DIVISION (SHF)	16	0	0	0	108,000	977,132	1,085,132	1,016,182
REHABILITATION SERVICES (SHF)	5	0	0	0	0	795,708	795,708	2,176,245
RESEARCH & PLANNING (SHF)	0	0	0	0	0	645	645	159,175
SENIOR ADMINISTRATION (SHF)	3	0	0	0	30,000	584,561	614,561	668,294
TRAINING DIVISION - MANDATED (SHF)	11	0	0	0	0	1,046,243	1,046,243	917,005
TRAINING DIVISION - NONMANDATED (SHF)	0	0	0	0	0	273,611	273,611	450,261
WORK RELEASE & RESTITUTION CENTER (SHF)	0	0	0	0	3,500	45,437	48,937	2,354,544
Total:	1,243	0	200,000	10,000	21,052,500	92,400,814	113,663,314	118,232,028

	FT	PT	Federal Revenue	State Revenue	Other Revenue	County Cost	Total Cost	Prior Year Adopted Budget ¹
Social Services								
ADMINISTRATIVE SUPPORT (DSS)	15	0	1,408,491	0	0	820,869	2,229,360	1,509,058
ADULT SERVICES (DSS)	58	0	991,575	104,222	0	4,088,519	5,184,316	4,774,870
CHILDCARE SERVICES (DSS)	0	0	33,701,830	10,326,811	0	791,571	44,820,212	42,170,008
CHILDREN'S SERVICES (DSS)	407	0	18,007,578	4,191,729	96,333	20,552,599	42,848,239	39,096,588
COMMUNITY SOCIAL WORK (DSS)	39	0	2,246,839	94,310	0	970,934	3,312,083	3,161,456
DV SERVICES (DSS)	0	0	0	0	0	0	0	65,133
FACILITIES MANAGEMENT (DSS)	0	0	321,379	0	0	1,242,872	1,564,251	1,581,481
FRAUD (DSS)	13	0	663,661	0	0	171,976	835,637	727,158
GENERAL ASSISTANCE (DSS)	17	0	8,242,035	289,182	727	4,005,243	12,537,187	13,073,091
IT RESOURCE MANAGEMENT (DSS)	0	0	298,921	0	0	297,111	596,032	608,032
LEGAL SERVICES (DSS)	13	0	267,807	0	0	1,213,490	1,481,297	231,445
MAINTAINING INDEPENDENCE SERVICES (DSS)	4	0	2,349,878	503,152	1,000	1,474,923	4,328,953	4,461,169
MECKLENBURG TRANSPORT (DSS)	36	1	531,324	1,102,830	137,159	1,689,449	3,460,762	2,839,299
MEDICAID RELATED PAYMENTS (DSS)	0	0	0	0	0	3,299,178	3,299,178	3,389,008
MEDICAID TRANSPORTATION (DSS)	0	0	3,560,749	1,413,583	0	25,668	5,000,000	4,500,000
PUBLIC ASSISTANCE (DSS)	596	3	22,503,612	95,689	583,711	14,213,011	37,396,023	35,867,607
QUALITY IMPROVEMENT (DSS)	11	0	338,490	0	0	576,110	914,600	901,636
RECORD & MAIL SERVICES (DSS)	8	0	769,229	0	0	1,087,695	1,856,924	1,935,518
RETIREE MEDICAL INSURANCE (HRS)	0	0	732,900	0	0	1,840,350	2,573,250	2,343,000
SENIOR ADMINISTRATION (DSS)	1	0	125,007	0	0	97,767	222,774	216,407
SENIOR CITIZENS NUTRITION PROGRAM (DSS)	27	1	979,621	0	121,600	1,874,853	2,976,074	2,816,491
WORK FIRST EMPLOYMENT SERVICE (DSS)	59	0	905,880	0	0	5,324,292	6,230,172	6,621,250
Total:	1,304	5	98,946,806	18,121,508	940,530	65,658,480	183,667,324	172,889,705
Tax Collector								
ATTORNEY (TAX)	0	0	0	0	0	342,000	342,000	380,000
BUSINESS TAX (TAX)	13	0	0	0	1,835,027	(365,478)	1,469,549	2,223,087
BUSINESS TAX COLLECTION (TAX)	0	0	0	0	0	0	0	0
ENFORCED COLLECTIONS (TAX)	17	0	0	0	148,174	1,893,604	2,041,778	2,404,788
PROPERTY TAX COLLECTION (TAX)	0	0	0	0	0	0	0	0
TAX ADMINISTRATION (TAX)	1	0	0	0	0	172,390	172,390	164,743
TAX SUPPORT SERVICES (TAX)	9	0	0	0	109,634	839,668	949,302	1,146,662
Total:	40	0	0	0	2,092,835	2,882,184	4,975,019	6,319,280
GRAND TOTAL:	5,486	260	112,755,799	124,910,095	169,832,360	1,164,344,522	1,571,842,776	1,529,476,402

¹The FY2015 Adopted Budget does not include \$4.9 million that was adjusted for CMS operating due to State funding decisions that occurred post adoption.

²FY2016 funding provided in restricted contingency.

MECKLENBURG COUNTY | FISCAL YEAR 2016

Charlotte - Mecklenburg Schools Funding

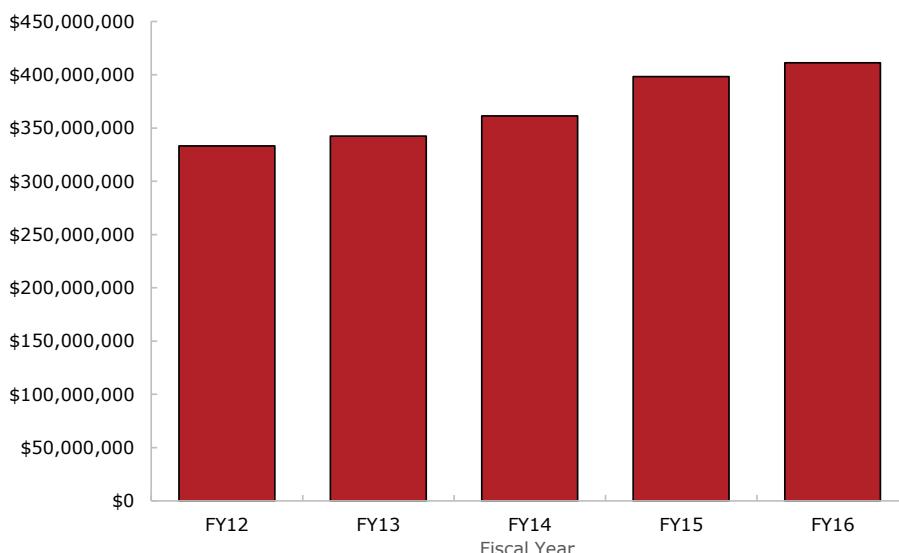
	FY12 Adopted Budget	FY13 Adopted Budget	FY14 Adopted Budget	FY15 Amended Budget ¹	FY16 Adopted Budget
Current Expense¹	\$326,039,101	\$316,577,051	\$354,244,548	\$373,736,594	\$399,902,352
Designated Salary Increase	\$0	\$18,555,613	\$0	\$12,200,000	\$0
Fines & Forfeitures	\$2,300,000	\$2,300,000	\$2,300,000	\$2,300,000	\$2,300,000
TOTAL	\$328,339,101	\$337,432,664	\$356,544,548	\$388,236,594	\$402,202,352
Capital Replacement	\$4,960,000	\$4,960,000	\$4,960,000	\$4,960,000	\$4,960,000
One-Time Funding²	\$0	\$0	\$0	\$5,040,000	\$4,000,000
Debt Service (County)	\$120,557,000	\$104,813,417	\$88,660,107	\$100,604,832	\$111,915,413
TOTAL	\$453,856,101	\$447,206,081	\$450,164,655	\$498,841,426	\$523,077,765
% Change	7.2%	-1.5%	0.7%	10.8%	4.9%
TOTAL (w/out Debt Service)	\$333,299,101	\$342,392,664	\$361,504,548	\$398,236,594	\$411,162,352
% Change	8.5%	2.7%	5.6%	10.2%	3.2%
Average Daily Enrollment³	138,012	141,171	142,612	145,363	147,769
% Change in Enrollment	1.8%	2.3%	1.0%	1.9%	1.7%
Cost per Student	\$2,379	\$2,390	\$2,500	\$2,671	\$2,722

¹The FY15 Amended Budget includes \$4.9 million to CMS that was provided due to State funding decisions that occurred post adoption.

²CMS given one-time funding for maintenance and technology.

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. FY12-FY15 figures reflect actual CMS enrollment numbers, therefore the % increase and cost per student figures will not match figures in the FY15 Adopted Budget document.

Total County Funding for Charlotte-Mecklenburg Schools



ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

Central Piedmont Community College Funding

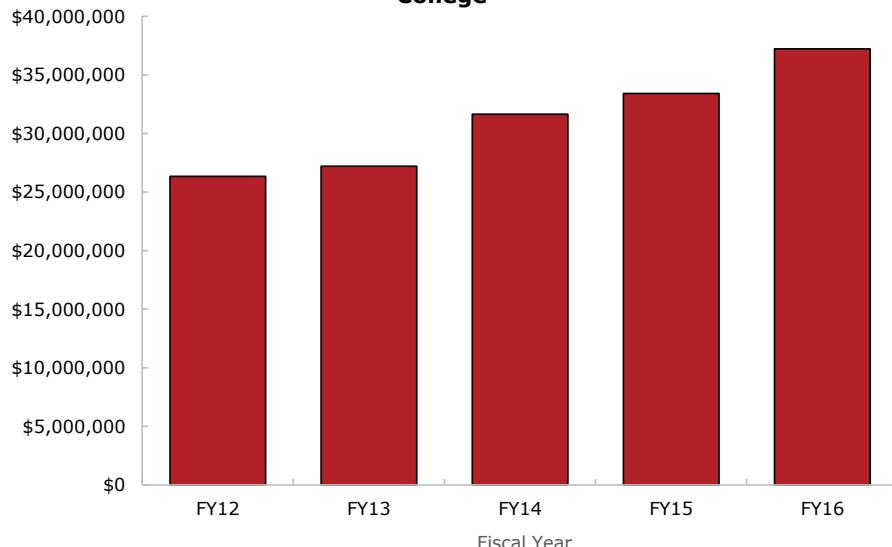
	FY12 Adopted Budget	FY13 Adopted Budget	FY14 Adopted Budget	FY15 Adopted Budget	FY16 Adopted Budget
Current Expense	\$25,900,000	\$26,899,486	\$30,683,974	\$32,084,482	\$33,673,949
One-Time Funding¹	\$0	\$0	\$0	\$800,000	\$1,555,134
CPCC-WTVI Merger	\$0	\$200,000	\$200,000	\$200,000	\$200,000
Capital Maintenance and Repairs²	\$450,000	\$110,000	\$770,000	\$335,000	\$1,800,000
Debt Service (County)	\$17,567,000	\$15,217,118	\$12,496,344	\$10,799,366	\$10,364,944
TOTAL	\$43,917,000	\$42,426,604	\$44,150,318	\$44,218,848	\$47,594,027
% Change	11.2%	-3.4%	4.1%	0.2%	7.6%
TOTAL (w/out Debt Service)	\$26,350,000	\$27,209,486	\$31,653,974	\$33,419,482	\$37,229,083
% Change	10.3%	3.3%	16.3%	5.6%	11.4%
Annual Total Enrollment	81,149	76,396	77,160	80,277	81,654
% Change in Enrollment	1.3%	-5.9%	1.0%	4.0%	1.7%

¹CPCC given one-time funding for a telecommunications system.

²These amounts are appropriated in the Capital Reserve Fund.

³Annual Total Enrollment is supplied by CPCC.

Total County Funding for Central Piedmont Community College



ADOPTED BUDGET

Fiscal Year 2016 Community Service Grant Funding

For Fiscal Year 2016, the Board of County Commissioners endorsed a competitive grants process that aligns Mecklenburg County's Community Service Grant Funding with three target areas. On February 23, 2015, the County issued a request for proposals (RFP) for non-profit services that contribute to the following target areas:

- Improve the high school graduation rate
- Prevent health risks and diseases
- Promote residents' financial self-sufficiency

The Community Service Grants process was modified in October 2014 to strengthen fiscal management and contract controls, encourage applications from agencies that have not received financial support in the past, and to modify the target areas. Modifications to the target areas include combining the former target area of "train and place unemployed workers" with the current target area of "promote residents' financial self-sufficiency."

Request for Proposal Target Areas

The three modified target areas of the request for proposal process reflect the specific factors endorsed by the Board of County Commissioners in October 2014. These success factors were identified through a statistically representative survey of residents, a community forum, employee input and analysis of the County's progress toward desired results. Consistent with the County's Managing for Results philosophy, the FY2016 Community Service Grants process allows the County to make strategic investments in the areas of greatest community need.

Proposal Review Process

Upon receipt of each proposal, staff in the County Manager's Office reviewed each submission to determine if all initial eligibility requirements had been met. To be eligible to apply for funding, a non-profit organization must:

1. Serve the residents of Mecklenburg County,
2. Have a 501(c)(3) non-profit classification with the IRS,
3. Submit independently audited financial statements from the last fiscal year available,
4. Agree not to discriminate against any employee, applicant or program participant because of race, religion, color, sex, age, handicap, physical or mental impairment, disabilities or natural origin,
5. Have a professional affiliation which supports organizational sustainability,
6. Clearly contribute to one of the three target areas,
7. Not have any current state revenue suspensions, or
8. Overdue taxes.

The County Manager's Office then organized an advisory panel to review proposals. The advisory panel included community members with expertise in the target areas and knowledge of the County's performance measurement standards. The advisory panel provided input for the County Manager to consider when making funding recommendations to the Board of County Commissioners (BOCC).

The BOCC makes all final funding decisions for the Community Service Grant process.

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FY2016 Community Service Grant Funding by Target Area

The FY2016 Adopted Budget provides funding support in the amount of nearly \$4.1 million for the following agencies:

Community Service Grants	FY16 Adopted Budget
Improve the High School Graduation Rate	
100 Black Men of Greater Charlotte	\$20,000
A Child's Place*	50,000
Arts & Science Council – Studio 345	350,000
Big Brothers Big Sisters – Mentoring 2.0	25,000
Big Brothers Big Sisters – School-Based Mentoring	50,000
Citizen Schools*	50,000
Communities in Schools	1,063,000
First Baptist Church West – Community Services Association	75,000
International House	50,000
YMCA of Greater Charlotte	185,000
YWCA of the Central Carolinas*	50,000
Target Area Subtotal	\$1,968,000
Prevent Health Risks and Diseases	
Bethesda Health Center	165,000
Care Ring – Nurse-Family Partnership	125,500
Care Ring – Physicians Reach Out	250,000
Charlotte Community Health Clinic – Homeless	270,919
Charlotte Community Health Clinic – Low Income	250,000
MedAssist of Mecklenburg	500,000
Senior Activities and Services**	70,000
Shelter Health Services	69,000
Teen Health Connection*	50,000
Target Area Subtotal	\$1,750,419
Promote Residents' Financial Self-Sufficiency	
Ada Jenkins Center	25,000
Center for Community Transitions	50,000
Community Culinary School	60,000
Goodwill Industries*	50,000
Hope Haven*	41,500
Junior Achievement	20,000
Latin American Coalition	50,000
Urban League of Central Carolinas	50,000
Target Area Subtotal	\$346,500
Total	\$4,064,919

*Denotes new agency

**Senior Activities and Services formerly known as Levine Senior Center

**FY2016 Community Service Grant Budget
Comparison of Funding FY2015 – FY2016**

Community Service Grants	FY15 Amended Budget	FY16 Adopted Budget
100 Black Men of Greater Charlotte	15,500	20,000
A Child's Place*	-	50,000
Ada Jenkins Center	25,000	25,000
Arts & Science Council – Studio 345	350,000	350,000
Bethesda Health Center	165,000	165,000
Big Brothers Big Sisters of Greater Charlotte – Mentoring 2.0	25,000	25,000
Big Brothers Big Sisters of Greater Charlotte – School Based Mentoring	40,000	50,000
Care Ring, Inc. – Nurse Family Partnership	62,500	125,500
Care Ring, Inc. (Physicians Reach Out)	250,000	250,000
Center for Community Transitions	50,000	50,000
Charlotte Community Health Clinic – Homeless	270,919	270,919
Charlotte Community Health Clinic – Low Income	250,000	250,000
Charlotte Mecklenburg Housing Partnership	50,000	-
Citizen Schools*	-	50,000
Communities in Schools	1,063,000	1,063,000
Community Culinary School	60,000	60,000
First Baptist Church West – Community Services Association	75,000	75,000
Goodwill Industries*	-	50,000
Hope Haven, Inc.*	-	41,500
International House of Metrolina, Inc.	50,000	50,000
Junior Achievement of the Carolinas, Inc.	20,000	20,000
Latin American Coalition	50,000	50,000
Levine Jewish Community Center – Oasis Senior Enrichment	50,000	-
MedAssist of Mecklenburg	500,000	500,000
Senior Activities and Services**	70,000	70,000
Shelter Health Services	69,000	69,000
Teen Health Connection, Inc.*	-	50,000
Urban League of Central Carolinas, Inc. – Center for Workforce Development	50,000	50,000
YMCA of Greater Charlotte	185,000	185,000
YWCA of the Central Carolinas, Inc.*	-	50,000
Community Service Grant Totals:	3,795,919	4,064,919

*Denotes new agency

**Senior Activities and Services formerly known as Levine Senior Center

Listed in the order of advisory panels' rankings

MECKLENBURG COUNTY | FISCAL YEAR 2016

FY2016 Staff Summary Comparison by Agency

This chart displays comparative information on the County's positions from FY2013 to FY2016.

Agency	FY13 Adopted		FY14 Adopted		FY15 Adopted		FY16 Adopted	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Area Mental Health	275							
Asset and Facility Management ¹							33	
Behavioral Health					5		6	
Board of Elections ²	21		21		21		21	1
Business Support Services Agency ¹	285	1	326		264	1		
Child Support Enforcement	98		108		109		110	1
Community Support Services	54		60	1	64	1	94	1
County Assessor's Office			95		99		99	
County Commissioners	9		9		9		9	
Criminal Justice Services	54		46		55		56	
Economic Development	2		2		2		3	
Finance ¹	111		116		118		148	
Historic Land Commission		1		2	1	1	2	
Human Resources					45	2	49	2
Information Technology ¹							144	
Internal Audit	10		10		12		12	
LUESA ^{1, 2}	462	3	418	3	394	2	454	6
Managed Care Organization			239					
Manager's Office ¹	34	1	38	1	40	1	66	
Medical Examiner ²	13		13		14		17	4
Park & Recreation ²	267		270		305		307	173
Provided Services Organization	186	12	197	9	205	9	66	
Public Health ²	520		528	4	642	5	793	10
Public Information Department					19		19	
Public Library ²	322	9	327	9	353	10	353	56
Register of Deeds	35		38		38		38	
Sheriff's Office ³	1,355		1,355		1,363		1,318	
Social Services	1,100	7	1,106	6	1,238	6	1,304	5
Tax Collector	55	2	55	2	50	2	40	
TOTAL	5,268	36	5,377	37	5,465	40	5,561	259

FTE - Full-time equivalent staff PTE - Part-time equivalent staff⁴

Notes:

- Due to rounding, totals may be slightly off. In addition, the Historic Land Commission positions are not included.
- 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.

¹ The Business Support Services Agency was eliminated in FY2015 and the business functions within the agency were reorganized as follows: Procurement is a division of Finance; Information Technology is a standalone agency; Geospatial Information Services is a division of LUESA; Asset and Facility Management is a standalone agency; and Business Process Management and Enterprise Project Management are divisions of the Manager's Office.

² Part-time equivalent staff added in FY2016 primarily due to the inclusion of limited part-time positions that were previously budgeted as temporary positions.

³ The Sheriff's Office number reflects 75 positions that were defunded during FY2012.

⁴ Part-time equivalent staff is defined as a regular employee who works less than 80.00 standard hours per pay period.



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MECKLENBURG COUNTY | FISCAL YEAR 2016

FY2016 Staff Composition Changes by Agency

This chart displays staff changes for the FY2016 Adopted Budget.

Agency	FY15 Adopted Positions		Changes after FY15 Budget		Transfers		Changes in the FY16 Budget		FY16 Adopted Positions	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Asset and Facility Management¹ Positions from BSSA Real Estate Contract Coordinator					31		2		33	
Behavioral Health Utilization Review Specialist	5						1		6	
Board of Elections² Limited part-time positions	21						1		21	1
Business Support Services Agency¹ Asset and Facility Management positions Finance positions Geospatial Information Services positions Human Resources positions Information Technology positions Manager's Office positions Public Information position	264	1			-264	-1				
Child Support Enforcement Case Worker Case Manager	109		1				1		110	1
Community Support Services Positions from Provided Services Organization Veteran Services Specialist Case Coordinator Social Services Assistant	64	1			26		4		94	1
County Assessor's Office	99								99	
County Commissioners	9								9	
Criminal Justice Services Intern I	55		1						56	
Economic Development Administrative Support Coordinator	2						1		3	
Finance¹ Positions from BSSA Enterprise Management Analyst	118				30				148	
Historic Land Commission Position status updates	1	1	1	-1					2	

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

Agency	FY15 Adopted Positions		Changes after FY15 Budget		Transfers		Changes in the FY16 Budget		FY16 Adopted Positions	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Human Resources	45	2	1		3				49	2
Positions from BSSA					2					
Position from the Manager's Office					1					
Position from BSSA			1							
Information Technology¹					135		9		144	
Positions from BSSA					135					
Senior IT Dev. Manager							2			
IT Quality Services Manager							2			
Systems Architect-Sr. Programmer Applications							2			
IT Business Systems Analyst							3			
Internal Audit	12								12	
LUESA^{1, 2}	394	2	6	-2	41		13	6	454	6
Geospatial Information Services positions					41					
Customer Service Concierge			4							
Position status updates			2	-2						
Limited part-time positions							5			
Plans Examiners							4			
Administrative Support Assistant III							1			
Sr. Engineering Technician							1			
Environmental Specialist							1			
Project Manager							1			
Maintenance & Operations Specialist							2			
Associate Project Manager							1			
Environmental Specialist (limited part-time)							1			
GIS Technicians							2			
Manager's Office¹	40	1	1	-1	25				66	
Positions from BSSA					26					
Finance position					-1					
Human Resources position					-1					
Position from Tax Collector					1					
Attorney's Office position			1	-1						
Medical Examiner²	14						3	4	17	4
Limited part-time positions							5			
Medicolegal Death Investigators							2	-1		
Autopsy Technician							1			
Park & Recreation²	305						2	173	307	173
Park Rangers							2			
Limited part-time positions							173			
Provided Services Organization	205	9	3		-142		-9		66	0
Senior Nurse			1							
Interpreter			2							
Community Support Services positions					-26					
Public Health positions					-116					
Limited part-time positions							-9			

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

Agency	FY15 Adopted Positions		Changes after FY15 Budget		Transfers		Changes in the FY16 Budget		FY16 Adopted Positions	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Public Health²	642	5	4		136		11	5	793	10
Senior Social Worker			2					5		
Positions from Provided Services Organization					136					
Nurse Case Manager			2				1			
Mental Health Licensed Clinician							4			
Clinical Director							1			
Senior Q & T Specialist							1			
Environmental Specialist							2			
School Health Nurse							2			
Limited part-time positions							5			
Public Information Department	19				1				19	
Position from BSSA ²					1					
Public Library²	353	10					46		353	56
Limited part-time positions							46			
Register of Deeds	38								38	
Sheriff's Office³	1,363						-45		1,318	
Sheriff positions							-45			
Social Services	1,238	6	58	-1			8		1,304	5
Children's Services positions			21							
Senior Social Worker			22							
Administrative Assistant II			14							
Intake Services position			1	-1						
Senior Social Worker							7			
Social Worker Supervisor							1			
Tax Collector	50	2			-1		-9	-2	40	
Eliminated positions							-9	-2		
Manager's Office position					-1					
TOTAL	5,465	40	74	-3	20	0	1	224	5,561	259

FTE - Full-time equivalent staff PTE - Part-time equivalent staff⁴

Notes:

- Due to rounding, totals may be slightly off. In addition, the Historic Land Commission positions are not included.
- 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.

¹ The Business Support Services Agency was eliminated in FY2015 and the business functions within the agency were reorganized as follows: Procurement is a division of Finance; Information Technology is a standalone agency; Geospatial Information Services is a division of LUESA; Asset and Facility Management is a standalone agency; and Business Process Management and Enterprise Project Management are divisions of the Manager's Office.

² Part-time equivalent staff added in FY2016 primarily due to the inclusion of limited part-time positions that were previously budgeted as temporary positions.

³ The Sheriff's Office number reflects 75 positions that were defunded during FY2012.

⁴ Part-time equivalent staff is defined as a regular employee who works less than 80.00 standard hours per pay period.

Explanation of Staff Changes by Agency

The Staff Composition Changes by Agency table references Fiscal Year 2015 and 2016 Adopted position counts for each County agency. Below is an explanation of the staff changes for FY2016 by Agency.

Asset and Facility Management

The following positions were transferred after the FY2015 Adopted Budget:

- The Business Support Services Agency was eliminated in FY2015 and 31 positions were transferred to create a new agency.

The following positions are added in the FY2016 Adopted Budget:

- Two Real Estate Contract Coordinators to assist with facility maintenance, custodial, and grounds maintenance services.

Behavioral Health Division

The following position is added in the FY2016 Adopted Budget:

- One Utilization Review Specialist position to provide clinical consultation and case support.

Board of Elections

The following position is added in the FY2016 Adopted Budget:

- One part-time equivalent position previously budgeted as a temporary position.

Business Support Services Agency

The Business Support Services Agency was eliminated in FY2015 and the following positions were transferred after the FY2015 Adopted Budget:

- 31 positions were transferred to Asset and Facility Management.
- 29 positions were transferred to Finance.
- 41 Geospatial Information Services positions were transferred to LUESA.
- Two positions were transferred to Human Resources.
- 135 positions were transferred to Information Technology.
- 26 positions were transferred to the Manager's Office.
- One limited part-time position was transferred to Public Information.

Child Support Enforcement

The following position was added after the FY2015 Adopted Budget:

- One Case Worker position to assist with the paternity establishment project.

The following position is added in the FY2016 Adopted Budget:

- One Case Manager position that will provide services exclusively to Mecklenburg County Child Support Enforcement (MCCSE) customers in the Self-Serve Center at the Courthouse.

Community Support Services

The following positions are transferred in the FY2016 Adopted Budget:

- The Provided Services Agency will be eliminated in FY2016 and 26 positions are transferred to Community Support Services.

The following positions are added in the FY2016 Adopted Budget:

- Two Veteran Service Specialist positions to support Veteran Services.
- One Case Coordinator position to support Veteran Services
- One Social Service Assistant position to support Homeless Services.

Criminal Justice Services

The following position was added after the FY2015 Adopted Budget:

- One Doctoral-Level Psychology Intern I position to complete additional court-ordered evaluations in the Forensic Evaluations Unit.

Economic Development Office

The following position is added in the FY2016 Adopted Budget:

- One Administrative Support Coordinator to assist in Economic Development activities.

Finance

The following positions were transferred after the FY2015 Adopted Budget:

- The Business Support Services Agency was eliminated in FY2015 and 29 positions were transferred to Finance.
- One Enterprise Management Analyst transferred from the Manager's Office and reclassified to a Senior Fiscal Analyst.

Historic Land Commission

The following position was updated after the FY2015 Adopted Budget:

- One full-time equivalent position previously classified as a part-time equivalent position.

Human Resources

The following position was added after the FY2015 Adopted Budget:

- One Business Manager position from Business Support Services Agency was reclassified to a Learning and Development Consultant position.

The following positions were transferred after the FY2015 Adopted Budget:

- The Business Support Services Agency was eliminated in FY2015 and two positions were transferred to Human Resources.
- One Senior IT Manager position transferred from the Manager's Office and reclassified as a HR Director.

Information Technology

The following positions are added in the FY2016 Adopted Budget:

- Two Senior IT Development Managers to be funded from the FY16 Technology Reserve.
- Two IT Quality Services Managers to be funded from the FY16 Technology Reserve.
- Two Systems Architects to be funded from the FY16 Technology Reserve.
- Three IT Business Systems Analysts to be funded from the FY16 Technology Reserve.

Land Use and Environmental Services Agency

The following positions were transferred after the FY2015 Adopted Budget:

- 41 Geospatial Information Services positions were transferred to LUESA.

The following positions were added after the FY2015 Adopted Budget:

- Four Customer Service Concierge positions to have a broad knowledge base of Code Enforcement operations to improve customer satisfaction.
- Two part-time equivalent positions updated to full-time equivalent positions for a more accurate position status.

The following positions are added in the FY2016 Adopted Budget:

- Four fee-funded Plans Examiner positions to address increase in residential building permits and to review larger projects.
- One fee-funded Administrative Support Assistant III position to assist in meeting response time performance goals.
- One fee-funded Senior Engineering Technician to address anticipated workload increases for site plan reviews.
- One fee-funded Environmental Specialist to address anticipated workload increases for site plan reviews.
- One fee-funded Project Manager to address anticipated workload increases for site plan reviews.
- Two fee-funded Maintenance & Operations Specialists to monitor water quality.
- One fee-funded Associate Project Manager to assist in field inspections of Storm Water Capital Projects.
- One fee-funded limited part-time Environmental Specialist to maintain algae sampling and analysis. This position is less than a part-time equivalent position.
- Two Geospatial Information Services positions to meet performance goals of updating land records within 30 days or less.
- Five fee-funded part-time equivalent positions previously budgeted as temporary positions.

Manager's Office

The following position was reclassified after the FY2015 Adopted Budget:

- One position in the Attorney's Office reclassified from a part-time equivalent position to a full-time equivalent position.

The following positions were transferred after the FY2015 Adopted Budget:

- The Business Support Services Agency was eliminated in FY2015 and 26 positions were transferred to the Manager's Office.
- One Enterprise Management Analyst transferred from the Manager's Office and reclassified to a Senior Fiscal Analyst.

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Manager's Office (cont.)

- One Senior IT Manager position transferred from the Manager's Office and reclassified as a HR Director.
- One position transferred from the Tax Collector to the Manager's Office and reclassified as an Enterprise Management Analyst.

Medical Examiner's Office

The following position is deleted in the FY2016 Adopted Budget:

- One part-time equivalent position due to increase in full-time staff.

The following positions are added in the FY2016 Adopted Budget:

- Two Medicolegal Death Investigators to provide on-scene death investigations.
- One Autopsy Technician to provide greater coverage in the office for performing autopsies.
- Five part-time equivalent positions previously budgeted as temporary positions.

Park & Recreation

The following positions are added in the FY2016 Adopted Budget:

- Two Park Rangers for additional security in the parks.
- 173 part-time equivalent positions previously budgeted as temporary positions.

Provided Services Organization

The following positions were added after the FY2015 Adopted Budget:

- Two Interpreter positions were approved during FY2015.
- One Senior Nurse position was approved during FY2015.

The following positions are transferred in the FY2016 Adopted Budget:

- 26 positions transferred to Community Support Services.
- 142 positions transferred to Public Health.

The following positions are deleted in the FY2016 Adopted Budget:

- Nine part-time positions eliminated due to services being provided by an outside vendor.

Public Health

The following positions were added after the FY2015 Adopted Budget:

- Two Senior Social Worker positions were approved during FY2015.
- Two Nurse Case Manager position was approved during FY2015.

The following positions are transferred in the FY2016 Adopted Budget:

- The Provided Services Agency were eliminated in FY2016 and 136 positions are transferred to Public Health.

The following positions are added in the FY2016 Adopted Budget:

- One Nurse Case Manager position to support the Health Case Management Service.



ADOPTED BUDGET

Public Health (cont.)

- Four Mental Health Licensed Clinician positions to support the Child Development and Community Policing Services.
- One Clinical Director position to support the Child Development and Community Policing Services.
- One Senior Quality & Training Specialist position to support the Child Development and Community Policing Services.
- Two Environmental Specialist positions were support the Environmental Management Service.
- Two School Health Nurses to support School Health Services.
- Five part-time equivalent positions previously budgeted as temporary positions.

Public Information Department

The following position was transferred after the FY2015 Adopted Budget:

- The Business Support Services Agency was eliminated in FY2015 and one limited part-time position was transferred to Public Information.

Public Library

The following positions are added in the FY2016 Adopted Budget:

- 46 part-time equivalent positions previously budgeted as temporary positions.

Sheriff's Office

The following positions are deleted in the FY2016 Adopted Budget:

- 45 Sheriff's Office positions eliminated due to the declining jail population.

Social Services

The following positions were added after the FY2015 Adopted Budget:

- 21 positions were unfrozen to support Children's Services in FY2015.
- 22 Senior Social Worker positions funded with increased Medicare funding.
- 14 Administrative Assistant II positions funded with increased Medicare funding.
- One transfer position from part-time to full-time status to support Intake Services.

The following positions are added in the FY2016 Adopted Budget:

- Seven Senior Social Worker positions to support Youth and Family Services.
- One Social Work Supervisor position to support Youth and Family Services.

Tax Collector

The following position was transferred after the FY2015 Adopted Budget:

- One position transferred from the Tax Collector to the Manager's Office.

The following positions deleted in the FY2016 Adopted Budget:

- Nine full-time equivalent positions due to implementation of Tax and Tag, and elimination of Privilege License Tax.
- Two part-time equivalent positions due to implementation of Tax and Tag, and elimination of Privilege License Tax.



FINANCIAL SOURCES & USES



The Salute to Veterans Parade was held on November 8, 2014 to showcase local middle and high school bands, the Junior Reserve Officer Training Corps (JROTC) program units, active military units, antique cars and veteran organizations.

[Revenue Detail](#)
[Expenditure Detail](#)

REVENUE DETAIL



Local leaders joined together on April 2, 2015 for a poignant ceremony to observe the beginning of Child Abuse Awareness Month. Pinwheels were placed in the ground to symbolize the stable, healthy and protected childhood all children deserve.

FY2016 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 Revenue. County revenue is defined as revenue the Board has discretionary control over. For example, the Board of County Commissioners can change 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 via a contractual agreement. Debt Service is funding for payments on interest and principal on obligations and other financing. These payments apply to debt associated with CMS, CPCC, and the County. Education Services comprises funding for CMS and CPCC operating budgets.

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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, which should be market 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 FY2016 is \$119.5 billion, a \$1.54 billion (1.3 percent) increase from the FY2015 values.

Assessed Valuation			
(In Millions)	FY14 Budgeted	FY15 Budgeted	FY16 Projected
Real Property	\$94,470.00	\$96,616.40	97,070.60
Personal Property	8,711.00	10,051.40	9,286.00
Vehicles	7,869.00	7,650.60	8,729.50
State Certifications	3,250.00	3,666.60	4,436.90
Total	\$114,300.00	\$117,985.00	\$119,523.00
Percent Change	-1.64%	3.22%	1.30%
Net Yield of One Cent	\$11,144,250	\$11,562,530	\$11,725,206
Tax Rate	81.57¢	81.57¢	81.57¢
Collection Rate*	97.50%	98.00%	98.10%

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

FY2016 Property Tax

At the adopted tax rate of 81.57 cents, the property tax rate is projected to generate \$956.4 million. Total property tax revenue, including prior year taxes, is \$963.3 million. This is at a collection rate of 98.10 percent.

	FY15 Adopted	FY16 Adopted	Dollar Change	Percent Change
Net Property Taxes - Current	\$943,155,572	\$956,425,078	\$13,269,506	1.41%
Net Property Taxes - Prior	14,951,000	6,826,000	-\$8,125,000	-54.34%
Total Property Tax Revenue	\$958,106,572	\$963,251,078	\$5,144,506	0.54%

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Sales Tax

Sales tax revenue for the County is projected to be \$247 million for FY2016. This is a \$20,031,786 or 8.8 percent increase from the FY2015 budget. Of this total, \$47 million is dedicated to pay for CMS debt service. An additional \$38 million is dedicated to Transit services. In accordance with the Transit Governance Inter-local Agreement, the net proceeds from 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			\$38,000,000	\$38,000,000
Debt Service		\$11,470,000	35,558,000	\$47,028,000
Unclassified	\$111,913,786	26,800,000	23,700,000	\$162,413,786
Total	\$111,913,786	\$38,270,000	\$97,258,000	\$247,441,786

NC Education Lottery

Under the current lottery legislation, at least 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.

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 would not otherwise be served in high-quality settings.
- 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.

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Distribution of Lottery Proceeds	
Education Program	Percent
Pre-K and Class-Size Reduction Programs	50%
School Construction	40%
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.

For FY2016, Mecklenburg County expects to receive \$9.5 million from the lottery. Actual funding for Mecklenburg County will depend on the lottery revenues collected over the course of the fiscal year.

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 recovering economy has led to projected investment income of \$3.4 million for FY2016, a \$555,000 increase from the FY2015 Adopted Budget.

Total Interest Earned				
	FY13 Adopted Budget	FY14 Adopted Budget	FY15 Adopted Budget	FY16 Adopted Budget
General Fund	\$2,140,000	\$2,600,000	\$2,800,000	\$3,360,000
Enterprise Funds	60,000	20,000	25,000	25,000
Debt Service Fund	540,000	150,000	500,000	630,000
Total	\$2,740,000	\$2,770,000	\$3,325,000	\$4,015,000

Fund Balance

In 2012, the County adopted a new fund balance policy. The policy, in accordance with GASB 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 considerable reductions in revenue sources. Fund balance in excess of 28 percent of actual General Fund revenues can be appropriated to the Capital, Technology, and Fleet reserves with a cap equivalent to 1.75 cents on the property tax rate. Of the total amount appropriated, 90 percent will be allocated to specific projects.

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The balance will remain unallocated and placed in reserve to be used in those fiscal years when fund balance is unavailable for appropriation. As a result of the adopted policy, the FY2016 Budget appropriates \$16 million from excess fund balance for Capital, Technology and Fleet Reserve.

Consistent with the County's Fund Balance policy, the Adopted Budget utilizes \$39.4 million of available fund balance. Funding from this source includes \$16 million for Enterprise Reserves (capital, technology, and fleet), \$9.5 million to address unmet needs, \$8 million for Other Post-Employment Benefits (OPEB), and \$5.9 million for Pay-As-You-Go (PAYGO) capital financing. Of the \$9.5 million to address unmet needs, \$7.2 million will address unmet needs for education and literacy.

Fund Balance Allocation		
Reserve	Description	Amount
Technology	Agency Upgrades	\$6,000,000
Capital	Replacement, renovation and repair	8,000,000
Fleet	Vehicle Replacement	2,000,000
Sub-total		\$16,000,000
Agency	Description	Amount
OPEB	Other Post-Employment Benefits	\$8,000,000
PAYGO	Pay-As-You-Go Capital Financing	5,851,000
CMS	Maintenance and Technology Needs	4,000,000
CPCC	Maintenance and Technology Needs	1,555,134
Park and Recreation	Deferred Repair and Replacement Plan	1,000,000
Elections	Three Scheduled Elections	786,524
Public Library	Digital Strategy Implementation	599,000
Public Library	Circulation Materials	500,000
Read Charlotte	Five Year Funding	500,000
Park and Recreation	New Equipment	301,041
Community Support Services	Research/Evaluation Initiatives	200,000
Human Resources	Immunization Changes/Health Department	107,301
Sub-total		\$23,400,000
Grand Total		\$39,400,000

Charges for Service

Charging users for specific services is a method of providing services without resorting to general tax dollars. In this fashion, those customers that receive the benefit are the ones paying for the service. For FY2016, fees in Land Use and Environmental Services and Park and Recreation are adjusted to more accurately reflect the cost of service. Refer to the *Appendices* section of this document for a detailed list of FY2016 fee changes.

Law Enforcement Service District

The Law Enforcement Service District (LESD), created by the Board effective January 1996, is used to finance and provide law enforcement services to the unincorporated areas of Mecklenburg County. According to the inter-local agreement between the City of Charlotte and Mecklenburg County, the County's share of the net Charlotte-Mecklenburg Police Department (CMPD) budget is based on the overall percentage of the unincorporated area population to the total population served by CMPD.

In FY2004, Charlotte City Council and the Board of County Commissioners adopted the *Future of Policing Report Recommendations*, which included a new funding method for the LESD. The approved method recommended that County payments to the City for police services not exceed a funding cap of \$12.5 million from FY2004 through FY2008. When this funding agreement for the LESD expired in FY2009, the City and County agreed to amend the existing inter-local agreement to reflect the following funding approach:

- Basis for funding allocation is still unincorporated population with a funding cap extension for four additional years – FY2009 to FY2012.
- Continue concept of the cap with a “ceiling but no floor.” This means the County could pay less than the cap amount if determined by the unincorporated population calculation.
- Increase the LESD cap from \$12.5 million to \$13.4 million (7 percent increase) for FY2009. The seven percent increase was derived from a Consumer Price Index (CPI) calculation of the previous two years.
- For FY2010 through FY2012, increase the cap each year by 5.5 percent (net adjustments)

LESD Funding Cap		
Fiscal Year	Dollar Cap Amount	Percent Increase
FY08 (adopted)	12,548,543	
FY09 (adopted)	13,426,941	7.0%
FY10 (projected)	14,165,423	5.5%
FY11 (projected)	14,944,521	5.5%
FY12 (projected)	15,766,470	5.5%

The City and the County agree to review cost for service data each year.

In FY2012, the County received permission from the North Carolina General Assembly to allow towns in Mecklenburg County to patrol their Extra Territorial Jurisdictions (ETJs). The previous law allowed for only one law enforcement service district with one tax rate to contract with one municipality to police an unincorporated area. The new law allows different municipalities, to police different areas of the unincorporated area. This law provides Mecklenburg County some flexibility and is supported by the seven municipalities. The towns could choose to contract with the City of Charlotte to provide the service. This would break up the single LESD district into six additional districts (five towns and the City of Charlotte – Matthews has no ETJ). However, after exploring the consequences of moving toward this new model, the BOCC instructed staff during the FY2012 Strategic Planning Conference to continue with the existing arrangement and negotiate the funding amount for FY2013 with the City of Charlotte.

FY2016 LESD Funding Summary

The adopted tax rate for the Law Enforcement Service District (LESD) is 21.14 cents, an increase of 1.77 cents from FY2015. This change is due to increasing Charlotte-Mecklenburg Police Department contractual costs, and population growth in the unincorporated area that has outpaced growth in property value.

The tax rate for the LESD was last increased by 0.71 cents in FY2013. Since FY2013, the population in the LESD has grown by 12 percent compared to 9 percent growth in property value. During the same period, the total cost to provide law enforcement for the District has grown by 2.5 million, or 19 percent. Fund balance was required to cover the growing cost for the District in FY2014 and FY2015. However, this does not provide a sustainable approach to funding the LESD. Increasing the tax rate by 1.77 cents (9 percent) will allow a sustainable tax rate that will fund the expenses in the Law Enforcement Service District. The County Manager also recommends the use of \$150,000 in available LESD fund balance to cover the cost of the LESD.

For FY2016, and for all future years, the County will pay the City of Charlotte \$469,000 for all of its lake patrol services for Lake Norman, Mountain Island Lake, and Lake Wylie. The County will provide the Town of Cornelius with annual payments of \$367,000 for primary lake patrol services for Lake Norman. Additional funding of \$150,000 will be made available in FY2016 by the County for enlarging the existing Boat House at Ramsey Creek Park to add another inside slip.

Law Enforcement Cost				
Item	FY13	FY14	FY15	FY16
Unincorporated Area Population	49,658	51,655	53,227	55,572
Charlotte & Unincorporated Area Population	793,055	801,392	813,870	828,519
Unincorporated Area as a % of Charlotte & Unincorporated Area	6.26%	6.45%	6.54%	6.71%
CMPD total cost for police services	\$209,965,159	\$214,088,600	\$221,680,822	\$228,136,363
Increase in CMPD budget	11,625,223	4,123,441	7,592,222	6,455,541
CMPD LESD Cost	12,467,196	13,119,422	13,817,899	14,832,995
CMPD Lake Patrol Cost	680,000	680,000	680,000	469,000
Cornelius Lake Patrol Cost	-	-	-	367,000
Total	\$13,147,196	\$13,799,422	\$14,497,899	\$15,668,995

Based on this cost of service, the next step is to calculate the tax rate necessary in the unincorporated area to generate the required revenue to provide police services. This calculation is based on the total assessed value of the property and the value of a penny.

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Law Enforcement Service District Assessed Value and Tax Levy				
	FY13 Adopted	FY14 Adopted	FY15 Adopted	FY16 Adopted
LESD Assessed Valuation	\$6,568,942,548	\$6,496,000,000	\$6,896,577,887	\$7,158,257,036
LESD tax rate	19.37¢	19.37¢	19.37¢	21.14¢
Rate Increase	0.71¢	-	-	1.77¢
Total Net Tax Levy	\$12,467,196	\$12,119,422	\$13,131,498	\$14,838,995
General Fund (Lake Patrol CMPD)	680,000	680,000	680,000	463,000
General Fund (Lake Patrol Cornelius)	-	-	-	217,000
LESD Fund Balance	-	1,000,000	686,401	150,000
Total	\$13,147,196	\$13,799,422	\$14,497,422	\$15,668,995

Lake Norman, Lake Wylie and Mountain Island Lake are community wide assets used by all residents of Mecklenburg County. In FY2013, the Board concluded that it is more equitable to share the cost of law enforcement across all residents rather than only the property owners who reside in unincorporated Mecklenburg County. The cost of patrolling the lakes, calculated at \$680,000, will be paid from the County's General Fund.

LESD Trends				
	FY13	FY14	FY15	FY16
Increase in LESD cost year-over-year	\$1,497,144	\$652,226	\$698,477	\$1,171,096
Increase in LESD cost since 2013		\$652,226	\$1,350,703	\$2,521,799
Percent increase in LESD cost since 2013		4.96%	10.27%	19.18%
Growth in unincorporated population since 2013		1,997	3,569	5,914
Percent growth in unincorporated population since 2013		4.02%	7.19%	11.91%
Percent change in LESD property value since 2013		-1.11%	4.99%	8.97%

Fire Protection Service District

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

Starting in FY2013, the County, under the authority of N.C.G.S. 153A-301 et seq., levied a fire protection service district tax to pay for fire services in the towns and unincorporated area. A total of five service districts were created to service the extraterritorial jurisdictions (ETJs) left in the county. The ETJs include geography

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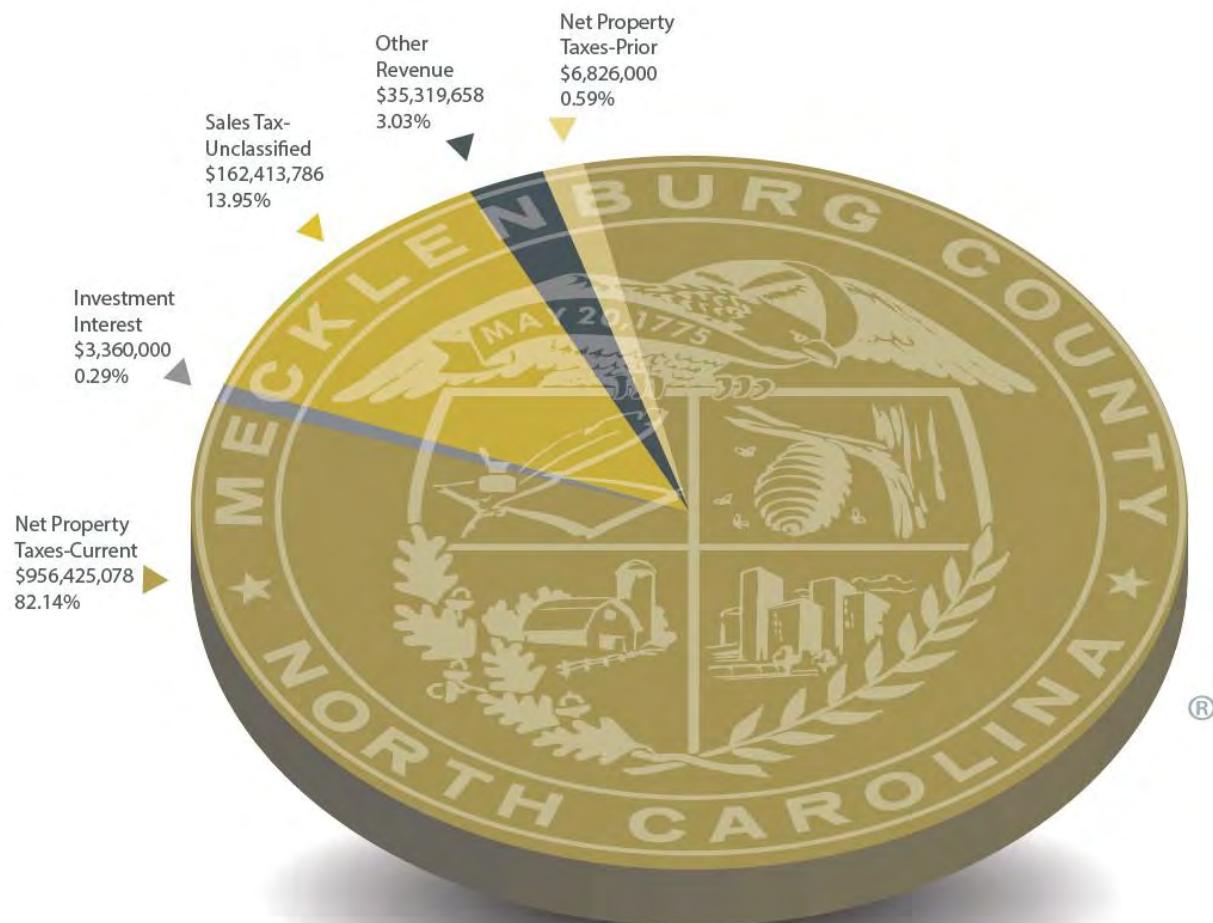
outside the four towns (Cornelius, Davidson, Huntersville, and Mint Hill) and the City of Charlotte.

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 Department(s), to provide fire protection services for that area.

The tax rate necessary to fund the service district is recommended by each Town, but set by the Board. The tax rate for the Charlotte ETJ service district is set by the Board based on the property values and the cost of services to be provided. Based on this guidance, the Fire Protection Service District tax rates for each district is set at 5 to 7 cents per \$100 in valuation. There are no changes to the Fire Protection Service Districts' tax rates.

Fire Protection Service District Tax Rates					
	Charlotte ETJ	Cornelius ETJ	Davidson ETJ	Huntersville ETJ	Mint Hill ETJ
Value of 1¢ @ 96% Collection Rate	\$524,227	\$10,356	\$22,308	\$143,572	\$44,973
Tax Rate	6¢	5¢	6¢	5¢	7¢
FY15 Projected Tax Revenue	\$3,145,359	\$51,778	\$133,850	\$717,861	\$314,812

**Where the Money Comes From
(County Dollars)**



Note: Other revenue includes licenses and permits, Local ABC profits, transient occupancy tax, revenue from rentals, sale of property and other revenue.

Where the Money Comes From Total Revenue

	FY15 Adopted	FY16 Adopted	FY2016 Allocation % of Total Budget
1. Property Tax	\$958,106,572	\$963,251,078	61.28%
2. Sales Tax	227,410,000	247,441,786	15.74%
3. Charges For Services	92,763,406	89,039,080	5.66%
4. Federal Sources	108,770,573	112,755,799	7.17%
5. State Sources	36,650,058	40,092,095	2.55%
6. Other Revenues	59,813,458	68,525,446	4.36%
7. Licenses & Permits	22,314,752	23,939,837	1.52%
8. Law Enforcement Service District	13,131,498	14,838,995	0.94%
9. Investment Income	3,325,000	4,015,000	0.26%
10. Fire District	3,912,373	4,363,660	0.28%
11. Local ABC Profits	3,278,712	3,580,000	0.23%
Total	\$1,529,476,402	\$1,571,842,776	100.00%

1. Property taxes represent 61.28 percent of the total revenue for the Fiscal Year 2016 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. Similar to Federal Sources, State Sources consist of revenue from the State of North Carolina, which funds various health, mental and social services. State lottery funds are also included.
6. Other Revenues include revenues from rentals, transient occupancy tax, sale of properties, and other revenue sources.
7. Licenses and Permits are revenues derived from business, marriage, and license fees.
8. Law Enforcement Service District Tax is generated from the 21.14 cents tax assessment in the unincorporated areas.
9. Investment Interest is revenue from funds invested by the County.
10. Fire District Tax in FY2016 is generated from the 5 to 7 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 the six municipalities and applies no less than 25 percent to the payment of principle and interest on bond indebtedness.

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Comparison of County Revenue

	FY13 Adopted Budget	FY14 Adopted Budget	FY15 Adopted Budget	FY16 Adopted Budget
TAX RATE	79.22¢	81.57¢	81.57¢	81.57¢
Net Property Tax - Current	897,522,990	909,036,472	943,155,572	956,425,078
Net Property Tax - Prior	14,827,500	14,826,000	14,951,000	6,826,000
Sales Tax - One cent	86,758,000	89,950,000	100,000,000	111,913,786
Sales Tax- Half cent	22,400,000	23,100,000	25,100,000	26,800,000
Sales Tax - Add'l half cent	18,800,000	19,400,000	21,800,000	23,700,000
Other Revenues ¹	21,354,391	26,130,907	27,161,835	35,319,658
Interest On Investments	2,680,000	2,750,000	2,800,000	3,360,000
TOTALS	1,064,342,881	1,085,193,379	1,134,968,407	1,164,344,522
Est. Assessed Valuation	116,200,000,000	114,300,000,000	117,985,000,000	119,523,000,000
Tax Levy	920,536,400	932,345,100	962,403,645	974,949,111
Less: Uncollectible	-23,013,410	-23,308,628	-19,248,073	-18,524,033
Net - Property Taxes	897,522,990	909,036,472	943,155,572	956,425,078
NET YIELD ONE CENT	11,329,500	11,144,250	11,562,530	11,725,206
TAX RATE PER \$100	79.22¢	81.57¢	81.57¢	81.57¢

UNCOLLECTIBLE %	-2.50%	-2.50%	-2.00%	-1.90%
COLLECTION RATE	97.50%	97.50%	98.00%	98.10%

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

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ALLOCATION COMPARISON OF COUNTY REVENUES BY SERVICE AREA ¹

Fiscal Year 2013-2016

Fiscal Year	FY13	Percent of Total	FY14	Percent of Total	FY15*	Percent of Total	FY16	Percent of Total
Summary								
County Services	\$420,771,731	39.53%	\$429,713,551	39.60%	\$447,094,644	39.39%	\$458,789,481	39.40%
General Debt Service	156,348,465	14.69%	164,234,855	15.13%	158,192,978	13.94%	144,538,383	12.41%
Education Services	487,222,685	45.78%	491,244,973	45.27%	529,680,785	46.67%	561,016,658	48.18%
Total	\$1,064,342,881	100.00%	\$1,085,193,379	100.00%	\$1,134,968,407	100.00%	\$1,164,344,522	100.00%
Education Details								
CMS								
<i>Operating</i>	335,132,664	31.49%	354,244,548	32.64%	381,032,105	33.57%	399,902,352	34.35%
<i>Capital Replacement</i>	4,960,000	0.47%	4,960,000	0.46%	4,960,000	0.44%	4,960,000	0.43%
<i>Debt Service</i>	104,813,417	9.85%	88,660,107	8.17%	100,604,832	8.86%	111,915,413	9.61%
Sub Total CMS	444,906,081	41.80%	447,864,655	41.27%	486,596,937	42.87%	516,777,765	44.38%
CPCC								
<i>Operating</i>	27,099,486	2.55%	30,883,974	2.85%	32,284,482	2.84%	33,873,949	2.91%
<i>Debt Service</i>	15,217,118	1.43%	12,496,344	1.15%	10,799,366	0.95%	10,364,944	0.89%
Sub Total CPCC	42,316,604	3.98%	43,380,318	4.00%	43,083,848	3.80%	44,238,893	3.80%
Combined CMS & CPCC								
<i>Operating</i>	362,232,150	34.03%	385,128,522	35.49%	413,316,587	36.42%	433,776,301	37.25%
<i>Capital Replacement</i>	4,960,000	0.47%	4,960,000	0.46%	4,960,000	0.44%	4,960,000	0.43%
<i>Debt Service</i>	120,030,535	11.28%	101,156,451	9.32%	111,404,198	9.82%	122,280,357	10.50%
Total Education	487,222,685	45.78%	491,244,973	45.27%	529,680,785	46.67%	561,016,658	48.18%

¹ Table excludes one-time funding allocation.

*The FY15 Adopted Budget does not include \$4.9 million to CMS that was provided due to State funding decisions that occurred post adoption (with these funds, the percent of total for CMS would be 43.12% and the Total Education percent would be 46.90% for FY15.)

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

FY2016 Adopted Budget Budget Summary by Agency and Funding Source

Agency	Adopted Budget	Federal	State	Other*	County
County Services					
Asset and Facility Management	\$26,279,439			248,000	\$26,031,439
Behavioral Health Division	11,506,604				11,506,604
Child Support Enforcement	8,878,126	5,874,015	442,699	14,644	2,546,768
Commissioners	418,827				418,827
Community Service Grants	4,064,919				4,064,919
Community Support Services	14,160,068			356,400	13,803,668
County Assessor's Office	12,063,649				12,063,649
Criminal Justice Services	9,544,705			354,838	9,189,867
Economic Development	10,274,680				10,274,680
Elections	5,219,953			2,888,816	2,331,137
Emergency Medical Services	12,430,000				12,430,000
Finance	13,111,420				13,111,420
Historic Land Commission	256,724			75,000	181,724
Hospitals	1,500,000				1,500,000
Human Resources	5,519,634			107,301	5,412,333
Information Technology	19,194,072				19,194,072
Internal Audit	1,258,668				1,258,668
Joint City County	7,619,917			4,363,660	3,256,257
Land Use & Environmental Services	69,444,746		1,957,176	63,708,426	3,779,144
Law Enforcement	15,668,995			14,988,995	680,000
Manager's Office	8,993,218			28,000	8,965,218
Medical Examiner	2,087,915		252,000	351,657	1,484,258
Non-Departmental	49,158,083			27,396,000	21,762,083
Park & Recreation	37,949,417			5,558,202	32,391,215
Provided Services Organization	715,352		47,711	158,166	509,475
Public Health	65,704,831	5,709,953	9,551,001	6,206,142	44,237,735
Public Information	2,365,409				2,365,409
Public Library	31,419,942			1,099,000	30,320,942
Register of Deeds	3,213,962			437,470	2,776,492
Sheriff	113,663,314	200,000	10,000	21,052,500	92,400,814
Social Services	183,667,324	98,946,806	18,121,508	940,530	65,658,480
Tax Collector	4,975,019			2,092,835	2,882,184
Transit Sales	38,000,000		38,000,000		
Total County Services	790,328,932	110,730,774	68,382,095	152,426,582	458,789,481
General Debt Service & PAYGO	153,019,383	-	-	8,481,000	144,538,383
Education Services					
CMS Current Expenses	406,202,352			6,300,000	399,902,352
CMS Capital Replacement	4,960,000				4,960,000
CMS Debt Service	170,468,438	2,025,025	56,528,000		111,915,413
CPCC (includes WTVI)	35,429,083			1,555,134	33,873,949
CPCC Debt	11,434,588			1,069,644	10,364,944
Total Education Services	628,494,461	2,025,025	56,528,000	8,924,778	561,016,658
Total Appropriation	\$1,571,842,776	\$112,755,799	\$124,910,095	\$169,832,360	\$1,164,344,522

*Fund Balance allocation is included in Other Revenue.

ADOPTED BUDGET

EXPENDITURE DETAIL



The Adoption Conference, held on April 24, 2015, serves to promote an enhanced awareness and understanding of adoption and provide participants with accurate information concerning adoption and parenting issues.

FY2016 Adopted Budget Expenditure Overview

Appropriations

The Fiscal Year 2016 Adopted Budget anticipates \$1.16 billion in County expenditures and total expenditures of \$1.57 billion which is funded, in part, by a county-wide tax rate of 81.57 cents per \$100 valuation; no change from the FY2015 tax rate. A summary of the approved funding by financial category is below.

Financial Category	County Funding	Percent of County	Total Funding	Percent of Total
Administrative Services	\$73,658,595	6.33%	\$101,409,896	6.45%
Business Partners	22,112,900	1.90%	41,540,555	2.64%
Business Partners - Education	561,016,658	48.18%	628,494,461	39.98%
Community Services	65,033,294	5.59%	74,589,312	4.75%
Customer Satisfaction & Management	22,024,134	1.89%	22,052,134	1.40%
Detention & Court Support Services	105,621,707	9.07%	134,174,060	8.54%
Financial Services	172,595,636	14.82%	221,169,471	14.07%
Health And Human Services	135,715,962	11.66%	275,754,179	17.54%
Land Use & Environmental Services	6,555,636	0.56%	72,658,708	4.62%
Total	\$1,164,344,522	100.00%	\$1,571,842,776	100.00%

* Refer to the Budget Overview section for a listing of County agencies by financial category.

The Adopted Budget can be viewed according to the Board of County Commissioners four focus areas and three broad expenditure categories – Debt Service, Education Services, and County Services. The table below and the information that follows shows this view for the County funded portion of the budget by these expenditure categories.

Focus Area	Community Health & Safety	Effective & Efficient Government	Sustainable Community	Social, Education & Economic Opportunity	County Funding
Debt Service/ PAYGO*		\$144,538,383		\$122,280,357	\$266,818,740
Education Services				438,736,301	438,736,301
County Services	169,258,418	170,823,314	43,278,891	75,428,858	458,789,781
Total County	\$169,258,418	\$315,361,697	\$43,278,891	\$636,445,516	\$1,164,344,522

*PAYGO amount is \$29.3M, remaining \$115.3M is debt service.

Debt Service Fund

Debt service is the annual budget appropriation for repayment of the County's outstanding debt for capital building projects such as government buildings, schools, parks and libraries. In FY2012, the County recommended a new strategy to provide for capital projects using the Debt Service Fund. The new model removes debt service from competing 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 will help ensure compliance with recommended debt policies and will make debt service more intentional and less likely to be a potential strain on the annual operating budget. A more standard, structured method based on available funding capacity will be 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. Property taxes equivalent to 20 cents on the tax rate provide the majority of the revenue for the Debt Service Fund. The appropriation for the Debt Service Fund follows.

General debt service within the Debt Service Fund for FY2016 is \$62 million, a decrease of \$1 million (1.6 percent). Debt service for CMS is projected to be \$170.5 million, an increase of \$15.8 million (10.2 percent). CPCC debt service is projected to be \$11.4 million, a decrease of \$458,626 (3.9 percent). Consistent with the funding model, the Debt Service Fund includes a contribution to fund balance in the amount of \$53.3 million.

Debt Service Fund			
	Debt Service Revenue	County Funding	Total Funding
CMS Debt Service	\$58,553,025	\$111,915,413	\$170,468,438
CPCC Debt Service	1,069,644	10,364,944	11,434,588
General Debt Service	2,630,000	59,344,629	61,974,629
Budgeted Fund Balance		53,333,894	53,333,894
Total Debt Service Fund	\$62,252,669	\$234,958,880	\$297,211,549

Other Debt

The Debt Service Fund is used for the County's bond and installment financing principal and interest payments. Other debt-related expenditures, including fees and payment to the City for Park and Recreation bonds, are budgeted in the General Fund. In FY2016, this amount is \$2.6 million.

Fund Balance

Consistent with the County's Fund Balance policy, the Adopted Budget utilizes \$39.4 million of available fund balance. Funding from this source includes \$16 million for Enterprise Reserves (capital, technology, and fleet), \$9.5 million to address unmet needs, \$8 million for Other Post-Employment Benefits (OPEB), and \$5.9 million for Pay-As-You-Go (PAYGO) capital financing. Of the \$9.5 million to address unmet needs, \$7.2 million will address unmet needs for education and literacy.

MECKLENBURG COUNTY | FISCAL YEAR 2016

Pay-As-You-Go Capital Funding

In compliance with the Debt policy, the Board of County Commissioners recommended a Pay-As-You-Go (PAYGO) strategy to budget 3 cents of the tax rate for capital projects funding. Pay-As-You-Go funding will reduce the impact of the capital program on future years by reducing the need for borrowing.

For FY2016, the Adopted Budget includes \$35.1 million for PAYGO, a 1.22 percent increase from FY2015. The value of a penny increased in FY2016 and requires an additional \$423,270 to maintain 3 cents in the PAYGO fund. Of the 3 cents, nearly half a cent, \$5,851,000, will come from fund balance. The available fund balance is sufficient to fund a portion of Pay-go and remain well above policy thresholds.

Pay-As-You-Go Capital Funding				
	FY15 Adopted	FY16 Adopted	Dollar Change	Percent Change
Pay-As-You Go	\$34,687,590	\$35,110,860	\$423,270	1.22%

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 some limited funding obligations to pay for CMS and CPCC operational costs associated with facility maintenance and other related costs.

The Mecklenburg Board of County Commissioners, however, chose over the years to provide operational funding to CMS and CPCC as a supplement to state funding.

Education Services will receive a total of \$628 million for operating, capital replacement, and debt service obligations. Net County revenues used for Education services are \$561 million. This represents 48 percent of available County revenue. This is a net increase of \$26 million (4.9 percent) from FY2015.

Education Services (County Funds)				
	FY15 Amended*	FY16 Adopted	Dollar Change	Percent Change
CMS Operating	\$385,936,594	\$399,902,352	\$13,965,758	3.62%
CMS Debt Service	100,604,832	111,915,413	11,310,581	11.24%
CMS Capital Replacement	4,960,000	4,960,000	-	0.00%
CPCC Operating	32,084,482	33,673,949	1,589,467	4.95%
CPCC - WTVI Merger	200,000	200,000	-	0.00%
CPCC Debt Service	10,799,366	10,364,944	-434,422	-4.02%
Education Services	\$534,585,274	\$561,016,658	\$26,431,384	4.94%

Note: Table excludes one-time fund balance allocation

*In FY15, \$7.3 million of CMS Operating was designated by the Board for CMS employee salary increases. This amount was increased by \$4.9 million to \$12.2 million due to State funding decisions that occurred post adoption.

Charlotte-Mecklenburg Schools Funding

The FY2016 Adopted Budget funds Charlotte-Mecklenburg Schools (CMS) operating budget in the amount of \$404 million, an increase of \$12.9 million (3.3 percent). This amount does not include \$2.3 million in fines and forfeitures; however, it does include \$4 million in one-time funding from unallocated fund balance for technology, maintenance and capital replacement needs.

In FY2015, the County funded CMS at \$2,671 per pupil. The adopted funding level increases per pupil funding to \$2,722. When combined with \$170.5 million in CMS debt service, \$4.9 million for capital replacement and \$2.3 million from fines and forfeitures, the total adopted appropriation for FY2016 is \$581.6 million.

CMS Funding (Total Funds)				
	FY15 Amended*	FY16 Adopted	Dollar Change	Percent Change
CMS Operating	\$385,936,594	\$399,902,352	\$13,965,758	3.62%
One-Time Funding	5,040,000	4,000,000	-1,040,000	-20.63%
Fines and Forfeitures	2,300,000	2,300,000	-	0.00%
CMS Capital Replacement	4,960,000	4,960,000	-	0.00%
CMS Debt Service	154,639,857	170,468,438	15,828,581	10.24%
Funding Per Pupil	2,671	2,722	51	1.91%
CMS Funding	\$552,876,451	\$581,630,790	\$28,754,339	5.20%

* In FY15, \$7.3 million of CMS Operating was designated by the Board for CMS employee salary increases. This amount was increased by \$4.9 million to \$12.2 million due to State funding decisions that occurred post adoption.

In addition to this funding amount, the anticipated receipt of \$9.5 million in projected North Carolina Education Lottery proceeds provides an alternative revenue source to finance education construction needs and will be dedicated wholly to CMS debt service.

Central Piedmont Community College Funding

The FY2016 Central Piedmont Community College (CPCC) adopted funding (operating and debt) totaling \$46.9 million, is a \$1.9 million (4.2 percent) increase in total funding from the FY2015 Adopted Budget. The operating budget increased by \$2.3 million and debt service decreased by \$458,626. In debt service funding, the County Manager recommends \$1.07 million in dedicated debt service revenue.

Mecklenburg County calculates CPCC operational funding based on facility square footage. The FY2016 Adopted Budget includes a 7.1 percent increase in funding for CPCC. The Adopted Operating Budget funds \$35.4 million which includes CPCC-WTVI Merger funding in the amount of \$200,000 and one-time funding from unallocated fund balance in the amount \$1.5 million for technology and maintenance needs. The County appropriation for CPCC is allocated to operating and debt as shown on the next page. The Adopted Budget also includes funding for CPCC facility needs through the County's Capital Facility Maintenance & Repair Reserve Fund in the amount of \$1.8 million.

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CPCC Funding (Total Funds)				
	FY15 Adopted	FY16 Adopted	Dollar Change	Percent Change
CPCC Operating	\$32,084,482	\$33,673,949	\$1,589,467	4.95%
One-Time Funding	800,000	1,555,134	755,134	94.39%
CPCC - WTVI Merger	200,000	200,000	-	0.00%
Debt Service	11,893,214	11,434,588	-458,626	-3.86%
CPCC Funding	\$44,977,696	\$46,863,671	\$1,885,975	4.19%

County Services

County services are those services provided by Mecklenburg County departments and agencies including Social Services, Park and Recreation, Public Health, Sheriff's Office and others. In the FY2016 Adopted Budget, County services receive the balance of available County revenue totaling \$458 million. This represents an \$11 million (2.5 percent) net increase from the FY2015 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 FY2016 Adopted Budget includes funding for critical components of the compensation package: sustaining the County's pay-for-performance plan and investing in employee benefits. Maintaining the key elements of the County's traditional compensation package is in line with the County Manager's priority of sustaining current operations. These key elements are outlined below.

- The FY2016 Adopted Budget includes \$5.9 million to fund pay-for-performance. The performance ranges were reduced from 0-7 percent to 0-4.5 percent in FY2012 and will remain the same for FY2016. The performance ranges are defined in the following table:

Employee Performance Level	Range of Increase
Exemplary	4.0 - 4.5%
Successful	1.0 – 3.5%
Needs Improvement	0%

- The projected increase to medical and dental claims in FY2016 is approximately a \$2 million increase of the total plan cost. The FY2016 Adopted Budget funds 75 percent of projected medical and dental claims. The projected increase to medical and dental claims for the County is approximately a \$1.7 million increase of the total plan cost, which is 75 percent of the total increase. Employees will pay the remaining increase of \$503,767.

Item	Amount
Pay-for-Performance	\$5,893,013
Unemployment Insurance Funding	-600,000
Medical and Dental Increases	1,702,371
Market Adjustment	230,000
Total Increase	\$7,225,384

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

In addition to paying for a pay-for-performance increase, an estimated additional \$300,965 for the health and dental costs of 35 new positions is included in the FY2016 Adopted Budget. The new position count excludes 11 positions associated with Land Use & Environmental Services, since health and benefit costs will be funded from other sources.

Below is a table of the new positions:

New Positions with County-Funded Benefits	
Agency	Count
Asset & Facility Management	2
Behavioral Health	1
Child Support Enforcement	1
Community Support Services	4
Economic Development	1
Land Use & Environmental Services	2
Medical Examiner	3
Park and Recreation	2
Public Health	11
Social Services	8
Total	35

Other Post Employee Benefits (OPEB)

The FY2016 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 agencies (e.g., Fitch, Moody's and Standard & Poors) expect every jurisdiction to demonstrate a plan to address and manage this liability. The rating agencies have indicated that the management of OPEB will be part of all future credit analyses and ratings. In response to this expectation, the Adopted Budget appropriates \$8 million by utilizing fund balance.

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. In accordance with the Fund Balance Policy, the Board of County Commissioners approved funding these reserves in the amount of \$16 million.

In FY2015, the Adopted Budget included \$4.8 million in one-time fund balance to replace all computers and vehicles that did not meet County standards. This accounts in large part for the decrease in funding. The FY2016 Adopted Budget allocates funds as follows:

	FY15 Adopted		FY16 Adopted	
Reserve	Fund Balance	One-time Fund Balance	Fund Balance	Dollar Change
Technology	\$8,000,000	\$1,980,000	\$6,000,000	-\$3,980,000
Fleet	2,000,000	2,800,000	2,000,000	-2,800,000
Capital	8,000,000	-	8,000,000	-
Undesignated	2,000,000	-	-	-2,000,000
Total	\$20,000,000	\$4,780,000	\$16,000,000	-\$8,780,000

Technology Reserve

In FY2005, the Board of County Commissioners created a technology reserve. For FY2016, departments submitted technology requests totaling more than \$12 million. The Board of County Commissioners approved \$6 million for technology reserve funding in FY2016 to address technology projects and staffing needs.

Fleet Reserve

Based on a study conducted in FY2006, the age of the County's fleet was well beyond industry adopted 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 800 vehicles.

For FY2016, the Board of County Commissioners approved \$2 million for fleet reserve funding to replace approximately 86 vehicles. Vehicles scheduled for replacement have an average age of 10 years, and an average mileage of 116,715.

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 Fiscal Year 2016 budget process, County departments and other County-funded agencies submitted more than \$32 million in capital reserve requests. The Adopted Budget includes \$8 million for capital reserve funding in FY2016 to address capital projects based on priority ranking. Critical projects will be funded through the unappropriated balance in the reserve fund.

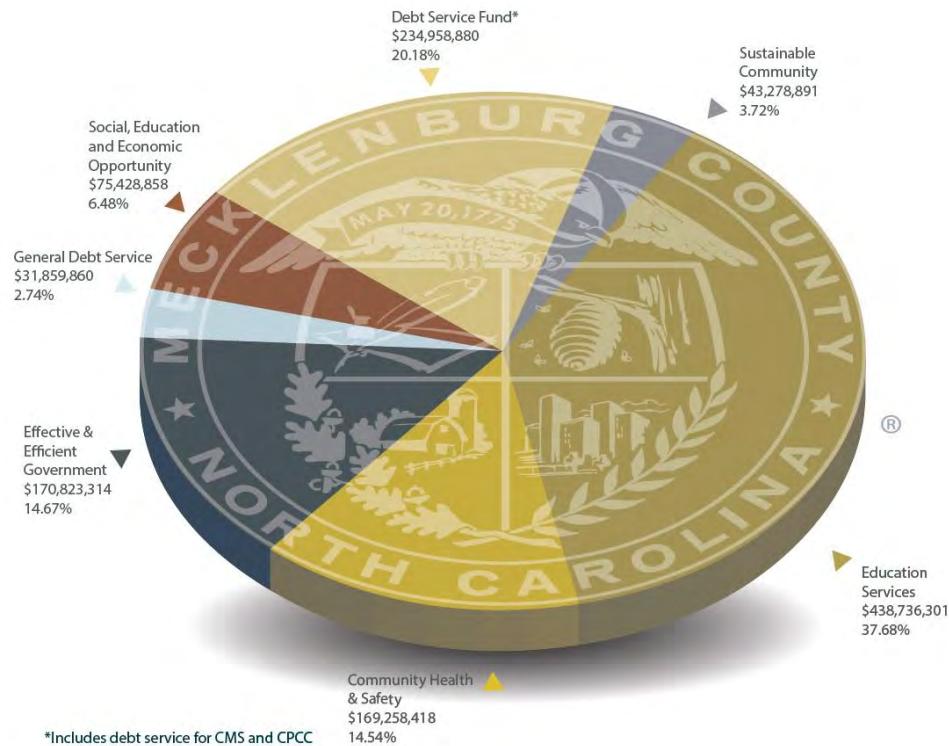
Priority Category	Description
Critical	This category is an immediate need and must be completed in the coming fiscal year to prevent possible down-time for County services. Failure to complete the project may result in liability to the County. This project type generally involves water infiltration to 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.
High	This category is not an immediate need, but poses a high risk if the project is not completed soon. Projects generally involve replacement of 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 disposed of in the near future. Examples include interior painting, carpet replacement when no trip hazards are present, furniture replacement, and window blind replacement.

Submitted Reserve Fund Projects		
Rank	Total	Projects
Capital Facility Maintenance & Repair		
Critical	\$11,194,360	40
Non-Critical*	\$9,484,750	57
Finishes, Paving and Renovations	\$11,413,705	60
Technology Reserve	\$13,576,712	32
Fleet Reserve	\$1,718,000	86

*Non-Critical rank includes High, Moderate, and Low categories

MECKLENBURG COUNTY | FISCAL YEAR 2016

Where the Money Goes (County Dollars)



Where the Money Goes by Financial Category



ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

FY2016 Adopted Budget All Funds Comparison Summary

	FY14 Adopted Budget	FY15 Adopted Budget	FY16 Adopted Budget
General Fund			
General Fund	\$1,055,459,240	\$1,121,500,065	\$1,160,778,548
Capital Outlay (CMS)	4,960,000	4,960,000	4,960,000
Sub-Total	1,060,419,240	1,126,460,065	1,165,738,548
Enterprise Reserve Fund			
Capital Outlay	10,500,000	10,000,000	8,000,000
Technology Reserve Fund	6,500,000	9,980,000	6,000,000
Vehicle Reserve Fund	2,000,000	4,800,000	2,000,000
Sub-Total	19,000,000	24,780,000	16,000,000
Debt Service Fund			
Debt Service Fund	283,790,898	290,744,796	297,211,549
Sub-Total	283,790,898	290,744,796	297,211,549
Law Enforcement Service District			
Law Enforcement Services	13,119,422	13,817,899	14,988,995
Sub-Total	13,119,422	13,817,899	14,988,995
Fire Protection Service Districts			
Charlotte ETJ	2,636,617	2,788,572	3,145,359
Cornelius ETJ	41,107	44,727	51,778
Davidson ETJ	98,074	126,819	133,850
Huntersville ETJ	589,424	651,643	717,861
Mint Hill ETJ	270,278	300,612	314,812
Sub-Total	3,635,500	3,912,373	4,363,660
Solid Waste Enterprise Fund			
Solid Waste	14,499,379	14,865,713	18,177,146
White Goods	326,000	314,768	563,652
Scrap Tire	1,313,374	1,300,000	1,431,000
Sub-Total	16,138,753	16,480,481	20,171,798
Storm Water Management Fund			
Storm Water Management Fund	15,070,933	15,280,788	15,368,226
Sub-Total	15,070,933	15,280,788	15,368,226
Transit			
Transit	35,100,000	38,000,000	38,000,000
Sub-Total	35,100,000	38,000,000	38,000,000
Medicaid Waiver Fund			
Medicaid Waiver Fund	241,769,455	-	-
Sub-Total	241,769,455	-	-
Total Appropriation	\$1,688,044,201	\$1,529,476,402	\$1,571,842,776

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

Budget Comparison Summary by Agency

Agency	FY14 Adopted Budget	FY15 Adopted Budget*	FY16 Adopted Budget	FY16 Difference	FY16 % Difference
County Services					
Asset and Facility Management			\$26,279,439	\$26,279,439	100.00%
Behavioral Health Division		8,846,650	11,506,604		0.00%
Business Support Services Agency	50,514,596	53,339,356		(53,339,356)	-100.00%
Child Support Enforcement	7,797,803	8,530,466	8,878,126	347,660	4.08%
Commissioners	411,602	418,801	418,827	26	0.01%
Community Service Grants	3,903,616	3,795,919	4,064,919	269,000	7.09%
Community Support Services	9,394,956	11,060,421	14,160,068	3,099,647	28.02%
County Assessor's Office	10,023,735	12,600,798	12,063,649	(537,149)	-4.26%
Criminal Justice Services	8,595,256	9,370,249	9,544,705	174,456	1.86%
Economic Development	10,067,226	11,971,762	10,274,680	(1,697,082)	-14.18%
Elections	4,334,872	3,920,797	5,219,953	1,299,156	33.13%
Emergency Medical Services	12,430,000	12,430,000	12,430,000		
Finance	9,965,468	10,214,672	13,111,420	2,896,748	28.36%
Geospatial Information Systems	4,467,797				
Historic Land Commission	230,465	1,245,665	256,724	(988,941)	-79.39%
Hospitals	225,000	1,500,000	1,500,000		
Human Resources		4,936,857	5,519,634	582,777	11.80%
Information Technology			19,194,072	19,194,072	100.00%
Internal Audit	1,043,333	1,230,220	1,258,668	28,448	2.31%
Joint City County	6,908,472	7,168,630	7,619,917	451,287	6.30%
Land Use & Environmental Services	60,443,434	59,308,371	69,444,746	10,136,375	17.09%
Law Enforcement	13,799,422	14,497,899	15,668,995	1,171,096	8.08%
Managed Care Organization	241,769,455				
Manager's Office	5,859,002	6,226,268	8,993,218	2,766,950	44.44%
Medical Examiner	1,572,304	1,744,163	2,087,915	343,752	19.71%
Non-Departmental	70,578,276	56,994,778	49,158,083	(7,836,695)	-13.75%
Park & Recreation	29,477,335	33,822,590	37,949,417	4,126,827	12.20%
Provided Services Organization	16,100,945	16,751,661	715,352	(16,036,309)	-95.73%
Public Health	41,921,549	51,129,922	65,704,831	14,574,909	28.51%
Public Information Department		2,440,956	2,365,409	(75,547)	-3.09%
Public Library	26,495,331	30,608,277	31,419,942	811,665	2.65%
Register of Deeds	3,127,644	3,191,994	3,213,962	21,968	0.69%
Sheriff	114,492,287	118,232,028	113,663,314	(4,568,714)	-3.86%
Social Services	167,393,669	172,889,705	183,667,324	10,777,619	6.23%
Tax Collector	7,103,059	6,319,280	4,975,019	(1,344,261)	-21.27%
Transit Sales	35,100,000	38,000,000	38,000,000		
Total County Services	975,547,909	774,739,155	790,328,932	15,589,777	2.01%
General Debt Service & PAYGO	167,319,087	161,787,589	153,019,383	(8,768,206)	-5.42%
Education Services					
CMS Operational Expenses	356,544,548	388,372,105	406,202,352	17,830,247	5.00%
CMS Capital Replacement	4,960,000	4,960,000	4,960,000		
CMS Debt Service	139,115,132	154,639,857	170,468,438	15,828,581	11.38%
CPCC	30,883,974	33,084,482	35,429,083	2,344,601	7.59%
CPCC Debt	13,673,551	11,893,214	11,434,588	(458,626)	-3.35%
Total Education Services	545,177,205	592,949,658	628,494,461	35,544,803	5.99%
Total Appropriation	\$1,688,044,201	\$1,529,476,402	\$1,571,842,776	\$42,366,374	2.77%

*The FY15 Adopted Budget does not include \$4.9 million to CMS that was provided due to State funding decisions that occurred post adoption.

ADOPTED BUDGET



AGENCY PAGES



The second annual Cajun Festival was held in Romare Bearden Park in uptown Charlotte on September 20, 2014.

Asset and Facility Management
Behavioral Health
Child Support Enforcement
Commissioners
Community Support Services
County Assessor's Office
Criminal Justice Services
Economic Development
Elections
Finance
Historic Land Commission
Human Resources
Information Technology
Internal Audit

Land Use & Environmental Services Agency
Manager's Office
Medical Examiner
Park and Recreation
Provided Services Organization
Public Health
Public Information
Public Library
Register of Deeds
Sheriff's Office
Social Services
Tax Collector

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	FY2016 Adopted	FY2015 Amended	FY2014 Adopted
Personnel Services & Employee Benefits	\$1,860,146	\$0	\$0
Contractual Services	\$23,921,673	\$0	\$0
Commodities	\$392,744	\$0	\$0
Other Charges	\$0	\$0	\$0
Interdepartmental	\$104,876	\$0	\$0
Capital Outlay	\$0	\$0	\$0
Total Expense	\$26,279,439	\$0	\$0
Total Revenue	\$248,000	\$0	\$0
Net County Dollars	\$26,031,439	\$0	\$0

Position Summary					
FY2016 Adopted		FY2015 Adopted		FY2014 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
33	0	0	0	0	0

Asset and Facility Management

FY2016 Funding Adjustments

The following funding adjustments are approved to support the FY2016 operating budget in meeting the County's goals and objectives as approved by the Board of County Commissioners.

Sustaining Operations

- | | |
|---|--------------------|
| ❖ Facility Maintenance Agreement | \$1,000,000 |
| Funding increase to address the facility maintenance contract deficiencies. | |
| ❖ Utility Increases | \$1,070,000 |
| Funding for essential operating expenses. | |

Investing In Our Employees

- | | |
|--|-----------------|
| ❖ Pay-For-Performance | \$56,686 |
| Increase reflects the full year impact of salary increase awarded during FY2016. | |

Asset and Facility Management

Service Level View

Service Name	FT	PT	FY2016 County Funding	FY2016 Total Budget	Total Adopted PY Budget
CORPORATE FLEET MANAGEMENT (AFM)	1		590,321	590,321	
COURIER SERVICES (AFM)	2		92,318	92,318	
DESIGN AND CONSTRUCTION PROJECT MANAGEMENT (AFM)	13		1,264,192	1,264,192	
FACILITY MANAGEMENT (AFM)	11		20,016,550	20,264,550	
FACILITY SECURITY (AFM)	2		2,593,225	2,593,225	
REAL ESTATE MANAGEMENT (AFM)	4		724,833	724,833	
SPIRIT SQUARE/FACILITY MAINTENANCE (AFM)			750,000	750,000	
Grand Totals	33	0	26,031,439	26,279,439	0
Revenue Totals				248,000	

CORPORATE FLEET MANAGEMENT (AFM)

Service Description

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

Program Category: Property/Asset Management and Maintenance

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
County fleet vehicles	OUTPUT	0.00	1,088.00	1,079.00	0.00 %
Customer satisfaction rating	CUSTOMER	84.00	95.04	94.80	113.14 %
Fleet availability rate	OUTCOME	98.00	97.50	97.30	99.49 %
On Road vehicles NOx reduction	OUTCOME	17.00	19.00	0	111.76 %
(On Road) Vehicle Utilization rate	EFFICIENCY	0.00	65.40	0	0.00 %
Vehicle repair/maintenance services received	OUTPUT	0.00	3,579.00	3,940.00	0.00 %
Vehicles replaced during fiscal year	OUTPUT	0.00	74.00	149.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	71,072	67,495	67,471	5.30 %
Contractual Services	100,400	205,400	205,400	-51.12 %
Commodities	315,723	117,000	36,175	169.85 %
Other Charges	0	0	0	0.00 %
Interdepartmental	103,126	103,746	60,830	-0.60 %
Capital Outlay	0	0	0	0.00 %
Total Expense	590,321	493,641	369,876	19.59 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	590,321	493,641	369,876	19.59 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	1	0	1	0	1	0	0	0

COURIER SERVICES (AFM)

Service Description

This service provides inter-office and US mail deliveries for County departments.

Program Category: Property/Asset Management and Maintenance

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Customer satisfaction rating	CUSTOMER	84.00	95.13	98.70	113.25 %
Mail delivery rate	EFFICIENCY	84.00	99.20	93.40	118.10 %
Mail pieces delivered	OUTPUT	0.00	357,574.00	286,449.00	0.00 %
Returned mail rate	OUTCOME	1.50	0.05	0.05	3.40 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	92,318	90,566	87,746	1.93 %
Contractual Services	0	128,838	128,838	-100.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	92,318	219,404	216,584	-57.92 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	92,318	219,404	216,584	-57.92 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	2	0	2	0	2	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 and Park and Recreation facilities.

Program Category: Property/Asset Management and Maintenance

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Customer satisfaction rating	CUSTOMER	84.00	99.24	97.10	118.14 %
# of Projects Managed	OUTPUT	0.00	129.00	77.00	0.00 %
Projects achieving annual goals	OUTCOME	84.00	84.15	90.90	100.18 %
Projects completed on schedule	EFFICIENCY	94.00	94.29	96.60	100.31 %
Projects completed within original budget	OUTCOME	94.00	97.14	100.00	103.34 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,087,747	961,674	732,781	13.11 %
Contractual Services	142,517	8,680	2,180	1541.90 %
Commodities	33,928	23,211	13,725	46.17 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,264,192	993,565	748,686	27.24 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	1,264,192	993,565	748,686	27.24 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	13	0	12	0	11	0	1	0

FACILITY MANAGEMENT (AFM)

Service Description

This service provides County-wide network architecture and this service provides building management and facility needs, including maintenance, energy management, and courier services for approximately 3.45 million square feet of County and Library facilities.

Program Category: Property/Asset Management and Maintenance

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Capital reserve project completion rate	OUTCOME	92.00	96.00	99.30	104.35 %
Capital reserve projects completed on schedule	EFFICIENCY	94.00	100.00	96.30	106.38 %
Capital reserve projects managed	OUTPUT	0.00	80.00	0	0.00 %
Corrective work order completion rate	OUTCOME	95.00	51.55	88.50	54.26 %
Customer satisfaction rating	CUSTOMER	84.00	93.69	98.30	111.54 %
Work orders received	OUTPUT	0.00	26,200.00	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	(12,149)	0	0	0.00 %
Contractual Services	20,244,356	0	0	0.00 %
Commodities	30,593	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	1,750	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	20,264,550	0	0	0.00 %
Total Revenue	678,000	0	0	0.00 %
Net County Dollars	20,016,550	0	0	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	11	0	0	0	0	0	11	0

FACILITY MANAGEMENT AND MAINTENANCE (AFM)

Service Description

This service provides building management and maintenance for approximately 3.45 million square feet of County and Library facilities.

Program Category: Property/Asset Management and Maintenance

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target*	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted*	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	789,000	766,317	-100.00 %
Contractual Services	0	18,637,068	14,991,577	-100.00 %
Commodities	0	24,209	24,209	-100.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	0	19,450,277	15,782,103	-100.00 %
Total Revenue	0	1,003,589	503,589	-100.00 %
Net County Dollars	0	18,731,688	15,563,514	-100.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	7	0	7	0	(7)	0

*Includes one-time fund balance allocation.

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.

Program Category: Property/Asset Management and Maintenance

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Cash pick-up rate	OUTCOME	99.00	97.08	0	98.06 %
Cash pick-ups	OUTPUT	0.00	6,550.00	0	0.00 %
Customer satisfaction rating	CUSTOMER	84.00	93.62	93.40	111.45 %
Employee security satisfaction rate	OUTCOME	82.00	83.40	82.00	101.71 %
# security issues addressed	OUTPUT	0.00	1,214.00	561.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	156,380	99,811	96,878	56.68 %
Contractual Services	2,426,645	2,282,976	2,034,765	6.29 %
Commodities	10,200	200	200	5000.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	2,593,225	2,382,987	2,131,843	8.82 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	2,593,225	2,382,987	2,131,843	8.82 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	2	0	1	0	1	0	1	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.

Program Category: Property/Asset Management and Maintenance

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Customer satisfaction rating	CUSTOMER	84.00	95.15	99.00	113.27 %
Projects achieving annual goals	OUTCOME	98.00	98.00	95.60	100.00 %
Total land acquisition	OUTPUT	0.00	418.77	298.81	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	464,778	448,631	362,820	3.60 %
Contractual Services	257,755	315,620	279,910	-18.33 %
Commodities	2,300	2,300	4,133	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	724,833	766,551	646,863	-5.44 %
Total Revenue	238,632	209,640	236,640	13.83 %
Net County Dollars	724,833	729,911	610,223	-0.70 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	4	0	4	0	3	0	0	0

SPIRIT SQUARE/FACILITY MAINTENANCE (AFM)

Service Description

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

Program Category: Property/Asset Management and Maintenance

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	750,000	750,000	750,000	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	750,000	750,000	750,000	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	750,000	750,000	750,000	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

Behavioral Health Division

Mission

To develop actions to meet and resolve behavioral health issues identified by the departments of the Consolidated Human Services Agency.

Responsibilities

*Provide guidance, knowledge, and expertise to departments within the Consolidated Human Services Agency specific to behavioral health issues related to, and in the context of, consumers served within each of the departments.

*Develop a consolidated human services provider-community network that is organized and structured around integrating primary health and behavioral healthcare.

*Develop outcome and performance data to improve services, promote consumer engagement and clinical effectiveness across all service settings (behavioral health, social services, health) and consumer populations.

*Manage County funds designated for the provision of Behavioral Health Services, to include contract development and programmatic reviews.

Budget and Staff Resources

Budget Overview	FY2016 Adopted	FY2015 Amended	FY2014 Adopted
Personnel Services & Employee Benefits	\$737,519	\$507,529	\$0
Contractual Services	\$10,766,785	\$8,344,079	\$0
Commodities	\$2,300	\$2,300	\$0
Other Charges	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0
Total Expense	\$11,506,604	\$8,853,908	\$0
Total Revenue	\$0	\$0	\$0
Net County Dollars	\$11,506,604	\$8,853,908	\$0

Position Summary

FY2016 Adopted		FY2015 Adopted		FY2014 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
6	0	5	0	0	0

Behavioral Health Division

FY2016 Funding Adjustments

The following funding adjustments are approved to support the FY2016 operating budget in meeting the County's goals and objectives as approved by the Board of County Commissioners.

Investing In Our Employees

❖ Pay-For-Performance	\$9,651
Increase reflects the full year impact of salary increase awarded during FY2016.	

Behavioral Health Division

Service Level View

Service Name	FT	PT	FY2016 County Funding	FY2016 Total Budget	Total Adopted PY Budget
ADMINISTRATION (BHD)	6		11,506,604	11,506,604	8,846,650
Grand Totals	6	0	11,506,604	11,506,604	8,846,650
Revenue Totals					

ADMINISTRATION (BHD)

Service Description

This service provides guidance in resolving behavioral health issues identified by the Department of Consolidated Human Services Agency.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	737,519	500,271	0	47.42 %
Contractual Services	10,766,785	8,346,379	0	29.00 %
Commodities	2,300	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	11,506,604	8,846,650	0	30.07 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	11,506,604	8,846,650	0	30.07 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	6	0	5	0	0	0	1	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	FY2016 Adopted	FY2015 Amended	FY2014 Adopted
Personnel Services & Employee Benefits	\$7,597,482	\$7,417,397	\$6,545,345
Contractual Services	\$1,108,419	\$1,077,168	\$1,165,035
Commodities	\$161,548	\$73,525	\$76,746
Other Charges	\$0	\$0	\$0
Interdepartmental	\$10,677	\$10,677	\$10,677
Capital Outlay	\$0	\$0	\$0
Total Expense	\$8,878,126	\$8,578,767	\$7,797,803
Total Revenue	\$6,331,358	\$6,075,102	\$5,630,252
Net County Dollars	\$2,546,768	\$2,503,665	\$2,167,551

Position Summary					
FY2016 Adopted		FY2015 Adopted		FY2014 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
110	1	109	0	108	0

Child Support Enforcement

FY2016 Funding Adjustments

The following funding adjustments are approved to support the FY2016 operating budget in meeting the County's goals and objectives as approved by the Board of County Commissioners.

Sustaining Operations

- | | |
|---|-----------------|
| ❖ Contractual Increases | \$39,635 |
| Additional funding for an existing contract with QFLOW, a new maintenance agreement with Turbo-Court and an imaging contract with Patterson Pope. | |
| ❖ Self-Service Center Collaboration | \$16,786 |
| Funding for one full-time position to staff the Self-Service Center at the Courthouse. | |

Investing In Our Employees

- | | |
|--|-----------------|
| ❖ Pay-For-Performance | \$47,022 |
| Increase reflects the full year impact of salary increase awarded during FY2016. | |

Child Support Enforcement

Service Level View

Service Name	FT	PT	FY2016 County Funding	FY2016 Total Budget	Total Adopted PY Budget
CHILD SPRT ENFORCEMENT CUSTOMER SPRT & CASE MGT (CSE)	100	1	2,236,038	7,775,651	7,510,634
CHILD SUPPORT COURT SERVICES (CSE)	6		226,113	651,851	530,480
CHILD SUPPORT ENFORCEMENT ADMINISTRATION (CSE)	4		84,617	450,624	489,352
Grand Totals	110	1	2,546,768	8,878,126	8,530,466
Revenue Totals				6,331,358	6,075,102

CHILD SPRT ENFORCEMENT CUSTOMER SPRT & 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.

Program Category: Economic/Financial Assistance

Corporate Desired Outcome: Increased Independence & Self-Sufficiency

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Arrears Collection Rate	EFFICIENCY	62.04	63.41	61.04	102.21 %
Current Support Collection Rate	IMPACT	60.89	61.51	60.39	101.02 %
Customer Satisfaction Rating	CUSTOMER	84.00	93.60	89.33	111.43 %
Paternity Establishment Rate	IMPACT	91.21	92.90	90.21	101.85 %
Support Order Establishment Rate	IMPACT	66.73	68.50	65.23	102.65 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	6,525,113	6,376,088	5,702,501	2.34 %
Contractual Services	1,088,919	1,054,344	1,145,535	3.28 %
Commodities	150,942	69,525	72,746	117.10 %
Other Charges	0	0	0	0.00 %
Interdepartmental	10,677	10,677	10,677	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	7,775,651	7,510,634	6,931,459	3.53 %
Total Revenue	5,539,613	5,315,943	4,990,578	4.21 %
Net County Dollars	2,236,038	2,194,691	1,940,881	1.88 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	100	1	100	0	101	0	0	1

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).

Program Category: Criminal Justice Coordination

Corporate Desired Outcome: Increase Efficiency & Effectiveness of Criminal Justice Services

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Customer Satisfaction Rating	IMPACT	84.00	92.00	0	109.52 %
Paternity established during the fiscal year	OUTPUT	0.00	2,780.00	0	0.00 %
Service of process success rate	IMPACT	64.00	85.42	0	133.47 %
Support orders established during the fiscal year	OUTPUT	0.00	2,449.00	0	0.00 %
% Voluntary paternity agreements	EFFICIENCY	86.00	87.31	0	101.52 %
% Voluntary support orders	EFFICIENCY	45.00	63.03	0	140.07 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	642,245	527,480	445,904	21.76 %
Contractual Services	3,000	3,000	3,000	0.00 %
Commodities	6,606	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	651,851	530,480	448,904	22.88 %
Total Revenue	425,738	393,152	327,596	8.29 %
Net County Dollars	226,113	137,328	121,308	64.65 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	6	0	4	0	3	0	2	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.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Cost-Effectiveness	IMPACT	4.00	5.48	0	137.00 %
Customer Satisfaction Rating	CUSTOMER	84.00	92.67	89.83	110.32 %
% Employee Motivation & Satisfaction	IMPACT	84.00	89.00	89.00	105.95 %
% of Green Lights on Scorecard	IMPACT	80.00	100.00	100.00	125.00 %
% of Service Level Efficiency Measures Achieved	EFFICIENCY	80.00	100.00	75.00	125.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	430,124	468,852	396,940	-8.26 %
Contractual Services	16,500	16,500	16,500	0.00 %
Commodities	4,000	4,000	4,000	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	450,624	489,352	417,440	-7.91 %
Total Revenue	366,007	366,007	312,078	0.00 %
Net County Dollars	84,617	123,345	105,362	-31.40 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	4	0	5	0	4	0	(1)	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	FY2016 Adopted	FY2015 Amended	FY2014 Adopted
Personnel Services & Employee Benefits	\$305,635	\$313,484	\$313,010
Contractual Services	\$107,692	\$107,692	\$78,952
Commodities	\$5,500	\$5,500	\$19,640
Other Charges	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0
Total Expense	\$418,827	\$426,676	\$411,602
Total Revenue	\$0	\$0	\$0
Net County Dollars	\$418,827	\$426,676	\$411,602

Position Summary

FY2016 Adopted		FY2015 Adopted		FY2014 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
9	0	9	0	9	0

Commissioners

FY2016 Funding Adjustments

The following funding adjustments are approved to support the FY2016 operating budget in meeting the County's goals and objectives as approved by the Board of County Commissioners.

Investing In Our Employees

❖ Pay-For-Performance	\$8,348
Increase reflects the full year impact of salary increase awarded during FY2016.	

Commissioners

Service Level View

Service Name	FT	PT	FY2016 County Funding	FY2016 Total Budget	Total Adopted PY Budget
COMMISSIONERS (COM)	9		418,827	418,827	418,801
Grand Totals	9	0	418,827	418,827	418,801
Revenue Totals					

COMMISSIONERS (COM)

Service Description

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

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	305,635	305,609	313,010	0.01 %
Contractual Services	107,692	107,692	78,952	0.00 %
Commodities	5,500	5,500	19,640	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	418,827	418,801	411,602	0.01 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	418,827	418,801	411,602	0.01 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	9	0	9	0	9	0	0	0

Community Support Services

Mission

To improve residents' self-sufficiency, health and safety through a wide array of quality services and community partnerships.

Responsibilities

Community Support Services (CSS) is comprised of four program areas: the Women's Commission which provides domestic violence victim and immigrant services, and perpetrator services and the Displaced Homemaker program, the Veterans Service Office provides claims processing, counseling and outreach, Homeless Support Services and Project Safe Neighborhoods.

Community Support Services also includes Adult Substance Abuse Treatment Continuum.

Budget and Staff Resources

Budget Overview	FY2016 Adopted*	FY2015 Amended	FY2014 Adopted
Personnel Services & Employee Benefits	\$7,199,355	\$4,993,250	\$4,172,910
Contractual Services	\$6,721,283	\$6,353,205	\$5,109,893
Commodities	\$226,478	\$180,255	\$104,434
Other Charges	\$0	\$1,030	\$0
Interdepartmental	\$12,952	\$7,719	\$7,719
Capital Outlay	\$0	\$0	\$0
Total Expense	\$14,160,068	\$11,535,459	\$9,394,956
Total Revenue	\$356,400	\$97,852	\$98,352
Net County Dollars	\$13,803,668	\$11,437,607	\$9,296,604

Position Summary

FY2016 Adopted		FY2015 Adopted		FY2014 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
94	1	64	1	60	1

*Includes one-time fund balance allocation

Community Support Services

FY2016 Funding Adjustments

The following funding adjustments are approved to support the FY2016 operating budget in meeting the County's goals and objectives as approved by the Board of County Commissioners.

Strategic Investments in County Services

❖ Veteran Services	\$201,148
County funding for two veteran specialist positions and one case coordinator position to assist with addressing the increase in volume in the Veterans Services Office and to increase outreach efforts in the community.	
❖ Supervised Visitation & Safe Exchange Program	\$94,565
Continuation of funding for operating a facility that will provide a safe environment for families who have experienced domestic violence to visit or exchange custody.	
❖ Homeless Support Services	\$60,000
County funding for one social service assistant position to assist with staffing the Homeless Resource Center open public hours when the ministries provide meal services.	
❖ Supportive Services Partnership Contracts	\$312,648
Partnered with the City of Charlotte, Charlotte Housing Authority and other private funders for the third year to coordinate a funding process for <i>Supportive Housing Development, Subsidies and Services</i> .	

Planned Investments

❖ Research and Evaluation initiatives	\$200,000
One time funding for contractual services to evaluate the results of the Housing-First Charlotte Mecklenburg initiative. This evaluation is pivotal in understanding challenges in the community and being more strategic in allocating resources.	

Investing In Our Employees

❖ Pay-For-Performance	\$116,248
Increase reflects the full year impact of salary increase awarded during FY2016.	

Community Support Services

Service Level View

Service Name	FT	PT	FY2016 County Funding	FY2016 Total Budget*	Total Adopted PY Budget
ADULT SUBSTANCE ABUSE TREATMENT CONTINUUM (CSS)	24	1	1,763,646	1,823,646	
COMMUNITY SUPPORT SERVICES ADMINISTRATION (CSS)	7		854,568	854,568	815,901
DOMESTIC VIOLENCE PERPETRATOR SERVICES (CSS)	6		609,684	699,684	706,308
DV ADULT VICTIM SERVICES (CSS)	15	1	2,500,491	2,506,891	2,305,746
DV CHILDREN SERVICES (CSS)	8		753,184	753,184	742,421
HOMELESS HOUSING SERVICES MOORE PLACE (CSS)	5		353,317	353,317	360,131
HOMELESS RESOURCE SERVICES (CSS)	13		2,488,224	2,688,224	2,197,042
SHELTER PLUS CARE SERVICES (CSS)	2		154,585	154,585	210,032
SUPPORTIVE HOUSING (CSS)			3,246,148	3,246,148	2,933,500
VETERAN SERVICES (CSS)	14		1,079,821	1,079,821	789,340
Grand Totals	94	2	13,803,668	14,160,068	11,060,421
Revenue Totals				356,400	97,852

*Includes one-time fund balance allocation

ADULT SUBSTANCE ABUSE TREATMENT CONTINUUM (CSS)

Service Description

This service provides and contracts an array of substance abuse services including prevention education, assessment, referral, detoxification, treatment and aftercare support services.

Program Category: Substance Abuse Prevention & Treatment

Corporate Desired Outcome: Improve Management of Mental Illness, Development Disabilities & Substance Abuse

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,705,203	0	0	100.00 %
Contractual Services	68,279	0	0	100.00 %
Commodities	50,164	0	0	100.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,823,646	0	0	100.00 %
Total Revenue	60,000	0	0	100.00 %
Net County Dollars	1,763,646	0	0	100.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	24	1	0	0	0	0	24	1

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.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Customer satisfaction rating	CUSTOMER	84.00	98.00	98.50	116.67 %
Efficiency Rating	EFFICIENCY	84.00	100.00	85.00	119.05 %
% Employee Motivation & Satisfaction	IMPACT	84.00	86.00	93.00	102.38 %
% of green lights on scorecard	IMPACT	85.00	92.00	92.00	108.24 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	721,684	693,642	504,948	4.04 %
Contractual Services	111,634	103,009	63,868	8.37 %
Commodities	21,250	19,250	19,250	10.39 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	854,568	815,901	588,066	4.74 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	854,568	815,901	588,066	4.74 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	7	0	7	0	5	0	0	0

DOMESTIC VIOLENCE PERPETRATOR SERVICES (CSS)

Service Description

This service provides assessments with psycho-educational training to individuals identified by the Courts as batterers.

Program Category: Domestic/Intimate Partner Violence Prevention & Protection

Corporate Desired Outcome: Increase Safety & Security of Residents

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
# of active clients served	OUTPUT	0.00	787.00	758.00	0.00 %
Recidivism Rate	OUTCOME	15.00	12.28	7.00	122.15 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	578,695	584,119	524,081	-0.93 %
Contractual Services	109,664	110,864	113,729	-1.08 %
Commodities	11,325	11,325	11,325	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	699,684	706,308	649,135	-0.94 %
Total Revenue	90,000	90,000	90,000	0.00 %
Net County Dollars	609,684	616,308	559,135	-1.07 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	6	0	6	0	6	0	0	0

DV ADULT VICTIM SERVICES (CSS)

Service Description

This service provides individual and group counseling, 12-week structured, psycho-educational and support groups for adult victims of domestic violence, including bilingual/bicultural counseling for Latin American victims of domestic violence, ancillary services to Temporary Assistance for Needy Families clients in domestic violence situations.

Program Category: Domestic/Intimate Partner Violence Prevention & Protection

Corporate Desired Outcome: Increase Safety & Security of Residents

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Customer satisfaction rating	CUSTOMER	84.00	100.00	98.70	119.05 %
DV Safety Rate	IMPACT	95.00	100.00	100.00	105.26 %
Knowledge Improvement Rate	IMPACT	88.00	96.80	94.00	110.00 %
# of active client cases	OUTPUT	0.00	1,037.00	1,050.00	0.00 %
% of Employees Meeting Productivity Goals	EFFICIENCY	85.00	86.70	100.00	102.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,173,782	1,061,737	836,579	10.55 %
Contractual Services	1,288,220	1,205,307	1,189,768	6.88 %
Commodities	44,889	38,702	33,902	15.99 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	2,506,891	2,305,746	2,060,249	8.72 %
Total Revenue	6,400	6,400	6,400	0.00 %
Net County Dollars	2,500,491	2,299,346	2,053,849	8.75 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	15	1	15	1	15	1	0	0

DV CHILDREN SERVICES (CSS)

Service Description

This service provides individual and group counseling, 12-week structured, psych-educational and support groups for child witnesses of domestic violence (ages 5-18) and teen victims of dating violence.

Program Category: Domestic/Intimate Partner Violence Prevention & Protection

Corporate Desired Outcome: Increase Safety & Security of Residents

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Customer Satisfaction rating	CUSTOMER	84.00	100.00	100.00	119.05 %
DV Safety Rate	IMPACT	95.00	100.00	100.00	105.26 %
Knowledge Improvement Rate Index	OUTCOME	88.00	98.70	100.00	112.16 %
# of active child/adolescent cases	OUTPUT	0.00	692.00	774.00	0.00 %
% of Employees Meeting Productivity Goals	EFFICIENCY	85.00	85.00	100.00	100.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	558,140	544,926	503,727	2.42 %
Contractual Services	148,950	140,650	111,750	5.90 %
Commodities	33,142	49,126	10,626	-32.54 %
Other Charges	0	0	0	0.00 %
Interdepartmental	12,952	7,719	7,719	67.79 %
Capital Outlay	0	0	0	0.00 %
Total Expense	753,184	742,421	633,822	1.45 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	753,184	742,421	633,822	1.45 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	8	0	9	0	7	0	(1)	0

HOMELESS HOUSING SERVICES MOORE PLACE (CSS)

Service Description

Owned and operated Urban Ministry Center, Moore Place is the first permanent supportive housing residential complex in Charlotte based on the "Housing First" philosophy.

A team of four social workers and one program coordinator/supervisor collaborate with Urban Ministry Center staff to provide supportive services, ensure individuals' successful adjustment to permanent supportive housing, and help individuals regain lives of wellness and stability.

Program Category: Homelessness Services

Corporate Desired Outcome: Increased Independence & Self-Sufficiency

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Case management and clinical supports per resident	OUTPUT	0.00	4.74	5.09	0.00 %
% clinical assessments completed timely	EFFICIENCY	85.00	100.00	69.00	117.65 %
% customer satisfaction	CUSTOMER	84.00	89.00	96.80	105.95 %
% of caseload that remains stably housed.	OUTCOME	90.00	91.00	99.50	101.11 %
% of days residents spend incarcerated or hospitalized	OUTCOME	5.00	1.72	2.13	290.70 %
% residents who achieve 1 or more case plan goals	OUTCOME	80.00	87.00	98.00	108.75 %
% service plans completed timely	EFFICIENCY	88.00	100.00	92.00	113.64 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	353,317	360,131	341,787	-1.89 %
Contractual Services	0	0	6,047	0.00 %
Commodities	0	0	4,070	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	353,317	360,131	351,904	-1.89 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	353,317	360,131	351,904	-1.89 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	5	0	5	0	5	0	0	0

HOMELESS RESOURCE SERVICES (CSS)

Service Description

The Homeless Resource Center collaborates with and provides space to ministries and community service organizations that serve meals to the homeless during evening and the weekend hours. Our team provides outreach, assessment, referral and case management services.

Program Category: Homelessness Services

Corporate Desired Outcome: Increased Independence & Self-Sufficiency

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% customer satisfaction	CUSTOMER	84.00	99.00	0	117.86 %
# of meals provided	OUTPUT	0.00	26,450.00	24,835.00	0.00 %
% Shelter Plus Care Clients who remain housed @ year end	OUTCOME	80.00	89.00	86.00	55.63 %

Financial Overview	FY 2016 Adopted*	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,035,584	750,114	265,727	38.06 %
Contractual Services	1,608,495	1,403,983	1,231,066	14.57 %
Commodities	44,145	42,945	5,725	2.79 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	2,688,224	2,197,042	1,502,518	22.36 %
Total Revenue	200,000	0	0	0.00 %
Net County Dollars	2,488,224	2,197,042	1,502,518	13.25 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	13	0	9	0	4	0	4	0

*Includes one-time fund balance allocation.

SHELTER PLUS CARE SERVICES (CSS)

Service Description

Shelter Plus Care (SPC), funded by a HUD grant, provides rental assistance to qualified homeless individuals and families with disabilities in connection with supportive services provided by sources outside of the program.

Program Category: Homelessness Services

Corporate Desired Outcome: Increased Independence & Self-Sufficiency

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Average # of days to process applications for SPC	EFFICIENCY	0.00	47.00	61.00	0.00 %
% Customer Satisfaction rating	CUSTOMER	84.00	98.00	99.20	116.67 %
Maintain Shelter Plus Care Caseload	OUTPUT	245.00	239.00	245.00	97.55 %
% of caseload that maintained total income/benefits	OUTCOME	65.00	81.84	75.00	125.91 %
% of caseload that remains stably housed	OUTCOME	90.00	89.30	95.00	99.22 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	154,585	210,032	146,622	-26.40 %
Contractual Services	0	0	2,563	0.00 %
Commodities	0	0	1,700	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	154,585	210,032	150,885	-26.40 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	154,585	210,032	150,885	-26.40 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	2	0	3	0	2	0	(1)	0

SUPPORTIVE HOUSING (CSS)

Service Description

The MeckFUSE (Frequent Users Systems Engagement) Program provides affordable, service-supported housing for 45 homeless people who are frequent users of the criminal justice and homeless shelter system and have behavioral health needs.

Program Category: Homelessness Services

Corporate Desired Outcome: Increased Independence & Self-Sufficiency

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% customer satisfaction	CUSTOMER	84.00	99.00	0	235.71 %
# of coordinated assessments conducted	OUTPUT	0.00	5,256.00	0	0.00 %
# of housing referrals	OUTPUT	0.00	666.00	0	0.00 %
# of individuals diverted from homeless shelter	OUTPUT	0.00	278.00	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	3,246,148	2,933,500	2,262,500	10.66 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	3,246,148	2,933,500	2,262,500	10.66 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	3,246,148	2,933,500	2,262,500	10.66 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

VETERAN SERVICES (CSS)

Service Description

This service processes benefit claims for veterans and family members of veterans eligible to receive benefits.

Program Category: Economic/Financial Assistance

Corporate Desired Outcome: Increased Independence & Self-Sufficiency

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Benefits paid	OUTCOME	21,000,000.00	23,496,216.00	23,717,315.00	111.89 %
% Customer satisfaction rating	CUSTOMER	84.00	100.00	100.00	119.05 %
% of claims scanned and indexed in database w/in 3 bus. days	EFFICIENCY	85.00	87.00	92.00	102.35 %
# of Customers Served (duplicated) at Main VSO Office	OUTPUT	0.00	8,626.00	7,816.00	0.00 %
# of home visits conducted	OUTPUT	0.00	1.00	4.00	0.00 %
# of new claims filed	OUTPUT	2,650.00	3,104.00	3,120.00	117.13 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	918,365	670,837	584,546	36.90 %
Contractual Services	139,893	106,717	105,806	31.09 %
Commodities	21,563	11,786	11,786	82.95 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,079,821	789,340	702,138	36.80 %
Total Revenue	0	1,452	1,452	-100.00 %
Net County Dollars	1,079,821	787,888	700,686	37.05 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	14	0	10	0	9	0	4	0

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	FY2016 Adopted	FY2015 Amended	FY2014 Adopted
Personnel Services & Employee Benefits	\$7,815,719	\$7,649,926	\$6,501,905
Contractual Services	\$3,300,870	\$3,566,611	\$2,048,070
Commodities	\$161,569	\$172,117	\$194,171
Other Charges	\$750,000	\$1,004,149	\$1,000,000
Interdepartmental	\$34,491	\$37,121	\$112,589
Capital Outlay	\$1,000	\$2,100	\$167,000
Total Expense	\$12,063,649	\$12,432,024	\$10,023,735
Total Revenue	\$0	\$0	\$0
Net County Dollars	\$12,063,649	\$12,432,024	\$10,023,735

Position Summary

FY2016 Adopted		FY2015 Adopted		FY2014 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
99	0	99	0	95	0

County Assessor's Office

FY2016 Funding Adjustments

The following funding adjustments are approved to support the FY2016 operating budget in meeting the County's goals and objectives as approved by the Board of County Commissioners.

Efficiency Savings

- ❖ **Legal Fees** (\$145,000)
Reduction in projected legal fees due to a declining caseload coming before the State Property Tax Commission.
- ❖ **Revaluation Reserve** (\$250,000)
Reduction from \$1 million to \$750,000 in annual transfer to reserve fund for future property revaluations.

Sustaining Operations

- ❖ **Pictometry Updates** \$25,000
Funding for ongoing updates for street-view imagery.
- ❖ **Computer-Assisted Mass Appraisal** \$149,000
Increased funding for annual maintenance and support for the Computer-Assisted Mass Appraisal (CAMA) system.

Investing In Our Employees

- ❖ **Pay-For-Performance** \$ 143,248
Increase reflects the full year impact of salary increase awarded during FY2016.

County Assessor's Office

Service Level View

Service Name	FT	PT	FY2016 County Funding	FY2016 Total Budget	Total Adopted PY Budget*
ADMINISTRATIVE SUPPORT (CAO)	7		1,000,560	1,000,560	1,131,208
BUSINESS PERSONAL PROPERTY AUDIT (CAO)	3		1,620,810	1,620,810	1,625,381
INFORMATION SYSTEM (CAO)	9		1,927,525	1,927,525	1,742,635
PROPERTY ASSESSMENT SERVICES (CAO)	33		2,278,103	2,278,103	2,177,552
REAL PROPERTY VALUATION (CAO)	44		4,714,907	4,714,907	5,465,429
SENIOR ADMINISTRATION (CAO)	3		521,744	521,744	458,593
Grand Totals	99	0	12,063,649	12,063,649	12,600,798
Revenue Totals					305,000

*Includes one-time fund balance allocation

ADMINISTRATIVE SUPPORT (CAO)

Service Description

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

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Customer Satisfaction Rating	CUSTOMER	84.00	96.00	0	114.29 %
Process refunds (non-362)	EFFICIENCY	95.00	95.00	0	100.00 %
Training/Certification	EFFICIENCY	85.00	100.00	0	117.65 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	558,996	544,644	506,378	2.64 %
Contractual Services	425,317	570,317	285,202	-25.42 %
Commodities	15,247	15,247	16,322	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	1,000	1,000	1,000	0.00 %
Total Expense	1,000,560	1,131,208	808,902	-11.55 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	1,000,560	1,131,208	808,902	-11.55 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	7	0	7	0	7	0	0	0

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.

Program Category: Land, Property, & Records Management

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Customer Satisfaction Rating	CUSTOMER	84.00	80.00	0	95.24 %
Outsourced BPP Audits	EFFICIENCY	100.00	115.00	0	115.00 %
Training/Certification	EFFICIENCY	85.00	100.00	0	117.65 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	236,144	240,715	222,591	-1.90 %
Contractual Services	1,379,548	1,379,548	40,100	0.00 %
Commodities	2,105	2,105	2,105	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	3,013	3,013	3,013	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,620,810	1,625,381	267,809	-0.28 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	1,620,810	1,625,381	267,809	-0.28 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	3	0	3	0	3	0	0	0

INFORMATION SYSTEM (CAO)

Service Description

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

Program Category: IT Resource Mgmt

Corporate Desired Outcome: Optimize Technology

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Customer Satisfaction Rating	CUSTOMER	84.00	96.00	0	114.29 %
Percentage of major tasks completed on time	EFFICIENCY	85.00	96.00	0	112.94 %
System change success rate	EFFICIENCY	85.00	97.40	0	114.59 %
Training/Certification	EFFICIENCY	85.00	100.00	0	117.65 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	990,568	979,678	507,366	1.11 %
Contractual Services	918,931	744,931	834,361	23.36 %
Commodities	18,026	18,026	21,552	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,927,525	1,742,635	1,363,279	10.61 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	1,927,525	1,742,635	1,363,279	10.61 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	9	0	9	0	5	0	0	0

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

Program Category: Land, Property, & Records Management

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Customer satisfaction rating	CUSTOMER	84.00	96.00	97.00	114.29 %
Number of motor vehicles appraised	OUTPUT	0.00	688,534.00	541,158.50	0.00 %
Number of personal property appraisals	OUTPUT	0.00	56,755.00	57,000.00	0.00 %
Personal Property Timely assessment rate	EFFICIENCY	93.00	100.00	0	107.53 %
Training/Certification	OUTPUT	85.00	100.00	0	117.65 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	2,082,248	1,981,697	1,916,211	5.07 %
Contractual Services	160,690	160,690	275,598	0.00 %
Commodities	35,165	35,165	38,479	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	2,000	0.00 %
Total Expense	2,278,103	2,177,552	2,232,288	4.62 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	2,278,103	2,177,552	2,232,288	4.62 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	33	0	33	0	34	0	0	0

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.

Program Category: Land, Property, & Records Management

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Appeal loss - real property	IMPACT	8.00	10.21	0	127.63 %
Assessment quality index (Sales Ratio - DOR)	IMPACT	90.00	89.62	0	99.58 %
Customer satisfaction rating	IMPACT	84.00	96.00	0	114.29 %
Real Property Canvassing	IMPACT	13.00	16.00	0	123.08 %
Total new construction assessments timely	EFFICIENCY	92.00	104.00	0	113.04 %
Training/Certification	IMPACT	85.00	100.00	0	117.65 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted*	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	3,450,709	3,333,063	3,078,507	3.53 %
Contractual Services	397,184	1,001,074	606,809	-60.32 %
Commodities	85,536	96,084	111,788	-10.98 %
Other Charges	750,000	1,000,000	1,000,000	-25.00 %
Interdepartmental	31,478	34,108	34,108	-7.71 %
Capital Outlay	0	1,100	164,000	-100.00 %
Total Expense	4,714,907	5,465,429	4,995,212	-13.73 %
Total Revenue	0	305,000	0	-100.00 %
Net County Dollars	4,714,907	5,160,429	4,995,212	-8.63 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	44	0	44	0	44	0	0	0

*Includes one-time fund balance allocation.

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.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Ad Valorem Revenue for Annual County Budget	IMPACT	94.00	98.80	0	105.11 %
Customer Satisfaction Rating	CUSTOMER	84.00	96.00	0	114.29 %
% Efficiency Rating	EFFICIENCY	80.00	100.00	0	125.00 %
Employee Climate Survey: Motivation and Satisfaction Index	IMPACT	84.00	90.00	0	107.14 %
% Scorecard green lights	OUTCOME	80.00	100.00	0	125.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	497,054	433,903	270,852	14.55 %
Contractual Services	19,200	19,200	6,000	0.00 %
Commodities	5,490	5,490	3,925	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	75,468	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	521,744	458,593	356,245	13.77 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	521,744	458,593	356,245	13.77 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	3	0	3	0	2	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 Managing for Results (M4R) performance-based evaluation program.

Budget and Staff Resources

Budget Overview	FY2016 Adopted	FY2015 Amended	FY2014 Adopted
Personnel Services & Employee Benefits	\$4,121,829	\$4,061,098	\$3,140,609
Contractual Services	\$5,171,343	\$6,519,859	\$5,206,503
Commodities	\$251,533	\$259,433	\$248,144
Other Charges	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0
Total Expense	\$9,544,705	\$10,840,390	\$8,595,256
Total Revenue	\$354,838	\$1,568,261	\$531,166
Net County Dollars	\$9,189,867	\$9,272,129	\$8,064,090

Position Summary					
FY2016 Adopted		FY2015 Adopted		FY2014 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
56	0	55	0	46	0

Criminal Justice Services

FY2016 Funding Adjustments

The following funding adjustments are approved to support the FY2016 operating budget in meeting the County's goals and objectives as approved by the Board of County Commissioners.

Investing In Our Employees

❖ Pay-For-Performance	\$56,852
Increase reflects the full year impact of salary increase awarded during FY2016.	

Criminal Justice Services

Service Level View

Service Name	FT	PT	FY2016 County Funding	FY2016 Total Budget	Total Adopted PY Budget
COURT CHILD CARE (CJS)			227,575	227,575	213,011
CRIMINAL FELONY ADMINISTRATION (CJS)			388,539	388,539	396,698
CRIMINAL JUSTICE PLANNING (CJS)	15		1,892,807	2,051,504	1,915,611
DISTRICT ATTORNEY'S OFFICE (CJS)	4		1,968,570	1,968,570	1,779,825
DISTRICT COURT SET (CJS)			408,372	408,372	422,263
DRUG TREATMENT COURT (CJS)	14		1,089,763	1,089,763	1,068,856
FELONY DRUG TEAM (CJS)			37,609	104,000	104,000
FINE COLLECTIONS/POST JUDGMENT SERVICES CENTER (CJS)	3		304,615	304,615	313,437
GENERAL COURT MANDATED (CJS)			10,005	126,005	120,204
JURY MANAGEMENT (CJS)			86,007	86,007	81,870
PRETRIAL SERVICE (CJS)	20		1,515,576	1,529,326	1,622,663
PUBLIC DEFENDER'S OFFICE (CJS)			547,547	547,547	535,640
SUPERIOR COURT SET (CJS)			712,882	712,882	796,171
Grand Totals	56	0	9,189,867	9,544,705	9,370,249
Revenue Totals				354,838	196,141

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.

Program Category: Criminal Justice Coordination

Corporate Desired Outcome: Increase Efficiency & Effectiveness of Criminal Justice Services

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Average attendance	OUTPUT	0.00	30.90	32.07	0.00 %
Cost per customer served	EFFICIENCY	0.00	28.03	27.35	0.00 %
% Customer satisfaction rating	CUSTOMER	84.00	98.80	99.80	117.62 %
Daily average number of children on wait list	OUTCOME	0.00	1.80	2.60	0.00 %
Number of visits to Center	OUTPUT	0.00	7,599.00	7,760.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	227,575	213,011	212,250	6.84 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	227,575	213,011	212,250	6.84 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	227,575	213,011	212,250	6.84 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

CRIMINAL FELONY ADMINISTRATION (CJS)

Service Description

Staff in this service coordinate the processing of felony criminal cases in accordance with the Mecklenburg County Criminal Case Management Plan which outlines case processing standards.

Program Category: Criminal Justice Coordination

Corporate Desired Outcome: Increase Efficiency & Effectiveness of Criminal Justice Services

Measurable Goals*	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Clearance Rate for Felony cases	EFFICIENCY	100.00	118.89	118.89	118.89 %
# of felony criminal cases disposed	OUTPUT	0.00	11,789.00	11,789.00	0.00 %
Timely disposition of felony cases	OUTCOME	66.00	64.80	64.80	98.18 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	388,539	396,698	405,419	-2.06 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	388,539	396,698	405,419	-2.06 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	388,539	396,698	405,419	-2.06 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

* Beginning in FY15, all measures that rely on data from the North Carolina Administrative Office of the Courts (AOC) began reporting on a one-year lag because AOC data is often unavailable until after Mecklenburg County's reporting deadline. Due to this change, FY14 data was reported in both FY14 and FY15.

CRIMINAL JUSTICE PLANNING (CJS)

Service Description

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

Program Category: Criminal Justice Coordination

Corporate Desired Outcome: Increase Efficiency & Effectiveness of Criminal Justice Services

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Criminal Justice Services Reports Completed Timely	EFFICIENCY	45.00	18.25	90.00	246.58 %
Customer Satisfaction Rating	CUSTOMER	84.00	91.00	192.38	108.33 %
Forensic Evaluations # Clients Served	OUTPUT	0.00	307.00	0	0.00 %
Forensic Evaluations completion rate	OUTCOME	85.00	100.00	0	117.65 %
Re-Entry Services 6-Month Employment Retention Rate	OUTCOME	0.00	35.00	0	0.00 %
Re-Entry Services # Post-Release Offenders Served	OUTPUT	250.00	188.00	0	75.20 %
Re-Entry Services Public Safety Rate	OUTCOME	70.00	91.49	0	76.51 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,332,693	1,015,311	351,264	31.26 %
Contractual Services	646,278	823,100	555,787	-21.48 %
Commodities	72,533	77,200	29,500	-6.05 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	2,051,504	1,915,611	936,551	7.09 %
Total Revenue	158,697	0	335,025	0.00 %
Net County Dollars	1,892,807	1,915,611	601,526	-1.19 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	15	0	12	0	4	0	3	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. Performance data not available until September/October.

Program Category: Criminal Justice Coordination

Corporate Desired Outcome: Increase Efficiency & Effectiveness of Criminal Justice Services

Measurable Goals*	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
District Court filings	OUTPUT	0.00	182,110.00	182,110.00	0.00 %
# of district court cases per ADA	EFFICIENCY	0.00	14,008.00	14,008.00	0.00 %
# of Superior Court cases per ADA	EFFICIENCY	0.00	234.00	234.00	0.00 %
Superior Court Filings	OUTPUT	0.00	13,590.00	13,590.00	0.00 %
Timely Disposition of criminal cases	OUTCOME	66.00	65.00	65.00	98.48 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	229,702	234,716	240,279	-2.14 %
Contractual Services	1,723,368	1,528,109	1,662,647	12.78 %
Commodities	15,500	17,000	14,000	-8.82 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,968,570	1,779,825	1,916,926	10.60 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	1,968,570	1,779,825	1,916,926	10.60 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	4	0	4	0	4	0	0	0

*Beginning in FY15, all measures that rely on data from the North Carolina Administrative Office of the Courts (AOC) began reporting on a one-year lag because AOC data is often unavailable until after Mecklenburg County's reporting deadline. Due to this change, FY14 data was reported in both FY14 and FY15.

DISTRICT COURT SET (CJS)

Service Description

This service expedites cases in which in-custody misdemeanor defendants want to plead guilty and be sentenced; by expediting these cases through the system, the number of pre-trial jail days are reduced, capacity of the judicial system is increased, and a savings is realized by the County.

Program Category: Criminal Justice Coordination

Corporate Desired Outcome: Increase Efficiency & Effectiveness of Criminal Justice Services

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Cost avoidance to the County (full cost)	EFFICIENCY	0.00	2,414,636.00	1,507,523.00	0.00 %
Cost per offender processed	EFFICIENCY	0.00	374.55	1,241.88	0.00 %
% of cases where pleas was accepted by judge	OUTCOME	100.00	100.00	100.00	100.00 %
% of defendants accepted into the program that applied	OUTCOME	0.00	33.00	34.00	0.00 %
# of defendants processed	OUTPUT	0.00	1,033.00	315.00	0.00 %
# of fast track offenders served	OUTPUT	0.00	339.00	939.00	0.00 %
# of global pleas disposed (probation)	OUTPUT	0.00	46.00	38.00	0.00 %
# of jail days saved	IMPACT	0.00	14,546.00	10,466.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	408,372	422,263	425,812	-3.29 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	408,372	422,263	425,812	-3.29 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	408,372	422,263	425,812	-3.29 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

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.

Program Category: Criminal Justice Coordination

Corporate Desired Outcome: Increase Efficiency & Effectiveness of Criminal Justice Services

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Cost per customer Served	EFFICIENCY	0.00	2,836.59	2,081.00	0.00 %
Drug Treatment Courts Graduation Rate	IMPACT	60.00	50.00	102.00	83.33 %
% in treatment greater than 6 months	IMPACT	70.00	0	68.00	0.00 %
# of individuals admitted to program	OUTPUT	0.00	113.00	184.00	0.00 %
# of individuals served by program	OUTPUT	0.00	415.00	520.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	927,885	946,856	927,799	-2.00 %
Contractual Services	107,778	66,140	91,662	62.95 %
Commodities	54,100	55,860	58,250	-3.15 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,089,763	1,068,856	1,077,711	1.96 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	1,089,763	1,068,856	1,077,711	1.96 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	14	0	15	0	15	0	(1)	0

FELONY DRUG TEAM (CJS)

Service Description

This service is funded in cooperation with the City of Charlotte. The County provides 25% of the funding to support a team of Assistant District Attorneys (ADAs) who focus on the prosecution of felony drug cases not handled by other ADA prosecution teams. Performance data not available until September/October.

Program Category: Criminal Justice Coordination

Corporate Desired Outcome: Increase Efficiency & Effectiveness of Criminal Justice Services

Measurable Goals*	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
County cost per case prosecuted	EFFICIENCY	0.00	32.94	32.94	0.00 %
# of felony drug cases disposed	OUTPUT	0.00	2,905.00	2,905.00	0.00 %
# of felony drug cases filed	OUTPUT	0.00	2,751.00	2,751.00	0.00 %
Timely Disposition of drug cases	OUTCOME	23.83	56.50	56.50	237.10 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	104,000	104,000	104,000	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	104,000	104,000	104,000	0.00 %
Total Revenue	66,391	66,391	66,391	0.00 %
Net County Dollars	37,609	37,609	37,609	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

*Beginning in FY15, all measures that rely on data from the North Carolina Administrative Office of the Courts (AOC) began reporting on a one-year lag because AOC data is often unavailable until after Mecklenburg County's reporting deadline. Due to this change, FY14 data was reported in both FY14 and FY15.

FINE COLLECTIONS/POST JUDGMENT SERVICES CENTER (CJS)

Service Description

This service coordinates and enforces the payment of court-ordered fines and fees, ensuring defendant accountability and maintaining court credibility. The Post-Judgment Services Center, a single point of contact where court-related agencies coordinate and monitor a defendant's sentence, functions as an alternative to incarceration.

Program Category: Criminal Justice Coordination

Corporate Desired Outcome: Increase Efficiency & Effectiveness of Criminal Justice Services

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Average wait time	IMPACT	14.00	12.80	13.06	109.38 %
Customer Satisfaction Rating	CUSTOMER	84.00	93.00	89.00	110.71 %
% Fine Collection Rate	IMPACT	87.00	79.00	87.00	90.80 %
Total # cases referred to Fine Collections	OUTPUT	0.00	1,134.00	1,300.00	0.00 %
Total defendants interviewed for service	IMPACT	0.00	8,998.00	6,253.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	212,107	220,330	211,507	-3.73 %
Contractual Services	87,508	88,107	74,345	-0.68 %
Commodities	5,000	5,000	4,000	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	304,615	313,437	289,852	-2.81 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	304,615	313,437	289,852	-2.81 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	3	0	3	0	3	0	0	0

GENERAL COURT MANDATED (CJS)

Service Description

This service is responsible for providing legal updates and new and replacement furnishings to County judiciary, District Attorneys, and Public Defenders. (NCGS 7A-302).

Program Category: Criminal Justice Coordination

Corporate Desired Outcome: Increase Efficiency & Effectiveness of Criminal Justice Services

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	47,155	40,809	59,541	15.55 %
Commodities	78,850	79,395	112,094	-0.69 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	126,005	120,204	171,635	4.83 %
Total Revenue	1,316,000	1,316,000	1,980,036	0.00 %
Net County Dollars	10,005	4,204	55,635	137.99 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

JURY MANAGEMENT (CJS)

Service Description

This service is responsible for the coordination and management of the jury process in Mecklenburg County.

Program Category: Criminal Justice Coordination

Corporate Desired Outcome: Increase Efficiency & Effectiveness of Criminal Justice Services

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Cost of unused jurors	EFFICIENCY	0.00	68,340.00	73,020.00	0.00 %
Customer Satisfaction	CUSTOMER	84.00	98.00	98.00	116.67 %
Juror Attendance	OUTPUT	0.00	13,144.00	19,725.00	0.00 %
Juror Utilization	EFFICIENCY	30.00	26.00	28.00	86.67 %
Juror Yield	OUTCOME	60.00	63.00	50.00	105.00 %
# of jurors participating in jury trials	OUTPUT	0.00	2,833.00	3,284.00	0.00 %
# of summonses mailed	OUTPUT	0.00	48,395.00	54,251.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	86,007	81,870	85,800	5.05 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	86,007	81,870	85,800	5.05 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	86,007	81,870	85,800	5.05 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

PRETRIAL SERVICE (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.

Program Category: Criminal Justice Coordination

Corporate Desired Outcome: Increase Efficiency & Effectiveness of Criminal Justice Services

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Average Active Caseload	OUTPUT	0.00	224.00	162.00	0.00 %
Clients per administrative staff	EFFICIENCY	214.00	45.00	20.00	21.03 %
Clients per standard and intensive staff	EFFICIENCY	72.00	180.00	88.00	250.00 %
Court Appearance Rate	OUTCOME	90.00	98.00	0	108.89 %
# of Assessments Conducted	OUTPUT	0.00	12,824.00	0	0.00 %
% of information available for court	EFFICIENCY	0.00	94.00	72.00	0.00 %
Public Safety Rate	OUTCOME	90.00	93.00	0	96.77 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,419,442	1,511,685	1,409,760	-6.10 %
Contractual Services	96,334	97,978	113,955	-1.68 %
Commodities	13,550	13,000	16,300	4.23 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,529,326	1,622,663	1,540,015	-5.75 %
Total Revenue	13,750	13,750	13,750	0.00 %
Net County Dollars	1,515,576	1,608,913	1,526,265	-5.80 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	20	0	21	0	20	0	(1)	0

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.

Program Category: Criminal Justice Coordination

Corporate Desired Outcome: Increase Efficiency & Effectiveness of Criminal Justice Services

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Average # Felony Probation cases per Public Defender	EFFICIENCY	342.00	185.00	274.00	54.09 %
Average # of Drug cases per Public Defender	EFFICIENCY	88.00	118.00	91.00	134.09 %
Average # of DV cases per Public Defender	EFFICIENCY	28.00	19.00	24.00	67.86 %
Average # of Habitual cases per Public Defender	EFFICIENCY	46.00	52.00	54.00	113.04 %
Average # of Misdemeanor Cases per Public Defender	EFFICIENCY	151.00	195.00	182.00	129.14 %
Average # of Person Cases per Public Defender	EFFICIENCY	37.00	44.00	47.00	118.92 %
Average # of Property cases per Public Defender	EFFICIENCY	68.00	87.00	83.00	127.94 %
# of cases farmed out to private counsel	OUTPUT	0.00	7,298.00	8,997.00	0.00 %
# of Drug Cases assigned to the Public Defender's Office	OUTPUT	0.00	1,254.00	1,240.00	0.00 %
# of Felony Probation cases assigned to Public Defender	OUTPUT	0.00	1,631.00	1,628.00	0.00 %
# of Misdemeanor cases assigned to Public Defender	OUTPUT	0.00	15,346.00	14,224.00	0.00 %
# of Person cases assigned to the Public Defender's Office	OUTPUT	0.00	1,003.00	1,100.00	0.00 %
# of Property Cases assigned to the Public Defender's Office	OUTPUT	0.00	2,121.00	1,771.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	535,547	523,640	625,185	2.27 %
Commodities	12,000	12,000	14,000	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	547,547	535,640	639,185	2.22 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	547,547	535,640	639,185	2.22 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

SUPERIOR COURT SET (CJS)

Service Description

This service expedites cases in which in-custody felony defendants want to plead guilty and be sentenced; by expediting these cases through the system, the number of pre-trial jail days are reduced, capacity of the judicial system is increased, and a savings is realized by the County.

Program Category: Criminal Justice Coordination

Corporate Desired Outcome: Increase Efficiency & Effectiveness of Criminal Justice Services

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Cost Avoidance to the County (full cost)	OUTCOME	0.00	3,434,540.00	3,097,004.08	0.00 %
County Cost per Defendant Processed	EFFICIENCY	0.00	2,378.23	2,187.34	0.00 %
% of cases where plea was accepted by judge	OUTCOME	100.00	100.00	100.00	100.00 %
% of cases with less than average jail stay	OUTCOME	99.00	100.00	100.00	101.01 %
% of Defendants accepted into program that applied	OUTPUT	62.00	41.20	38.34	66.45 %
# of defendants processed	OUTPUT	0.00	274.00	313.00	0.00 %
# of defendants served	OUTPUT	0.00	113.00	120.00	0.00 %
# of global pleas disposed (active sentence)	OUTPUT	0.00	29.00	26.00	0.00 %
# of global pleas disposed (probation)	OUTPUT	0.00	71.00	84.00	0.00 %
# of jail days saved	OUTPUT	0.00	20,690.00	21,501.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	712,882	796,171	790,100	-10.46 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	712,882	796,171	790,100	-10.46 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	712,882	796,171	790,100	-10.46 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

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 Partnership, Charlotte Center City Partners, Charlotte Chamber of Commerce, 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	FY2016 Adopted	FY2015 Amended	FY2014 Adopted
Personnel Services & Employee Benefits	\$324,525	\$166,589	\$235,629
Contractual Services	\$301,050	\$292,675	\$218,175
Commodities	\$230,580	\$279,483	\$205,509
Other Charges	\$9,418,525	\$11,235,252	\$9,407,913
Interdepartmental	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0
Total Expense	\$10,274,680	\$11,973,999	\$10,067,226
Total Revenue	\$0	\$0	\$0
Net County Dollars	\$10,274,680	\$11,973,999	\$10,067,226

Position Summary					
FY2016 Adopted		FY2015 Adopted		FY2014 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
3	0	2	0	2	0

Economic Development

FY2016 Funding Adjustments

The following funding adjustments are approved to support the FY2016 operating budget in meeting the County's goals and objectives as approved by the Board of County Commissioners.

Efficiencies Savings

- ❖ **Economic Development Grants** (\$1,836,727)
This represents the reduction to Business Investment Program Grants and Economic Development Agreements that have expired.

Sustaining Operations

- ❖ **Administrative Support Coordinator** \$65,782
Funding for one position to assist in Economic Development activities.
- ❖ **Sporting Events** \$30,000
Reflects a funding increase to the CIAA Tournament, Belk Bowl, and the ACC Championship grants in the amount of \$10,000 each.

Investing In Our Employees

- ❖ **Pay-For-Performance** \$5,931
Increase reflects the full year impact of salary increase awarded during FY2016.

Economic Development

Service Level View

Service Name	FT	PT	FY2016 County Funding	FY2016 Total Budget	Total Adopted PY Budget
ACC FOOTBALL CHAMPIONSHIP (EDO)			260,000	260,000	250,000
BELK BOWL (EDO)			260,000	260,000	250,000
BUSINESS INVESTMENT GRANTS (EDO)			4,445,485	4,445,485	5,832,212
CHARLOTTE REGIONAL PARTNERSHIP (EDO)			223,780	223,780	216,008
CRVA-CIAA TOURNAMENT (EDO)			260,000	260,000	250,000
CRVA- FILM COMMISSION (EDO)			75,000	75,000	75,000
DEVELOPMENT AGREEMENTS (EDO)			4,378,040	4,378,040	4,828,040
ECONOMIC DEVELOPMENT (EDO)	2		248,661	248,661	145,335
MWSBE (EDO)	1		123,714	123,714	125,167
Grand Totals	3	0	10,274,680	10,274,680	11,971,762
Revenue Totals					

ACC FOOTBALL CHAMPIONSHIP (EDO)

Service Description

This service provides funding to support the ACC Football Championship game in Charlotte.

Program Category: Tourism

Corporate Desired Outcome: Increase Economic Development & Job Opportunities

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are under development	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	260,000	250,000	250,000	4.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	260,000	250,000	250,000	4.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	260,000	250,000	250,000	4.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

BELK BOWL (EDO)

Service Description

This service provides funding to support the Belk Bowl game in Charlotte.

Program Category: Tourism

Corporate Desired Outcome: Increase Economic Development & Job Opportunities

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are under development	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	260,000	250,000	0	4.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	260,000	250,000	0	4.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	260,000	250,000	0	4.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

BUSINESS INVESTMENT GRANTS (EDO)

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.

Program Category: Business Attraction, Retention, and Expansion

Corporate Desired Outcome: Increase Economic Development & Job Opportunities

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are under development	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	4,445,485	5,832,212	4,959,873	-23.78 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	4,445,485	5,832,212	4,959,873	-23.78 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	4,445,485	5,832,212	4,959,873	-23.78 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

CHARLOTTE REGIONAL PARTNERSHIP (EDO)

Service Description

This service markets and promotes the 16-county Charlotte region to expand the economic base.

Program Category: Business Attraction, Retention, and Expansion

Corporate Desired Outcome: Increase Economic Development & Job Opportunities

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are under development	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	223,780	216,008	199,034	3.60 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	223,780	216,008	199,034	3.60 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	223,780	216,008	199,034	3.60 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

CRVA-CIAA TOURNAMENT (EDO)

Service Description

This service provides funding to support the CIAA Tournament in Charlotte.

Program Category: Tourism

Corporate Desired Outcome: Increase Economic Development & Job Opportunities

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Dollar amount of Hotel/Motel tax generated (estimated)	OUTCOME	0.00	1,260,000.00	32,800,000.00	0.00 %
Dollar amount of Prepared Food/Beverage tax generated (est)	OUTCOME	0.00	46,000.00	10,900,000.00	0.00 %
# of room nights generated (estimated)	OUTPUT	0.00	33,895.00	6,050,000.00	0.00 %
Total Attendance (estimate data available August)	OUTPUT	0.00	99,909.00	0	0.00 %
Total Economic Impact (estimated)	OUTCOME	0.00	55,600,000.00	47,170,000.00	0.00 %
Total Media Impressions	OUTPUT	0.00	0	560.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	260,000	250,000	200,000	4.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	260,000	250,000	200,000	4.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	260,000	250,000	200,000	4.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

CRVA- FILM COMMISSION (EDO)

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.

Program Category: Tourism

Corporate Desired Outcome: Increase Economic Development & Job Opportunities

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures under development	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	75,000	75,000	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	75,000	75,000	0	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	75,000	75,000	0	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

DEVELOPMENT AGREEMENTS (EDO)

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.

Program Category: Business Attraction, Retention, and Expansion

Corporate Desired Outcome: Increase Economic Development & Job Opportunities

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	4,378,040	4,828,040	3,198,040	-9.32 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	4,378,040	4,828,040	3,198,040	-9.32 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	4,378,040	4,828,040	3,198,040	-9.32 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

ECONOMIC DEVELOPMENT (EDO)

Service Description

This service encourages the re-use and redevelopment of sites in priority neighborhoods through the use of synthetic tax increment grants.

Program Category: Business Attraction, Retention, and Expansion

Corporate Desired Outcome: Increase Economic Development & Job Opportunities

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are under development	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	212,386	136,960	131,489	55.07 %
Contractual Services	30,975	6,100	6,100	407.79 %
Commodities	5,300	2,275	2,275	132.97 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	248,661	145,335	139,864	71.10 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	248,661	145,335	139,864	71.10 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	2	0	1	0	1	0	1	0

MWSBE (EDO)

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.

Program Category: Business Attraction, Retention, and Expansion

Corporate Desired Outcome: Increase Economic Development & Job Opportunities

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Customer Satisfaction Index	OUTCOME	84.00	100.00	99.00	119.05 %
Percent of goals attained	OUTCOME	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	112,139	108,892	104,140	2.98 %
Contractual Services	10,075	12,075	12,075	-16.56 %
Commodities	1,500	4,200	4,200	-64.29 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	123,714	125,167	120,415	-1.16 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	123,714	125,167	120,415	-1.16 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	1	0	1	0	1	0	0	0

US NATIONAL WHITEWATER (EDO)

Service Description

This service provides funding to support the U.S. National Whitewater Center.

Program Category: Tourism

Corporate Desired Outcome: Increase Economic Development & Job Opportunities

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	1,000,000	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	0	0	1,000,000	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	0	0	1,000,000	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

Elections

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 ensure 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	FY2016 Adopted*	FY2015 Amended	FY2014 Adopted
Personnel Services & Employee Benefits	\$2,542,574	\$2,213,117	\$1,984,629
Contractual Services	\$2,579,088	\$1,622,715	\$2,251,467
Commodities	\$89,604	\$89,681	\$90,089
Other Charges	\$0	\$0	\$0
Interdepartmental	\$8,687	\$8,687	\$8,687
Capital Outlay	\$0	\$0	\$0
Total Expense	\$5,219,953	\$3,934,200	\$4,334,872
Total Revenue	\$2,888,816	\$1,574,518	\$1,740,149
Net County Dollars	\$2,331,137	\$2,359,682	\$2,594,723

Position Summary					
FY2016 Adopted		FY2015 Adopted		FY2014 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
21	1	21	0	21	0

*Includes one-time fund balance allocation

Elections

FY2016 Funding Adjustments

The following funding adjustments are approved to support the FY2016 operating budget in meeting the County's goals and objectives as approved by the Board of County Commissioners.

Sustaining Operations

- ❖ **Additional Elections** **\$786,524**
Increase reflects the cost of three additional elections scheduled for FY2016.

Investing In Our Employees

- ❖ **Pay-For-Performance** **\$20,179**
Increase reflects the full year impact of salary increase awarded during FY2016.

Elections

Service Level View

Service Name	FT	PT	FY2016 County Funding	FY2016 Total Budget*	Total Adopted PY Budget
DISTRICT & PRECINCT (ELE)	3	1	319,319	319,319	289,264
EARLY & ABSENTEE VOTING (ELE)			438,001	889,574	438,001
PRIMARY & GENERAL ELECTIONS (ELE)	4		85,768	1,670,007	838,079
VOTER EDUCATION OUTREACH (ELE)	6		867,067	1,202,026	1,171,344
VOTER REGISTRATION & MAINTENANCE (ELE)	8	2	620,982	1,139,027	1,184,109
Grand Totals	21	3	2,331,137	5,219,953	3,920,797
Revenue Totals				2,888,816	1,574,518

*Includes one-time fund balance allocation

DISTRICT & PRECINCT (ELE)

Service Description

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

Program Category: Voting Services

Corporate Desired Outcome: Enhance Citizen Involvement

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	254,019	223,964	218,157	13.42 %
Contractual Services	22,300	22,300	22,300	0.00 %
Commodities	43,000	43,000	43,000	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	319,319	289,264	283,457	10.39 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	319,319	289,264	283,457	10.39 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	3	1	3	0	3	0	0	1

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.

Program Category: Voting Services

Corporate Desired Outcome: Enhance Citizen Involvement

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted*	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	451,573	0	0	0.00 %
Contractual Services	438,001	438,001	438,001	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	889,574	438,001	438,001	103.10 %
Total Revenue	451,573	0	0	0.00 %
Net County Dollars	438,001	438,001	438,001	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

*Includes one-time fund balance allocation.

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.

Program Category: Voting Services

Corporate Desired Outcome: Enhance Citizen Involvement

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
# of election protests	OUTCOME	0.00	0	0	100.00 %

Financial Overview	FY 2016 Adopted*	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	392,908	417,353	397,350	-5.86 %
Contractual Services	1,270,599	414,226	1,219,927	206.74 %
Commodities	6,500	6,500	6,500	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,670,007	838,079	1,623,777	99.27 %
Total Revenue	1,584,239	711,394	1,033,674	122.70 %
Net County Dollars	85,768	126,685	590,103	-32.30 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	4	0	4	0	4	0	0	0

*Includes one-time fund balance allocation.

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.

Program Category: Public and Employee Communications

Corporate Desired Outcome: Increase Citizen Awareness of County Responsibilities & Services

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Voter registration/education outreach - Customer Initiated	OUTCOME	15.00	134.00	121.00	893.33 %
Voter registration/education outreach- Office Initiated	OUTCOME	15.00	28.00	13.00	186.67 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	489,695	458,936	438,964	6.70 %
Contractual Services	663,540	663,540	357,839	0.00 %
Commodities	40,104	40,181	40,589	-0.19 %
Other Charges	0	0	0	0.00 %
Interdepartmental	8,687	8,687	8,687	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,202,026	1,171,344	846,079	2.62 %
Total Revenue	334,959	334,217	199,598	0.22 %
Net County Dollars	867,067	837,127	646,481	3.58 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	6	0	6	0	6	0	0	0

VOTER REGISTRATION & MAINTENANCE (ELE)

Service Description

This service is responsible for maintaining accurate voter registration information.

Program Category: Voting Services

Corporate Desired Outcome: Enhance Citizen Involvement

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
# of Registered Voters	OUTPUT	0.00	638,111.00	667,791.00	0.00 %
Time required to process voter registration applications	EFFICIENCY	10.00	6.31	6.39	158.48 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	954,379	999,461	930,158	-4.51 %
Contractual Services	184,648	184,648	213,400	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,139,027	1,184,109	1,143,558	-3.81 %
Total Revenue	518,045	528,907	506,877	-2.05 %
Net County Dollars	620,982	655,202	636,681	-5.22 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	8	2	8	0	8	0	0	2

Finance

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, procurement services, 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	FY2016 Adopted	FY2015 Amended	FY2014 Adopted
Personnel Services & Employee Benefits	\$11,672,805	\$9,154,193	\$8,791,020
Contractual Services	\$1,291,747	\$1,053,077	\$1,026,280
Commodities	\$146,868	\$133,168	\$148,168
Other Charges	\$38,000,000	\$38,000,000	\$35,100,000
Interdepartmental	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0
Total Expense	\$51,111,420	\$48,340,438	\$45,065,468
Total Revenue	\$38,000,000	\$38,000,000	\$35,100,000
Net County Dollars	\$13,111,420	\$10,340,438	\$9,965,468

Position Summary

FY2016 Adopted		FY2015 Adopted		FY2014 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
148	0	118	0	116	0

Finance

FY2016 Funding Adjustments

The following funding adjustments are approved to support the FY2016 operating budget in meeting the County's goals and objectives as approved by the Board of County Commissioners.

Sustaining Operations

- | | |
|--|-----------------|
| ❖ Software Maintenance | \$91,663 |
| Funding increase for costs associated with Procurement BuySpeed and Software Asset Management systems. | |

Investing In Our Employees

- | | |
|--|------------------|
| ❖ Pay-For-Performance | \$168,040 |
| Increase reflects the full year impact of salary increase awarded during FY2016. | |

Finance

Service Level View

Service Name	FT	PT	FY2016 County Funding	FY2016 Total Budget	Total Adopted PY Budget
CHARLOTTE AREA TRANSIT SYSTEM (FIN)				38,000,000	38,000,000
FINANCIAL SERVICES (FIN)	47		4,908,283	4,908,283	3,970,797
HUMAN SERVICES FINANCE DIVISION (FIN)	79		6,108,118	6,108,118	6,243,875
PROCUREMENT (FIN)	22		2,095,019	2,095,019	
Grand Totals	148	0	13,111,420	51,111,420	48,214,672
Revenue Totals				38,000,000	38,000,000

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.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	1,521,340	0.00 %
Contractual Services	0	0	2,541,976	0.00 %
Commodities	0	0	19,669	0.00 %
Other Charges	0	0	1,569,913	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	0	0	5,652,898	0.00 %
Total Revenue	0	0	10,000	0.00 %
Net County Dollars	0	0	5,652,898	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	21	0	0	0

CAPITAL & DEBT (FIN)

Service Description

This service administers the county's capital improvement projects; oversees the capital asset inventory; and manages the debt service and capital financing budget for the county.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	224,063	0.00 %
Contractual Services	0	0	4,434	0.00 %
Commodities	0	0	600	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	0	0	229,097	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	0	0	229,097	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	3	0	0	0

CHARLOTTE AREA TRANSIT SYSTEM (FIN)

Service Description

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

Program Category: Transportation

Corporate Desired Outcome: Improve Access to Public Facilities

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	38,000,000	38,000,000	35,100,000	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	38,000,000	38,000,000	35,100,000	0.00 %
Total Revenue	38,000,000	38,000,000	35,100,000	0.00 %
Net County Dollars	0	0	0	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

FINANCIAL REPORTING (FIN)

Service Description

This service compiles data and prepares statements for financial reports; oversees, administers, monitors, and reports on grants; and provides technical support to departments regarding financial reporting and grants.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	438,619	0.00 %
Contractual Services	0	0	209,983	0.00 %
Commodities	0	0	3,629	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	0	0	652,231	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	0	0	652,231	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	5	0	0	0

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.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Customer satisfaction rating	CUSTOMER	84.00	87.50	0	104.17 %
Daily Disbursements are completed by the due date	EFFICIENCY	95.00	100.00	0	105.26 %
Grant Applicants	OUTPUT	0.00	9.00	0	0.00 %
Maintain 28% of prior year actual revenues in fund balance	OUTCOME	28.00	48.80	0	174.29 %
% of Financial Reports submitted by the Due Date	EFFICIENCY	85.00	96.00	0	112.94 %
% of Payroll Deposits made by the Due Date	EFFICIENCY	100.00	100.00	0	100.00 %
% of Principal and Interest Payments Paid by the Due Date	EFFICIENCY	100.00	100.00	0	100.00 %
% of User Access requests processed within 3 business days	EFFICIENCY	85.00	88.23	0	103.80 %
Present capital project ordinance	OUTCOME	100.00	100.00	0	100.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	3,954,483	3,070,607	0	28.79 %
Contractual Services	893,432	839,822	0	6.38 %
Commodities	60,368	60,368	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	4,908,283	3,970,797	0	23.61 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	4,908,283	3,970,797	0	23.61 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	47	0	37	0	0	0	10	0

GRANT DEVELOPMENT (FIN)

Service Description

This service generates supplemental revenue for the county through competitive grants to support new and existing projects.

Program Category: Partnerships/Underwriting Development

Corporate Desired Outcome: Reduce/Avoid Costs

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	117,521	0.00 %
Contractual Services	0	0	4,710	0.00 %
Commodities	0	0	25,343	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	0	0	147,574	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	0	0	147,574	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	1	0	0	0

HUMAN SERVICES FINANCE DIVISION (FIN)

Service Description

This service is a component of the Financial Services Department and provides direction, organization, planning and oversight of the finance management for the four human services departments, Asset and Facility Maintenance, Human Resources, Information Technology, and Public Information.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Contract Processing Rate	EFFICIENCY	85.00	93.76	93.00	110.31 %
Customer satisfaction rating	CUSTOMER	84.00	97.00	92.00	115.48 %
% of financial reports issued by the due date	EFFICIENCY	83.00	94.00	94.00	113.25 %
% of reimbursement requests filled by due date	OUTCOME	83.00	97.00	97.00	116.87 %
Procurement transaction rate	EFFICIENCY	85.00	99.88	97.00	117.51 %
Reconciliation rate	EFFICIENCY	85.00	100.00	100.00	117.65 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	5,881,345	5,957,371	5,812,218	-1.28 %
Contractual Services	147,473	213,704	221,458	-30.99 %
Commodities	79,300	72,800	87,800	8.93 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	6,108,118	6,243,875	6,121,476	-2.17 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	6,108,118	6,243,875	6,121,476	-2.17 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	79	0	81	0	80	0	(2)	0

INVESTMENT ADMINISTRATION (FIN)

Service Description

This service manages the County's investment portfolio.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	104,825	0.00 %
Contractual Services	0	0	20,063	0.00 %
Commodities	0	0	500	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	0	0	125,388	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	0	0	125,388	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	1	0	0	0

PROCUREMENT (FIN)

Service Description

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

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Customer satisfaction rate	CUSTOMER	84.00	95.19	0	113.32 %
% of active vendors with which we do business	IMPACT	0.00	19.24	0	0.00 %
# of purchases made with "Groups" (MWSBE, green cert, etc.)	OUTPUT	0.00	50.00	0	0.00 %
% purchases made on contract	EFFICIENCY	0.00	70.00	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,836,977	934,348	0	96.61 %
Contractual Services	250,842	55,491	0	352.04 %
Commodities	7,200	48,700	0	-85.22 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	2,095,019	1,038,539	0	101.73 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	2,095,019	1,038,539	0	101.73 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	22	0	18	0	0	0	4	0

SENIOR ADMINISTRATION (FIN)

Service Description

This service provides direction, organization, planning and oversight of all financial management functions for the county. This service includes the Director of Finance and two Deputy Directors.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	455,691	0.00 %
Contractual Services	0	0	50,988	0.00 %
Commodities	0	0	8,524	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	0	0	515,203	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	0	0	515,203	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	3	0	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	FY2016 Adopted	FY2015 Amended	FY2014 Adopted
Personnel Services & Employee Benefits	\$123,015	\$113,704	\$97,066
Contractual Services	\$132,409	\$132,409	\$132,099
Commodities	\$1,300	\$1,300	\$1,300
Other Charges	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0
Total Expense	\$256,724	\$247,413	\$230,465
Total Revenue	\$75,000	\$75,000	\$75,000
Net County Dollars	\$181,724	\$172,413	\$155,465

Position Summary

FY2016 Adopted		FY2015 Adopted		FY2014 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
2	0	1	1	0	2

Historic Land Commission

FY2016 Funding Adjustments

The following funding adjustments are approved to support the FY2016 operating budget in meeting the County's goals and objectives as approved by the Board of County Commissioners.

Investing In Our Employees

❖ Pay-For-Performance	\$2,201
Increase reflects the full year impact of salary increase awarded during FY2016.	

Historic Land Commission

Service Level View

Service Name	FT	PT	FY2016 County Funding	FY2016 Total Budget	Total Adopted PY Budget *
CHARLOTTE-MECKLENBURG HISTORIC PRESERVATION(HLC)	2		181,724	256,724	1,245,665
Grand Totals	2	0	181,724	256,724	1,245,665
Revenue Totals				75,000	1,075,000

*Includes one-time fund balance allocation

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.

Program Category: Historic Preservation

Corporate Desired Outcome: Preserve Historic Sites & Landmarks

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted*	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	123,015	111,956	97,066	9.88 %
Contractual Services	132,409	132,409	132,099	0.00 %
Commodities	1,300	1,300	1,300	0.00 %
Other Charges	0	1,000,000	0	-100.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	256,724	1,245,665	230,465	-79.39 %
Total Revenue	75,000	1,075,000	75,000	-93.02 %
Net County Dollars	181,724	170,665	155,465	6.48 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	2	0	1	1	0	2	1	(1)

*Includes one-time fund balance allocation.

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	FY2016 Adopted*	FY2015 Amended	FY2014 Adopted
Personnel Services & Employee Benefits	\$4,524,156	\$4,087,525	\$0
Contractual Services	\$958,478	\$910,508	\$0
Commodities	\$37,000	\$54,120	\$0
Other Charges	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0
Capital Outlay	\$0	\$0	\$0
Total Expense	\$5,519,634	\$5,052,153	\$0
Total Revenue	\$107,301	\$0	\$0
Net County Dollars	\$5,412,333	\$5,052,153	\$0

Position Summary

FY2016 Adopted		FY2015 Adopted		FY2014 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
49	2	45	2	0	0

*Includes one-time fund balance allocation

Human Resources

FY2016 Funding Adjustments

The following funding adjustments are approved to support the FY2016 operating budget in meeting the County's goals and objectives as approved by the Board of County Commissioners.

Planned Investment

- | | |
|---|------------------|
| ❖ Immunizations | \$107,301 |
| Funding increase to address costs associated with the revised immunization and Tuberculin Skin Test (TST) policy. | |

Investing In Our Employees

- | | |
|--|-----------------|
| ❖ Pay-For-Performance | \$84,315 |
| Increase reflects the full year impact of salary increase awarded during FY2016. | |

Human Resources

Service Level View

Service Name	FT	PT	FY2016 County Funding	FY2016 Total Budget*	Total Adopted PY Budget
HUMAN RESOURCE MANAGEMENT (HRS)	49	3	5,412,333	5,519,634	4,936,857
Grand Totals	49	3	5,412,333	5,519,634	4,936,857
Revenue Totals				107,301	

*Includes one-time fund balance allocation

EMPLOYEE SERVICES CENTER (HRS)

Service Description

This service serves as a one-stop shop for answers to HR-related issues such as benefits, leave of absence requests and general HR policy questions for County employees and retirees.

Program Category: Employee Resource Management

Corporate Desired Outcome: Increase Employee Knowledge, Skills & Abilities

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	386,523	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	0	0	386,523	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	0	0	386,523	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	6	0	0	0

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.

Program Category: Employee Resource Management

Corporate Desired Outcome: Recruit & Retain High Performing Employees

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Average # days to fill positions excluding outliers	EFFICIENCY	75.00	68.03	0	110.25 %
Average speed of answer	EFFICIENCY	20.00	24.00	6.30	83.33 %
Customer satisfaction rating	CUSTOMER	84.00	81.95	98.10	97.56 %
EEOC Unsubstantiated Complaints	OUTCOME	99.00	100.00	100.00	101.01 %
First contact resolution rate	OUTCOME	70.00	99.40	85.90	142.00 %
# of employees trained	OUTPUT	0.00	2,526.00	2,098.00	0.00 %
Prohibited practice grievances resolved within 90 days	EFFICIENCY	90.00	100.00	100.00	111.11 %
Total calls to ESC	OUTPUT	0.00	22,746.00	26,678.00	0.00 %

Financial Overview	FY 2016 Adopted*	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	4,524,156	4,022,229	3,039,106	12.48 %
Contractual Services	958,478	873,508	796,268	9.73 %
Commodities	37,000	41,120	21,599	-10.02 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	5,519,634	4,936,857	3,856,973	11.80 %
Total Revenue	107,301	0	0	0.00 %
Net County Dollars	5,412,333	4,936,857	3,856,973	9.63 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	49	3	45	3	34	0	4	0

*Includes one-time balance allocation

Information 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	FY2016 Adopted	FY2015 Amended	FY2014 Adopted
Personnel Services & Employee Benefits	\$13,241,151	\$0	\$0
Contractual Services	\$3,492,396	\$0	\$0
Commodities	\$2,211,009	\$0	\$0
Other Charges	\$0	\$0	\$0
Interdepartmental	\$20,516	\$0	\$0
Capital Outlay	\$229,000	\$0	\$0
Total Expense	\$19,194,072	\$0	\$0
Total Revenue	\$0	\$0	\$0
Net County Dollars	\$19,194,072	\$0	\$0

Position Summary					
FY2016 Adopted		FY2015 Adopted		FY2014 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
144	0	0	0	0	0

Information Technology

FY2016 Funding Adjustments

The following funding adjustments are approved to support the FY2016 operating budget in meeting the County's goals and objectives as approved by the Board of County Commissioners.

Sustaining Operations

- | | |
|--|------------------|
| ❖ Networks, Servers, & Telecommunications | \$343,500 |
| Funding increase for additional 365 licenses, server warranty extension, all updates & warranty extensions, and data domain backup system lease payment. | |
| ❖ IT Security | \$79,000 |
| Funding increase included for firewall maintenance and a lease payment for data loss prevention software. | |

Investing In Our Employees

- | | |
|--|------------------|
| ❖ Pay-For-Performance | \$248,308 |
| Increase reflects the full year impact of salary increase awarded during FY2016. | |

Information Technology

Service Level View

Service Name	FT	PT	FY2016 County Funding	FY2016 Total Budget	Total Adopted PY Budget
APPLICATION DATABASE MANAGEMENT (IST)	39		5,143,864	5,143,864	
IT ADMINISTRATION (IST)	12		1,069,071	1,069,071	
IT BUSINESS ANALYSIS (IST)	13		954,056	954,056	
IT CUSTOMER SUPPORT CENTER (IST)	35		2,958,637	2,958,637	
TECHNICAL SERVICES (IST)	45		9,068,444	9,068,444	
Grand Totals	144	0	19,194,072	19,194,072	0
Revenue Totals					

APPLICATION DATABASE MANAGEMENT (IST)

Service Description

This service encompasses application solutions, database services, business intelligence, and vendor management to provide end-to-end solutions.

Program Category: IT Resource Mgmt

Corporate Desired Outcome: Optimize Technology

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Bug fixes for enterprise systems	OUTPUT	0.00	3,187.00	3,065.00	0.00 %
Customer satisfaction rating	OUTCOME	84.00	98.50	98.20	117.26 %
Databases administered	OUTPUT	0.00	1,088.00	869.00	0.00 %
Enhancements for enterprise systems	OUTPUT	0.00	13.00	30.00	0.00 %
Incidents resolved within SLA	EFFICIENCY	95.00	97.00	96.00	102.11 %
Technology availability rate	OUTCOME	100.00	99.90	100.00	99.90 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	4,394,994	4,487,033	4,116,631	-2.05 %
Contractual Services	732,370	744,074	331,183	-1.57 %
Commodities	16,500	5,200	12,147	217.31 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	5,143,864	5,236,307	4,459,961	-1.77 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	5,143,864	5,236,307	4,459,961	-1.77 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	39	0	41	0	42	0	(2)	0

IT ADMINISTRATION (IST)

Service Description

This service provides strategic leadership and administrative oversight for all Information Services Technology. The Department Director and leadership staff are included in this service. The service is responsible for customer communication and experience management, as well as operational support across all staff and programs within the Information Technology.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Customer satisfaction rating	CUSTOMER	84.00	96.70	97.30	115.12 %
Efficiency rating	EFFICIENCY	80.00	100.00	91.70	125.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	324,582	212,388	201,496	52.83 %
Contractual Services	614,998	0	0	0.00 %
Commodities	108,975	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	20,516	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,069,071	212,388	201,496	403.36 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	1,069,071	212,388	201,496	403.36 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	12	0	1	0	1	0	11	0

IT BUSINESS ANALYSIS (IST)

Service Description

This service provides information technology business analysis to aid County agencies in identifying business requirements, providing quality assurance, and supporting technology business applications.

Program Category: IT Resource Mgmt

Corporate Desired Outcome: Optimize Technology

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Average # of incidents resolved/staff	EFFICIENCY	0.00	13.04	21.00	0.00 %
Customer satisfaction rating	CUSTOMER	84.00	97.50	99.40	116.07 %
# incidents resolved	OUTPUT	0.00	2,063.00	0	0.00 %
Incidents resolved within SLA	EFFICIENCY	90.00	97.50	94.00	108.33 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	951,797	911,660	895,133	4.40 %
Contractual Services	0	0	0	0.00 %
Commodities	2,259	1,855	1,355	21.78 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	954,056	913,515	896,488	4.44 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	954,056	913,515	896,488	4.44 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	13	0	13	0	20	0	0	0

IT CUSTOMER SUPPORT CENTER (IST)

Service Description

This service provides customer support for technology questions and problem resolution to County agencies through one-on-one assistance (2-HELP/MeckSupport), desktop support, and technology projects.

Program Category: IT Resource Mgmt

Corporate Desired Outcome: Optimize Technology

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Customer satisfaction rating	CUSTOMER	84.00	97.10	96.90	115.60 %
First contact resolution rate	OUTCOME	70.00	71.40	67.10	102.00 %
Incidents resolved within SLA	EFFICIENCY	97.00	96.70	95.00	99.69 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	2,860,649	2,428,579	2,505,563	17.79 %
Contractual Services	63,688	59,688	9,117	6.70 %
Commodities	34,300	34,100	19,671	0.59 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	2,958,637	2,522,367	2,534,351	17.30 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	2,958,637	2,522,367	2,534,351	17.30 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	35	0	31	0	36	0	4	0

IT NETWORKS, SERVERS, AND TELECOMMUNICATIONS (IST)

Service Description

This service includes network services providing the infrastructure necessary to meet the data computing needs of customers; server operations for providing the required computing environment and storage necessary to meet the business needs of County software applications; and telecommunications that services end users with mobile device management, radio communication, as well as software installation to the desktop.

Program Category: IT Resource Mgmt

Corporate Desired Outcome: Optimize Technology

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	3,942,794	4,174,153	-100.00 %
Contractual Services	0	1,474,830	2,778,588	-100.00 %
Commodities	0	1,867,825	1,040,500	-100.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	229,000	229,000	-100.00 %
Total Expense	0	7,514,449	8,222,241	-100.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	0	7,514,449	8,222,241	-100.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	39	0	43	0	(39)	0

IT SECURITY SERVICES (IST)

Service Description

This service designs, implements and maintains security systems and infrastructure necessary to achieve the goals of the Information Security Program.

Program Category: IT Resource Mgmt

Corporate Desired Outcome: Optimize Technology

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	537,789	536,191	-100.00 %
Contractual Services	0	518,360	212,400	-100.00 %
Commodities	0	1,000	1,000	-100.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	0	1,057,149	749,591	-100.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	0	1,057,149	749,591	-100.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	5	0	5	0	(5)	0

TECHNICAL SERVICES (IST)

Service Description

This service provides County-wide network architecture and infrastructure, cloud and server management, telecommunications management, research of emerging technology, and technology system security.

Program Category: IT Resource Mgmt

Corporate Desired Outcome: Optimize Technology

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Applications and patches distributed successfully	OUTCOME	98.00	95.90	0	97.86 %
Customer satisfaction rating	CUSTOMER	84.00	98.15	0	116.85 %
Incidents resolved within SLA	EFFICIENCY	97.00	94.50	0	97.42 %
Network efficiency rate	EFFICIENCY	1700.00	2,959.17	0	174.07 %
Security uptime	OUTCOME	100.00	100.00	0	100.00 %
Servers implemented into environment	OUTPUT	0.00	129.00	0	0.00 %
Technology availability rate	OUTCOME	100.00	99.90	0	99.90 %
Telecommunications incidents and requests	OUTPUT	0.00	5,324.00	0	0.00 %
Virtual server usage rate	OUTCOME	55.00	65.30	0	118.73 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	4,709,129	0	0	0.00 %
Contractual Services	2,081,340	0	0	0.00 %
Commodities	2,048,975	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	229,000	0	0	0.00 %
Total Expense	9,068,444	0	0	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	9,068,444	0	0	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	45	0	0	0	0	0	45	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	FY2016 Adopted	FY2015 Amended	FY2014 Adopted
Personnel Services & Employee Benefits	\$1,174,575	\$1,153,448	\$963,089
Contractual Services	\$74,609	\$66,805	\$70,885
Commodities	\$9,484	\$17,743	\$9,359
Other Charges	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0
Capital Outlay	\$0	\$11,666	\$0
Total Expense	\$1,258,668	\$1,249,662	\$1,043,333
Total Revenue	\$0	\$0	\$0
Net County Dollars	\$1,258,668	\$1,249,662	\$1,043,333

Position Summary

FY2016 Adopted		FY2015 Adopted		FY2014 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
12	0	12	0	10	0

Internal Audit

FY2016 Funding Adjustments

The following funding adjustments are approved to support the FY2016 operating budget in meeting the County's goals and objectives as approved by the Board of County Commissioners.

Investing In Our Employees

❖ Pay-For-Performance	\$22,243
Increase reflects the full year impact of salary increase awarded during FY2016.	

Internal Audit

Service Level View

Service Name	FT	PT	FY2016 County Funding	FY2016 Total Budget	Total Adopted PY Budget
AUDIT (AUD)	12		1,258,668	1,258,668	1,230,220
Grand Totals	12	0	1,258,668	1,258,668	1,230,220
Revenue Totals					

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.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Audits Completed Within Allotted Timeframe	EFFICIENCY	80.00	88.00	81.00	110.00 %
Customer Satisfaction Rating (4.0 Scale)	CUSTOMER	3.00	3.50	3.70	116.67 %
Number of audits completed	OUTPUT	15.00	8.00	16.00	53.33 %
% of Recommendations implemented	IMPACT	94.00	100.00	95.00	106.38 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,174,575	1,134,006	963,089	3.58 %
Contractual Services	74,609	74,805	70,885	-0.26 %
Commodities	9,484	17,743	9,359	-46.55 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	3,666	0	-100.00 %
Total Expense	1,258,668	1,230,220	1,043,333	2.31 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	1,258,668	1,230,220	1,043,333	2.31 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	12	0	12	0	10	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.
- * Geospatial Information Services.

Budget and Staff Resources

Budget Overview	FY2016 Adopted	FY2015 Amended	FY2014 Adopted
Personnel Services & Employee Benefits	\$39,911,356	\$33,154,096	\$34,445,075
Contractual Services	\$11,756,955	\$10,200,913	\$10,159,998
Commodities	\$3,162,563	\$3,332,936	\$3,108,559
Other Charges	\$10,786,275	\$9,107,593	\$8,933,164
Interdepartmental	\$2,043,783	\$2,013,088	\$2,104,040
Capital Outlay	\$1,783,814	\$1,769,299	\$1,692,598
Total Expense	\$69,444,746	\$59,577,925	\$60,443,434
Total Revenue	\$65,665,602	\$59,037,380	\$54,912,076
Net County Dollars	\$3,779,144	\$540,545	\$5,531,358

Position Summary

FY2016 Adopted		FY2015 Adopted		FY2014 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
454	6	394	2	418	3

Land Use & Environmental Services Agency

FY2016 Funding Adjustments

The following funding adjustments are approved to support the FY2016 operating budget in meeting the County's goals and objectives as approved by the Board of County Commissioners.

Strategic Investments

❖ Code Enforcement Positions	\$432,200
Five positions in Code Enforcement to expand small project permitting addressing response time performance and service consistency issues.	
❖ Landfill Post Closure	\$279,851
Increase to fund landfill post-closure.	
❖ Land Development Positions	\$221,714
Three positions to meet expected workload demands for site plan reviews.	
❖ Storm Water Positions	\$182,968
Four positions in Water & Land Resources to address increased permitting and compliance workload and maintain algae sampling and analysis.	
❖ Oblique Photography	\$127,052
Provides on-going maintenance for the second year Oblique Photography.	
❖ Geospatial Information Services Positions	\$79,056
Two GIS Technicians to support the Tax Assessor by providing a 30 day or better turn-around time on all Land Record updates	
❖ Charlotte East Lease	\$58,270
Provides lease space at Charlotte East.	

Investing In Our Employees

❖ Pay-For-Performance	\$54,982
Increase reflects the full year impact of salary increase awarded during FY2016.	

Land Use & Environmental Services Agency

Service Level View

Service Name	FT	PT	FY2016 County Funding	FY2016 Total Budget	Total Adopted PY Budget
ADMINISTRATIVE SUPPORT (LUE)	9	1	90,087	964,441	1,096,011
AIR QUALITY (LUE)	22	1		1,688,569	1,681,331
CODE ENFORCEMENT (LUE)	219	8		24,389,996	23,304,799
FIRE MARSHAL (LUE)	7		54,923	602,104	56,271
FISCAL ADMINISTRATION (LUE)	9			796,739	842,959
GIS APPLICATIONS (LUE)	8		1,125,857	1,125,857	
LAKE NORMAN MARINE COMMISSION (NDP)				2,077	2,077
LAKE WYLIE MARINE COMMISSION (NDP)				1,325	1,325
LAND DEVELOPMENT (LUE)	21		104,755	1,854,055	1,252,035
LAND RECORDS (LUE)	19		1,284,378	1,284,378	
MAPPING AND PROJECT SERVICES (LUE)	7		1,119,144	1,124,144	
SENIOR ADMINISTRATION (LUE)	2			471,144	289,177
SOLID WASTE SERVICES (LUE)	68	3		19,247,939	15,806,892
STORM WATER DATABASE MAINTENANCE (LUE)	9			807,085	
SURFACE WATER QUALITY AND FLOOD HAZARD MITIGATION (LUE)	55			15,084,893	14,975,494
Grand Totals	455	13	3,779,144	69,444,746	59,308,371
Revenue Totals				65,665,602	59,030,205

ADMINISTRATIVE SUPPORT (LUE)

Service Description

This service provides administrative and clerical assistance to the LUESA Business Units in support of LUESA programs and priorities.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	792,663	712,206	597,115	11.30 %
Contractual Services	279,469	233,027	169,685	19.93 %
Commodities	49,956	57,456	45,909	-13.05 %
Other Charges	0	0	0	0.00 %
Interdepartmental	(157,647)	93,322	1,095	-268.93 %
Capital Outlay	0	0	0	0.00 %
Total Expense	964,441	1,096,011	813,804	-12.00 %
Total Revenue	874,354	999,046	674,569	-12.48 %
Net County Dollars	90,087	96,965	139,235	-7.09 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	9	1	9	0	8	0	0	1

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.

Program Category: Environmental Services Air

Corporate Desired Outcome: Sustain & Enhance The Environment

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Ambient air data quality rating	IMPACT	90.00	93.50	97.00	103.89 %
% Customer satisfaction rating	CUSTOMER	84.00	93.29	100.00	111.06 %
NESHAP notifications	OUTPUT	0.00	359.00	459.00	0.00 %
Number of monitoring data points	OUTPUT	0.00	129,014.00	118,680.00	0.00 %
Number of permitted sources	OUTPUT	0.00	544.00	534.00	0.00 %
Number of service requests processed	OUTPUT	0.00	82.00	78.00	0.00 %
% Permits turnaround w/in 90 days	EFFICIENCY	95.00	100.00	99.00	105.26 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,411,043	1,468,101	1,420,714	-3.89 %
Contractual Services	102,726	107,130	104,083	-4.11 %
Commodities	38,000	39,300	47,773	-3.31 %
Other Charges	0	0	0	0.00 %
Interdepartmental	62,800	66,800	69,800	-5.99 %
Capital Outlay	74,000	0	0	0.00 %
Total Expense	1,688,569	1,681,331	1,642,370	0.43 %
Total Revenue	1,688,569	1,681,331	1,642,370	0.43 %
Net County Dollars	0	0	0	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	22	1	21	1	21	1	1	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.

Program Category: Regulatory Processes & Building Safety

Corporate Desired Outcome: Increase Economic Development & Job Opportunities

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% B/M/E/P inspection failure rate	IMPACT	20.00	18.42	19.37	108.58 %
% Customer satisfaction rating	CUSTOMER	3.20	3.40	3.40	106.25 %
% Inspections responded w/in 24hrs	EFFICIENCY	85.00	68.76	82.26	80.89 %
ISO Commercial Rating (range 1-9; 1=best)	IMPACT	2.00	1.00	1.00	200.00 %
ISO Residential Rating (range 1-9; 1=best)	IMPACT	3.00	2.00	2.00	150.00 %
Number of inspections conducted	OUTPUT	0.00	261,121.00	238,068.00	0.00 %
Number of permits issued	OUTPUT	0.00	94,913.00	88,160.00	0.00 %
% On Schedule commercial reviews	EFFICIENCY	90.00	95.38	93.47	105.98 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	20,223,543	18,545,709	15,207,537	9.05 %
Contractual Services	1,761,786	1,737,520	1,383,151	1.40 %
Commodities	526,023	714,799	656,395	-26.41 %
Other Charges	155,000	258,000	492,230	-39.92 %
Interdepartmental	1,211,444	1,198,051	1,262,933	1.12 %
Capital Outlay	512,200	850,720	694,620	-39.79 %
Total Expense	24,389,996	23,304,799	19,696,866	4.66 %
Total Revenue	24,389,996	23,239,113	19,696,866	4.95 %
Net County Dollars	0	65,686	0	-100.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	219	8	215	0	175	0	4	8

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.

Program Category: Regulatory Processes & Building Safety

Corporate Desired Outcome: Increase Economic Development & Job Opportunities

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Average ISO Fire Score	IMPACT	5.00	5.36	5.00	107.20 %
Educational Opportunity Survey	CUSTOMER	84.00	99.50	97.80	118.45 %
Fire Investigation Response Time	EFFICIENCY	90.00	100.00	98.00	111.11 %
# of Educational Attendees Reached	OUTPUT	0.00	9,888.00	5,681.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	565,944	55,271	72,319	923.94 %
Contractual Services	24,285	0	51,134	0.00 %
Commodities	11,875	1,000	1,000	1087.50 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	602,104	56,271	124,453	970.01 %
Total Revenue	547,181	0	0	0.00 %
Net County Dollars	54,923	56,271	124,453	-2.40 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	7	0	1	0	1	0	6	0

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.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
# Accounting transactions	OUTPUT	0.00	32,239.00	35,781.00	0.00 %
Department expenditures w/in budget	OUTCOME	0.00	91.70	87.80	0.00 %
% Internal customer service satisfaction	CUSTOMER	84.00	83.87	78.60	99.85 %
Invoice Processing Rate	EFFICIENCY	84.00	73.96	65.60	88.05 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	745,095	783,980	670,336	-4.96 %
Contractual Services	24,599	24,599	25,735	0.00 %
Commodities	34,380	34,380	33,280	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	(7,335)	0	1,644	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	796,739	842,959	730,995	-5.48 %
Total Revenue	796,739	711,522	707,839	11.98 %
Net County Dollars	0	131,437	23,156	-100.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	9	0	9	1	9	1	0	(1)

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.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Application uptime	IMPACT	97.00	99.80	100.00	102.89 %
% Customer satisfaction	CUSTOMER	84.00	100.00	100.00	119.05 %
# Hits on GIS application	OUTPUT	0.00	1,846,271.00	1,099,467.00	0.00 %
Project work timeliness(projects over 300 hrs -none in FY15)	EFFICIENCY	85.00	0	0	0.00 %
Project work timeliness (projects under 300 hours)	EFFICIENCY	85.00	93.80	95.50	110.35 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	982,977	954,830	0	2.95 %
Contractual Services	130,945	105,000	0	24.71 %
Commodities	11,935	3,800	0	214.08 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,125,857	1,063,630	0	5.85 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	1,125,857	1,063,630	0	5.85 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	8	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.

Program Category: Environmental Services Water

Corporate Desired Outcome: Sustain & Enhance The Environment

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Number plan reviews performed	OUTPUT	0.00	586.00	492.00	0.00 %
% of stream miles suitable for human contact	IMPACT	75.60	76.10	82.90	100.66 %
Plan review turnaround	EFFICIENCY	85.00	99.00	98.00	116.47 %
Town manager satisfaction rating	CUSTOMER	84.00	93.10	93.75	110.83 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,268,418	806,700	721,733	57.24 %
Contractual Services	196,640	151,311	60,562	29.96 %
Commodities	54,300	21,450	12,625	153.15 %
Other Charges	0	0	0	0.00 %
Interdepartmental	67,123	5,000	2,325	1242.46 %
Capital Outlay	267,574	267,574	100,000	0.00 %
Total Expense	1,854,055	1,252,035	897,245	48.08 %
Total Revenue	1,749,300	1,144,452	791,305	52.85 %
Net County Dollars	104,755	107,583	105,940	-2.63 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	21	0	16	0	7	1	5	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.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Customer satisfaction rating	CUSTOMER	84.00	98.33	95.00	117.06 %
% Deeds processed within 30 days	EFFICIENCY	47.00	86.14	25.60	183.28 %
Number of address point locations	OUTPUT	0.00	515,414.00	2,015,654.00	0.00 %
Number of parcels maintained	OUTPUT	0.00	379,163.00	1,135,385.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,207,178	1,091,319	0	10.62 %
Contractual Services	56,769	43,222	0	31.34 %
Commodities	20,431	7,800	0	161.94 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,284,378	1,142,341	0	12.43 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	1,284,378	1,142,341	0	12.43 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	19	0	17	0	0	0	2	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.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Customer satisfaction rating	CUSTOMER	84.00	96.37	100.00	114.73 %
Number of GIS maps and projects completed	OUTPUT	0.00	3,693.00	3,591.00	0.00 %
Project Work Timeliness	EFFICIENCY	87.00	91.94	100.00	105.68 %
Total amount of GIS data distributed	OUTPUT	0.00	6,532.00	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	765,798	846,541	0	-9.54 %
Contractual Services	323,822	105,400	0	207.23 %
Commodities	32,552	27,600	0	17.94 %
Other Charges	0	0	0	0.00 %
Interdepartmental	1,972	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,124,144	979,541	0	14.76 %
Total Revenue	5,000	5,000	0	0.00 %
Net County Dollars	1,119,144	974,541	0	14.84 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	7	0	8	0	0	0	(1)	0

SC COMMUNICATIONS (LUE)

Service Description

This service provides internal and external communications to increase awareness of county services, responsibilities, and results regarding issues of Growth Management and Environment.

Program Category: Public and Employee Communications

Corporate Desired Outcome: Increase Citizen Awareness of County Responsibilities & Services

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	373,250	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	0	0	373,250	0.00 %
Total Revenue	0	0	373,250	0.00 %
Net County Dollars	0	0	0	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

SENIOR ADMINISTRATION (LUE)

Service Description

This service provides executive leadership and administration of LUESA policies, procedures and priorities.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Customer Satisfaction rating	CUSTOMER	84.00	95.67	96.07	113.89 %
Efficiency rating	EFFICIENCY	80.00	80.00	83.33	100.00 %
% Employee Motivation & Satisfaction	IMPACT	84.00	90.00	91.00	107.14 %
% Scorecard green lights	OUTCOME	80.00	94.70	100.00	118.38 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	292,427	282,137	183,955	3.65 %
Contractual Services	5,000	3,000	3,000	66.67 %
Commodities	3,900	3,900	3,900	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	169,817	140	2	121197.86 %
Capital Outlay	0	0	0	0.00 %
Total Expense	471,144	289,177	190,857	62.93 %
Total Revenue	471,144	237,005	172,480	98.79 %
Net County Dollars	0	52,172	18,377	-100.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	2	0	2	0	1	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.

Program Category: Environmental Services Land

Corporate Desired Outcome: Sustain & Enhance The Environment

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Aggregate Customer Satisfaction Rating	CUSTOMER	84.00	97.35	97.40	115.89 %
Container service cost	EFFICIENCY	88.00	87.92	84.28	99.91 %
% Facilities in compliance	IMPACT	95.00	100.00	100.00	105.26 %
Foxhole revenue contribution	EFFICIENCY	6.00	18.77	10.92	312.83 %
Keep Mecklenburg Beautiful Index	IMPACT	2.00	1.33	1.16	66.50 %
Per capita landfill disposal rate	IMPACT	1.12	1.09	0.98	97.32 %
Tons of yard waste handled	OUTPUT	0.00	104,617.00	112,756.00	0.00 %
Tons processed at Metrolina facility	OUTPUT	0.00	75,226.00	76,716.00	0.00 %
Tons processed for County at BFI	OUTPUT	0.00	363,023.00	364,231.00	0.00 %
Yard waste net operating cost	EFFICIENCY	19.00	17.50	16.53	92.11 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	5,353,858	5,153,739	5,045,686	3.88 %
Contractual Services	7,351,867	6,408,074	6,363,641	14.73 %
Commodities	1,860,936	1,905,020	1,620,540	-2.31 %
Other Charges	4,143,977	2,124,088	2,017,020	95.09 %
Interdepartmental	225,261	105,971	110,971	112.57 %
Capital Outlay	312,040	110,000	166,004	183.67 %
Total Expense	19,247,939	15,806,892	15,323,862	21.77 %
Total Revenue	19,247,939	16,038,840	15,323,862	20.01 %
Net County Dollars	0	(231,948)	0	-100.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	68	3	68	0	68	0	0	3

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.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% customer satisfaction rating	CUSTOMER	84.00	90.91	0	108.23 %
Increase in impervious area	OUTCOME	0.00	63.30	0	0.00 %
# of customer complaints resolved	OUTPUT	0.00	3,067.00	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	689,765	557,915	0	23.63 %
Contractual Services	111,120	160,000	0	-30.55 %
Commodities	6,200	6,000	0	3.33 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	807,085	723,915	0	11.49 %
Total Revenue	807,085	672,665	0	19.98 %
Net County Dollars	0	51,250	0	-100.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	9	0	8	0	0	0	1	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.

Program Category: Environmental Services Water

Corporate Desired Outcome: Sustain & Enhance The Environment

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Blockages removal customer satisfaction rating	CUSTOMER	84.00	100.00	100.00	119.05 %
Buyout customer satisfaction rating	CUSTOMER	84.00	92.86	0	110.55 %
% Certificates issued w/in 24 hrs	EFFICIENCY	90.00	0	92.00	0.00 %
Community insurance rating	IMPACT	5.00	5.00	5.00	100.00 %
% Flood studies completed w/in 15 working days	EFFICIENCY	85.00	81.00	83.00	95.29 %
Number storm water requests received	OUTPUT	0.00	379.00	546.00	0.00 %
Number water quality requests received	OUTPUT	0.00	399.00	463.00	0.00 %
% of stream miles suitable for human contact	IMPACT	75.60	76.10	82.90	100.66 %
Permitting and compliance customer satisfaction rating	CUSTOMER	84.00	100.00	100.00	119.05 %
% Plans reviewed w/in 10 working days	EFFICIENCY	85.00	96.00	100.00	112.94 %
% Service request response rate	EFFICIENCY	79.37	87.85	86.30	110.68 %
Water quality customer satisfaction	CUSTOMER	84.00	100.00	99.40	119.05 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	5,612,647	5,406,028	5,301,609	3.82 %
Contractual Services	1,384,525	1,321,867	1,168,997	4.74 %
Commodities	512,075	533,328	486,568	-3.98 %
Other Charges	6,487,298	6,715,050	6,423,914	-3.39 %
Interdepartmental	470,348	530,471	534,433	-11.33 %
Capital Outlay	618,000	468,750	691,400	31.84 %
Total Expense	15,084,893	14,975,494	14,606,921	0.73 %
Total Revenue	15,084,893	14,975,494	14,606,922	0.73 %
Net County Dollars	0	0	(1)	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	55	0	53	1	60	1	2	(1)

ZONING CODE ENFORCEMENT (LUE)

Service Description

This service interprets and enforces local zoning ordinances.

Program Category: Environmental Services Land

Corporate Desired Outcome: Sustain & Enhance The Environment

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	64,426	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	40,574	0.00 %
Total Expense	0	0	105,000	0.00 %
Total Revenue	0	0	105,000	0.00 %
Net County Dollars	0	0	0	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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 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 advisory boards. Clerical support is available to the Commissioners, management and staff.

Additionally, the Manager's Office includes the Office of Management and Budget, the Enterprise Project Management Office, and Business Process Management. The Office of Management and Budget 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	FY2016 Adopted	FY2015 Amended	FY2014 Adopted
Personnel Services & Employee Benefits	\$7,503,739	\$5,037,037	\$4,524,169
Contractual Services	\$1,341,094	\$1,156,329	\$1,219,222
Commodities	\$146,090	\$149,878	\$113,316
Other Charges	\$0	\$0	\$0
Interdepartmental	\$2,295	\$2,295	\$2,295
Capital Outlay	\$0	\$16,432	\$0
Total Expense	\$8,993,218	\$6,361,971	\$5,859,002
Total Revenue	\$28,000	\$0	\$0
Net County Dollars	\$8,965,218	\$6,361,971	\$5,859,002

Position Summary					
FY2016 Adopted		FY2015 Adopted		FY2014 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
66	0	40	1	38	1

Manager's Office

FY2016 Funding Adjustments

The following funding adjustments are approved to support the FY2016 operating budget in meeting the County's goals and objectives as approved by the Board of County Commissioners.

Investing In Our Employees

❖ Pay-For-Performance	\$142,703
Increase reflects the full year impact of salary increase awarded during FY2016.	

Manager's Office

Service Level View

Service Name	FT	PT	FY2016 County Funding	FY2016 Total Budget	Total Adopted PY Budget
ADMINISTRATIVE SUPPORT (MGR)	11		951,364	951,364	978,602
ATTORNEY (MGR)	7		1,650,226	1,650,226	1,655,213
BUSINESS IMPROVEMENT SERVICES (MGR)	15		1,524,999	1,552,999	
CLERK'S OFFICE (MGR)	4		386,110	386,110	397,033
CONTRACTED LOBBYING (MGR)			120,000	120,000	102,000
ENTERPRISE PROJECT MANAGEMENT (MGR)	10		1,259,887	1,259,887	
LEGISLATIVE LIAISON (MGR)			105,147	105,147	104,080
MANAGEMENT & BUDGET SERVICES (MGR)	14		1,523,114	1,523,114	1,536,531
SENIOR ADMINISTRATION (MGR)	5		1,444,371	1,444,371	1,452,809
Grand Totals	66	0	8,965,218	8,993,218	6,226,268
Revenue Totals				28,000	

ADMINISTRATIVE SUPPORT (MGR)

Service Description

This service provides customer service, clerical duties and administrative support to the Office of the County Manager.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	898,391	912,224	785,044	-1.52 %
Contractual Services	40,108	42,590	37,150	-5.83 %
Commodities	12,865	23,788	13,288	-45.92 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	951,364	978,602	835,482	-2.78 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	951,364	978,602	835,482	-2.78 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	11	0	10	0	10	0	1	0

ATTORNEY (MGR)

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.

Program Category: Legal Counsel

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	862,069	867,056	912,315	-0.58 %
Contractual Services	762,657	762,657	762,157	0.00 %
Commodities	25,500	25,500	25,500	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,650,226	1,655,213	1,699,972	-0.30 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	1,650,226	1,655,213	1,699,972	-0.30 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	7	0	6	1	6	1	1	(1)

BUSINESS IMPROVEMENT SERVICES (MGR)

Service Description

This service provides county-wide performance improvement services including business process improvement.

Program Category: Employee Resource Management

Corporate Desired Outcome: Recruit & Retain High Performaning Employees

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Customer satisfaction rating	CUSTOMER	84.00	99.00	97.70	117.86 %
# of projects managed	OUTPUT	0.00	56.00	33.00	0.00 %
Project Deliverables Success Rate	OUTCOME	88.00	97.00	99.20	110.23 %
Project leadership success rate	OUTCOME	88.00	97.00	99.00	110.23 %
Projects completed within 20% of schedule*	EFFICIENCY	0.00	100.00	100.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,466,402	1,745,809	2,289,765	-16.00 %
Contractual Services	79,597	8,000	10,750	894.96 %
Commodities	7,000	5,000	4,986	40.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,552,999	1,758,809	2,305,501	-11.70 %
Total Revenue	28,000	72,000	192,960	-61.11 %
Net County Dollars	1,524,999	1,686,809	2,112,541	-9.59 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	15	0	16	0	23	0	(1)	0

*Performance target not available

CITIZEN INVOLVEMENT OUTREACH (MGR)

Service Description

This service is to enhance citizen engagement in Mecklenburg County Government.

Program Category: Advisory Committee Mgmt/Citizen Participation

Corporate Desired Outcome: Enhance Citizen Involvement

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures are not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	105,570	0.00 %
Contractual Services	0	0	35,720	0.00 %
Commodities	0	0	1,400	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	0	0	142,690	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	0	0	142,690	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	1	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.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	343,860	338,351	332,631	1.63 %
Contractual Services	17,900	17,500	14,000	2.29 %
Commodities	24,350	24,750	10,200	-1.62 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	16,432	0	-100.00 %
Total Expense	386,110	397,033	356,831	-2.75 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	386,110	397,033	356,831	-2.75 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	4	0	4	0	4	0	0	0

CONTRACTED LOBBYING (MGR)

Service Description

This service contracts with local law firms to provide federal lobbying and to monitor the County's legislative package in the NC General Assembly.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	120,000	102,000	100,000	17.65 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	120,000	102,000	100,000	17.65 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	120,000	102,000	100,000	17.65 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	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.

Program Category: IT Resource Mgmt

Corporate Desired Outcome: Optimize Technology

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Customer satisfaction rating	CUSTOMER	84.00	94.60	97.60	112.62 %
# of projects managed	OUTPUT	0.00	33.00	34.00	0.00 %
Projects completed within budget (w/in 20%)	OUTCOME	92.00	92.00	100.00	100.00 %
Projects completed within schedule (w/in 20%)	EFFICIENCY	96.00	90.00	100.00	93.75 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,142,687	1,360,927	1,355,204	-16.04 %
Contractual Services	114,500	75,000	61,320	52.67 %
Commodities	2,700	2,700	2,665	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,259,887	1,438,627	1,419,189	-12.42 %
Total Revenue	0	147,680	0	-100.00 %
Net County Dollars	1,259,887	1,290,947	1,419,189	-2.41 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	10	0	12	0	12	0	(2)	0

LEGISLATIVE LIAISON (MGR)

Service Description

This service contracts with various firms to provide federal and state lobbying on behalf of the County and monitors the County's legislative package in the NC General Assembly and US Congress.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	105,147	104,080	0	1.03 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	105,147	104,080	0	1.03 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	105,147	104,080	0	1.03 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	1	0	0	0	(1)	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.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Customer satisfaction rating	CUSTOMER	84.00	97.00	96.00	115.47 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,426,016	1,415,113	1,107,940	0.77 %
Contractual Services	72,408	94,428	91,808	-23.32 %
Commodities	24,690	26,990	18,190	-8.52 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,523,114	1,536,531	1,217,938	-0.87 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	1,523,114	1,536,531	1,217,938	-0.87 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	14	0	14	0	11	0	0	0

SENIOR ADMINISTRATION (MGR)

Service Description

This service provides executive leadership for the County, which includes the County Manager and General Managers.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	EFFICIENCY	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,259,167	1,264,510	1,280,669	-0.42 %
Contractual Services	133,924	142,154	178,387	-5.79 %
Commodities	48,985	43,850	44,738	11.71 %
Other Charges	0	0	0	0.00 %
Interdepartmental	2,295	2,295	2,295	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,444,371	1,452,809	1,506,089	-0.58 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	1,444,371	1,452,809	1,506,089	-0.58 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	5	0	5	0	6	0	0	0

Medical Examiner

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 Union, Anson, Cabarrus, Stanly, Rowan and Cleveland 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	FY2016 Adopted	FY2015 Amended	FY2014 Adopted
Personnel Services & Employee Benefits	\$1,944,689	\$1,630,992	\$1,439,635
Contractual Services	\$78,112	\$76,403	\$79,469
Commodities	\$63,981	\$55,573	\$52,067
Other Charges	\$0	\$0	\$0
Interdepartmental	\$1,133	\$1,133	\$1,133
Capital Outlay	\$0	\$0	\$0
Total Expense	\$2,087,915	\$1,764,101	\$1,572,304
Total Revenue	\$603,657	\$603,657	\$597,657
Net County Dollars	\$1,484,258	\$1,160,444	\$974,647

Position Summary					
FY2016 Adopted		FY2015 Adopted		FY2014 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
17	4	14	0	13	0

Medical Examiner

FY2016 Funding Adjustments

The following funding adjustments are approved to support the FY2016 operating budget in meeting the County's goals and objectives as approved by the Board of County Commissioners.

Strategic Investments

- | | |
|--|-----------------|
| ❖ Medicolegal Death Investigators | \$97,273 |
| Funding for two positions to provide on-scene death investigations. | |
| ❖ Autopsy Technician | \$37,111 |
| Funding for one position to provide greater coverage in the office for performing autopsies. | |

Investing In Our Employees

- | | |
|--|-----------------|
| ❖ Pay-For-Performance | \$22,847 |
| Increase reflects the full year impact of salary increase awarded during FY2016. | |

Medical Examiner

Service Level View

Service Name	FT	PT	FY2016 County Funding	FY2016 Total Budget	Total Adopted PY Budget
MEDICAL EXAMINER (MED)	17	8	1,484,258	2,087,915	1,744,163
Grand Totals	17	8	1,484,258	2,087,915	1,744,163
Revenue Totals				603,657	603,657

MEDICAL EXAMINER (MED)

Service Description

This service provides examinations and investigations to determine cause and manner of death for sudden death of unknown cause and deaths due to trauma (e.g., homicides, suicides and accidental deaths). The Medical Examiner offers autopsy, investigative and consultation services to Mecklenburg and surrounding counties including Union, Anson, Cabarrus, Stanly, Rowan, Cleveland, and Gaston.

Program Category: Morgue & Medical Examiner

Corporate Desired Outcome: Increase Efficiency & Effectiveness of Criminal Justice Services

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Accurate determination of cause and manner of death	EFFICIENCY	90.00	100.00	0	111.11 %
Accurate release of personal effects	EFFICIENCY	90.00	100.00	0	111.11 %
Timely initiation of autopsy	EFFICIENCY	90.00	100.00	0	111.11 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,944,689	1,611,054	1,439,635	20.71 %
Contractual Services	78,112	78,903	79,469	-1.00 %
Commodities	63,981	53,073	52,067	20.55 %
Other Charges	0	0	0	0.00 %
Interdepartmental	1,133	1,133	1,133	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	2,087,915	1,744,163	1,572,304	19.71 %
Total Revenue	603,657	603,657	597,657	0.00 %
Net County Dollars	1,484,258	1,140,506	974,647	30.14 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	17	8	14	0	13	0	3	8

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	FY2016 Adopted*	FY2015 Amended	FY2014 Adopted
Personnel Services & Employee Benefits	\$27,108,018	\$23,829,563	\$21,029,910
Contractual Services	\$7,090,073	\$5,419,696	\$4,574,337
Commodities	\$2,919,469	\$2,973,886	\$2,385,535
Other Charges	\$104,967	\$104,967	\$921,166
Interdepartmental	\$425,849	\$483,000	\$509,887
Capital Outlay	\$301,041	\$275,243	\$56,500
Total Expense	\$37,949,417	\$33,086,355	\$29,477,335
Total Revenue	\$5,558,202	\$4,824,200	\$4,308,550
Net County Dollars	\$32,391,215	\$28,262,155	\$25,168,785

Position Summary

FY2016 Adopted		FY2015 Adopted		FY2014 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
307	173	305	0	270	0

*Includes one-time fund balance allocation

Park and Recreation

FY2016 Funding Adjustments

The following funding adjustments are approved to support the FY2016 operating budget in meeting the County's goals and objectives as approved by the Board of County Commissioners.

Sustaining Operations

- | | |
|---|------------------|
| ❖ Park Operations and Maintenance | \$429,142 |
| County funding to support the operating needs of Park and Recreation in the areas of mowing, supplies and contractual services due to increase in demand for services and to maintain a favorable customer satisfaction rating in the park systems. | |
| ❖ Park Operations | \$72,000 |
| County funding to support the hiring of two additional Park Rangers for added security in the parks. | |

Planned Investments

- | | |
|--|--------------------|
| ❖ Deferred Maintenance Plan | \$1,000,000 |
| Funding increase to fund the Park Deferred Repair and Maintenance Plan. | |
| ❖ Operational Needs Assessment | \$450,000 |
| County funding to support the operating needs of facilities scheduled to open in FY16. | |

Investing In Our Employees

- | | |
|--|------------------|
| ❖ Pay-For-Performance | \$466,195 |
| Increase reflects the full year impact of salary increase awarded during FY2016. | |

Park & Recreation

Service Level View

Service Name	FT	PT	FY2016 County Funding	FY2016 Total Budget*	Total Adopted PY Budget*
ADMINISTRATIVE SUPPORT (PRK)	3	3	443,480	443,480	379,447
ATHLETIC SERVICES (PRK)	3	29	57,082	755,682	481,420
COOPERATIVE EXTENSION SERVICES (PRK)			191,343	204,843	204,843
FISCAL ADMINISTRATION (PRK)	10	2	835,688	835,688	768,312
INDOOR POOLS (PRK)	14	118	2,082,905	2,866,155	2,381,459
IT RESOURCE MANAGEMENT (PRK)	2		278,876	278,876	271,526
NATURE PRESERVES & NATURAL RESOURCES (PRK)	38	18	3,183,547	3,388,748	3,208,937
OUTDOOR POOLS (PRK)		5	243,533	243,533	215,550
PARK FACILITY PLANNING SERVICE (PRK)	5	1	644,049	644,049	469,779
PARK OPERATIONS (PRK)	104	38	9,846,906	11,781,947	10,928,108
PARK REPAIR AND MAINTENANCE (PRK)	39	4	4,794,254	4,794,254	4,390,057
RECREATION PROGRAMMING (PRK)	75	134	7,661,975	9,389,085	8,032,385
SENIOR ADMINISTRATION (PRK)	2		467,761	467,761	450,154
SPECIAL FACILITIES (PRK)	1	7	207,687	278,687	223,823
THERAPEUTIC RECREATION (PRK)	9		804,990	929,490	919,573
VOLUNTEER COORDINATION (PRK)	2	1	647,139	647,139	497,217
Grand Totals	307	360	32,391,215	37,949,417	33,822,590
Revenue Totals				5,558,202	5,845,110

*Includes one-time fund balance allocation

ADMINISTRATIVE SUPPORT (PRK)

Service Description

This service is responsible for customer service, clerical duties, and basic administrative support.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	319,861	248,282	196,180	28.83 %
Contractual Services	94,227	94,227	84,429	0.00 %
Commodities	21,508	27,996	35,871	-23.17 %
Other Charges	0	0	0	0.00 %
Interdepartmental	7,884	8,942	28,942	-11.83 %
Capital Outlay	0	0	0	0.00 %
Total Expense	443,480	379,447	345,422	16.88 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	443,480	379,447	345,422	16.88 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	3	3	3	0	2	0	0	3

ATHLETIC SERVICES (PRK)

Service Description

This service provides coordination of athletic and sporting events on Park and Recreation Department parks and sports facilities.

Program Category: Athletic Services

Corporate Desired Outcome: Improve Quality of Life in Neighborhoods

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Athletic Services Impact Rating	IMPACT	100.00	90.80	101.90	90.80 %
% Customer satisfaction rating	CUSTOMER	84.00	99.00	99.00	117.86 %
Revenue per participant and visitor	EFFICIENCY	0.14	0.53	0.17	378.57 %
Total number athletic participants and visitors	OUTPUT	0.00	1,515,807.00	1,572,618.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	687,103	422,841	803,426	62.50 %
Contractual Services	32,215	25,515	124,715	26.26 %
Commodities	26,364	33,064	22,660	-20.26 %
Other Charges	10,000	0	20,804	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	755,682	481,420	971,605	56.97 %
Total Revenue	708,600	698,600	1,029,000	0.00 %
Net County Dollars	47,082	(217,180)	(57,395)	-126.28 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	3	29	3	0	6	0	0	29

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.

Program Category: Recreation & Leisure Programs

Corporate Desired Outcome: Improve Quality of Life in Neighborhoods

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Cost efficiency of Cooperative Extension Services programs	EFFICIENCY	90.00	151.00	152.30	167.78 %
Customer Satisfaction Index	CUSTOMER	84.00	93.70	92.60	111.55 %
Knowledge Index	OUTCOME	100.00	90.60	87.20	90.60 %
Total number of participants	OUTPUT	0.00	19,065.00	22,206.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	184,391	184,391	169,608	0.00 %
Commodities	20,452	20,452	15,145	0.00 %
Other Charges	0	0	17,690	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	204,843	204,843	202,443	0.00 %
Total Revenue	13,500	13,500	13,500	0.00 %
Net County Dollars	191,343	191,343	188,943	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

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.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Cost per financial transaction	EFFICIENCY	6.15	8.30	5.78	74.10 %
% Customer satisfaction rating	CUSTOMER	84.00	97.50	100.00	116.07 %
Number of transactions processed	OUTPUT	0.00	97,401.00	92,026.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	819,168	751,792	542,715	8.96 %
Contractual Services	7,554	7,554	3,154	0.00 %
Commodities	8,966	8,966	7,966	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	835,688	768,312	553,835	8.77 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	835,688	768,312	553,835	8.77 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	10	2	10	0	6	0	0	2

INDOOR POOLS (PRK)

Service Description

This service manages operations and routine maintenance for indoor aquatic facilities.

Program Category: Aquatic Services

Corporate Desired Outcome: Improve Quality of Life in Neighborhoods

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Cost per user	EFFICIENCY	1.57	3.16	1.53	49.72 %
% Customer satisfaction rating	CUSTOMER	84.00	96.70	96.70	115.12 %
Indoor Aquatic Skills Index	IMPACT	100.00	60.70	88.10	60.70 %
Total number of pool users	OUTPUT	0.00	272,414.00	468,925.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	2,636,486	2,054,871	1,874,155	28.30 %
Contractual Services	150,008	71,755	63,005	109.06 %
Commodities	79,661	254,833	87,034	-68.74 %
Other Charges	0	0	237,200	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	2,866,155	2,381,459	2,261,394	20.35 %
Total Revenue	783,250	1,086,931	1,453,299	-27.94 %
Net County Dollars	2,082,905	1,294,528	808,095	60.90 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	14	118	17	0	14	0	(3)	118

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.

Program Category: IT Resource Mgmt

Corporate Desired Outcome: Optimize Technology

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Cost per customers served	EFFICIENCY	640.00	0	687.51	0.00 %
% Customer satisfaction rating	CUSTOMER	84.00	0	83.90	0.00 %
IT Personnel Workload	OUTPUT	340.00	0	399.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	208,576	201,226	187,804	3.65 %
Contractual Services	25,300	25,300	216,898	0.00 %
Commodities	45,000	45,000	52,203	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	278,876	271,526	456,905	2.71 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	278,876	271,526	456,905	2.71 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	2	0	2	0	2	0	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.

Program Category: Environmental Services Land

Corporate Desired Outcome: Improve Quality of Life in Neighborhoods

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Cost per Visitor and Participant	EFFICIENCY	2.60	2.56	2.38	101.56 %
% Customer satisfaction rating	CUSTOMER	84.00	99.30	97.40	118.21 %
% Customer satisfaction rating (Natural Resources Services)	CUSTOMER	84.00	99.10	100.00	117.98 %
Stewardship Effectiveness Index	IMPACT	100.00	100.00	104.20	100.00 %
Total nature preserve acres	OUTPUT	0.00	7,420.00	7,349.10	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	2,909,389	2,705,587	2,508,886	7.53 %
Contractual Services	178,056	167,104	53,585	6.55 %
Commodities	279,111	311,075	221,264	-10.28 %
Other Charges	0	0	86,561	0.00 %
Interdepartmental	22,192	25,171	28,171	-11.84 %
Capital Outlay	0	0	0	0.00 %
Total Expense	3,388,748	3,208,937	2,898,467	5.60 %
Total Revenue	205,201	233,201	192,500	-12.01 %
Net County Dollars	3,183,547	2,975,736	2,705,967	6.98 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	38	18	38	0	36	0	0	18

OUTDOOR POOLS (PRK)

Service Description

This service manages operations and routine maintenance for outdoor aquatic facilities.

Program Category: Aquatic Services

Corporate Desired Outcome: Sustain & Enhance The Environment

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Cost Per User	EFFICIENCY	5.34	2.23	3.21	239.46 %
% Customer satisfaction rating	CUSTOMER	84.00	94.90	98.30	112.98 %
Outdoor Aquatic Skills Index	IMPACT	70.00	0	92.10	0.00 %
Total number of pool users	OUTPUT	0.00	41,334.00	37,530.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	230,658	202,675	202,675	13.81 %
Contractual Services	3,500	1,357	1,357	157.92 %
Commodities	9,375	11,518	11,518	-18.61 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	243,533	215,550	215,550	12.98 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	243,533	215,550	215,550	12.98 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	5	0	0	0	0	0	5

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.

Program Category: Park, Fields & Recreation Centers

Corporate Desired Outcome: Improve Quality of Life in Neighborhoods

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Customer satisfaction rating	CUSTOMER	84.00	95.00	93.10	113.10 %
Park land construction & improvement efficiency	OUTCOME	100.00	50.20	97.80	50.20 %
Service Cost as a % of total cost of new improvement	EFFICIENCY	3.20	5.30	5.80	60.38 %
Total park expansion funding	OUTPUT	0.00	27,995,000.00	8,365,293.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	584,249	459,979	434,013	27.02 %
Contractual Services	59,300	9,300	4,500	537.63 %
Commodities	500	500	500	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	644,049	469,779	439,013	37.10 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	644,049	469,779	439,013	37.10 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	5	1	5	0	4	0	0	1

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.

Program Category: Park, Fields & Recreation Centers

Corporate Desired Outcome: Improve Quality of Life in Neighborhoods

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Cost per park visitor	EFFICIENCY	1.15	0.95	0.97	121.05 %
% Customer satisfaction rating	CUSTOMER	84.00	91.60	94.30	109.05 %
Total number of park visitors	OUTPUT	0.00	8,820,207.00	8,159,000.00	0.00 %

Financial Overview	FY 2016 Adopted*	FY 2015 Adopted*	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	6,209,009	6,085,601	5,396,564	2.03 %
Contractual Services	4,088,780	2,509,732	2,133,649	62.92 %
Commodities	943,679	703,204	917,253	34.20 %
Other Charges	0	0	0	0.00 %
Interdepartmental	239,438	271,571	275,705	-11.83 %
Capital Outlay	301,041	1,358,000	56,500	-77.83 %
Total Expense	11,781,947	10,928,108	8,779,671	7.81 %
Total Revenue	1,935,041	1,734,000	606,000	11.59 %
Net County Dollars	9,846,906	9,194,108	8,173,671	7.10 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	104	38	109	0	95	0	(5)	38

*Includes one-time fund balance allocation.

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.

Program Category: Park, Fields & Recreation Centers

Corporate Desired Outcome: Improve Quality of Life in Neighborhoods

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Cost per acre ratio	EFFICIENCY	4747.00	4,500.58	4,434.23	105.48 %
% Customer satisfaction rating	CUSTOMER	84.00	100.00	98.50	119.05 %
% Emergency work order response (w/ 24 hours)	IMPACT	90.00	87.20	91.00	96.89 %
Sq Ft of New Landscaped Park Land	OUTPUT	0.00	13,600.00	62,825.00	0.00 %
Total acres maintained	OUTPUT	0.00	1,033.60	1,023.60	0.00 %
Total greenway maintenance effort in Sq. Feet	OUTPUT	0.00	73,920.00	81,680.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	2,713,004	2,263,127	1,991,651	19.88 %
Contractual Services	1,132,475	1,137,275	986,278	-0.42 %
Commodities	687,473	707,372	673,282	-2.81 %
Other Charges	104,967	104,967	104,967	0.00 %
Interdepartmental	156,335	177,316	177,069	-11.83 %
Capital Outlay	0	0	0	0.00 %
Total Expense	4,794,254	4,390,057	3,933,247	9.21 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	4,794,254	4,390,057	3,933,247	9.21 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	39	4	32	0	28	0	7	4

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.

Program Category: Recreation & Leisure Programs

Corporate Desired Outcome: Improve Quality of Life in Neighborhoods

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Cost per participants served	EFFICIENCY	6.12	6.16	6.09	99.35 %
% Customer satisfaction rating	CUSTOMER	84.00	98.20	98.60	116.90 %
Number of participants and visitors	OUTPUT	0.00	889,498.00	860,793.00	0.00 %
Recreation Center Facility Utilization Rate	OUTCOME	55.00	48.40	53.80	88.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	8,275,553	6,593,116	5,564,546	25.52 %
Contractual Services	499,243	693,434	248,315	-28.00 %
Commodities	614,289	745,835	251,890	-17.64 %
Other Charges	0	0	350,429	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	9,389,085	8,032,385	6,415,180	16.89 %
Total Revenue	1,727,110	1,883,378	809,550	-8.30 %
Net County Dollars	7,661,975	6,149,007	5,605,630	24.61 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	75	134	73	0	64	0	2	134

SENIOR ADMINISTRATION (PRK)

Service Description

This service provides strategic leadership and management of all business operations and financial transactions conducted by the Department.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Customer Satisfaction Rating	CUSTOMER	84.00	0	94.60	0.00 %
% Employee Motivation & Satisfaction	IMPACT	84.00	0	91.00	0.00 %
Fees and Charges per visitor	EFFICIENCY	0.45	0	0.46	0.00 %
% Scorecard green lights achieved	OUTCOME	84.00	0	93.10	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	404,580	391,773	370,928	3.27 %
Contractual Services	42,800	38,000	38,000	12.63 %
Commodities	20,381	20,381	20,381	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	467,761	450,154	429,309	3.91 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	467,761	450,154	429,309	3.91 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	2	0	2	0	2	0	0	0

SPECIAL FACILITIES (PRK)

Service Description

This service provides contracted operations, maintenance and upkeep for 5 public golf courses, and an equestrian center through private sector management groups.

Program Category: Recreation & Leisure Programs

Corporate Desired Outcome: Improve Quality of Life in Neighborhoods

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Activity index score	IMPACT	100.00	131.70	133.50	131.70 %
% Customer satisfaction rating	CUSTOMER	84.00	94.30	93.10	112.26 %
Revenue per participant served	EFFICIENCY	1.40	1.52	1.66	108.57 %
Special Facility Impact Rating	OUTCOME	0.00	158.60	127.40	0.00 %
Total number of participants	OUTPUT	0.00	211,115.00	323,321.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	138,496	83,632	50,803	65.60 %
Contractual Services	128,320	128,320	127,108	0.00 %
Commodities	11,871	11,871	11,871	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	278,687	223,823	189,782	24.51 %
Total Revenue	71,000	71,000	90,701	0.00 %
Net County Dollars	207,687	152,823	99,081	35.90 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	1	7	0	0	0	0	1	7

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.

Program Category: Recreation & Leisure Programs

Corporate Desired Outcome: Improve Quality of Life in Neighborhoods

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
County Cost per Program Participant	EFFICIENCY	43.50	37.23	45.61	116.84 %
% Customer satisfaction rating	CUSTOMER	84.00	99.50	97.40	118.45 %
Number of Participant Contacts	OUTPUT	0.00	19,556.00	27,045.00	0.00 %
TR Participant Improvement Index	OUTCOME	100.00	94.80	95.00	94.80 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	796,329	786,412	717,965	1.26 %
Contractual Services	61,111	19,040	9,440	220.96 %
Commodities	72,050	114,121	10,606	-36.87 %
Other Charges	0	0	103,515	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	929,490	919,573	841,526	1.08 %
Total Revenue	124,500	124,500	114,000	0.00 %
Net County Dollars	804,990	795,073	727,526	1.25 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	9	0	9	0	8	0	0	0

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.

Program Category: Partnerships/Underwriting Development

Corporate Desired Outcome: Recruit & Retain High Performaning Employees

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Participant Satisfaction with the Volunteer Program	CUSTOMER	84.00	0	97.10	0.00 %
Percentage of Volunteer Requests Filled	OUTCOME	95.00	96.20	96.30	101.26 %
Program Cost per Volunteer Hour	EFFICIENCY	1.21	0.60	0.69	201.67 %
Volunteer Program Participants	OUTPUT	17,330.00	10,767.00	9,490.00	62.13 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	175,557	153,830	187,599	14.12 %
Contractual Services	392,793	297,296	310,296	32.12 %
Commodities	78,789	46,091	46,091	70.94 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	647,139	497,217	543,986	30.15 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	647,139	497,217	543,986	30.15 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	2	1	2	0	3	0	0	1

Provided Services Organization

Mission

To partner with consumers in reaching their highest potential by providing a range of effective mental health, intellectual development disability and substance abuse services.

Responsibilities

Provide effective and efficient treatment and/or case coordination services that reflect Evidence Based or Best Practices in the following programs:

- *Children's Developmental Services
- *Child Development/Community Policing
- *Operation Recovery
- *Jail Diversion of Mentally Ill (Post booking)
- *Crisis Intervention Team Training (CMPD and MCSO officers)
- *Substance Abuse Services Center - Social Setting Detoxification and Residential Treatment
- *Substance Abuse Treatment in the Men's and Women's Homeless Shelters
- *Substance Abuse Treatment in Jail Central

Budget and Staff Resources

Budget Overview	FY2016 Adopted	FY2015 Amended	FY2014 Adopted
Personnel Services & Employee Benefits	\$613,732	\$15,070,625	\$13,866,607
Contractual Services	\$86,788	\$1,509,191	\$1,959,320
Commodities	\$13,665	\$268,514	\$219,650
Other Charges	\$0	\$0	\$0
Interdepartmental	\$1,167	\$55,368	\$55,368
Capital Outlay	\$0	\$0	\$0
Total Expense	\$715,352	\$16,903,698	\$16,100,945
Total Revenue	\$205,877	\$5,195,296	\$5,731,288
Net County Dollars	\$509,475	\$11,708,402	\$10,369,657

Position Summary

FY2016 Adopted		FY2015 Adopted		FY2014 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
66	0	205	9	197	9

Provided Services Organization

FY2016 Funding Adjustments

The following funding adjustments are approved to support the FY2016 operating budget in meeting the County's goals and objectives as approved by the Board of County Commissioners.

Investing In Our Employees

❖ Pay-For-Performance	\$39,145
Increase reflects the full year impact of salary increase awarded during FY2016.	

Provided Services Organization

Service Level View

Service Name	FT	PT	FY2016 County Funding	FY2016 Total Budget	Total Adopted PY Budget
ADULT MENTAL HEALTH CONTINUUM (PSO)					477,879
ADULT SUBSTANCE ABUSE TREATMENT CONTINUUM (PSO)	66		509,475	715,352	5,597,174
CHILD DEVELOPMENT - COMMUNITY POLICING (PSO)					1,522,649
CHILDREN'S DEVELOPMENTAL SERVICES (PSO)					7,621,582
PSO ADMINISTRATION (PSO)					1,532,377
Grand Totals	66		509,475	715,352	16,751,661
Revenue Totals				205,877	5,217,294

ADULT MENTAL HEALTH CONTINUUM (PSO)

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.

Program Category: Adult Mental Illness Prevention & Treatment

Corporate Desired Outcome: Improve Management of Mental Illness, Development Disabilities & Substance Abuse

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	421,172	473,554	-100.00 %
Contractual Services	0	56,707	56,707	-100.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	0	477,879	530,261	-100.00 %
Total Revenue	0	294,708	294,708	-100.00 %
Net County Dollars	0	183,171	235,553	-100.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	6	0	7	0	(6)	0

ADULT SUBSTANCE ABUSE TREATMENT CONTINUUM (PSO)

Service Description

This service provides and contracts an array of substance abuse services including prevention education, assessment, referral, detoxification, treatment and aftercare support services.

Program Category: Substance Abuse Prevention & Treatment

Corporate Desired Outcome: Improve Management of Mental Illness, Development Disabilities & Substance Abuse

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	613,732	4,932,796	4,832,135	-87.56 %
Contractual Services	86,788	565,510	512,455	-84.65 %
Commodities	13,665	98,868	98,868	-86.18 %
Other Charges	0	0	0	0.00 %
Interdepartmental	1,167	0	0	100.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	715,352	5,597,174	5,443,458	-87.22 %
Total Revenue	205,877	1,235,259	1,235,259	-83.33 %
Net County Dollars	509,475	4,361,915	4,208,199	-88.32 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	66	0	68	11	70	12	(2)	(11)

CHILD DEVELOPMENT - COMMUNITY POLICING (PSO)

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.

Program Category: Child & Adolescent Mental Health Services

Corporate Desired Outcome: Improve Management of Mental Illness, Development Disabilities & Substance Abuse

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	1,426,360	707,356	-100.00 %
Contractual Services	0	55,638	29,167	-100.00 %
Commodities	0	40,651	3,143	-100.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	0	1,522,649	739,666	-100.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	0	1,522,649	739,666	-100.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	19	1	8	1	(19)	(1)

CHILDREN'S DEVELOPMENTAL SERVICES (PSO)

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.

Program Category: Intellectual & Developmental Disabilities

Corporate Desired Outcome: Improve Management of Mental Illness, Development Disabilities & Substance Abuse

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	6,879,174	6,530,581	-100.00 %
Contractual Services	0	682,408	1,197,753	-100.00 %
Commodities	0	60,000	62,500	-100.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	0	7,621,582	7,790,834	-100.00 %
Total Revenue	0	3,683,827	4,197,821	-100.00 %
Net County Dollars	0	3,937,755	3,593,013	-100.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	96	1	96	1	(96)	(1)

PSO ADMINISTRATION (PSO)

Service Description

This service provides administrative leadership and financial management for the department as well as directs the contract with Carolinas HealthCare System.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	1,242,032	1,322,981	-100.00 %
Contractual Services	0	178,838	163,238	-100.00 %
Commodities	0	56,139	55,139	-100.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	55,368	55,368	-100.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	0	1,532,377	1,596,726	-100.00 %
Total Revenue	0	3,500	3,500	-100.00 %
Net County Dollars	0	1,528,877	1,593,226	-100.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	16	0	16	0	(16)	0

Public Health

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.
- * Child Development - Community Policing.
- * Adult Mental Health Continuum.
- * Children's Developmental Services.

Budget and Staff Resources

Budget Overview	FY2016 Adopted	FY2015 Amended	FY2014 Adopted
Personnel Services & Employee Benefits	\$58,202,088	\$44,568,879	\$36,081,797
Contractual Services	\$5,172,794	\$4,818,621	\$4,252,864
Commodities	\$2,190,271	\$2,774,893	\$1,556,806
Other Charges	\$0	\$0	\$0
Interdepartmental	\$139,678	\$126,897	\$30,082
Capital Outlay	\$0	\$91,000	\$0
Total Expense	\$65,704,831	\$52,380,290	\$41,921,549
Total Revenue	\$21,467,096	\$16,474,460	\$16,479,088
Net County Dollars	\$44,237,735	\$35,905,830	\$25,442,461

Position Summary

FY2016 Adopted		FY2015 Adopted		FY2014 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
793	10	642	8	528	4

Public Health

FY2016 Funding Adjustments

The following funding adjustments are approved to support the FY2016 operating budget in meeting the County's goals and objectives as approved by the Board of County Commissioners.

Sustaining Operations

- | | |
|---|------------------|
| ❖ Child-Development – Community Policing | \$469,968 |
| County funding to support the addition of six positions to complete the expansion of providing services in the remaining CMPD patrol divisions. | |

Planned Investments

- | | |
|--|------------------|
| ❖ School Health Nurses | \$122,769 |
| County funding to support the addition of two school health nurses for schools opening in FY16. | |
| ❖ Health Promotions | \$45,000 |
| County funding to support the Green Teachers Program initiative that is addressing chronic disease prevention. | |
| ❖ Colon Cancer Screening | \$25,600 |
| County funding to support the chronic disease prevention initiative. | |

Investing In Our Employees

- | | |
|--|------------------|
| ❖ Pay-For-Performance | \$971,332 |
| Increase reflects the full year impact of salary increase awarded during FY2016. | |

Public Health

Service Level View

Service Name	FT	PT	FY2016 County Funding	FY2016 Total Budget	Total Adopted PY Budget
ADMINISTRATIVE SUPPORT (HLT)	2		320,347	581,940	565,225
ADULT MENTAL HEALTH CONTINUUM (HLT)	2		134,927	134,927	
CHILD DEVELOPMENT - COMMUNITY POLICING (HLT)	26	1	2,161,176	2,161,176	
CHILDREN'S DEVELOPMENTAL SERVICES (HLT)	100		4,108,139	8,012,858	
COMMUNICABLE DISEASE (HLT)	46		2,856,741	3,585,678	3,345,411
COMMUNITY PUBLIC HEALTH (HLT)	0		25,600	25,600	
FOOD & FACILITIES SANITATION (HLT)	57		4,348,024	4,666,421	4,503,425
GROUND WATER QUALITY (HLT)	12		911,891	1,211,532	1,268,442
HEALTH CASE MANAGEMENT (HLT)	89		1,505,030	8,021,873	6,637,124
HEALTH PLANNING (HLT)	27		2,251,823	2,871,236	2,347,891
HEALTH PROMOTION (HLT)	15		1,354,539	1,462,492	1,246,699
PATIENT SERVICES (HLT)	57		2,728,035	3,518,098	3,279,301
PEST MANAGEMENT & ENVIRONMENTAL SERVICES (HLT)	7		377,098	704,117	693,243
PUBLIC HEALTH CLINICS (HLT)	86	7	5,507,511	8,819,619	8,912,804
SCHOOL HEALTH SERVICES (HLT)	195		14,113,189	14,168,939	13,286,764
SENIOR ADMINISTRATION (HLT)	7		1,434,252	1,434,252	904,295
WOMEN, INFANTS, CHILDREN (HLT)	67	4	99,413	4,324,073	4,139,298
Grand Totals	795	12	44,237,735	65,704,831	51,129,922
Revenue Totals				21,467,096	16,002,097

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).

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures Not Required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	148,672	155,381	75,891	-4.32 %
Contractual Services	361,963	344,359	1,015,398	5.11 %
Commodities	71,305	65,485	100,833	8.89 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	581,940	565,225	1,192,122	2.96 %
Total Revenue	261,593	264,272	825,272	-1.01 %
Net County Dollars	320,347	300,953	366,850	6.44 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	2	0	2	0	1	0	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.

Program Category: Adult Mental Illness Prevention & Treatment

Corporate Desired Outcome: Improve Management of Mental Illness, Development Disabilities & Substance Abuse

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	134,927	0	0	100.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	134,927	0	0	100.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	134,927	0	0	100.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	2	0	0	0	0	0	2	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.

Program Category: Child & Adolescent Mental Health Services

Corporate Desired Outcome: Improve Management of Mental Illness, Development Disabilities & Substance Abuse

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	2,042,638	0	0	100.00 %
Contractual Services	81,745	0	0	100.00 %
Commodities	35,793	0	0	100.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	1,000	0	0	100.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	2,161,176	0	0	100.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	2,161,176	0	0	100.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	26	1	0	0	0	0	26	1

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.

Program Category: Intellectual & Developmental Disabilities

Corporate Desired Outcome: Improve Management of Mental Illness, Development Disabilities & Substance Abuse

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	7,092,801	0	0	100.00 %
Contractual Services	780,176	0	0	100.00 %
Commodities	97,746	0	0	100.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	42,135	0	0	100.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	8,012,858	0	0	100.00 %
Total Revenue	3,904,719	0	0	100.00 %
Net County Dollars	4,108,139	0	0	100.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	100	0	0	0	0	0	100	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.

Program Category: Communicable Illness & Disease Prevention/Treatment

Corporate Desired Outcome: Reduce Health Risks & Diseases

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% at-risk HIV contacts notified and counseled	OUTCOME	75.00	83.90	0	111.87 %
% Customer satisfaction rating	CUSTOMER	84.00	99.36	96.00	118.29 %
% HIV positive clients who show decrease in viral load	OUTCOME	0.00	74.00	0	0.00 %
% HIV/Syphilis investigations started within 2 days	EFFICIENCY	85.00	89.00	0	104.71 %
Number communicable disease and animal bite investigations	OUTPUT	0.00	3,816.00	3,171.00	0.00 %
Number of HIV cases investigated as new	OUTPUT	0.00	300.00	0	0.00 %
% of CD reports investigated	OUTCOME	100.00	100.00	100.00	100.00 %
% of clients adhering to treatment	EFFICIENCY	0.00	85.00	0	0.00 %
% of targeted HIV testing reaching at-risk population	OUTCOME	90.00	94.70	0	105.22 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	3,291,077	3,067,145	3,101,709	7.30 %
Contractual Services	187,665	144,832	116,894	29.57 %
Commodities	98,174	124,672	119,991	-21.25 %
Other Charges	0	0	0	0.00 %
Interdepartmental	8,762	8,762	12,322	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	3,585,678	3,345,411	3,350,916	7.18 %
Total Revenue	728,937	685,609	737,404	6.32 %
Net County Dollars	2,856,741	2,659,802	2,613,512	7.40 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	46	0	44	0	46	0	2	0

COMMUNITY PUBLIC HEALTH (HLT)

Service Description

This service includes the mandated investigations of communicable diseases and enforcement of control measures; STD/HIV education, outreach, testing, counseling, and HIV case management services; the monitoring health status to identify and solve community health problems, leading local public health preparedness program and provide population-based interventions to impact major preventable causes of morbidity and mortality.

Program Category: Non-Communicable Illness & Disease Prevention/Treatment

Corporate Desired Outcome: Reduce Health Risks & Diseases

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	25,600	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	25,600	0	0	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	25,600	0	0	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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.

Program Category: Non-Communicable Illness & Disease Prevention/Treatment

Corporate Desired Outcome: Reduce Health Risks & Diseases

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Citizen complaint response rate (w/7 days)	OUTCOME	90.00	96.33	93.00	107.03 %
% Customer satisfaction rating	CUSTOMER	84.00	96.62	97.00	115.02 %
% food, lodging and institutional inspections completed	EFFICIENCY	85.00	80.34	0	94.52 %
# of food, lodging and institutional inspections complete	OUTPUT	0.00	10,235.00	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	4,229,153	3,907,785	3,390,251	8.22 %
Contractual Services	247,594	291,434	296,839	-15.04 %
Commodities	142,999	137,677	96,308	3.87 %
Other Charges	0	0	0	0.00 %
Interdepartmental	46,675	75,529	75,245	-38.20 %
Capital Outlay	0	91,000	0	-100.00 %
Total Expense	4,666,421	4,503,425	3,858,643	3.62 %
Total Revenue	318,397	297,025	228,299	7.20 %
Net County Dollars	4,348,024	4,206,400	3,630,344	3.37 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	57	0	53	0	46	0	4	0

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.

Program Category: Environmental Services Water

Corporate Desired Outcome: Sustain & Enhance The Environment

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Contaminated wells resolved	OUTCOME	80.00	90.00	100.00	112.50 %
% Customer satisfaction rating	CUSTOMER	84.00	95.60	92.00	113.81 %
% MPL investigation backlog rate	EFFICIENCY	3.00	3.00	0.0001	100.00 %
# of septic and well applications processed	OUTPUT	0.00	244.00	0.00	0.00 %
% Onsite Wastewater Violations resolved	OUTCOME	85.00	90.00	82.00	105.88 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,011,909	1,078,819	1,051,377	-6.20 %
Contractual Services	120,284	114,284	114,243	5.25 %
Commodities	66,758	62,758	63,231	6.37 %
Other Charges	0	0	0	0.00 %
Interdepartmental	12,581	12,581	33,569	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,211,532	1,268,442	1,262,420	-4.49 %
Total Revenue	299,641	299,641	299,641	0.00 %
Net County Dollars	911,891	968,801	962,779	-5.87 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	12	0	13	0	13	0	(1)	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.

Program Category: Non-Communicable Illness & Disease Prevention/Treatment

Corporate Desired Outcome: Reduce Health Risks & Diseases

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% CAP Customer Satisfaction Rating	CUSTOMER	84.00	97.86	0	116.50 %
Care Coordination for Children Enrollment Rate	EFFICIENCY	55.00	55.00	0	100.00 %
% MCH Customer Satisfaction Rating	CUSTOMER	84.00	99.90	0	118.93 %
# of admissions to the CC4C and PCM programs	OUTPUT	0.00	6,084.00	0	0.00 %
% of families without substantiated reports of child abuse	OUTCOME	95.00	100.00	0	105.26 %
% of health and safety deficiencies that show improvement up	OUTCOME	80.00	96.00	0	120.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	6,768,677	6,060,652	5,590,624	11.68 %
Contractual Services	1,072,645	460,583	762,405	132.89 %
Commodities	167,171	102,509	90,062	63.08 %
Other Charges	0	0	0	0.00 %
Interdepartmental	13,380	13,380	13,080	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	8,021,873	6,637,124	6,456,171	20.86 %
Total Revenue	6,516,843	5,177,966	5,486,314	25.86 %
Net County Dollars	1,505,030	1,459,158	969,857	3.14 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	89	0	82	0	77	0	7	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 continual enhancement of all hazards planning and direction, coordination and assessment, surveillance and detection capacities, risk communication.

Program Category: Non-Communicable Illness & Disease Prevention/Treatment

Corporate Desired Outcome: Reduce Health Risks & Diseases

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% customer satisfaction rating	CUSTOMER	84.00	97.00	0	57.74 %
# practitioners trained in positive parenting curriculum	OUTPUT	0.00	83.00	0	0.00 %
% response w/in 1 hour to public health incident	EFFICIENCY	80.00	100.00	0	250.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	2,349,820	1,819,850	1,492,911	29.12 %
Contractual Services	495,002	506,306	19,418	-2.23 %
Commodities	26,414	21,735	36,884	21.53 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	2,871,236	2,347,891	1,549,213	22.29 %
Total Revenue	619,413	451,803	113,929	37.10 %
Net County Dollars	2,251,823	1,896,088	1,435,284	18.76 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	27	0	21	0	18	0	6	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.

Program Category: Non-Communicable Illness & Disease Prevention/Treatment

Corporate Desired Outcome: Reduce Health Risks & Diseases

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% customer satisfaction rating	CUSTOMER	84.00	99.82	0	118.83 %
# of participants	OUTPUT	0.00	24,970.00	0	0.00 %
reduce smoking prevalence in individuals > 17 years of age	OUTCOME	16.50	19.90	0	82.91 %
Reduce the percentage of current smoking in students 9 - 12	OUTCOME	14.00	9.70	0	144.33 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,158,126	1,033,839	1,208,783	12.02 %
Contractual Services	258,558	184,950	304,213	39.80 %
Commodities	44,198	26,300	33,086	68.05 %
Other Charges	0	0	0	0.00 %
Interdepartmental	1,610	1,610	900	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,462,492	1,246,699	1,546,982	17.31 %
Total Revenue	107,953	221,831	227,972	-51.34 %
Net County Dollars	1,354,539	1,024,868	1,319,010	32.17 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	15	0	13	0	16	0	2	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.

Program Category: Land, Property, & Records Management
Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
abandonment rate of appointment line calls	EFFICIENCY	16.00	34.00	0	47.06 %
% budget funded by operational revenue	EFFICIENCY	100.00	111.60	0	111.60 %
% customer satisfaction rating	CUSTOMER	84.00	97.39	0	115.94 %
% records released within 4 days	EFFICIENCY	95.00	98.00	0	103.16 %
% state filing timeliness rate (Vital Records)	OUTCOME	86.00	96.00	0	111.63 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	3,219,982	2,993,607	3,261,406	7.56 %
Contractual Services	263,196	252,795	610,562	4.11 %
Commodities	34,520	32,499	35,354	6.22 %
Other Charges	0	0	0	0.00 %
Interdepartmental	400	400	400	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	3,518,098	3,279,301	3,907,722	7.28 %
Total Revenue	790,063	775,041	1,058,191	1.94 %
Net County Dollars	2,728,035	2,504,260	2,849,531	8.94 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	57	0	55	0	63	0	2	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.

Program Category: Non-Communicable Illness & Disease Prevention/Treatment

Corporate Desired Outcome: Reduce Health Risks & Diseases

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Citizen Complaint Response Rate (w/in 7 days)	EFFICIENCY	90.00	97.16	93.41	107.96 %
% Customer satisfaction rating	CUSTOMER	84.00	92.60	88.00	110.24 %
% mosquito inspections and treated as required	OUTCOME	90.00	116.00	0	128.89 %
# public pools inspected	OUTPUT	0.00	1,467.00	2,618.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	605,564	597,587	718,017	1.33 %
Contractual Services	44,121	43,421	41,120	1.61 %
Commodities	43,177	40,980	41,030	5.36 %
Other Charges	0	0	0	0.00 %
Interdepartmental	11,255	11,255	12,023	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	704,117	693,243	812,190	1.57 %
Total Revenue	327,019	170,580	285,115	91.71 %
Net County Dollars	377,098	522,663	527,075	-27.85 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	7	0	7	0	9	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.

Program Category: Communicable Illness & Disease Prevention/Treatment

Corporate Desired Outcome: Reduce Health Risks & Diseases

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
CD assessment w/in 30 days	EFFICIENCY	85.00	90.00	0	105.88 %
% children seen by dental clinic w/ completed treatment plans	OUTCOME	88.00	89.99	0	102.26 %
% Customer Satisfaction Rating	CUSTOMER	84.00	99.29	0	118.20 %
% eligible 2 yr olds served by HD w/ required immunizations	OUTCOME	80.00	74.00	0	92.50 %
% FP clients receiving method specific training & counseling	OUTCOME	80.00	67.00	0	83.75 %
% high priority close contacts completion of TB treatment	OUTCOME	85.00	82.00	0	96.47 %
NCIR inventory error rate	EFFICIENCY	5.00	2.58	0	193.80 %
# of adult health clinic visits	OUTPUT	0.00	20,519.00	0	0.00 %
# of immunization clinic visits	OUTPUT	0.00	13,189.00	0	0.00 %
% of patients seen by STD services one day of request	EFFICIENCY	85.00	75.00	0	88.24 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	7,244,559	7,347,660	6,451,179	-1.40 %
Contractual Services	568,017	582,768	754,202	-2.53 %
Commodities	1,005,663	978,996	821,627	2.72 %
Other Charges	0	0	0	0.00 %
Interdepartmental	1,380	3,380	3,380	-59.17 %
Capital Outlay	0	0	0	0.00 %
Total Expense	8,819,619	8,912,804	8,030,388	-1.05 %
Total Revenue	3,312,108	3,570,182	3,741,061	-7.23 %
Net County Dollars	5,507,511	5,342,622	4,289,327	3.09 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	86	7	87	3	79	3	(1)	4

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 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.

Program Category: Non-Communicable Illness & Disease Prevention/Treatment

Corporate Desired Outcome: Reduce Health Risks & Diseases

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% customer satisfaction rating	CUSTOMER	84.00	99.91	0	118.94 %
% of asthma contacts made within 7 days	EFFICIENCY	90.00	94.00	0	104.44 %
# of School Health Room Visits	OUTPUT	0.00	835,264.00	0	0.00 %
% of students referred for dental care that receive care	OUTCOME	70.00	81.00	0	115.71 %
% of students referred for health care that receive care	OUTCOME	70.00	93.00	0	132.86 %
% of students referred for vision care that receive care	OUTCOME	70.00	76.00	0	108.57 %
% of students w/chronic disease w/ improvement in 1+ domains	OUTCOME	85.00	96.00	0	112.94 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	13,643,232	12,681,452	10,436,999	7.58 %
Contractual Services	235,696	238,487	344,171	-1.17 %
Commodities	290,011	366,825	201,254	-20.94 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	14,168,939	13,286,764	10,982,424	6.64 %
Total Revenue	55,750	55,750	55,000	0.00 %
Net County Dollars	14,113,189	13,231,014	10,927,424	6.67 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	195	0	193	0	160	0	2	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.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Customer satisfaction rating	CUSTOMER	84.00	98.68	97.57	117.48 %
Efficiency Rating	EFFICIENCY	80.00	73.33	62.50	91.66 %
% Employee Motivation & Satisfaction	IMPACT	80.00	88.00	86.00	110.00 %
% Scorecard green lights	IMPACT	80.00	77.27	75.00	96.59 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,347,231	859,387	634,933	56.77 %
Contractual Services	77,511	39,048	5,000	98.50 %
Commodities	9,510	5,860	0	62.29 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,434,252	904,295	639,933	58.60 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	1,434,252	904,295	639,933	58.60 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	7	0	4	0	2	0	3	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.

Program Category: Non-Communicable Illness & Disease Prevention/Treatment

Corporate Desired Outcome: Reduce Health Risks & Diseases

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% 2 to 4 year old WIC recipients at a healthy weight	OUTCOME	65.00	62.60	0	96.31 %
% Customer Satisfaction Rating	CUSTOMER	84.00	96.61	0	115.01 %
% of women who participated in WIC + initiated breastfeeding	OUTCOME	55.00	56.70	0	103.09 %
% pregnant women in Medicaid + prenatal WIC services	EFFICIENCY	72.00	67.10	0	93.19 %
WIC active participation rate	EFFICIENCY	97.00	100.30	0	103.40 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	3,913,720	3,761,985	3,827,362	4.03 %
Contractual Services	353,021	318,983	320,601	10.67 %
Commodities	56,832	58,330	117,715	-2.57 %
Other Charges	0	0	0	0.00 %
Interdepartmental	500	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	4,324,073	4,139,298	4,265,678	4.46 %
Total Revenue	4,224,660	4,032,397	4,233,945	4.77 %
Net County Dollars	99,413	106,901	31,733	-7.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	67	4	68	0	66	5	(1)	4

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 CharMeck.org 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	FY2016 Adopted	FY2015 Amended	FY2014 Adopted
Personnel Services & Employee Benefits	\$1,789,696	\$1,758,595	\$0
Contractual Services	\$531,238	\$531,238	\$0
Commodities	\$44,075	\$63,671	\$0
Other Charges	\$0	\$0	\$0
Interdepartmental	\$400	\$0	\$0
Capital Outlay	\$0	\$0	\$0
Total Expense	\$2,365,409	\$2,353,504	\$0
Total Revenue	\$0	\$3,216	\$0
Net County Dollars	\$2,365,409	\$2,350,288	\$0

Position Summary

FY2016 Adopted		FY2015 Adopted		FY2014 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
19	0	19	0	0	0

Public Information

FY2016 Funding Adjustments

The following funding adjustments are approved to support the FY2016 operating budget in meeting the County's goals and objectives as approved by the Board of County Commissioners.

Investing In Our Employees

❖ Pay-For-Performance	\$34,725
Increase reflects the full year impact of salary increase awarded during FY2016.	

Public Information

Service Level View

Service Name	FT	PT	FY2016 County Funding	FY2016 Total Budget	Total Adopted PY Budget*
PUBLIC INFORMATION (PID)	13	1	1,589,269	1,589,269	1,568,867
WEB SERVICES (PID)	6		776,140	776,140	872,089
Grand Totals	19	1	2,365,409	2,365,409	2,440,956
Revenue Totals					125,000

*Includes one-time fund balance allocation

PUBLIC INFORMATION (PID)

Service Description

This service provides internal/external communication planning and products, media relations, citizen involvement support, marketing and resource development for the County.

Program Category: Public and Employee Communications

Corporate Desired Outcome: Increase Citizen Awareness of County Responsibilities & Services

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Advertising value resulting from covered news story	OUTCOME	0.00	24,300,000.00	0	0.00 %
Customer satisfaction rating	CUSTOMER	84.00	99.29	96.80	118.20 %
% of media coverage (stories) generated from news releases	OUTCOME	82.00	73.50	0	89.63 %
Products/services completed within agreed upon timeframe	EFFICIENCY	88.00	100.00	97.20	113.64 %
Public Awareness Index	OUTCOME	55.00	0	0	0.00 %
Social media reach	OUTPUT	0.00	10,495.00	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,232,456	1,199,854	896,836	2.72 %
Contractual Services	333,238	333,238	238,766	0.00 %
Commodities	23,175	35,775	4,437	-35.22 %
Other Charges	0	0	0	0.00 %
Interdepartmental	400	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,589,269	1,568,867	1,140,039	1.30 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	1,589,269	1,568,867	1,140,039	1.30 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	13	1	13	0	10	0	0	1

WEB SERVICES (PID)

Service Description

This service supports and disseminates internal/external communication products via the Internet and intranet.

Program Category: Public and Employee Communications

Corporate Desired Outcome: Increase Citizen Awareness of County Responsibilities & Services

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Charmec availability rate	EFFICIENCY	99.80	99.37	99.27	99.57 %
Customer satisfaction rating	CUSTOMER	84.00	97.21	94.70	115.73 %
Increased engagement with social media users	OUTCOME	0.00	0	13.00	0.00 %
MeckWeb availability rate	EFFICIENCY	88.00	99.98	99.99	113.61 %
Website Engagement Rate	OUTCOME	0.00	26.00	0	0.00 %
Website Visitors Satisfaction Survey	CUSTOMER	0.00	86.00	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted*	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	557,240	525,689	445,241	6.00 %
Contractual Services	198,000	323,000	151,500	-38.70 %
Commodities	20,900	23,400	14,050	-10.68 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	776,140	872,089	610,791	-11.00 %
Total Revenue	0	125,000	0	-100.00 %
Net County Dollars	776,140	747,089	610,791	3.89 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	6	0	6	0	5	0	0	0

*Includes one-time fund balance allocation

Public Library

Mission

The Charlotte Mecklenburg Library creates a community of readers and empowers individuals with free access to information and the universe of ideas.

Responsibilities

Since its founding in 1903 as a Carnegie Free Library, the Charlotte Mecklenburg Library has provided valuable education and literacy services to the citizens of Mecklenburg County. Through the core values of learning, openness, respect, inclusion, and leadership, the Library will focus on three strategic goals:

- * Increase community awareness and engagement
- * Innovate to support 21st century access
- * Increase operational excellence, fiscal stability and sustainability

The values and goals mentioned above will help the Library live out the vision of being a welcoming place where reading, learning, and imagination thrive; a recognized leader and recognized voice in our community; and a model library in our industry.

Budget and Staff Resources

Budget Overview	FY2016 Adopted*	FY2015 Amended	FY2014 Adopted
Personnel Services & Employee Benefits	\$25,581,119	\$25,211,146	\$22,112,569
Contractual Services	\$3,394,227	\$2,854,068	\$3,238,121
Commodities	\$2,423,036	\$1,568,036	\$1,123,081
Other Charges	\$0	\$0	\$0
Interdepartmental	\$21,560	\$21,560	\$21,560
Capital Outlay	\$0	\$0	\$0
Total Expense	\$31,419,942	\$29,654,810	\$26,495,331
Total Revenue	\$1,099,000	\$0	\$0
Net County Dollars	\$30,320,942	\$29,654,810	\$26,495,331

Position Summary

FY2016 Adopted		FY2015 Adopted		FY2014 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
353	56	353	10	327	9

*Includes one-time fund balance allocation

Public Library

FY2016 Funding Adjustments

The following funding adjustments are approved to support the FY2016 operating budget in meeting the County's goals and objectives as approved by the Board of County Commissioners.

Strategic Investment

- | | |
|--|------------------|
| ❖ Collection Enhancement | \$500,000 |
| Funding to add to the Library's collection in particular the digital collection. | |
| ❖ Digital Strategy | \$877,000 |
| Funding to enhance various needs for the digital strategy. | |

Investing In Our Employees

- | | |
|--|------------------|
| ❖ Pay-For-Performance | \$471,939 |
| Increase reflects the full year impact of salary increase awarded during FY2016. | |

Public Library

Service Level View

Service Name	FT	PT	FY2016 County Funding	FY2016 Total Budget*	Total Adopted PY Budget*
ADMINISTRATION & FISCAL MANAGEMENT (LIB)	11		1,283,934	1,283,934	1,278,932
FUND DEVELOPMENT (LIB)	4		443,308	443,308	436,390
IMAGINON (LIB)	22	7	1,805,364	1,805,364	1,709,664
IT RESOURCE MANAGEMENT (LIB)	3		1,000,768	1,000,768	714,798
PUBLIC INFORMATION (LIB)	4		353,210	353,210	352,286
PUBLIC LIBRARY SERVICES (LIB)	309	107	25,434,358	26,533,358	26,116,207
Grand Totals	353	114	30,320,942	31,419,942	30,608,277
Revenue Totals				1,099,000	1,350,000

*Includes one-time fund balance allocation

ADMINISTRATION & FISCAL MANAGEMENT (LIB)

Service Description

This service provides leadership and management oversight for the business operations.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Customer measures achieved	CUSTOMER	80.00	100.00	86.00	125.00 %
% Efficiency measures achieved	EFFICIENCY	80.00	100.00	83.00	125.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,262,690	1,254,538	1,467,900	0.65 %
Contractual Services	0	3,150	43,023	-100.00 %
Commodities	21,244	21,244	11,600	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,283,934	1,278,932	1,522,523	0.39 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	1,283,934	1,278,932	1,522,523	0.39 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	11	0	11	0	14	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.

Program Category: Partnerships/Underwriting Development

Corporate Desired Outcome: Maintain Affordable & Competitive Tax Rate

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Fundraising	OUTPUT	1,300,000.00	1,470,356.00	505,525.00	113.10 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	443,308	428,890	130,349	3.36 %
Contractual Services	0	7,500	1,210	-100.00 %
Commodities	0	0	100	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	443,308	436,390	131,659	1.59 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	443,308	436,390	131,659	1.59 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	4	0	4	0	2	0	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.

Focus Area: SOCIAL, EDUCATION, AND ECONOMIC OPPORTUNITY

Program Category: Library Services

Corporate Desired Outcome: Increase High School Graduation & Literacy

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Customer satisfaction rating	CUSTOMER	84.00	96.10	97.43	114.40 %
Impact of Studio I intern program on the Dev of Digital Lit	IMPACT	80.00	100.00	100.00	125.00 %
Year-Over-Year Growth in Program Attendance Ages 0-8	OUTCOME	4.00	25.00	0	625.00 %
Year-Over-Year Growth in Program Attendance Pre-Teens/Teens	OUTCOME	4.00	86.00	0	2150.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,457,112	1,370,993	1,275,155	6.28 %
Contractual Services	348,252	338,671	329,035	2.83 %
Commodities	0	0	4,800	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,805,364	1,709,664	1,608,990	5.60 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	1,805,364	1,709,664	1,608,990	5.60 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	22	7	22	2	22	1	0	5

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.

Program Category: IT Resource Mgmt

Corporate Desired Outcome: Optimize Technology

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Wireless Session	EFFICIENCY	0.00	33.00	29.13	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	297,798	289,828	393,971	2.75 %
Contractual Services	0	0	447,410	0.00 %
Commodities	702,970	424,970	70	65.42 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,000,768	714,798	841,451	40.01 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	1,000,768	714,798	841,451	40.01 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	3	0	3	0	4	0	0	0

PUBLIC INFORMATION (LIB)

Service Description

This service promotes and publicizes to the Public Library's services, collections and programs.

Program Category: Public and Employee Communications

Corporate Desired Outcome: Increase Citizen Awareness of County Responsibilities & Services

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Provide Community Awareness of the Value/Benefit of LIB Services	EFFICIENCY	93.00	87.00	98.00	93.55 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	353,210	352,286	338,357	0.26 %
Contractual Services	0	0	2,525	0.00 %
Commodities	0	0	3,200	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	353,210	352,286	344,082	0.26 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	353,210	352,286	344,082	0.26 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	4	0	4	0	4	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.

Program Category: Library Services

Corporate Desired Outcome: Increase High School Graduation & Literacy

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Customer satisfaction rating	CUSTOMER	84.00	96.00	95.74	114.29 %
Effectiveness of Library Programs in Reading & Literacy	IMPACT	90.00	96.00	0	106.67 %
% of Mecklenburg County Residents that are active cardholder	OUTCOME	25.00	25.00	26.40	100.00 %
Volunteer Staffing	EFFICIENCY	5.00	6.50	0	130.00 %
Year-Over-Year Growth in Active Cardholders	OUTCOME	2.50	4.10	0	164.00 %
Year-Over-Year Growth in Digital Circulation	OUTCOME	2.50	61.00	0	2440.00 %
Year-Over-Year Growth in Program Attendance Ages 0-8	OUTCOME	4.00	8.90	0	222.50 %
Year-Over-Year Growth in Program Attendance Pre-Teens/Teens	OUTCOME	4.00	7.50	0	187.50 %
Year-Over-Year Growth in Total Circulation	OUTCOME	2.50	2.60	0	104.00 %

Financial Overview	FY 2016 Adopted*	FY 2015 Adopted*	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	21,767,001	21,118,078	18,506,837	3.07 %
Contractual Services	3,045,975	2,794,747	2,414,918	8.99 %
Commodities	1,698,822	2,181,822	1,103,311	-22.14 %
Other Charges	0	0	0	0.00 %
Interdepartmental	21,560	21,560	21,560	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	26,533,358	26,116,207	22,046,626	1.60 %
Total Revenue	1,099,000	1,350,000	0	-18.59 %
Net County Dollars	25,434,358	24,766,207	22,046,626	2.70 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	309	107	309	15	281	15	0	92

*Includes one-time fund balance allocation

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	FY2016 Adopted	FY2015 Amended	FY2014 Adopted
Personnel Services & Employee Benefits	\$2,310,361	\$2,312,574	\$2,214,070
Contractual Services	\$785,682	\$792,282	\$825,155
Commodities	\$99,919	\$98,919	\$88,419
Other Charges	\$0	\$0	\$0
Interdepartmental	\$0	\$0	\$0
Capital Outlay	\$18,000	\$24,000	\$0
Total Expense	\$3,213,962	\$3,227,775	\$3,127,644
Total Revenue	\$437,470	\$443,500	\$404,000
Net County Dollars	\$2,776,492	\$2,784,275	\$2,723,644

Position Summary					
FY2016 Adopted		FY2015 Adopted		FY2014 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
38	0	38	0	38	0

Register of Deeds

FY2016 Funding Adjustments

The following funding adjustments are approved to support the FY2016 operating budget in meeting the County's goals and objectives as approved by the Board of County Commissioners.

Investing In Our Employees

❖ Pay-For-Performance	\$37,436
Increase reflects the full year impact of salary increase awarded during FY2016.	

Register of Deeds

Service Level View

Service Name	FT	PT	FY2016 County Funding	FY2016 Total Budget	Total Adopted PY Budget
ADMINISTRATIVE SUPPORT (REG)	1		48,053	48,053	54,257
FISCAL ADMINISTRATION (REG)	2		153,166	153,166	127,726
REAL PROPERTY RECORDINGS & DOCUMENTATION (REG)	17		1,212,148	1,434,118	1,532,050
RECORDS RESEARCH & ASSISTANCE (REG)	10		613,110	828,610	701,516
SENIOR ADMINISTRATION (REG)	2		342,424	342,424	369,505
VITAL & MISCELLANEOUS RECORDS (REG)	6		407,591	407,591	406,940
Grand Totals	38	0	2,776,492	3,213,962	3,191,994
Revenue Totals				437,470	443,500

ADMINISTRATIVE SUPPORT (REG)

Service Description

This service provides a wide range of administrative support services necessary for conducting daily business.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	40,803	49,007	87,193	-16.74 %
Contractual Services	650	650	4,150	0.00 %
Commodities	6,600	4,600	1,300	43.48 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	48,053	54,257	92,643	-11.43 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	48,053	54,257	92,643	-11.43 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	1	0	1	0	1	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.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures Under Development	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	151,696	125,256	117,696	21.11 %
Contractual Services	1,020	2,020	2,520	-49.50 %
Commodities	450	450	1,550	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	153,166	127,726	121,766	19.92 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	153,166	127,726	121,766	19.92 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	2	0	2	0	2	0	0	0

REAL PROPERTY RECORDINGS & DOCUMENTATION (REG)

Service Description

This service maintains public records of land transactions.

Program Category: Land, Property, & Records Management

Corporate Desired Outcome: Increase Customer & Stakeholder Satisfaction

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Customer satisfaction rating	CUSTOMER	84.00	98.00	83.78	116.67 %
% One day indexing rate	IMPACT	80.00	99.60	99.13	124.50 %
Processing rate	EFFICIENCY	7.00	1.00	1.50	14.29 %
Total real estate documents indexed	OUTPUT	0.00	160,338.00	164,074.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	969,920	1,040,602	957,054	-6.79 %
Contractual Services	413,229	434,729	310,460	-4.95 %
Commodities	32,969	33,969	38,969	-2.94 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	18,000	22,750	0	-20.88 %
Total Expense	1,434,118	1,532,050	1,306,483	-6.39 %
Total Revenue	16,163,109	13,911,000	13,856,000	16.19 %
Net County Dollars	1,212,148	1,346,050	1,132,483	-9.95 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	17	0	19	0	18	0	(2)	0

RECORDS RESEARCH & ASSISTANCE (REG)

Service Description

This service provides direct customer service to those requesting access to and/or copies of public records.

Program Category: Land, Property, & Records Management

Corporate Desired Outcome: Increase Customer & Stakeholder Satisfaction

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Customer satisfaction rating	CUSTOMER	84.00	95.50	90.53	113.69 %
% Document digital conversion	EFFICIENCY	95.00	98.00	98.00	103.16 %
% Document preservation	IMPACT	70.00	99.00	98.00	141.43 %
% Electronic documents available	IMPACT	90.00	98.00	99.00	108.89 %
Total number of documents maintained	OUTPUT	0.00	161,204.00	167,359.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	523,798	413,354	437,007	26.72 %
Contractual Services	261,712	266,812	437,554	-1.91 %
Commodities	43,100	20,100	22,100	114.43 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	1,250	0	-100.00 %
Total Expense	828,610	701,516	896,661	18.12 %
Total Revenue	258,933	308,320	274,000	-16.02 %
Net County Dollars	613,110	444,016	666,661	38.08 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	10	0	8	0	9	0	2	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.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Customer Satisfaction Rating	CUSTOMER	84.00	96.60	89.96	115.00 %
Efficiency Rating	EFFICIENCY	80.00	0	72.00	0.00 %
% Scorecard green lights	OUTCOME	80.00	0	63.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	323,824	349,905	322,028	-7.45 %
Contractual Services	15,300	14,300	16,300	6.99 %
Commodities	3,300	5,300	6,300	-37.74 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	342,424	369,505	344,628	-7.33 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	342,424	369,505	344,628	-7.33 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	2	0	3	0	2	0	(1)	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.

Program Category: Land, Property, & Records Management

Corporate Desired Outcome: Increase Customer & Stakeholder Satisfaction

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Customer satisfaction rating	CUSTOMER	84.00	95.00	90.94	113.10 %
% One day indexing rate	IMPACT	80.00	90.00	95.00	112.50 %
Processing rate	EFFICIENCY	7.00	3.00	2.00	42.86 %
Total vital and other documents indexed	OUTPUT	0.00	10,390.00	9,164.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	300,320	298,669	293,092	0.55 %
Contractual Services	93,771	93,771	54,171	0.00 %
Commodities	13,500	14,500	18,200	-6.90 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	407,591	406,940	365,463	0.16 %
Total Revenue	181,203	140,010	120,000	29.42 %
Net County Dollars	407,591	406,940	365,463	0.16 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	6	0	6	0	6	0	(0)	0

Sheriff's Office

Mission

To protect the citizens of Mecklenburg County by operating secure and professional rehabilitative detention facilities, enforcing civil 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 operations of all Mecklenburg County detention facilities, including jail based rehabilitative, educational and vocational programs. In addition, Sheriff's Office employees provide security for judges, jurors, defendants, witnesses and carries out orders of the courts by serving criminal and civil processes; issues purchase permits for handguns, permits to carry concealed handguns; and also registers and verifies sex offenders living in Mecklenburg County.

Budget and Staff Resources

Budget Overview	FY2016 Adopted	FY2015 Amended	FY2014 Adopted
Personnel Services & Employee Benefits	\$87,792,295	\$91,680,927	\$87,272,421
Contractual Services	\$21,519,352	\$22,830,567	\$22,776,658
Commodities	\$3,188,645	\$3,706,610	\$3,724,816
Other Charges	\$652,535	\$639,740	\$257,603
Interdepartmental	\$479,995	\$460,789	\$460,789
Capital Outlay	\$30,492	\$174,982	\$0
Total Expense	\$113,663,314	\$119,493,615	\$114,492,287
Total Revenue	\$21,262,500	\$30,015,422	\$26,487,121
Net County Dollars	\$92,400,814	\$89,478,193	\$88,005,166

Position Summary

FY2016 Adopted		FY2015 Adopted		FY2014 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
1243	0	1288	0	1280	0

Sheriff

FY2016 Funding Adjustments

The following funding adjustments are approved to support the FY2016 operating budget in meeting the County's goals and objectives as approved by the Board of County Commissioners.

Investing In Our Employees

❖ Pay-For-Performance	\$1,152,681
Increase reflects the full year impact of salary increase awarded during FY2016.	

Sheriff

Service Level View

Service Name	FT	PT	FY2016 County Funding	FY2016 Total Budget	Total Adopted PY Budget
ADMINISTRATIVE SUPPORT (SHF)	4		423,260	423,260	489,067
CHILD SUPPORT ENFORCEMENT (SHF)			108,116	108,116	0
COURT SECURITY (SHF)	105		7,270,456	7,270,456	7,204,112
DETENTION SERVICES (SHF)	869	1	57,882,551	75,993,551	78,754,831
DV ENFORCEMENT & EDUCATION (SHF)	9		727,214	727,214	714,461
FACILITY MANAGEMENT (SHF)	9		7,575,451	7,575,451	7,005,259
FIELD OPERATIONS (SHF)	114		6,699,857	9,709,857	9,736,497
FISCAL ADMINISTRATION (SHF)	15		1,156,486	1,156,486	1,192,552
HUMAN RESOURCES (SHF)	9		913,633	913,633	932,866
INFORMATION SERVICES DIVISION (SHF)	2		801,642	801,642	817,839
INMATE FINANCE & SUPPORT (SHF)	35		2,067,760	2,067,760	2,104,307
INMATE LIBRARY SERVICE (SHF)	24		1,884,382	1,884,382	280,838
IT RESOURCE MANAGEMENT (SHF)	11		994,802	994,802	958,830
LEGAL SERVICES (SHF)	2		171,867	171,867	298,863
REGISTRATION DIVISION (SHF)	16		977,132	1,085,132	1,016,182
REHABILITATION SERVICES (SHF)	5		795,708	795,708	2,176,245
RESEARCH & PLANNING (SHF)			645	645	159,175
SENIOR ADMINISTRATION (SHF)	3		584,561	614,561	668,294
TRAINING DIVISION - MANDATED (SHF)	11		1,046,243	1,046,243	917,005
TRAINING DIVISION - NONMANDATED (SHF)			273,611	273,611	450,261
WORK RELEASE & RESTITUTION CENTER (SHF)			45,437	48,937	2,354,544
Grand Totals	1243	1	92,400,814	113,663,314	118,232,028
Revenue Totals				21,262,500	29,987,121

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 over 1,200 employees and maintains the flow of communications to the appropriate divisions within the Sheriff's Office.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Number of requests received	OUTPUT	0.00	287.00	629.00	0.00 %
Response rate	OUTCOME	100.00	100.00	100.00	100.00 %
Response rate (w/in 24 hours)	EFFICIENCY	95.00	98.00	98.00	103.16 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	333,708	408,050	345,427	-18.22 %
Contractual Services	5,375	2,372	2,372	126.60 %
Commodities	53,685	48,153	48,153	11.49 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	30,492	30,492	0	0.00 %
Total Expense	423,260	489,067	395,952	-13.46 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	423,260	489,067	395,952	-13.46 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	4	0	4	0	4	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.

Program Category: Economic/Financial Assistance

Corporate Desired Outcome: Increased Independence & Self-Sufficiency

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	108,116	(183,408)	0	-158.95 %
Contractual Services	0	3,324	0	-100.00 %
Commodities	0	31,844	0	-100.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	148,240	0	-100.00 %
Total Expense	108,116	0	0	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	108,116	0	0	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	6	0	2	0	(6)	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.

Program Category: Public Safety & Security

Corporate Desired Outcome: Increase Safety & Security of Residents

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Contraband Recovery Rate	OUTPUT	0.00	11.00	0.98	0.00 %
Court Security Staff per Post	EFFICIENCY	1.35	1.04	1.19	129.81 %
Number of contraband recovered	OUTPUT	0.00	12,699.00	13,044.00	0.00 %
Security cost per court session	OUTPUT	0.00	555.00	512.00	0.00 %
% Use of force incident rate	OUTCOME	0.00	0	0	100.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	7,172,440	7,106,096	6,854,464	0.93 %
Contractual Services	53,056	53,056	54,637	0.00 %
Commodities	44,960	44,960	44,960	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	7,270,456	7,204,112	6,954,061	0.92 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	7,270,456	7,204,112	6,954,061	0.92 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	105	0	104	0	102	0	1	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.

Program Category: Detention Facilities

Corporate Desired Outcome: Increase Efficiency & Effectiveness of Criminal Justice Services

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Average daily population	OUTPUT	0.00	1,507.00	1,881.00	0.00 %
Cost per inmate served	OUTPUT	0.00	158.67	144.04	0.00 %
Erroneous release rate (per 100 released)	EFFICIENCY	0.02	0.01	0.01	200.00 %
Inmate escape rate (per 100 bed days)	OUTCOME	0.00	0	0	100.00 %
Number of booked inmates	OUTPUT	0.00	36,194.00	38,038.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	60,936,463	62,234,460	60,195,334	-2.09 %
Contractual Services	13,564,526	14,736,194	14,608,905	-7.95 %
Commodities	1,335,119	1,645,940	1,464,590	-18.88 %
Other Charges	0	0	0	0.00 %
Interdepartmental	157,443	138,237	0	13.89 %
Capital Outlay	0	0	0	0.00 %
Total Expense	75,993,551	78,754,831	76,268,829	-3.51 %
Total Revenue	18,111,000	26,697,183	23,122,183	-32.16 %
Net County Dollars	57,882,551	52,057,648	53,146,646	11.19 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	869	1	898	0	900	0	(29)	1

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 arrest of subjects as well as provides educational opportunities to both victims and offenders through a partnership with Safe Alliance.

Program Category: Domestic/Intimate Partner Violence Prevention & Protection

Corporate Desired Outcome: Increase Safety & Security of Residents

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Domestic Violence Paper Service Rate	OUTCOME	85.00	84.00	86.00	98.82 %
Number of DV papers per staff	EFFICIENCY	375.00	460.00	408.00	122.67 %
Number of protection orders served	OUTPUT	0.00	3,094.00	2,816.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	675,257	661,967	647,771	2.01 %
Contractual Services	49,532	50,069	64,199	-1.07 %
Commodities	2,425	2,425	2,425	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	727,214	714,461	714,395	1.78 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	727,214	714,461	714,395	1.78 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	9	0	9	0	9	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.

Program Category: Property/Asset Management and Maintenance

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Cost per square foot	OUTPUT	0.00	6.17	5.96	0.00 %
% Customer satisfaction rating	CUSTOMER	84.00	93.00	96.00	110.71 %
Monthly labor cost savings for in-house inmate labor: superv	EFFICIENCY	30000.00	19,479.85	26,720.64	64.93 %
Number of service requests	OUTPUT	0.00	13,382.00	13,735.00	0.00 %
% Work order completion rate	IMPACT	87.00	94.00	84.00	108.05 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	630,553	0	0	0.00 %
Contractual Services	5,800,807	5,718,224	5,917,159	1.44 %
Commodities	491,556	659,839	680,599	-25.50 %
Other Charges	652,535	627,196	257,603	4.04 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	7,575,451	7,005,259	6,855,361	8.14 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	7,575,451	7,005,259	6,855,361	8.14 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	9	0	0	0	0	0	9	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.

Program Category: Public Safety & Security

Corporate Desired Outcome: Increase Safety & Security of Residents

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Civil Paper Service Rate	OUTCOME	77.00	77.00	77.00	100.00 %
Daily service attempt rate	EFFICIENCY	1.30	1.79	1.65	137.69 %
Number of civil processes served	OUTPUT	0.00	69,349.00	72,333.00	0.00 %
Number of serviceable papers	OUTPUT	0.00	89,540.00	93,448.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	8,050,296	8,267,833	7,960,384	-2.63 %
Contractual Services	542,471	492,139	477,716	10.23 %
Commodities	794,538	653,973	863,494	21.49 %
Other Charges	0	0	0	0.00 %
Interdepartmental	322,552	322,552	460,789	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	9,709,857	9,736,497	9,762,383	-0.27 %
Total Revenue	3,010,000	3,079,938	3,079,938	-2.27 %
Net County Dollars	6,699,857	6,656,559	6,682,445	0.65 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	114	0	108	0	107	0	6	0

FISCAL ADMINISTRATION (SHF)

Service Description

This service provides accounting support 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.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Actual expenditure rate	OUTPUT	0.00	98.28	100.28	0.00 %
% Customer satisfaction rating	CUSTOMER	84.00	94.00	95.00	111.90 %
Number of transactions	OUTPUT	0.00	17,259.00	16,359.00	0.00 %
Payroll error rate	EFFICIENCY	0.05	0	0.01	0.00 %
Transaction error rate (non-payroll)	OUTCOME	0.45	0.18	0.53	250.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,112,250	1,110,217	1,068,481	0.18 %
Contractual Services	35,091	73,190	76,141	-52.05 %
Commodities	9,145	9,145	9,145	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,156,486	1,192,552	1,153,767	-3.02 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	1,156,486	1,192,552	1,153,767	-3.02 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	15	0	15	0	15	0	0	0

HUMAN RESOURCES (SHF)

Service Description

This service assists the agency with human resource related activities such as recruiting and hiring, and performance appraisals.

Program Category: Employee Resource Management

Corporate Desired Outcome: Recruit & Retain High Performaning Employees

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Customer satisfaction rating	CUSTOMER	84.00	96.00	96.00	114.29 %
Number of employees per HR staff	EFFICIENCY	419.00	405.00	423.00	96.66 %
Number of vacancies	OUTPUT	0.00	22.00	19.00	0.00 %
Vacancy fill rate	OUTCOME	80.00	64.00	74.00	80.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	702,545	671,778	649,075	4.58 %
Contractual Services	190,628	240,628	247,328	-20.78 %
Commodities	20,460	20,460	23,460	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	913,633	932,866	919,863	-2.06 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	913,633	932,866	919,863	-2.06 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	9	0	9	0	9	0	0	0

INFORMATION SERVICES DIVISION (SHF)

Service Description

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

Program Category: IT Resource Mgmt

Corporate Desired Outcome: High Customer Satisfaction

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Applications availability	IMPACT	99.00	98.00	98.00	98.99 %
% Customer satisfaction rating	CUSTOMER	84.00	93.00	93.00	110.71 %
Number of IT staff per MCSO employee	EFFICIENCY	420.00	405.00	423.00	96.43 %
Number of work order requests	OUTPUT	0.00	3,457.00	1,290.00	0.00 %
% Server Availability	OUTCOME	99.00	98.00	98.00	98.99 %
Work order completion rate	OUTCOME	85.00	97.00	98.00	114.12 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	260,596	251,793	242,476	3.50 %
Contractual Services	541,046	566,046	579,818	-4.42 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	801,642	817,839	822,294	-1.98 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	801,642	817,839	822,294	-1.98 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	2	0	2	0	2	0	0	0

INMATE FINANCE & SUPPORT (SHF)

Service Description

This service is responsible for managing all financial transactions for both arrestees and inmates. Additionally, this service manages all inmate property and delivery of commissary orders to inmates four days per week.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Commissary fill rate	EFFICIENCY	56.00	53.00	55.50	94.64 %
Dress out error rate (per 100)	EFFICIENCY	5.00	3.10	5.00	161.29 %
# of commissary orders	OUTPUT	0.00	79,483.00	97,869.00	0.00 %
Sustained property claims (per 1000)	OUTCOME	0.50	0.10	0.14	500.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	2,049,131	2,085,678	1,963,458	-1.75 %
Contractual Services	5,629	5,629	12,820	0.00 %
Commodities	13,000	13,000	13,000	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	2,067,760	2,104,307	1,989,278	-1.74 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	2,067,760	2,104,307	1,989,278	-1.74 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	35	0	35	0	35	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.

Program Category: Library Services

Corporate Desired Outcome: Increase High School Graduation & Literacy

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Borrower rate per 1,000 inmates	OUTCOME	340.00	419.00	424.47	123.24 %
Law library request rate per 1,000 inmates	OUTCOME	100.00	162.00	120.06	162.00 %
Law library service rate	EFFICIENCY	62.00	69.00	69.00	111.29 %
Number of customers served	OUTPUT	0.00	15,174.00	16,146.00	0.00 %
Number of customers served per staff	OUTPUT	0.00	3,372.00	849.79	0.00 %
Transaction rate per 1,000 inmates	OUTCOME	807.00	901.00	1,013.91	111.65 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,884,382	280,838	266,629	570.99 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,884,382	280,838	266,629	570.99 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	1,884,382	280,838	266,629	570.99 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	24	0	4	0	4	0	20	0

IT RESOURCE MANAGEMENT (SHF)

Service Description

This service provides information technology support for computer-related equipment and a multitude of software applications utilized in the Sheriff's Office.

Program Category: IT Resource Mgmt

Corporate Desired Outcome: Optimize Technology

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Applications availability	IMPACT	99.00	98.00	98.00	98.99 %
% Customer satisfaction rating	CUSTOMER	84.00	93.00	93.00	110.71 %
Number of employees per IT resource staff	EFFICIENCY	137.00	135.00	141.00	98.54 %
Number of work order requests	OUTPUT	0.00	3,457.00	1,290.00	0.00 %
% Server availability	IMPACT	99.00	98.00	98.00	98.99 %
Work order completion rate	OUTCOME	85.00	97.00	98.00	114.12 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	984,442	948,470	930,724	3.79 %
Contractual Services	0	0	0	0.00 %
Commodities	10,360	10,360	61,550	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	994,802	958,830	992,274	3.75 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	994,802	958,830	992,274	3.75 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	11	0	11	0	11	0	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.

Program Category: Legal Counsel

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Customer satisfaction rating	CUSTOMER	84.00	100.00	100.00	119.05 %
% Legal service resolution rate	OUTCOME	95.00	97.00	97.00	102.11 %
Number of legal requests	OUTPUT	0.00	3,598.00	4,510.00	0.00 %
Number of legal requests per staff	EFFICIENCY	4200.00	3,598.00	4,510.00	85.67 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	164,479	291,475	280,367	-43.57 %
Contractual Services	0	0	0	0.00 %
Commodities	7,388	7,388	7,388	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	171,867	298,863	287,755	-42.49 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	171,867	298,863	287,755	-42.49 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	2	0	2	0	2	0	0	0

REGISTRATION DIVISION (SHF)

Service Description

This service issues concealed handgun and purchase permits; registers sex offenders who reside in the County; fingerprints all daycare workers in the County as well as miscellaneous fingerprinting for employment, adoptions and naturalization.

Program Category: Public Safety & Security

Corporate Desired Outcome: Increase Safety & Security of Residents

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Average of sex offenders monitored	OUTPUT	0.00	1,026.00	983.00	0.00 %
Fingerprint requests processed per staff	OUTCOME	2000.00	1,601.00	2,017.00	80.05 %
% Gun Permit Proces Rate (w/14 days)	EFFICIENCY	100.00	100.00	100.00	100.00 %
Number of applications processed (data correction from FY12)	OUTPUT	0.00	13,010.00	12,032.00	0.00 %
Number of fingerprinting requests	OUTPUT	0.00	19,207.00	18,152.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	926,253	802,503	599,380	15.42 %
Contractual Services	107,068	157,068	31,594	-31.83 %
Commodities	51,811	56,611	49,811	-8.48 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,085,132	1,016,182	680,785	6.79 %
Total Revenue	108,000	100,000	100,000	8.00 %
Net County Dollars	977,132	916,182	580,785	6.65 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	16	0	16	0	12	0	0	0

REHABILITATION SERVICES (SHF)

Service Description

This service provides vocational, educational, literacy programming and substance abuse rehabilitation to individuals while incarcerated.

Program Category: Detention Facilities

Corporate Desired Outcome: Increase Efficiency & Effectiveness of Criminal Justice Services

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Actual number of participants (individual PIDs)	OUTPUT	0.00	3,243.00	3,528.00	0.00 %
Cost per participant	OUTPUT	0.00	209.25	136.86	0.00 %
Inmate Programs Class Completion Rate	OUTCOME	71.00	72.00	71.00	101.41 %
% Recidivism rate	OUTCOME	51.00	43.00	41.00	118.60 %
Requests per staff	EFFICIENCY	1800.00	3,026.00	1,912.00	168.11 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	402,177	1,741,606	1,685,843	-76.91 %
Contractual Services	393,531	410,544	406,369	-4.14 %
Commodities	0	24,095	24,095	-100.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	795,708	2,176,245	2,116,307	-63.44 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	795,708	2,176,245	2,116,307	-63.44 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	5	0	23	0	23	0	(18)	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.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Customer satisfaction rating	CUSTOMER	84.00	95.00	97.00	113.10 %
% of completed required reports in FY	OUTCOME	95.00	100.00	100.00	105.26 %
# of official completed reports	OUTPUT	0.00	27.00	25.00	0.00 %
Request for information response rate	EFFICIENCY	99.00	100.00	100.00	101.01 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	158,530	146,132	-100.00 %
Contractual Services	645	645	645	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	645	159,175	146,777	-99.59 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	645	159,175	146,777	-99.59 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	2	0	2	0	(2)	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.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Customer Satisfaction Index(%)	CUSTOMER	84.00	95.00	95.00	113.10 %
Efficiency Rating	EFFICIENCY	84.00	65.00	90.00	77.38 %
% Employee Motivation & Satisfaction	OUTCOME	84.00	87.00	86.00	103.57 %
% Green lights on scorecard	OUTCOME	80.00	76.00	100.00	95.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	536,518	570,251	549,830	-5.92 %
Contractual Services	20,256	20,256	20,256	0.00 %
Commodities	57,787	77,787	77,787	-25.71 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	614,561	668,294	647,873	-8.04 %
Total Revenue	30,000	50,000	50,000	-40.00 %
Net County Dollars	584,561	618,294	597,873	-5.46 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	3	0	3	0	3	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 specially, 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.

Program Category: Employee Resource Management

Corporate Desired Outcome: Increase Employee Knowledge, Skills & Abilities

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Average number of training hours per month	EFFICIENCY	6800.00	12,779.00	12,258.00	187.93 %
Completion rate	OUTCOME	90.00	99.00	99.00	110.00 %
% Customer satisfaction rating	CUSTOMER	84.00	94.00	95.00	111.90 %
Number enrolled in training	OUTPUT	0.00	34,294.00	61,110.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	813,752	816,164	515,619	-0.30 %
Contractual Services	207,941	76,291	76,750	172.56 %
Commodities	24,550	24,550	24,550	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,046,243	917,005	616,919	14.09 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	1,046,243	917,005	616,919	14.09 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	11	0	11	0	11	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.

Program Category: Employee Resource Management

Corporate Desired Outcome: Increase Employee Knowledge, Skills & Abilities

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Average number of training hours per month	EFFICIENCY	599.00	176.00	622.00	29.38 %
Completion rate	OUTCOME	87.00	95.00	100.00	109.20 %
% Customer satisfaction rating	CUSTOMER	84.00	94.00	95.00	111.90 %
Number enrolled in training	OUTPUT	0.00	264.00	437.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	258,404	0.00 %
Contractual Services	1,750	178,400	83,118	-99.02 %
Commodities	271,861	271,861	271,861	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	273,611	450,261	613,383	-39.23 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	273,611	450,261	613,383	-39.23 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

WORK RELEASE & RESTITUTION CENTER (SHF)

Service Description

Structured community work program for sentenced offenders; proceeds from their work are used to pay child support, family support, restitution, fines and taxes.

Program Category: Detention Facilities

Corporate Desired Outcome: Increase Efficiency & Effectiveness of Criminal Justice Services

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Admission rate	EFFICIENCY	1.50	1.90	1.50	126.67 %
Average daily population	OUTPUT	0.00	23.00	27.00	0.00 %
Community Impact	OUTPUT	0.00	72,428.00	99,139.21	0.00 %
Number of admissions	OUTPUT	0.00	78.00	118.00	0.00 %
Successful completion rate	OUTCOME	75.00	81.00	82.00	108.00 %
Walk-off rate	OUTCOME	0.05	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	48,937	2,201,012	2,112,623	-97.78 %
Contractual Services	0	95,584	116,831	-100.00 %
Commodities	0	57,948	57,948	-100.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	48,937	2,354,544	2,287,402	-97.92 %
Total Revenue	3,500	60,000	135,000	-94.17 %
Net County Dollars	45,437	2,294,544	2,152,402	-98.02 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	27	0	27	0	(27)	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 for eligible families who request food and medical assistance.
- * The Services for Adults Division provides services for and information to older adults (those over age 60) and disabled adults (those over 18). The division's goal is to enhance customers' self-sufficiency and their accessibility to available resources.
- * The Youth and Family Services Division provide services for and information to protect children by strengthening the capacity for self-sufficiency of families of Mecklenburg County whose children's health, welfare and safety are at risk due to their circumstances or behavior which necessitates public intervention.
- * The Community Resources Division increases the capacity of Mecklenburg County to care for the safety, security and well-being of the community while stabilizing vulnerable customers and assisting them in reaching self-sufficiency.
- * The Business Affairs Division was established by the Social Services Director to lead the pursuit of more efficient and effective economic and social services and to help the department achieve its strategic vision. Units in this division provide centralized business support services to the four other DSS divisions.
- * Additional administrative functions such as Fiscal Administration, Human Resources Department, Information Services and Technology Department, Public Service and Information Department and Strategic Management are provided to support all business functions.

Budget and Staff Resources

Budget Overview	FY2016 Adopted	FY2015 Amended	FY2014 Adopted
Personnel Services & Employee Benefits	\$91,496,779	\$86,687,164	\$77,186,233
Contractual Services	\$90,307,776	\$86,647,495	\$88,386,490
Commodities	\$1,027,370	\$1,154,305	\$1,348,803
Other Charges	\$5,000	\$10,000	\$0
Interdepartmental	\$383,858	\$388,398	\$388,398
Capital Outlay	\$446,541	\$460,300	\$83,745
Total Expense	\$183,667,324	\$175,347,662	\$167,393,669
Total Revenue	\$118,008,844	\$113,415,611	\$108,493,936
Net County Dollars	\$65,658,480	\$61,932,051	\$58,899,733

Position Summary

FY2016 Adopted		FY2015 Adopted		FY2014 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
1304	5	1238	6	1106	6

Social Services

FY2016 Funding Adjustments

The following funding adjustments are approved to support the FY2016 operating budget in meeting the County's goals and objectives as approved by the Board of County Commissioners.

Sustaining Operations

- ❖ **Youth and Family Services Staffing Increase** **\$450,000**
County funding to support the addition of eight positions to support the need to deliver timely services and to meet state operational standards.
- ❖ **Foster Care Contracts** **\$346,225**
County funding to support the projected shortfall in funding of foster care contracts due to the total number of children in foster care increasing by nearly 20%.

Planned Investments

- ❖ **Mecklenburg Transportation** **\$350,000**
County funding to the increase in funding necessary to provide transportation services to the elderly and disabled customers at FY14 service levels.
- ❖ **Foster Care Placement** **\$250,000**
County funding to fund contracts with facilities to provide emergency placement for youth with high needs that cannot be placed in normal foster care settings.

Investing In Our Employees

- ❖ **Pay-For-Performance** **\$907,863**
Increase reflects the full year impact of salary increase awarded during FY2016.

Social Services

Service Level View

Service Name	FT	PT	FY2016 County Funding	FY2016 Total Budget	Total Adopted PY Budget
ADMINISTRATIVE SUPPORT (DSS)	15		820,869	2,229,360	1,509,058
ADULT SERVICES (DSS)	58	1	4,088,519	5,184,316	4,774,870
CHILDCARE SERVICES (DSS)			791,571	44,820,212	42,170,008
CHILDREN'S SERVICES (DSS)	407		20,552,599	42,848,239	39,096,588
COMMUNITY SOCIAL WORK (DSS)	39		970,934	3,312,083	3,161,456
DV SERVICES (DSS)					65,133
FACILITIES MANAGEMENT (DSS)			1,242,872	1,564,251	1,581,481
FRAUD (DSS)	13		171,976	835,637	727,158
GENERAL ASSISTANCE (DSS)	17		4,005,243	12,537,187	13,073,091
IT RESOURCE MANAGEMENT (DSS)			297,111	596,032	608,032
LEGAL SERVICES (DSS)	13		1,213,490	1,481,297	231,445
MAINTAINING INDEPENDENCE SERVICES (DSS)	4		1,474,923	4,328,953	4,461,169
MECKLENBURG TRANSPORT (DSS)	36	2	1,689,449	3,460,762	2,839,299
MEDICAID RELATED PAYMENTS (DSS)			3,299,178	3,299,178	3,389,008
MEDICAID TRANSPORTATION (DSS)			25,668	5,000,000	4,500,000
PUBLIC ASSISTANCE (DSS)	596	6	14,213,011	37,396,023	35,867,607
QUALITY IMPROVEMENT (DSS)	11		576,110	914,600	901,636
RECORD & MAIL SERVICES (DSS)	8		1,087,695	1,856,924	1,935,518
RETIREE MEDICAL INSURANCE (HRS)			1,840,350	2,573,250	2,343,000
SENIOR ADMINISTRATION (DSS)	1		97,767	222,774	216,407
SENIOR CITIZENS NUTRITION PROGRAM (DSS)	27	2	1,874,853	2,976,074	2,816,491
WORK FIRST EMPLOYMENT SERVICE (DSS)	59		5,324,292	6,230,172	6,621,250
Grand Totals	1304	11	65,658,480	183,667,324	172,889,705
Revenue Totals				118,008,844	111,829,159

ADMINISTRATIVE SUPPORT (DSS)

Service Description

This service provides administrative, professional and operational support across all staff and programs within the Department of Social Services.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,206,495	924,669	498,879	30.48 %
Contractual Services	864,532	426,735	106,101	102.59 %
Commodities	158,333	157,654	23,400	0.43 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	2,229,360	1,509,058	628,380	47.73 %
Total Revenue	1,408,491	525,628	219,100	167.96 %
Net County Dollars	820,869	983,430	409,280	-16.53 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	15	0	13	0	8	0	2	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.

Program Category: Adult Abuse, Neglect Prevention & Protection

Corporate Desired Outcome: Increase Safety & Security of Residents

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Annual % of APS clients not repeat victims of maltreatment	IMPACT	88.00	92.43	81.66	105.03 %
% Customer satisfaction rating	CUSTOMER	84.00	94.58	99.40	112.60 %
% of Adult Services referrals initiated timely	EFFICIENCY	95.00	96.64	96.77	101.73 %
% of complaints at facilities within 12 months	IMPACT	25.00	16.64	18.63	150.24 %
# of customers served	OUTPUT	0.00	1,643.00	1,465.00	0.00 %
% of wards restored to capacity or successor GDN found	IMPACT	5.00	8.87	6.80	177.40 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	5,008,515	4,585,569	4,252,512	9.22 %
Contractual Services	154,316	169,161	127,975	-8.78 %
Commodities	21,485	20,140	55,212	6.68 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	5,184,316	4,774,870	4,435,699	8.58 %
Total Revenue	1,095,797	919,911	1,454,629	19.12 %
Net County Dollars	4,088,519	3,854,959	2,981,070	6.06 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	58	0	53	1	49	1	5	(1)

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).

Program Category: Economic/Financial Assistance

Corporate Desired Outcome: Increased Independence & Self-Sufficiency

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Average # of children receiving service per month	OUTPUT	0.00	6,827.00	7,313.00	0.00 %
% Customer satisfaction rating (parents)	CUSTOMER	84.00	98.96	99.14	117.81 %
% eligibility renewed timely	EFFICIENCY	100.00	100.00	99.96	100.00 %
% of Child Care Centers satisfied with service from CCRI	CUSTOMER	84.00	94.86	95.24	112.93 %
% of families correctly determined eligible for subsidies	IMPACT	90.00	99.97	100.00	111.08 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	44,820,212	42,170,008	44,950,949	6.28 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	44,820,212	42,170,008	44,950,949	6.28 %
Total Revenue	44,028,641	41,483,748	44,319,689	6.13 %
Net County Dollars	791,571	686,260	631,260	15.35 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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.

Program Category: Child Abuse, Neglect Prevention & Protection

Corporate Desired Outcome: Increase Safety & Security of Residents

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Absence of maltreatment in foster care	IMPACT	99.68	99.72	99.21	100.04 %
Annual % of children adopted within 24 months of custody	EFFICIENCY	36.60	38.20	24.21	104.37 %
% Customer satisfaction rating	CUSTOMER	84.00	83.75	87.39	99.70 %
% investi. & family assessment decision made w/n mand. time	IMPACT	55.00	49.72	0	90.40 %
# of children in active investigations	OUTPUT	0.00	20,281.00	20,729.00	0.00 %
% of CPS clients who are not repeat victims	IMPACT	94.60	91.56	99.34	99.79 %
% youth permanency by reunification w/n 12 months	EFFICIENCY	53.00	56.25	51.52	106.13 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	29,600,410	26,951,419	25,854,875	9.83 %
Contractual Services	13,074,846	12,050,214	10,970,654	8.50 %
Commodities	152,983	74,955	381,263	104.10 %
Other Charges	5,000	5,000	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	15,000	15,000	0	0.00 %
Total Expense	42,848,239	39,096,588	37,206,792	9.60 %
Total Revenue	22,295,640	20,630,401	20,523,104	8.07 %
Net County Dollars	20,552,599	18,466,187	16,683,688	11.30 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	407	0	370	0	362	0	37	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.

Program Category: Economic/Financial Assistance

Corporate Desired Outcome: Increased Independence & Self-Sufficiency

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% ASW cases initiated timely	EFFICIENCY	94.05	89.46	99.28	95.12 %
Average # of customers served per month	OUTPUT	0.00	1,213.00	815.00	0.00 %
% Customer satisfaction rating	CUSTOMER	79.80	95.14	92.89	119.22 %
% Customers living in safe environment	IMPACT	95.00	97.17	100.00	102.28 %
% Targeted population served (Community Social Work)	OUTCOME	89.30	93.47	90.74	104.67 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	3,136,330	3,101,938	2,786,346	1.11 %
Contractual Services	162,496	45,958	47,958	253.58 %
Commodities	13,257	13,560	13,560	-2.23 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	3,312,083	3,161,456	2,847,864	4.76 %
Total Revenue	2,341,149	1,943,186	1,715,397	20.48 %
Net County Dollars	970,934	1,218,270	1,132,467	-20.30 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	39	0	39	0	36	0	0	0

DV SERVICES (DSS)

Service Description

This service provides domestic violence assessment and consultation for child protective service cases and TANF eligible clients.

Program Category: Domestic/Intimate Partner Violence Prevention & Protection

Corporate Desired Outcome: Increase Safety & Security of Residents

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	65,133	63,339	-100.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	0	65,133	63,339	-100.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	0	65,133	63,339	-100.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

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.

Program Category: Property/Asset Management and Maintenance

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	751,377	745,390	727,523	0.80 %
Commodities	429,016	447,693	341,693	-4.17 %
Other Charges	0	0	0	0.00 %
Interdepartmental	383,858	388,398	388,398	-1.17 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,564,251	1,581,481	1,457,614	-1.09 %
Total Revenue	321,379	479,804	293,152	-33.02 %
Net County Dollars	1,242,872	1,101,677	1,164,462	12.82 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Customer satisfaction rating	CUSTOMER	84.00	98.54	93.80	117.31 %
% FNS main investigations completed timely	EFFICIENCY	90.00	97.01	96.90	107.79 %
Incentive funds received	IMPACT	0.00	163,441.00	148,732.00	0.00 %
Number of completed fraud investigations	OUTPUT	0.00	2,991.00	2,052.00	0.00 %
Overissued Collection rate	IMPACT	0.00	11.91	13.27	0.00 %
% Preventive investigations completed timely	EFFICIENCY	97.00	97.53	97.54	100.55 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	835,637	727,158	708,573	14.92 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	835,637	727,158	708,573	14.92 %
Total Revenue	663,661	363,580	489,694	82.54 %
Net County Dollars	171,976	363,578	218,879	-52.70 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	13	0	11	0	11	0	2	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.

Program Category: Economic/Financial Assistance

Corporate Desired Outcome: Increased Independence & Self-Sufficiency

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% customer satisfaction with Crisis Assistance Ministries	CUSTOMER	84.00	93.87	92.84	111.75 %
% customer satisfaction with Partnership Services	CUSTOMER	0.00	76.89	0	0.00 %
# Households assisted for special needs	OUTPUT	0.00	2,120.00	4,640.00	0.00 %
# Households with critical, essential needs met	OUTPUT	0.00	17,830.00	14,794.00	0.00 %
% of AM line customers w/immediate need seen same day	EFFICIENCY	85.00	100.00	96.58	117.65 %
% of clients returning for assistance	OUTPUT	0.00	18.74	17.67	0.00 %
% of sampled cases within Crisis Assistance guidelines	IMPACT	95.00	100.00	100.00	105.26 %
% of sampled cases within Partnership Services program guide	IMPACT	95.00	98.46	0	103.64 %
# receiving LIEAP	OUTPUT	0.00	6,530.00	5,802.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,202,595	1,166,549	995,874	3.09 %
Contractual Services	11,334,592	11,906,542	11,805,651	-4.80 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	12,537,187	13,073,091	12,801,525	-4.10 %
Total Revenue	8,531,944	9,142,453	9,250,832	-6.68 %
Net County Dollars	4,005,243	3,930,638	3,550,693	1.90 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	17	0	17	0	15	0	0	0

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.

Program Category: IT Resource Mgmt

Corporate Desired Outcome: Optimize Technology

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	596,032	596,032	911,004	0.00 %
Contractual Services	0	12,000	76,369	-100.00 %
Commodities	0	0	5,848	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	596,032	608,032	993,221	-1.97 %
Total Revenue	298,921	216,062	225,806	38.35 %
Net County Dollars	297,111	391,970	767,415	-24.20 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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.

Program Category: Legal Counsel

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Customer satisfaction with legal services	CUSTOMER	84.00	96.72	93.49	115.14 %
% IPV Cases Returned Timely	EFFICIENCY	95.00	100.00	100.00	105.26 %
% of TPR petitions filed within 60 days of goal change to Ad	IMPACT	45.00	83.33	46.94	185.18 %
Total cases handled	OUTPUT	0.00	578.00	546.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,453,548	173,728	1,313,175	736.68 %
Contractual Services	27,749	28,892	13,892	-3.96 %
Commodities	0	28,825	16,825	-100.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,481,297	231,445	1,343,892	540.02 %
Total Revenue	267,807	185,980	167,068	44.00 %
Net County Dollars	1,213,490	45,465	1,176,824	2569.06 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	13	0	1	0	12	0	12	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.

Program Category: Aging In Place Services

Corporate Desired Outcome: Increased Independence & Self-Sufficiency

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Application timeliness rate (IHA)	EFFICIENCY	90.25	100.00	94.71	110.80 %
% Customer satisfaction rating	CUSTOMER	79.80	95.18	95.88	119.27 %
% Customers remaining in home for at least 12 months	IMPACT	90.25	97.66	100.00	108.21 %
# of clients served	OUTPUT	0.00	601.00	532.00	0.00 %
% Targeted population served	IMPACT	47.50	45.05	37.60	94.84 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	354,625	342,256	330,963	3.61 %
Contractual Services	3,974,328	4,113,913	4,293,884	-3.39 %
Commodities	0	5,000	10,700	-100.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	4,328,953	4,461,169	4,635,547	-2.96 %
Total Revenue	2,854,030	2,996,873	3,158,215	-4.77 %
Net County Dollars	1,474,923	1,464,296	1,477,332	0.73 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	4	0	4	0	4	0	0	0

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.

Program Category: Transportation

Corporate Desired Outcome: Improve Access to Public Facilities

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Bus Pass cost per trip	EFFICIENCY	7.00	0	8.20	0.00 %
% Customer satisfaction rating	CUSTOMER	84.00	90.79	91.64	108.08 %
MTS cost per trip	EFFICIENCY	23.00	0	58.44	0.00 %
# of clients served	OUTPUT	0.00	765.00	1,160.00	0.00 %
% of Mecklenburg Transport trips without injury	IMPACT	100.00	100.00	100.00	100.00 %
# of trips provided	OUTPUT	0.00	105,866.00	104,912.00	0.00 %
Vendor cost per trip	EFFICIENCY	17.00	0	17.86	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,976,662	1,909,821	1,682,294	3.50 %
Contractual Services	1,036,731	774,898	903,245	33.79 %
Commodities	25,373	25,373	25,373	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	421,996	129,207	74,200	226.60 %
Total Expense	3,460,762	2,839,299	2,685,112	21.89 %
Total Revenue	1,771,313	1,663,691	1,695,845	6.47 %
Net County Dollars	1,689,449	1,175,608	989,267	43.71 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	36	2	35	2	33	2	1	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.

Program Category: Economic/Financial Assistance

Corporate Desired Outcome: Increased Independence & Self-Sufficiency

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	3,299,178	3,389,008	3,389,008	-2.65 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	3,299,178	3,389,008	3,389,008	-2.65 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	3,299,178	3,389,008	3,389,008	-2.65 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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.

Program Category: Transportation

Corporate Desired Outcome: Improve Access to Public Facilities

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Bus Pass cost per trip	EFFICIENCY	9.00	0	9.42	0.00 %
% Customer satisfaction rating	CUSTOMER	84.00	97.65	94.26	116.25 %
# of clients served	OUTPUT	0.00	7,877.00	7,372.00	0.00 %
# of trips provided	OUTPUT	0.00	343,553.00	303,093.00	0.00 %
% of trips without injury	EFFICIENCY	100.00	100.00	100.00	100.00 %
Vendor cost per trip	EFFICIENCY	17.00	0	15.76	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	5,000,000	4,500,000	4,500,000	11.11 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	5,000,000	4,500,000	4,500,000	11.11 %
Total Revenue	4,974,332	4,474,332	4,474,332	11.17 %
Net County Dollars	25,668	25,668	25,668	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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).

Program Category: Economic/Financial Assistance

Corporate Desired Outcome: Increased Independence & Self-Sufficiency

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Customer satisfaction rating	CUSTOMER	84.00	86.47	85.48	102.94 %
% FNS processing rate (expedited)	EFFICIENCY	0.00	95.42	81.90	0.00 %
% FNS processing rate (normal)	EFFICIENCY	84.00	95.83	83.90	114.08 %
FNS Program Access Index	IMPACT	0.00	85.92	92.49	0.00 %
% Medicaid and NCHC processing rate	EFFICIENCY	80.00	61.15	77.76	76.44 %
Medicaid Penetration Rate	IMPACT	0.00	55.77	54.77	0.00 %
# Receiving public assistance (per 1,000)	OUTPUT	0.00	247.00	232.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	36,249,317	34,520,771	27,365,763	5.01 %
Contractual Services	968,862	1,168,992	1,168,886	-17.12 %
Commodities	168,299	168,299	148,499	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	9,545	9,545	9,545	0.00 %
Total Expense	37,396,023	35,867,607	28,692,693	4.26 %
Total Revenue	23,183,012	23,295,136	17,204,942	-0.48 %
Net County Dollars	14,213,011	12,572,471	11,487,751	13.05 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	596	6	590	8	460	8	6	(2)

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 operating impacts to the department and customers, improve program performance, worker productivity, staff policy knowledge, and customer satisfaction.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Customer satisfaction rating	CUSTOMER	84.00	90.64	93.85	107.90 %
% Mandated training provided to DSS staff timely	EFFICIENCY	100.00	100.00	100.00	100.00 %
# of case actions quality sampled	OUTPUT	0.00	1,086.00	7,979.00	0.00 %
# of DSS policy changes communicated to staff	OUTPUT	0.00	26.00	374.00	0.00 %
% of local hearings successfully resolved w/o further appeal	IMPACT	90.00	98.81	97.06	109.79 %
# of staff receiving eligibility training	OUTPUT	0.00	0	3,283.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	910,320	901,636	2,492,601	0.96 %
Contractual Services	2,380	0	0	0.00 %
Commodities	1,900	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	914,600	901,636	2,492,601	1.44 %
Total Revenue	338,490	270,490	507,996	25.14 %
Net County Dollars	576,110	631,146	1,984,605	-8.72 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	11	0	11	0	31	0	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.

Program Category: Land, Property, & Records Management

Corporate Desired Outcome: Increase Customer & Stakeholder Satisfaction

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Cost per Record Room transaction	EFFICIENCY	0.00	24.75	7.96	0.00 %
% Customer satisfaction rating (mail)	CUSTOMER	84.00	95.08	96.91	113.19 %
% Customer satisfaction rating (records)	CUSTOMER	84.00	86.39	82.92	102.85 %
Mail handling cost per volume	EFFICIENCY	0.00	0.38	0.29	0.00 %
Mail volume	OUTPUT	0.00	983,414.00	896,081.00	0.00 %
% Record request fulfillment rate	IMPACT	0.00	98.68	98.37	0.00 %
% Returned mail rate	OUTPUT	0.00	2.75	3.14	0.00 %
Total records retrieved	OUTPUT	0.00	5,242.00	5,695.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	411,432	98,689	0	316.90 %
Contractual Services	1,441,918	1,836,829	1,745,097	-21.50 %
Commodities	3,574	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,856,924	1,935,518	1,745,097	-4.06 %
Total Revenue	769,229	580,656	349,020	32.48 %
Net County Dollars	1,087,695	1,354,862	1,396,077	-19.72 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	8	0	1	0	0	0	7	0

RETIREE MEDICAL INSURANCE (DSS)

Service Description

This service provides funding to pay for the current year's projected retiree medical insurance cost.

Program Category: Employee Resource Management

Corporate Desired Outcome: Recruit & Retain High Performaning Employees

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	2,573,250	2,343,000	2,343,000	8.94 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	2,573,250	2,343,000	2,343,000	4.77 %
Total Revenue	732,900	702,900	702,900	4.27 %
Net County Dollars	1,840,350	1,640,100	1,640,100	4.80 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

SENIOR ADMINISTRATION (DSS)

Service Description

This service provides comprehensive senior leadership and oversight of the Department of Social Services.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Customer satisfaction rating	CUSTOMER	84.00	95.16	88.92	113.29 %
% Efficiency rating	EFFICIENCY	80.00	0	77.78	0.00 %
% Employee satisfaction rating	IMPACT	80.00	88.00	84.00	110.00 %
% Scorecard green lights	IMPACT	80.00	87.50	90.00	109.38 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	213,374	206,907	232,739	3.13 %
Contractual Services	9,400	9,500	201,107	-1.05 %
Commodities	0	0	231,699	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	222,774	216,407	665,545	2.94 %
Total Revenue	125,007	120,300	643,012	3.91 %
Net County Dollars	97,767	96,107	22,533	1.73 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	1	0	1	0	1	0	0	0

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.

Program Category: Aging In Place Services

Corporate Desired Outcome: Increased Independence & Self-Sufficiency

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Cost per meal served	EFFICIENCY	9.00	6.69	6.51	134.53 %
% Customer satisfaction rating	CUSTOMER	84.00	98.42	97.76	117.17 %
# of customers served	OUTPUT	0.00	2,703.00	2,455.00	0.00 %
% of meals served	EFFICIENCY	98.00	97.46	97.61	99.45 %
% participants reporting they are less hungry due to program	IMPACT	90.00	91.82	92.66	102.02 %
% participants report program helps them stay in their home	IMPACT	90.00	94.94	93.91	105.49 %
Total # of Meals Served	OUTPUT	0.00	282,355.00	277,045.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,623,171	1,636,661	1,555,291	-0.82 %
Contractual Services	1,304,703	1,133,210	1,105,000	15.13 %
Commodities	48,200	46,620	89,781	3.39 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	2,976,074	2,816,491	2,750,072	5.67 %
Total Revenue	1,101,221	928,148	943,099	18.65 %
Net County Dollars	1,874,853	1,888,343	1,806,973	-0.71 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	27	2	28	1	28	1	(1)	1

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.

Program Category: Job Training/Employment Assistance

Corporate Desired Outcome: Increased Independence & Self-Sufficiency

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Customer satisfaction rating	CUSTOMER	84.00	90.81	90.21	108.11 %
# of Work First Employment Service Families	OUTPUT	0.00	0	1,596.00	0.00 %
# of Work First Employment Service Families (Two-Parent)	OUTPUT	0.00	0	49.00	0.00 %
Participation Rate - All Families	IMPACT	0.00	0	60.97	0.00 %
Participation Rate - Two Parent Families	IMPACT	0.00	0	97.48	0.00 %
% Work First Emp. Serv. clients completing 75% of sch hours	EFFICIENCY	0.00	0	90.86	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	4,145,066	4,536,144	3,799,005	-8.62 %
Contractual Services	2,080,156	2,080,156	2,253,191	0.00 %
Commodities	4,950	4,950	4,950	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	6,230,172	6,621,250	6,057,146	-5.91 %
Total Revenue	905,880	905,880	859,004	0.00 %
Net County Dollars	5,324,292	5,715,370	5,198,142	-6.84 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	59	0	64	0	56	0	(5)	0

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	FY2016 Adopted	FY2015 Amended	FY2014 Adopted
Personnel Services & Employee Benefits	\$2,777,310	\$3,546,266	\$3,808,965
Contractual Services	\$2,123,008	\$2,714,877	\$3,210,877
Commodities	\$65,895	\$88,466	\$73,001
Other Charges	\$0	\$0	\$0
Interdepartmental	\$8,806	\$10,216	\$10,216
Capital Outlay	\$0	\$0	\$0
Total Expense	\$4,975,019	\$6,359,825	\$7,103,059
Total Revenue	\$2,092,835	\$2,439,374	\$2,426,664
Net County Dollars	\$2,882,184	\$3,920,451	\$4,676,395

Position Summary					
FY2016 Adopted		FY2015 Adopted		FY2014 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
40	0	50	2	55	2

Tax Collector

FY2016 Funding Adjustments

The following funding adjustments are approved to support the FY2016 operating budget in meeting the County's goals and objectives as approved by the Board of County Commissioners.

Investing In Our Employees

- ❖ **Reduction in Force** (\$933,060)
Decrease in funding is due to the transfer of registered motor vehicle tax collections to the North Carolina Department of Transportation.

Investing In Our Employees

- ❖ **Pay-For-Performance** \$37,320
Increase reflects the full year impact of salary increase awarded during FY2016.

Tax Collector

Service Level View

Service Name	FT	PT	FY2016 County Funding	FY2016 Total Budget	Total Adopted PY Budget
ATTORNEY (TAX)			342,000	342,000	380,000
BUSINESS TAX (TAX)	13		(365,478)	1,469,549	2,223,087
ENFORCED COLLECTIONS (TAX)	17		1,893,604	2,041,778	2,404,788
TAX ADMINISTRATION (TAX)	1		172,390	172,390	164,743
TAX SUPPORT SERVICES (TAX)	9		839,668	949,302	1,146,662
Grand Totals	40	0	2,882,184	4,975,019	6,319,280
Revenue Totals				2,092,835	2,438,909

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.

Program Category: Legal Counsel

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Average Response Time	EFFICIENCY	85.00	87.00	98.00	102.35 %
Bankruptcy proceedings	OUTPUT	0.00	246.00	633.00	0.00 %
Fee as a % of Amount Collected	EFFICIENCY	6.00	4.40	4.40	136.36 %
Foreclosures completed	OUTPUT	0.00	46.00	88.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	342,000	380,000	380,000	-10.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	342,000	380,000	380,000	-10.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	342,000	380,000	380,000	-10.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

BUSINESS TAX (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.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Customer satisfaction rating	CUSTOMER	84.00	99.00	98.00	117.86 %
Lockbox Processing Rate	OUTCOME	85.00	92.00	97.89	108.24 %
PF Collection Rate	OUTCOME	86.00	95.38	93.08	110.91 %
PL Collection Rate	OUTCOME	86.00	95.66	94.62	111.23 %
Privilege licenses processed	OUTPUT	0.00	27,940.00	29,021.00	0.00 %
RO Collection Rate	OUTCOME	86.00	99.24	98.03	115.40 %
% Telephone response rate (w/in 30 secs.)	EFFICIENCY	85.00	94.00	95.79	110.59 %
VR/UDI Collection Rate	OUTCOME	86.00	99.35	98.32	115.52 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	764,998	1,240,851	1,237,075	-38.35 %
Contractual Services	681,933	949,354	955,354	-28.17 %
Commodities	18,007	27,571	21,571	-34.69 %
Other Charges	0	0	0	0.00 %
Interdepartmental	4,611	5,311	5,311	-13.18 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,469,549	2,223,087	2,219,311	-33.90 %
Total Revenue	1,835,027	2,186,613	2,176,169	-16.08 %
Net County Dollars	(365,478)	36,474	43,142	-1102.02 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	13	0	19	0	19	0	(6)	0

ENFORCED COLLECTIONS (TAX)

Service Description

This service collects ad valorem (taxes based on value) real estate, business, personal property, and individual personal property taxes and other fees.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Collection letters generated	OUTPUT	0.00	16,900.00	134,153.00	0.00 %
% Customer satisfaction rating	CUSTOMER	84.00	97.00	98.00	115.48 %
Prior Year REI/PP Collection Rate	EFFICIENCY	23.00	22.56	23.23	98.09 %
Prior Year RMV Collection Rate	EFFICIENCY	23.00	16.94	40.05	73.65 %
Real Estate and Personal Property Collection Rate	OUTCOME	98.00	99.51	99.54	101.54 %
Registered Motor Vehicle Collection Rate	OUTCOME	85.00	91.99	93.50	108.22 %
Telephone Response Rate (within 30 seconds)	EFFICIENCY	80.00	87.00	79.41	108.75 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	1,256,710	1,326,829	1,535,096	-5.28 %
Contractual Services	748,985	1,038,568	1,419,568	-27.88 %
Commodities	31,888	34,486	28,486	-7.53 %
Other Charges	0	0	0	0.00 %
Interdepartmental	4,195	4,905	4,905	-14.48 %
Capital Outlay	0	0	0	0.00 %
Total Expense	2,041,778	2,404,788	2,988,055	-15.10 %
Total Revenue	148,174	145,800	145,000	1.63 %
Net County Dollars	1,893,604	2,258,988	2,843,055	-16.17 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	17	0	18	4	19	4	(1)	(4)

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.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Customer satisfaction rating	CUSTOMER	84.00	97.00	69.00	115.48 %
Efficiency rating	EFFICIENCY	84.00	75.00	66.60	89.29 %
% Employee Motivation & Satisfaction	OUTCOME	84.00	92.00	82.00	109.52 %
% Scorecard green lights	OUTCOME	80.00	90.00	80.90	112.50 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	172,015	164,368	152,577	4.65 %
Contractual Services	375	375	375	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	172,390	164,743	152,952	4.64 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	172,390	164,743	152,952	4.64 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	1	0	1	0	1	0	0	0

TAX SUPPORT SERVICES (TAX)

Service Description

This service receives and deposits cash received over the counter; administers distribution of funds collected to various municipalities; and handles tax customer inquiries.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Balancing Error Rate	EFFICIENCY	3.00	1.40	3.47	214.29 %
Calls handled	OUTPUT	0.00	24,509.00	36,034.00	0.00 %
% Customer satisfaction rating	CUSTOMER	84.00	95.00	95.00	113.10 %
Payments processed	OUTPUT	0.00	81,588.00	131,839.00	0.00 %
Real Estate & Personal Property Collection Rate	OUTCOME	98.00	99.51	99.54	101.54 %
Registered Motor Vehicle Collection Rate	OUTCOME	87.00	91.99	93.50	105.74 %
% Telephone response rate (w/in 30 secs.)	EFFICIENCY	75.00	74.00	55.65	98.67 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	583,587	774,138	884,217	-24.61 %
Contractual Services	349,715	346,580	455,580	0.90 %
Commodities	16,000	25,944	22,944	-38.33 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	949,302	1,146,662	1,362,741	-17.21 %
Total Revenue	109,634	106,496	105,495	2.95 %
Net County Dollars	839,668	1,040,166	1,257,246	-19.28 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	9	0	12	0	15	0	(3)	0

NON-DEPARTMENTAL PAGES



Park and Recreation, in partnership with the Carolina Panthers, GameTime and Cunningham Recreation, unveiled the new Carolina Panthers Play 60 Challenge Course at Hornets Nest Park on Thursday, May 21, 2015.

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.

Program Category: Education Support Services

Corporate Desired Outcome: Increase High School Graduation & Literacy

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
All high school seniors will graduate and post secondary ed.	OUTCOME	100.00	100.00	100.00	100.00 %
H.S. seniors will received scholarships from the 100	OUTCOME	80.00	50.00	100.00	62.50 %
Mentees will have no days of school suspension	OUTCOME	95.00	100.00	96.00	105.26 %
Mentees will improve their grade point average	OUTCOME	50.00	45.00	23.00	90.00 %
Movement of youth mentoring program mentees	OUTPUT	60.00	50.00	59.00	83.33 %
Movement of youth parents association (# of parents)	OUTPUT	0.00	49.00	55.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	20,000	15,500	15,500	29.03 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	20,000	15,500	15,500	29.03 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	20,000	15,500	15,500	29.03 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

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.

Program Category: Public and Employee Communications

Corporate Desired Outcome: Increase Citizen Awareness of County Responsibilities & Services

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	2,483,090	2,483,090	2,527,520	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	2,483,090	2,483,090	2,527,520	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	2,483,090	2,483,090	2,527,520	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

A CHILD'S PLACE (CSG)

Service Description

This service uses nationally recognized strategies on improving school attendance of children whose families are experiencing homelessness.

Program Category: Education Support Services

Corporate Desired Outcome: Increase High School Graduation & Literacy

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures under development	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	50,000	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	50,000	0	0	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	50,000	0	0	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	332,000	332,000	332,000	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	332,000	332,000	332,000	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	332,000	332,000	332,000	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

ABC PROFITS

Service Description

This service reflects the local share of ABC store revenue.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	0	0	0	0.00 %
Total Revenue	2,700,000	2,508,000	2,290,000	7.66 %
Net County Dollars	0	0	0	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

ACCOUNTING (NDP)

Service Description

This service manages and oversees all county accounting functions including accounts payable, accounts receivable, payroll, bank statement reconciliation, and cash receipts.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures are not required	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	2,407,062	2,157,062	0	11.59 %
Commodities	0	0	0	0.00 %
Other Charges	1,060,783	1,569,913	0	-32.43 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	3,467,845	3,726,975	0	-6.95 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	3,467,845	3,726,975	0	-6.95 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

ADA JENKINS FAMILIES AND CAREER DEVELOPMENT (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.

Program Category: Job Training/Employment Assistance

Corporate Desired Outcome: Increased Independence & Self-Sufficiency

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% of Employment clients that demonstrate improvement	OUTCOME	85.00	87.00	0	102.35 %
% of Financial Literacy clients that demonstrate improvement	OUTCOME	85.00	86.00	0	101.18 %
% of Life Domain clients that demonstrate improvement	OUTCOME	85.00	92.00	0	108.24 %
# of unduplicated client partners assisted by Lydia's Loft	OUTPUT	1775.00	1,627.00	0	91.66 %
# of unduplicated client partners assisted thru Food Pantry	OUTPUT	4575.00	1,922.00	0	42.01 %
# of unduplicated client partners in Life Compass program	OUTPUT	650.00	686.00	0	105.54 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	25,000	25,000	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	25,000	25,000	0	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	25,000	25,000	0	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

ADMINISTRATIVE SUPPORT (HRS)

Service Description

This service provides first point of contact customer service for departments, manages in-coming phone calls and serves walk-in customers.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	400,000	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	0	0	400,000	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	0	0	400,000	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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.

Program Category: Education Support Services

Corporate Desired Outcome: Increase High School Graduation & Literacy

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	300,000	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	300,000	0	0	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	300,000	0	0	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	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.

Program Category: Education Support Services

Corporate Desired Outcome: Increase High School Graduation & Literacy

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Decrease school absenteeism in student population	OUTCOME	25.00	0	0	0.00 %
Improved behavior in-school in student population	OUTCOME	25.00	0	0	0.00 %
Students served in Studio 345 program	OUTPUT	140.00	157.00	152.00	112.14 %
Studio 345 12th grade student graduation rate	OUTCOME	80.00	100.00	100.00	125.00 %
Studio 345 student program attendance rate	OUTPUT	85.00	85.00	85.00	100.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	350,000	350,000	350,000	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	350,000	350,000	350,000	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	350,000	350,000	350,000	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

ASSOCIATION DUES (NDP)

Service Description

This service provides funding for County affiliate professional association fees.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	259,906	259,906	259,906	0.00 %
Commodities	33,180	33,180	33,180	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	293,086	293,086	293,086	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	293,086	293,086	293,086	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

BEER & WINE TAX (NDP)

Service Description

This service provides revenue from local beer and wine sales tax.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	0	0	0	0.00 %
Total Revenue	0	0	200,000	0.00 %
Net County Dollars	0	0	0	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

BETHESDA HEALTH CENTER (CSG)

Service Description

This service provides quality and culturally primary care and health education to uninsured and low-income population in Mecklenburg County.

Program Category: Non-Communicable Illness & Disease Prevention/Treatment

Corporate Desired Outcome: Reduce Health Risks & Diseases

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
CVD Risk Factor assessment	OUTPUT	500.00	400.00	0	80.00 %
Diabetic patients with Hemoglobin A1C less than 7	OUTCOME	80.00	63.00	60.00	78.75 %
Hypertensive & Diabetic patients cholesterol level @ control	OUTCOME	60.00	52.00	0	86.67 %
Hypertensive & Diabetic patients participating in H&W activi	OUTCOME	70.00	60.00	65.00	85.71 %
Hypertensive patients with reading of 140/90	OUTCOME	85.00	65.00	65.00	76.47 %
Monthly Health and Wellness activities	OUTPUT	20.00	22.00	19.00	110.00 %
# of doctor visits provided to established patient	OUTPUT	3,500.00	3,053.00	3,198.00	87.23 %
# of pap test provided	OUTPUT	300.00	269.00	223.00	89.67 %
# of screening diagnostic mammograms provided	OUTPUT	200.00	200.00	201.00	100.00 %
# of uninsured new patients enrolled	OUTPUT	450.00	482.00	631.00	107.11 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	165,000	165,000	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	165,000	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	165,000	165,000	165,000	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	165,000	165,000	165,000	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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.

Program Category: Education Support Services

Corporate Desired Outcome: Increase High School Graduation & Literacy

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Active Number of Matches at Fiscal Year-End	OUTPUT	1,010.00	1,036.00	969.00	102.57 %
% Decrease in Truancy	OUTCOME	35.00	38.00	35.00	108.57 %
% Increased Grades Overall	OUTCOME	45.00	42.00	43.00	93.33 %
% Increased Scholastic Competency	OUTCOME	55.00	50.00	58.00	90.91 %
Total Children Served	OUTPUT	1,425.00	1,465.00	1,363.00	102.81 %
Total Children Served School Based Programming	OUTPUT	410.00	465.00	411.00	113.41 %
% With C or below average will improve grades	OUTCOME	84.00	82.00	85.00	97.62 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	50,000	40,000	40,000	25.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	50,000	40,000	40,000	25.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	50,000	40,000	40,000	25.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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.

Program Category: Education Support Services

Corporate Desired Outcome: Increase High School Graduation & Literacy

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Active number of Mentor 2.0 matches at FY end	OUTPUT	45.00	37.00	0	82.22 %
% decrease in truancy	OUTCOME	35.00	16.00	0	45.71 %
% increase in education expectations	OUTCOME	45.00	33.00	0	73.33 %
% progression to next grade	OUTCOME	90.00	71.00	0	78.89 %
Total children served	OUTPUT	1,425.00	1,465.00	0	102.81 %
Total children served by Mentoring 2.0	OUTPUT	50.00	46.00	0	92.00 %
% with C or below average will improve grades	OUTCOME	84.00	60.00	0	71.43 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	25,000	25,000	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	25,000	25,000	0	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	25,000	25,000	0	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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.

Program Category: Property/Asset Management and Maintenance

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	8,000,000	10,000,000	10,500,000	-20.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	8,000,000	10,000,000	10,500,000	-20.00 %
Total Revenue	8,000,000	10,000,000	10,500,000	-20.00 %
Net County Dollars	0	0	0	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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.

Program Category: Non-Communicable Illness & Disease Prevention/Treatment

Corporate Desired Outcome: Reduce Health Risks & Diseases

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% of Care Ring Children current with immunizations (age 2)	OUTCOME	80.00	92.00	86.00	115.00 %
% of Care Ring NFP babies born at healthy weight	OUTCOME	85.00	89.00	87.00	104.71 %
% of Care Ring NFP moms who choose to breastfeed their child	OUTCOME	80.00	89.00	87.00	111.25 %
Total # of first-time, low-income moms served	OUTPUT	175.00	203.00	173.00	116.00 %
Total # of nurse home visits completed	OUTPUT	1,700.00	1,742.00	1,401.00	102.47 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	125,500	62,500	62,500	100.80 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	125,500	62,500	62,500	100.80 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	125,500	62,500	62,500	100.80 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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.

Program Category: Regional Planning

Corporate Desired Outcome: Sustain & Enhance The Environment

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	251,530	251,530	251,530	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	66,000	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	317,530	251,530	251,530	26.24 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	317,530	251,530	251,530	26.24 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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.

Program Category: Non-Communicable Illness & Disease Prevention/Treatment

Corporate Desired Outcome: Reduce Health Risks & Diseases

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Health care visits with homeless individuals	OUTPUT	3,000.00	2,687.00	0	89.57 %
Individuals seen by clinical provider w/in 1 week of triage	OUTPUT	1,500.00	1,679.00	0	111.93 %
% receive needed immunizations	OUTCOME	10.00	14.00	0	140.00 %
% take medications as prescribed	OUTCOME	40.00	40.00	0	100.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	270,919	270,919	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	270,919	270,919	0	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	270,919	270,919	0	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

CHARLOTTE COMMUNITY HEALTH CLINIC - LOW INCOME (CSG)

Service Description

To provide acute, episodic and chronic disease medical care to uninsured, low-income, 19 years of age and older, Mecklenburg County individuals who lack access to care. This service is provided through a culturally diverse, volunteer-based organization with emphasis on education, training and community outreach.

Program Category: Non-Communicable Illness & Disease Prevention/Treatment

Corporate Desired Outcome: Reduce Health Risks & Diseases

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Cardiovas. patients with blood pres. = or less than 140/90	OUTCOME	42.00	60.00	53.00	142.86 %
Diabetic mgmt. patients will have A1C = or less than 8.5%	OUTCOME	55.00	57.00	58.00	103.64 %
Increase in healthcare access for low-income, uninsured	OUTCOME	25.00	24.00	21.00	96.00 %
% mental/behavioral health patients show improvement	OUTCOME	50.00	59.00	0	118.00 %
# mental/behavioral health visits (children and adults)	OUTPUT	1,200.00	708.00	0	59.00 %
# of flu shots and immunizations	OUTPUT	2,400.00	1,950.00	1,984.00	81.25 %
# of new CCHC patients screened for chronic disease	OUTPUT	450.00	1,183.00	834.00	262.89 %
# of pap smears and clinical breast exams	OUTPUT	700.00	337.00	0	48.14 %
# of unduplicated individuals served	OUTPUT	6,625.00	5,281.00	6,557.00	79.71 %
% Patients with positive pap smear/breast exams referred	OUTCOME	95.00	98.00	0	103.16 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	250,000	250,000	250,000	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	250,000	250,000	250,000	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	250,000	250,000	250,000	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

CHARLOTTE-MECKLENBURG HOUSING PARTNERSHIP (CSG)

Service Description

This service provides Financial Independence Training classes designed to impart the basic self-sufficiency skills and abilities to anyone who wishes to achieve financial self-sufficiency and improve their financial outlook.

Program Category: Economic/Financial Assistance

Corporate Desired Outcome: Increased Independence & Self-Sufficiency

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
# of class participants	OUTPUT	200.00	226.00	358.00	113.00 %
# of participants complete pre & post tests survey	OUTPUT	200.00	224.00	0	112.00 %
# of participants who complete three part series	OUTPUT	140.00	112.00	0	80.00 %
Participants change money management behaviors	OUTCOME	65.00	85.13	88.50	130.97 %
Participants improve credit score	OUTCOME	35.00	54.00	0	154.29 %
Participants show increased knowledge of financial principle	OUTCOME	90.00	94.00	91.00	104.44 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	50,000	50,000	-100.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	0	50,000	50,000	-100.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	0	50,000	50,000	-100.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

CITIZEN SCHOOLS (CSG)

Service Description

This service mobilizes a team of AmeriCorps educators and volunteers to expand the learning day for middle school children in Mecklenburg County.

Program Category: Education Support Services

Corporate Desired Outcome: Increase High School Graduation & Literacy

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures under development	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	50,000	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	50,000	0	0	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	50,000	0	0	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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.

Program Category: Charlotte-Mecklenburg Schools Funding

Corporate Desired Outcome: Increase High School Graduation & Literacy

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	4,960,000	4,960,000	4,960,000	0.00 %
Total Expense	4,960,000	4,960,000	4,960,000	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	4,960,000	4,960,000	4,960,000	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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.

Program Category: Charlotte-Mecklenburg Schools Funding

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	170,468,438	154,639,857	139,115,132	10.24 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	170,468,438	154,639,857	139,115,132	10.24 %
Total Revenue	58,553,025	54,035,025	50,455,025	8.36 %
Net County Dollars	111,915,413	100,604,832	88,660,107	11.24 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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.

Program Category: Charlotte-Mecklenburg Schools Funding

Corporate Desired Outcome: Increase High School Graduation & Literacy

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted*	FY 2015 Adopted* ¹	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	406,202,352	393,276,594	356,544,548	3.29 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	406,202,352	393,276,594	356,544,548	3.29 %
Total Revenue	6,300,000	7,340,000	2,300,000	-14.17 %
Net County Dollars	399,902,352	385,936,594	354,244,548	3.62 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

*Includes one-time fund balance allocation.

¹In FY15, \$7.3 million of CMS Operating was designated by the Board for CMS employee salary increases. This amount was increased by \$4.9 million due to State funding decisions that occurred post adoption.

COMMUNITIES IN SCHOOLS (CSG)

Service Description

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

Program Category: Education Support Services

Corporate Desired Outcome: Increase High School Graduation & Literacy

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Academic/Attendance Monitoring & Assistance	OUTPUT	18,300.00	28,615.00	27,682.00	156.37 %
Critical Needs (Basic Resources and Health Services)	OUTPUT	25,700.00	20,230.00	23,369.00	78.72 %
% Graduation rate*	OUTCOME	91.00	0	0	0.00 %
Motivation and Behavior Interventions	OUTPUT	20,700.00	36,505.00	36,894.00	176.35 %
# of college awareness and career exploration services	OUTPUT	9,000.00	12,042.00	9,710.00	133.80 %
# of unduplicated individuals served	OUTPUT	5,800.00	5,875.00	5,612.00	101.29 %
% participants with consistent daily school attendance	OUTCOME	86.00	88.00	0	102.33 %
# receiving family support and involvement services	OUTPUT	6,300.00	9,174.00	7,528.00	145.62 %
% stay in school*	OUTCOME	98.00	0	0	0.00 %
% student promotion rate*	OUTCOME	85.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	1,063,000	1,063,000	1,063,000	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,063,000	1,063,000	1,063,000	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	1,063,000	1,063,000	1,063,000	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

*Performance data not available at the time of publication.

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

Program Category: Job Training/Employment Assistance

Corporate Desired Outcome: Increased Independence & Self-Sufficiency

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Number of applicants to the program	OUTPUT	125.00	200.00	180.00	160.00 %
Number of donated meals prepared and served to those in need	OUTPUT	4,200.00	6,259.00	4,731.00	149.02 %
Number of Friendship Tray meals prepared/delivered	OUTPUT	35,000.00	35,336.00	161,922.00	100.96 %
Number of students enrolled	OUTPUT	75.00	52.00	80.00	69.33 %
Percentage of students completed Serv/Safe certification	OUTCOME	90.00	94.00	73.00	104.44 %
Percentage of students graduated	OUTCOME	80.00	88.00	82.00	110.00 %
Percentage of students hired upon graduation	OUTCOME	80.00	88.00	76.00	110.00 %
Percentage of students working 6 mos. after graduation	OUTCOME	70.00	78.00	77.00	111.43 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	60,000	60,000	40,000	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	60,000	60,000	40,000	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	60,000	60,000	40,000	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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.

Program Category: CPCC Education Funding

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	11,434,588	11,893,214	13,673,551	-3.86 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	11,434,588	11,893,214	13,673,551	-3.86 %
Total Revenue	1,069,644	1,093,848	1,177,207	-2.21 %
Net County Dollars	10,364,944	10,799,366	12,496,344	-4.02 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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.

Program Category: CPCC Education Funding

Corporate Desired Outcome: Increase High School Graduation & Literacy

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted*	FY 2015 Adopted*	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	35,229,083	32,884,482	30,683,974	7.13 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	35,229,083	32,884,482	30,683,974	7.13 %
Total Revenue	1,555,134	800,000	0	94.39 %
Net County Dollars	33,673,949	32,084,482	30,683,974	4.95 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

*Includes one-time fund balance allocation.

CPCC-WTVI MERGER (CPC)

Service Description

This service provides transitional funding for equipment and technology expenses associated with the CPCC-WTVI merger.

Program Category: CPCC Education Funding

Corporate Desired Outcome: Increase High School Graduation & Literacy

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	200,000	200,000	200,000	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	200,000	200,000	200,000	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	200,000	200,000	200,000	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	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.

Program Category: Non-Communicable Illness & Disease Prevention/Treatment

Corporate Desired Outcome: Reduce Health Risks & Diseases

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted*	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	390,000	390,000	-100.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	0	390,000	390,000	-100.00 %
Total Revenue	0	390,000	0	-100.00 %
Net County Dollars	0	0	390,000	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

*Includes one-time fund balance allocation.

DEBT SERVICE (NDP)

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.

Program Category: Debt Service

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	53,333,894	61,205,963	55,496,101	-12.86 %
Other Charges	64,574,629	65,894,036	78,390,236	-2.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	117,908,523	127,099,999	133,886,337	-7.23 %
Total Revenue	237,588,880	235,615,923	232,158,666	0.84 %
Net County Dollars	115,278,523	123,505,388	130,802,105	-6.66 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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.

Program Category: Non-Communicable Illness & Disease Prevention/Treatment

Corporate Desired Outcome: Reduce Health Risks & Diseases

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	12,430,000	12,430,000	12,430,000	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	12,430,000	12,430,000	12,430,000	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	12,430,000	12,430,000	12,430,000	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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.

Program Category: Employee Resource Management

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	5,893,013	4,821,117	4,800,000	22.23 %
Contractual Services	20,000	20,000	0	0.00 %
Commodities	30,000	30,000	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	5,943,013	4,871,117	4,800,000	22.01 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	5,943,013	4,871,117	4,800,000	22.01 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

EMPLOYEE LEARNING SERVICES (NDP)

Service Description

This service provides county-wide training and development services, including organizational development, skill development and required organizational training programs.

Program Category: Employee Resource Management

Corporate Desired Outcome: Increase Employee Knowledge, Skills & Abilities

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	916,088	916,088	916,088	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	916,088	916,088	916,088	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	916,088	916,088	916,088	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

EMPLOYEE MARKET ADJUSTMENT (NDP)

Service Description

This service provides funding for the market rate adjustments to County employee positions.

Program Category: Employee Resource Management

Corporate Desired Outcome: Increase Employee Motivation & Satisfaction

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	230,000	0	1,500,000	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	230,000	0	1,500,000	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	230,000	0	1,500,000	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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.

Program Category: Public Safety & Security

Corporate Desired Outcome: Increase Safety & Security of Residents

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	4,363,660	3,912,373	3,635,500	11.53 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	4,363,660	3,912,373	3,635,500	11.53 %
Total Revenue	4,363,660	3,912,373	3,635,500	11.53 %
Net County Dollars	0	0	0	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

FIRST BAPTIST CHURCH WEST (CSG)

Service Description

This service provides structured academic and fine arts program for mostly at-risk students attending high poverty schools through the Clara H. Jones Summer Institute.

Program Category: Education Support Services

Corporate Desired Outcome: Increase High School Graduation & Literacy

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Enroll rising 1st-9th grade students in Summer Institute	OUTPUT	100.00	129.00	105.00	129.00 %
Hire academic and fine arts teachers for Summer Institute	OUTPUT	13.00	15.00	13.00	115.38 %
Students will achieve a increase in grade-level literacy	OUTCOME	30.00	0	53.00	0.00 %
Students will achieve a increase in grade-level math	OUTCOME	30.00	0	55.00	0.00 %
Students will demo. proficiency/progress in fine arts	OUTCOME	70.00	91.00	89.00	130.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	75,000	75,000	75,000	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	75,000	75,000	75,000	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	75,000	75,000	75,000	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

GOODWILL INDUSTRIES (CSG)

Service Description

This service provides specific job skills in industries with available jobs, this program particularly provides construction skills training. Their client base is individuals with one or more barrier to employment.

Program Category: Job Training/Employment Assistance

Corporate Desired Outcome: Increased Independence & Self-Sufficiency

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures under development	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	50,000	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	50,000	0	0	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	50,000	0	0	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

HOPE HAVEN, INC (CSG)

Service Description

This service provides workforce vocational training and job readiness to residents through on-site programs that allow residents to secure and maintain employment as they seek to live independently.

Program Category: Job Training/Employment Assistance

Corporate Desired Outcome: Increased Independence & Self-Sufficiency

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures under development	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	41,500	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	41,500	0	0	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	41,500	0	0	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

INTERNATIONAL HOUSE (CSG)

Service Description

This service provides the Rising Reader program, in partnership with CMS, which includes summer English learning opportunities for elementary school students who do not speak English at home.

Program Category: Education Support Services

Corporate Desired Outcome: Increase High School Graduation & Literacy

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
# of school sites	OUTPUT	6.00	6.00	0	100.00 %
# of students	OUTPUT	450.00	408.00	0	90.67 %
% of students maintaining English fluency	OUTCOME	90.00	0	0	0.00 %
% of students showing exemplary growth	OUTCOME	30.00	0	0	0.00 %
% of students showing significant growth	OUTCOME	65.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	50,000	50,000	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	50,000	50,000	0	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	50,000	50,000	0	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

JUNIOR ACHIEVEMENT (CSG)

Service Description

This service enters local classrooms and trains the next generation with valuable workforce readiness, entrepreneurship, and financial literacy programs.

Program Category: Economic/Financial Assistance

Corporate Desired Outcome: Increased Independence & Self-Sufficiency

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Average Student Knowledge Gain*	OUTCOME	20.00	0	32.00	0.00 %
Educator Review of Classes as Positive Addition*	OUTCOME	80.00	0	97.00	0.00 %
Elementary Students Served	OUTPUT	41,686.00	32,518.00	30,066.00	78.00 %
High School Students Served	OUTPUT	2,858.00	2,249.00	921.00	78.69 %
Mecklenburg County Students Served	OUTPUT	19,044.00	21,995.00	19,879.00	115.50 %
Middle Grades Students Served	OUTPUT	2,620.00	2,049.00	2,261.00	78.21 %
Number of Participating Volunteers	OUTPUT	4,400.00	3,678.00	3,027.00	83.59 %
Positive Answers on Self-Esteem/Efficacy Questions*	OUTCOME	75.00	0	78.00	0.00 %
Post-Test Increased Correct Answers*	OUTCOME	0.00	0	0	0.00 %
% student knowledge gain in Mecklenburg*	OUTCOME	25.00	0	0	0.00 %
Total Number of Students Served	OUTPUT	47,164.00	36,816.00	33,248.00	78.06 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	20,000	20,000	20,000	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	20,000	20,000	20,000	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	20,000	20,000	20,000	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

*Performance data not available at the time of publication.

LAKE NORMAN MARINE COMMISSION (NDP)

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.

Program Category: Personal Injury Prevention & Protection

Corporate Desired Outcome: Increase Safety & Security of Residents

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	27,000	21,584	21,584	25.09 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	27,000	21,584	21,584	25.09 %
Total Revenue	2,077	0	0	0.00 %
Net County Dollars	24,923	21,584	21,584	15.47 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

LAKE WYLIE MARINE COMMISSION (NDP)

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.

Program Category: Personal Injury Prevention & Protection

Corporate Desired Outcome: Increase Safety & Security of Residents

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	25,000	23,675	23,675	5.60 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	25,000	23,675	23,675	5.60 %
Total Revenue	1,325	0	0	0.00 %
Net County Dollars	23,675	23,675	23,675	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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.

Program Category: Job Training/Employment Assistance

Corporate Desired Outcome: Increased Independence & Self-Sufficiency

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% clients id as victim of labor abuse att. Labor Rights Workshop	OUTCOME	95.00	85.00	89.00	89.47 %
% clients in Small Business with increased understanding	IMPACT	75.00	87.00	78.00	116.00 %
% clients with greater capacity to perform well in a job	IMPACT	95.00	89.00	94.00	93.68 %
% clients with greater understanding of job search	IMPACT	75.00	74.50	71.00	93.33%
# of clients receiving small business develop. support	OUTPUT	100.00	78.00	86.00	78.00 %
# of clients that have found employment due to LAC services	OUTPUT	100.00	13.00	55.00	13.00 %
# of labor rights cases managed	OUTPUT	160.00	152.00	153.00	95.00 %
# of new job postings in the Job Bank	OUTPUT	400.00	176.00	444.00	44.00 %
# of unduplicated individuals served	OUTPUT	1,100.00	971.00	1,147.00	88.27 %
# of visits to the Job Bank	OUTPUT	1,000.00	615.00	643.00	55.90 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	50,000	50,000	50,000	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	50,000	50,000	50,000	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	50,000	50,000	50,000	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

LESD (NDP)

Service Description

This service finances law enforcement services to the unincorporated areas of the County.

Program Category: Public Safety & Security

Corporate Desired Outcome: Increase Safety & Security of Residents

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	15,668,995	14,497,899	13,799,422	8.08 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	15,668,995	14,497,899	13,799,422	8.08 %
Total Revenue	14,988,995	13,817,899	13,119,422	8.48 %
Net County Dollars	680,000	680,000	680,000	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

LEVINE JEWISH COMMUNITY CENTER (CSG)

Service Description

This service seeks to prevent health risks and disease for adults ages 50 years and above through routine physical activity.

Program Category: Aging In Place Services

Corporate Desired Outcome: Increased Independence & Self-Sufficiency

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
# of participants in flu shots	OUTPUT	110.00	116.00	117.00	105.45 %
# of seniors participating in Chair Yoga	OUTPUT	50.00	72.00	42.00	144.00 %
# of seniors participating in Exercise Class	OUTPUT	65.00	27.00	55.00	41.54 %
# of seniors participating in Pickleball	OUTPUT	42.00	123.00	44.00	292.86 %
# of seniors participating in Tai Chi	OUTPUT	50.00	56.00	27.00	112.00 %
# of seniors receiving Vial of Life packet	OUTPUT	400.00	189.00	420.00	47.25 %
Participants engaging in exercise classes improve balance	OUTCOME	83.00	73.00	93.00	87.95 %
Participants engaging in exercise classes improve phy health	OUTCOME	90.00	100.00	78.00	111.11 %
Participants in exercise program report imp quality of life	OUTCOME	85.00	100.00	100.00	117.65 %
Participants will have access to nutritional meal 3Xs week	OUTCOME	100.00	100.00	100.00	100.00 %
Seniors will participate in exercise class 3X's per week	OUTCOME	85.00	77.00	100.00	90.59 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	50,000	50,000	-100.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	0	50,000	50,000	-100.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	0	50,000	50,000	-100.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

MECKLINK (MCO)

Service Description

This service includes County funding for the Behavioral Health Services Financial Management company (Medicaid Waiver).

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	17,693,300	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	0	0	17,693,300	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	0	0	17,693,300	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	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.

Program Category: Economic/Financial Assistance

Corporate Desired Outcome: Increased Independence & Self-Sufficiency

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% Clients compliant w/doctor's order for medication	IMPACT	90.00	100.00	97.00	111.11 %
% Clients w/reduced hospital admiss. due to chronic diseases	IMPACT	70.00	87.00	14.00	124.29 %
% Clients w/reduced visits to ER for chronic diseases	IMPACT	10.00	9.00	17.00	90.00 %
Cost per client	OUTPUT	98.00	63.00	65.57	155.56 %
Healthcare costs avoided for the top four diseases	OUTPUT	12,000,000.00	12,000,000.00	12,000,000.00	100.00 %
% of clients with reduction in ER visits	IMPACT	20.00	13.00	0	65.00 %
% of patients indicate did not visit ER for daily medication	IMPACT	50.00	74.00	0	148.00 %
# of prescriptions dispensed (30 days/ Meck Co.)	OUTPUT	80,000.00	74,316.00	76,157.00	92.90 %
# of unduplicated individuals served (Meck Co.)	OUTPUT	10,500.00	12,020.00	4,269.00	114.48 %
Pharmacy costs avoided (AWP Meck Co.)	OUTPUT	11,000,000.00	12,654,046.00	9,792,126.00	115.04 %
Total # of patients served through the mail	OUTPUT	17,000.00	16,503.00	0	97.08 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	500,000	500,000	400,000	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	500,000	500,000	400,000	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	500,000	500,000	400,000	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

MT ISLAND LAKE MARINE COMMISSION (NDP)

Service Description

This service provides safety and security information to boaters, residents and citizens that use Mountain Island Lake.

Program Category: Personal Injury Prevention & Protection

Corporate Desired Outcome: Increase Safety & Security of Residents

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	23,040	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	0	0	23,040	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	0	0	23,040	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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.

Program Category: Economic/Financial Assistance

Corporate Desired Outcome: Increased Independence & Self-Sufficiency

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	1,500,000	1,500,000	225,000	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	1,500,000	1,500,000	225,000	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	1,500,000	1,500,000	225,000	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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.

Program Category: Employee Resource Management

Corporate Desired Outcome: Recruit & Retain High Performaning Employees

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted*	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee 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 Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	8,000,000	8,000,000	8,000,000	0.00 %
Total Revenue	8,000,000	0	0	0.00 %
Net County Dollars	0	8,000,000	8,000,000	-100.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

*Includes one-time fund balance allocation.

PAY AS YOU GO CAPITAL FUNDING (NDP)

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.

Program Category: Debt Service

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted*	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	35,110,860	34,687,590	33,432,750	1.22 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	35,110,860	34,687,590	33,432,750	1.22 %
Total Revenue	5,851,000	0	0	100.00 %
Net County Dollars	29,259,860	34,687,590	33,432,750	-15.65 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

*Includes one-time fund balance allocation.

PYHSICIANS 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.

Program Category: Non-Communicable Illness & Disease Prevention/Treatment

Corporate Desired Outcome: Reduce Health Risks & Diseases

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
# clients established with medical home	OUTPUT	2,900.00	3,206.00	3,633.00	110.55 %
Emergency dept visits per 1,000 clients per month	OUTCOME	30.00	18.00	18.00	166.67 %
PRO patients w/ diabetes/cardio with no hosp or ER visits	OUTCOME	70.00	83.00	0	118.57 %
Service value not billed (\$ millions)	OUTCOME	10,000,000.00	10,925,355.00	7,200,000.00	109.25 %
# total clients served	OUTPUT	3,150.00	3,426.00	3,866.00	108.76 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	250,000	250,000	250,000	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	250,000	250,000	250,000	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	250,000	250,000	250,000	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

PROCUREMENT (JCC)

Service Description

This service provides an organized efficient method for purchasing supplies and other resources on behalf of the County and the City of Charlotte.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	773,167	773,167	745,452	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	773,167	773,167	745,452	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	773,167	773,167	745,452	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	100,000	100,000	100,000	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	100,000	100,000	100,000	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	100,000	100,000	100,000	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

PROPERTY DISCOVERIES (NDP)

Service Description

Funding to conduct audits of business personal property listings, ensuring statutory compliance and property tax equity.

Program Category: Land, Property, & Records Management

Corporate Desired Outcome: Increase Customer & Stakeholder Satisfaction

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	300,000	1,250,000	-100.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	0	300,000	1,250,000	-100.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	0	300,000	1,250,000	-100.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

READ CHARLOTTE (NDP)

Service Description

This service provides 5-year funding for a community initiative to double the percentage of 3rd grade students reading at grade level by 2025.

Program Category: Education Support Services

Corporate Desired Outcome: Increase High School Graduation & Literacy

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted*	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	500,000	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	500,000	0	0	0.00 %
Total Revenue	500,000	0	0	0.00 %
Net County Dollars	0	0	0	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

*Includes one-time fund balance allocation.

RETIREE MEDICAL INSURANCE (NDP)

Service Description

This service provides funding to pay for the current year's projected retiree medical insurance cost.

Program Category: Employee Resource Management

Corporate Desired Outcome: Recruit & Retain High Performaning Employees

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	9,549,814	9,228,614	9,228,614	3.48 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	9,549,814	9,228,614	9,228,614	3.48 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	9,549,814	9,228,614	9,228,614	3.48 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

REVENUES (NDP)

Service Description

This service provides non-departmental revenue such as franchise and parking fees.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	0	0	0	0.00 %
Total Revenue	911,547,235	887,761,265	840,694,202	2.68 %
Net County Dollars	(2,896,000)	(2,896,000)	(3,270,293)	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

SENIOR ACTIVITIES AND SERVICES (CSG)

Service Description

This service, formerly known as Levine Senior Center, provides activities to help keep seniors healthy, improve their fitness and help them to do the tasks needed to maintain independent living.

Program Category: Aging In Place Services

Corporate Desired Outcome: Increased Independence & Self-Sufficiency

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Increased ability to manage chronic disease	OUTCOME	76.00	83.00	0	109.21 %
Increased endurance and strength	OUTCOME	84.00	88.00	88.25	104.76 %
# of endurance class participants	OUTPUT	400.00	937.00	827.00	234.25 %
# of flexibility classes	OUTPUT	81.00	174.00	83.00	214.81 %
# of health management class participants	OUTPUT	169.00	93.00	27.00	55.03 %
# of health seminars, health fairs, and support groups	OUTPUT	820.00	824.00	824.00	100.49 %
# of strengthening class participants	OUTPUT	110.00	361.00	302.00	328.18 %
Preventative Healthcare Screenings identify seniors @ risk	OUTCOME	63.00	45.00	0	71.43 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	70,000	70,000	65,000	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	70,000	70,000	65,000	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	70,000	70,000	65,000	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	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.

Program Category: Non-Communicable Illness & Disease Prevention/Treatment

Corporate Desired Outcome: Reduce Health Risks & Diseases

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% of clients that are pre-diabetic	OUTCOME	20.00	25.00	0	125.00 %
% of clients with diabetes with acceptable readings	OUTCOME	40.00	42.00	40.00	105.00 %
% of clients with hypertension with acceptable readings	OUTCOME	60.00	71.00	65.00	118.33 %
# of days a provider is present in the clinic	OUTPUT	134.00	161.00	0	120.15 %
# of prescriptions enabled by clinic provider	OUTPUT	433.00	456.00	0	105.31 %
# of provider visits	OUTPUT	780.00	786.00	861.00	100.77 %
# of total clinic visits	OUTPUT	4,143.00	4,477.00	5,086.00	108.06 %
# of unduplicated individuals served	OUTPUT	946.00	1,036.00	926.00	109.51 %
# of unique client provider visits	OUTPUT	402.00	510.00	494.00	126.87 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	69,000	69,000	60,000	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	69,000	69,000	60,000	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	69,000	69,000	60,000	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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.

Program Category: IT Resource Mgmt

Corporate Desired Outcome: High Customer Satisfaction

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted*	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	6,000,000	9,980,000	6,500,000	-39.88 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	6,000,000	9,980,000	6,500,000	-39.88 %
Total Revenue	6,000,000	9,980,000	6,500,000	-39.88 %
Net County Dollars	0	0	0	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

*Includes one-time fund balance allocation.

TEEN HEALTH CONNECTION, INC. (CSG)

Service Description

This service provides comprehensive, individualized clinical health education services to teens and caregivers in Mecklenburg County.

Program Category: Non-Communicable Illness & Disease Prevention/Treatment

Corporate Desired Outcome: Reduce Health Risks & Diseases

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures under development	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	50,000	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	50,000	0	0	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	50,000	0	0	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

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.

Program Category: IT Resource Mgmt

Corporate Desired Outcome: Optimize Technology

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	2,635,109	2,635,109	2,635,109	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	2,635,109	2,635,109	2,635,109	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	2,635,109	2,635,109	2,635,109	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

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.

Program Category: Job Training/Employment Assistance

Corporate Desired Outcome: Increased Independence & Self-Sufficiency

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
# attending LifeWorks! orientation	OUTPUT	500.00	0	406.00	0.00 %
% clients employment ready	OUTCOME	65.00	0	62.00	0.00 %
% clients who become employed	OUTCOME	50.00	0	45.00	0.00 %
% clients who become employed and are not rearrested	OUTCOME	85.00	0	98.00	0.00 %
% clients who maintain a job for 4 months	OUTCOME	82.00	0	80.00	0.00 %
% clients who will be matched with an internship/volunteer	OUTCOME	50.00	0	34.00	0.00 %
# of clients	OUTPUT	1,000.00	0	771.00	0.00 %
# of graduates	OUTPUT	325.00	0	252.00	0.00 %
# participating in LifeWorks! program	OUTPUT	400.00	0	353.00	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	50,000	50,000	50,000	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	50,000	50,000	50,000	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	50,000	50,000	50,000	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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.

Program Category: Employee Resource Management

Corporate Desired Outcome: Recruit & Retain High Performaning Employees

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	400,000	1,000,000	1,400,000	-60.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	400,000	1,000,000	1,400,000	-60.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	400,000	1,000,000	1,400,000	-60.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	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.

Program Category: Financial Management/Fiscal Control

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	125,000	125,000	125,000	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	125,000	125,000	125,000	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	125,000	125,000	125,000	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	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.

Program Category: Job Training/Employment Assistance

Corporate Desired Outcome: Increased Independence & Self-Sufficiency

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
% in life skills training incl. financial literacy	OUTCOME	90.00	93.00	87.00	103.33 %
Number of unduplicated individuals served	OUTPUT	550.00	627.00	596.00	114.00 %
% of individuals achieve certification and are in placement	OUTCOME	75.00	96.00	93.00	128.00 %
# of individuals enrolled in the 21st Century program	OUTPUT	550.00	627.00	596.00	114.00 %
% of individuals who complete 21st Century and pass exam	OUTCOME	75.00	94.00	97.00	125.33 %
# of participants who complete 21st Century program	OUTPUT	440.00	509.00	466.00	115.68 %
# of participants who complete training and are employed	OUTPUT	211.00	372.00	296.00	176.30 %
# of participants who pass certifying exams	OUTPUT	286.00	505.00	456.00	176.57 %
% participants who complete training who will be employed	OUTCOME	74.00	73.00	71.00	98.65 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	50,000	50,000	50,000	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	50,000	50,000	50,000	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	50,000	50,000	50,000	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

VEHICLE RESERVE (NDP)

Service Description

This service provides a stable funding source for fleet replacement.

Program Category: Property/Asset Management and Maintenance

Corporate Desired Outcome: Improve Financial Management

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance Measures do not exist	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted*	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	0	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	2,000,000	4,800,000	2,000,000	-58.33 %
Total Expense	2,000,000	4,800,000	2,000,000	-58.33 %
Total Revenue	2,000,000	4,800,000	2,000,000	-58.33 %
Net County Dollars	0	0	0	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

*Includes one-time fund balance allocation.

YMCA Y-READERS (CSG)

Service Description

This service provides literacy instruction, writing and comprehension skills to CMS elementary students who are at risk of failing the 3rd grade End of Grade test. This service is an after school and a summer camp program.

Program Category: Education Support Services

Corporate Desired Outcome: Increase High School Graduation & Literacy

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
# of K-3 students served during after school lit. instruct	OUTPUT	208.00	112.00	199.00	53.85 %
# of K-3 students served during summer literacy instruction	OUTPUT	528.00	527.00	492.00	99.81 %
# of students represented by a parent at a workshop	OUTPUT	525.00	364.00	522.00	69.33 %
# of unduplicated individuals served	OUTPUT	700.00	639.00	691.00	91.29 %
% parents reporting enhanced family well-being	OUTCOME	85.00	94.00	96.00	110.59 %
% students will raise their reading scores over a school yr.	OUTCOME	85.00	97.00	98.00	114.12 %
% students will raise their reading scores over the summer	OUTCOME	85.00	86.00	86.00	101.18 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	185,000	185,000	148,000	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	185,000	185,000	148,000	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	185,000	185,000	148,000	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

YWCA OF THE CENTRAL CAROLINAS, INC.(CSG)

Service Description

This service provides a nationally recognized literacy program that serves K-3rd graders who are reading below grade level.

Program Category: Education Support Services

Corporate Desired Outcome: Increase High School Graduation & Literacy

Measurable Goals	Measure Type	FY 2015 Target	FY 2015 Actual	FY 2014 Actual	% of 2015 Target
Performance measures under development	NOINDICATOR	0.00	0	0	0.00 %

Financial Overview	FY 2016 Adopted	FY 2015 Adopted	FY 2014 Adopted	% Change from FY15 to FY16
Personnel Services & Employee Benefits	0	0	0	0.00 %
Contractual Services	50,000	0	0	0.00 %
Commodities	0	0	0	0.00 %
Other Charges	0	0	0	0.00 %
Interdepartmental	0	0	0	0.00 %
Capital Outlay	0	0	0	0.00 %
Total Expense	50,000	0	0	0.00 %
Total Revenue	0	0	0	0.00 %
Net County Dollars	50,000	0	0	0.00 %

Position Summary	FY 2016 Adopted		FY 2015 Adopted		FY 2014 Adopted		Change From FY15 to FY16	
	FT	PT	FT	PT	FT	PT	FT	PT
Position Counts	0	0	0	0	0	0	0	0

CAPITAL IMPROVEMENT PROGRAM



A Tobacco-Free Mecklenburg Kick-Off event was held on March 18, 2015 to educate employees and residents on the Smoke-Free Government Grounds Board of Health Rule (BOH) and the Tobacco-Free Parks ordinance.

Introduction
Capital Projects
Project Financing

Mecklenburg County Executive Summary Capital Improvement Plan

Overview

Mecklenburg County is in the third year of the FY2014-FY2018 Capital Improvement Plan (CIP). The total cost for the FY2014-FY2018 CIP is approximately \$1.08 billion.

The County defines the Capital Improvement Plan as a five-year strategic plan (four-year capital plan and one-year budget). 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 projects for Charlotte-Mecklenburg Schools (CMS), Central Piedmont Community College (CPCC) and the Charlotte-Mecklenburg Library. The plan is updated annually, provides a comprehensive approach 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 two parts. The first part of the BOCC authorized funding for the FY2014 projects which allowed the completion of the majority of capital projects previously ranked in FY2009. The second part of the plan, FY2015-FY2018 allowed for the introduction of new capital projects to the capital process.

The BOCC approved original CIP FY2014-FY2018 includes a total of 116 projects. These projects are classified into five capital categories:

Central Piedmont Community College (CPCC)-**10 projects**

Charlotte-Mecklenburg Schools (CMS)-**26 projects**

Government Facility-**10 projects**

Library-**4 projects**

Park & Recreation-**66 projects**

Of the 116 capital projects, in FY2014, the BOCC approved 41 capital projects and in FY2015-FY2018 approved 75 capital projects. There were four projects added in FY2016 for a total of 120.

FY2016 –Capital Project Highlights

In FY2016, the BOCC approved project ordinances for 20 projects in the original approved capital plan, four new capital projects, capital budget adjustments for Parks to existing projects and funding for deferred maintenance.

The two tables below reflect the core of the FY2016 capital projects.

FY2016 Approved Capital Projects

Dept	Project Name	Project Cost
CMS	East Mecklenburg High School	\$12,744,000
CMS	Northwest School	12,420,000
CMS	South Mecklenburg High School	18,360,000
CPCC	Harper Campus Phase IV	41,250,000
CPCC	Levine Campus Phase III	31,100,000
GOVT. FAC.	Board of Elections Renovation	3,118,000
GOVT. FAC.	Medic Relocation	48,344,000
LIB	West Boulevard Renovation	4,742,000
PRK	Four Mile Creek GWY	175,000
PRK	Hucks Road Regional Park	3,600,000
PRK	Huntersville Recreation Center Improvement	1,500,000
PRK	Jetton Park Picnic Shelters	1,000,000
PRK	Land Acquisition- Open Space	6,600,000
PRK	Linda Lake Neighbor Park	600,000
PRK	Little Sugar Creek GWY	3,600,000
PRK	McDowell Creek GWY (Taybrook Dr. to Baylis Dr)	2,500,000
PRK	Progress Park Shelter	200,000
PRK	Robert C. Bradford Regional Park (3 synthetic ball fields)	2,950,000
PRK	Stevens Creek Nature Preserve	7,200,000
PRK	Thomas McAllister Winget Park Improvement	2,950,000
Total Cost		\$204,953,000

FY2016 CIP Updates-New Projects and Existing Budget Adjustments

Project Name	Cost
Carolina Theater	\$4,200,000
Charlotte-Mecklenburg Schools Academies	4,000,000
Park & Recreation- Deferred Maintenance	4,288,500
Park & Recreation- Existing Project Budget Adjustments	4,466,665
Queens Tennis Complex	3,800,000
Second Ward Gym	2,500,000
Total Cost	\$23,255,165

During FY2015, the BOCC approved significant changes to the Comprehensive Government Facilities Master Plan that affect the approved FY2014-FY2018 CIP. The new Plan has a theme of "Bringing Mecklenburg County to You" and calls for the creation of Community Resource Centers. The Centers will assist in providing County customers with the highest quality of service by accessing multiple services at a single location within their communities. Also, the Plan calls for needed investments in new and existing County-Owned facilities that create a better work environment for employees and customers.

The initial phase of the revised Master plan is expected to be accommodated in the \$174.8M government facilities project budgets.

CIP Funding

The FY2014-FY2018 CIP with the additional updated FY2016 projects will cost the County \$1.08 billion. The FY2014 - FY2016 projects have been approved and funded in the amount of \$687.20 million. The FY2017-FY2018 projects (totals \$393.92 million) have been approved. Funding will be appropriated when the County Manager presents the capital project ordinances at the beginning of the appropriate fiscal year.

The FY2014-FY2018 CIP calls for the issuance of \$100 million in bonds per fiscal year. The costs to implement all approved projects are expected to extend beyond FY2018. The table below reflects available funding sources based on the spending plan of each fiscal year in the plan.

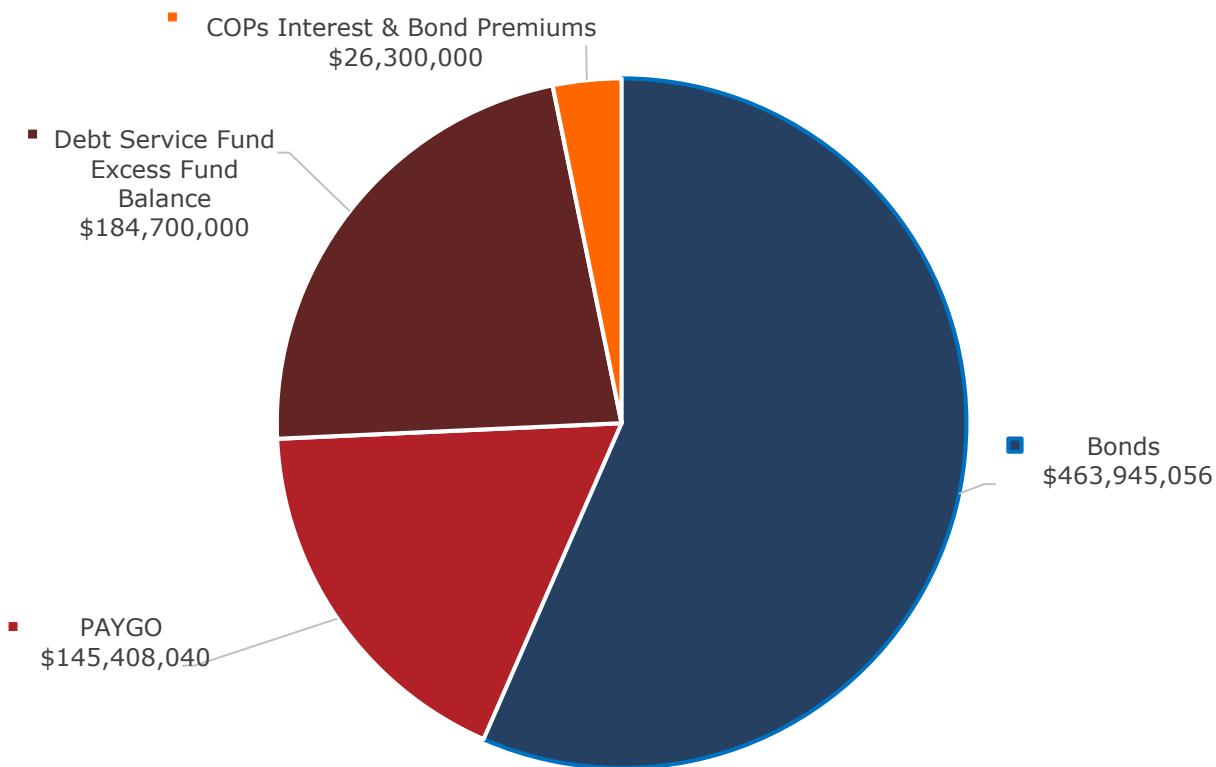
Available Financing Sources by Planned Expenses

Category	Available Funding Sources					5 Year Total
	FY2014	FY2015	FY2016	FY2017	FY2018	
Bonds	\$63,945,056	\$100,000,000	\$100,000,000	\$100,000,000	\$100,000,000	\$463,945,056
PAYGO - 3 cents	3,300,000	34,688,000	35,100,000	35,802,000	36,518,040	145,408,040
Debt Service-Fund Balance	-	48,900,000	60,800,000	35,000,000	40,000,000	184,700,000
COPs Interest and Bond Premiums	-	17,300,000	9,000,000	-	-	26,300,000
Total	\$67,245,056	\$200,888,000	\$204,900,000	\$170,802,000	\$176,518,040	\$820,353,096

Anticipated financing for future planned years is not displayed on this chart.

Capital Project Funding Options-5 Year Total

The graph reflects the County's funding options for the FY2014-FY2018 Capital Plan.



The CIP Ranking Process

The CIP for FY2014-FY2018 is the first capital budget process since FY2009 whereby departments and business partners submitted new capital projects for consideration. The projects submitted for the CIP totaled 149 and 116 projects were approved. The County CIP Review Committee evaluated all submitted capital projects for FY2014-FY2018. The projects were prioritized based on the ranking criteria approved by the BOCC.

Rating Criteria	Definition / Explanation	FY14 Points
Mandates / Contractual	Extent to which a project helps the County meets federal / state mandates or contractual obligations. (Mandates will be based on the Choice Matrix with definition for levels below). Mandated vs. Discretionary No Program Choice / No Funding Choice No Program Choice / Funding Choice Program Choice / No Funding Choice Program Choice / Funding Choice Needed for Contractual obligation Not needed for Contractual obligation	5 - 20 0 - 5 20 15 10 5 5 0
Building Safety	Extent to which a project addresses a safety hazard to public or employees based on risk level. Definition for levels is below. Risk is Critical Risk is High Risk is Low No Risk involved	0 - 20 20 13 6 0
Economic Outcome	Extent to which project enhances economic development in county using the Business Investment Program model. 100% - 76% Net Present Value 75% - 51% Net Present Value 50% - 26% Net Present Value 25% - 1% Net Present Value 0% Net Present Value	0 - 20 20 15 10 5 0
Funding Source	Extent to which project construction can be financed with County revenue. Non-County revenue examples are fees, grants, donations, etc. 0% County-funded Up to 50% County-funded 51 - 75% County-funded 76 - 99% County-funded 100% County-funded	0 - 15 15 8 6 3 0
Board Priority	Linkage of project to one of the Board's operating priority levels. Priority 1 Priority 2 Priority 3 Priority 4 Priority 5 Priority 6 Priority 7	1 - 10 10 8 6 4 3 2 1
Operating Budget Outcome	How project impacts the department's current County-funded operating budget upon completion. Decrease operating budget No operating budget impact Increase of not more than 3% of Department County-funded budget Increase of not more than 5% of Department County-funded budget Increase of over 5% of Department County-funded budget	0 - 10 10 8 7 3 0
Joint Use Savings	Extent to which project is a collaboration with other governmental entities and/or business partners (County, City, Towns, CMS, CPCC, Library). Capital savings of 26% - 50% of County-funded Capital savings of 11% - 25% of County-funded Capital savings of 1% - 10% of County-funded No Capital savings	0 - 10 10 7 3 0
Growth	Extent to which population has increased. 127% or more 96% - 126% 64% - 95% 33% - 63% 32% or less	3 - 15 15 12 9 6 3
Timeliness	Extent to which all projects started in the fiscal year requested in. If a project did not start in the fiscal year requested a penalty will be assessed on all unranked projects during the next ranking process.	(10)

5% of capacity allocated for Open Space Land Acquisition

PROJECT FINANCING



As part of the Facilities Master Plan, The Board of County Commissioners approved a request to purchase the former Charlotte School of Law building to provide approximately 100,000 square feet of space for County services.

The Operating Impact of the Capital Budget

The CIP impacts the operating budget through pay-as-you-go and debt service funding, as well as, expenses to operate facilities. The FY2016 Debt Service Fund budget was approved for \$297.2 million. The County created the Debt Service Fund in FY2012 to provide and account for the 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 20 cents on the tax rate provide the majority of the revenue for the Debt Service Fund, and for FY2016 total revenues for the fund are projected to be \$297.2 million. The value of a penny in FY2016 is \$11,725,206.

Debt Service Fund Forecast

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Revenues	\$292,745,000	\$297,212,000	\$297,212,000	\$297,212,000	\$297,212,000	\$297,212,000	\$297,212,000
Debt Service	(221,562,000)	(243,878,000)	(226,196,000)	(223,072,000)	(210,319,000)	(208,688,000)	(205,076,000)
Appropriated for PAYGO	(48,900,000)	(60,800,000)	(35,000,000)	(40,000,000)	(50,000,000)	-	-
Net Change	22,283,000	(7,466,000)	36,016,000	34,140,000	36,893,000	88,524,000	92,136,000
Beginning Balance July 1	156,767,000	179,050,000	171,584,000	207,600,000	241,740,000	278,633,000	367,157,000
Ending Balance June 30	\$179,050,000	\$171,584,000	\$207,600,000	\$241,740,000	\$278,633,000	\$367,157,000	\$459,293,000

Assumptions: FY2015-Actual

FY2016-FY2021-Estimate

No further growth in assessed value

No growth in other revenues (sales tax, investment income and lottery)

\$100M bond issues annually

Debt Ratios as of June 30, 2015

The following table shows the projected debt ratios for Mecklenburg County.

Ratios	Target	FY2015
Direct Debt per Capita	\$ 2,200	\$ 1,471
Overall Debt per Capita*	\$ 4,000	\$ 2,236
Direct Debt as % of Assessed Value	2%	1.3%
Overall Debt as % of Assessed Value*	4%	2.0%
General Debt Service as % Operational Budget	18%	17.8%
10 Year Payout	64%	81.3%
Variable Rate Debt	20%	15.9%

*Overall Debt includes General Obligation debt for underlying municipalities.

Legal Debt Margin

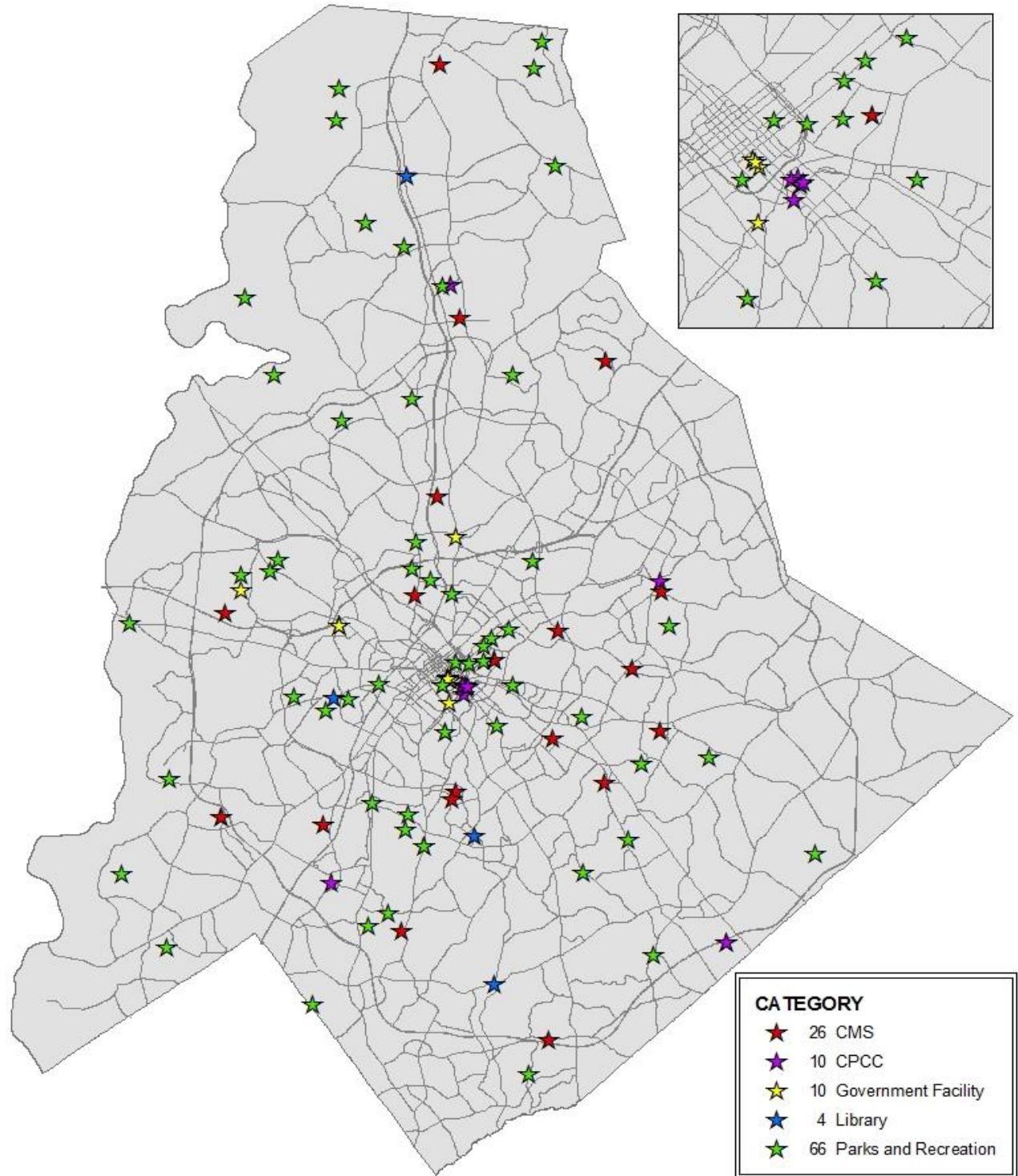
The following table shows the legal debt margin for Mecklenburg County as of June 30, 2015. The legal debt margin has an impact on the bond rating received from the rating agencies.

MECKLENBURG COUNTY, NORTH CAROLINA COMPUTATION OF LEGAL DEBT MARGIN June 30, 2015		
Assessed Value		\$118,633,244,716
Debt Limit 8 percent of Assessed Value	x.08	
Amount of Debt Applicable to Debt Limit:		9,490,659,577
Total Bonded Debt	\$1,183,165,000	
Installment Financings	370,423,112	
Bonds Authorized and Unissued	783,000,000	
Total Amount of Debt Applicable to Debt Limit		2,336,588,112
Legal Debt Margin	\$ 7,154,071,465	



FY2014-FY2018 Capital Improvement Plan Comprehensive Capital Information

Mecklenburg County Capital Improvement Projects FY2014-FY2018



Total Project Count by Fiscal Year Start Date

Category	FY2014	FY2015	FY2016	FY2017	FY2018	Total
Central Piedmont Community College (CPCC)	-	2	2	3	3	10
Charlotte-Mecklenburg Schools (CMS)	7	10	4	3	3	27
Government Facility	1	5	4	-	1	11
Library	-	1	1	1	1	4
Park & Recreation	33	8	14	7	6	68
Total	41	26	25	14	14	120

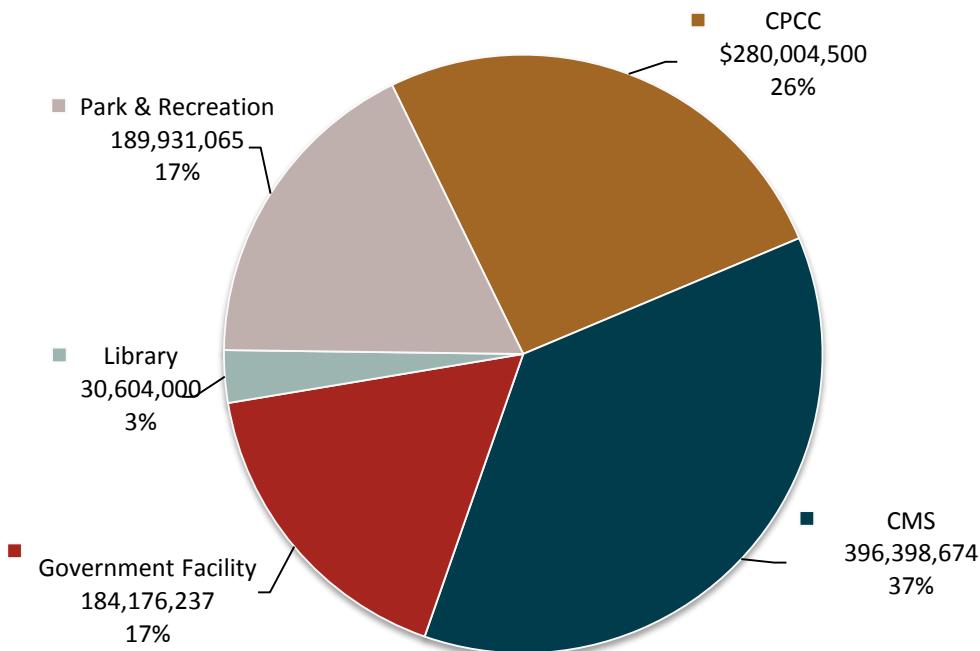
Note: Land acquisition may occur prior to start date for some projects.

Total Project Cost by Fiscal Year Start Date

Capital Project Improvement Plan						
Project Category	FY2014	FY2015	FY2016	FY2017	FY2018	Total by Project Categories
Charlotte -Mecklenburg Schools	\$64,645,674	\$203,341,000	\$47,524,000	\$33,372,000	\$47,516,000	\$396,398,674
Central Piedmont Community College	-	32,650,000	72,350,000	111,826,500	63,178,000	280,004,500
Government Facilities	5,230,000	45,725,237	55,662,000	7,204,000	70,355,000	184,176,237
Park and Recreation*	71,620,000	27,995,000	47,696,165	16,118,900	26,501,000	189,931,065
Library	-	8,017,000	4,742,000	6,700,000	11,145,000	30,604,000
Total	\$141,495,674	\$317,728,237	\$227,974,165	\$175,221,400	\$218,695,000	\$1,081,114,476

*In FY2015-Park and Recreation- \$1,700,000 added to the Little Sugar Creek project.

Note: Land acquisition may occur prior to start date for some projects.

FY2014-FY2018 CIP Funding by Project Category**FY2014-FY2015 Capital Project Update**

The BOCC approved and funded 67 capital projects for FY2014-FY2015. Forty-one projects in FY2014 and 26 in FY2015. During FY2015, the County CIP Team met quarterly with the agencies and departments to monitor and determine project status.

The tables below show a detailed update on the FY2014 and FY2015 expenditures based on approved budget amounts and status of each project.

Capital Project Status Updates
As of July 2015

Project Name	Approved Budget	Total Expended	% Expended	Project Scope	Project Status
Fiscal Year 2014 Authorized Projects					
Berewick Park	2,000,000	1,347,940	67%	Design and construction of 3 ballfields and related amenities as a joint use	Project is under construction.
Briar Creek Greenway	2,440,000	59,781	2%	Design and construction of a 1.5 mile section of Briar Creek Greenway from the Mint Museum to the conservancy property on Meadowbrook.	Stream restoration project with LUESA; Project is in Design; Final negotiations for alignment with property owners still on-going. Project on hold until easements can be completed.
Campbell Creek Greenway	1,000,000	154,350	15%	Design and construction of a 1.0 mile section of Campbell Creek Greenway that will provide access to greenway users west of WT Harris Blvd.	Project was over budget for first bidding. Second Bidding (with reduced scope) is in progress. Construction to start late 2015.
Charles Park Shelter	370,000	9,666	3%	Design and construction of a new outdoor shelter for Charles Park users.	Project design and bidding for shelter in on-going. Construction to begin in early 2016.
CMS Security	19,300,000	15,414,252	80%	Project includes the implementation of security cameras, student and staff identification systems, electronic access and visitor management systems. The project also includes installation of bi-directional amplifiers to improve	Electric door locks, Front door entry camera and stgaff electronic scess work is complete. Panir buttons have been installed Security camera systems installatins and software are being finalized. The installation of bi directional amplifers is
Cordelia Park Shelter	580,000	23,520	4%	Design and construction of a new indoor shelter for Cordelia Park users.	Detailed design is under way. Bidding and construction is anticipated for late 2015/early 2016.
Double Oaks Pool	3,600,000	183,838	5%	The planned renovation to include water park features, practice lanes, water slide, zero depth entry areas and locker room improvements.	Final design is underway. Grading by CHP is underway.
Eagles Landing Park	600,000	89,007	15%	Master planning and Phase 1 development of a new 13 acre park. Development would include typical active and passive amenities for neighborhood parks.	Project is in design. Bidding anticipated in fall 2015 with anticipated construction start in late 2015/early 2016.
Evergreen Nature Preserve	600,000	-	0%	Design and construction of a new 77 acre Nature Preserve with typical amenities. Site is located 3 miles east of Uptown Charlotte.	Project is in design. Final design and bidding are dependant on budget to be determined by Flat Branch. Final design to be completed in late 2015. Early 2016 bidding and construction start.
Flat Branch Nature Preserve	400,000	107,099	27%	Design and construction of a new 46 acre Nature Preserve with typical amenities. Site is located adjacent to Polo Ridge Elementary School and Flat Branch Community Park.	Project design is complete. Bidding is complete with fall 2015 construction start.
Freedom Park Shelter	1,000,000	30,861	3%	Design and construction of a new outdoor shelter with restrooms.	Design is under way. Design completion expected in late 2015 Bidding and construction in early 2016. To be complete before festival.

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

Project Name	Approved Budget	Total Expended	% Expended	Project Scope	Project Status
Fiscal Year 2014 Authorized Projects					
Friendship Partnership	2,000,000	358,774	18%	Public-Private partnership for small Sportsplex facility at Friendship Baptist Church that include ballfields, shelters, parking and restrooms.	Project is under construction. Completion in spring 2016.
Garinger High School	2,047,674	1,652,903	81%	Renovation of the football field from natural grass to a synthetic field, renovation/rework to the 6-lane track, stadium lighting, security cameras and a new	The project is complete.
Hawthorne Academy of Health Sciences- (Middle School)	1,000,000	580,553	58%	The project includes a full renovation to the existing facility and the incorporation of the requirements to make this a Medical Magnet High School. (This Submission Form commissioning and punch list includes the first part, \$1M of items. the \$15M project).	The project achieved substantial completion in mid-June. FF&E installations started in July. The contractor is finishing up
Historic Holly Bend House	1,500,000	23,429	2%	Structure acquired is listed on the National Register of Historic Places (1795); Repairs to make historic structure adequate for public	Project is in design. Bidding and construction in early 2016.
Hornets Nest Shelter	1,330,000	78,369	6%	Repairs and renovations to existing concession stands, picnic shelters and restrooms.	Design is complete. Project stalled in Bidding phase due to insufficient bidders. Project will be re-bid soon.
Indoor Air Quality - Various	4,000,000	2,688,468	67%	Provide abatement, HVAC, electrical, and/or general renovations required to improve air quality at various schools.	Indoor Air Quality projects were completed at Collinswood, McKee Rd, and Lansdowne . Additional designs are underway.
Irwin Creek Greenway (Barringer)	211,134	191,942	91%	Design and construction of 400' access trail from existing Irwin Creek Greenway to the Barringer Academy.	Project complete.
Irwin Creek Greenway (West to Remount)	1,240,000	145,772	12%	Design and construction of 1 mile of greenway and a plaza feature and garden at West Blvd and Barringer Drive.	Bidding is complete. Construction to begin in fall 2015.
Lincoln Heights Park	606,000	542,614	90%	Design and Phase 2 construction at the 11 acre park. Development would include typical amenities for a neighborhood parks.	Project Design is complete; Construction has begun. October 2014 anticipated construction completion.
Little Sugar Creek Greenway	1,000,000	-	0%	Construction of 1 mile of greenway between Tyvola Road and Cadillac Street. Actual 1 mile section TBD. Design is currently underway.	NCDOT Grant Project; Project design is complete. Project is out to bid. Construction to take place in 2016.
Little Sugar Creek Greenway - Cordelia	250,000	56,060	22%	Design and construction of an underpass at Parkwood Ave for safe pedestrian access to Cordelia Park.	Project design is on going. FDP Permitting has been very difficult and has caused delays. Bidding in fall 2015 with summer 2016 anticipated construction completion.
Long Creek Greenway	1,200,000	59,292	5%	New 1 mile section of greenway and related amenities from I-77 to Dixon Branch at Northlake Target Store.	Project is under design; Project is on Hold until property acquisition can be completed.

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

Project Name	Approved Budget	Total Expended	% Expended	Project Scope	Project Status
Fiscal Year 2014 Authorized Projects					
McAlpine Creek Greenway (MCGW)	1,127,435	851,101	75%	CMUD relief sewer project in Upper McAlpine Creek GWY to include trial replacement and bridge construction at McAlpine Creek Park.	Project Design is 95% complete. Will go out to bid late summer 2014 with construction to immediately follow. Under construction now.
Mecklenburg Aquatic Center	8,600,000	552,534	6%	Improvements to the existing center to include replacement of moveable pool floor, HVAC upgrades, new decking, gutters in all pool areas, fitness/locker rooms, seating, exterior upgrades.	Under Construction now.
Mecklenburg County Regional Sports Complex	25,000,000	3,087,700	12%	Partnership with Town of Matthews for Phase 2 design and construction of Phase 2 multi-purpose fields, parking, shelters and related amenities.	Under Construction now.
Olympic High School	8,200,000	7,913,454	97%	Construction of a new 4000 seat stadium and field house including concession stands and restroom facilities. Replacement of the existing track and installation of artificial turf.	Project is complete
Palisades Park	320,000	313,987	98%	Design and construction of a new shelter, 2 playgrounds and a .5 mile walking trail on the CMS York Road school site.	Partnership with CMS; Complete except for close out with CMS.
Ramsey Creek Swim Beach	430,000	66,974	16%	Design and construction of new beach area and related amenities within Ramsey Creek Park.	Project in design and nearly complete. Permits (FERC) are in hand. Late 2015/early 2016 anticipated construction start.
Reid Park	600,000	69,493	12%	Master planning and Phase 1 development of a new 15 acre park. Development would include typical active and passive park amenities for neighborhood parks.	Project is under construction. To be complete in Fall 2015.
Renaissance Park	-	-	-	Renovation of existing multi-purpose fields from over-use. Installation of synthetic turf.	Project funds has been transferred to Double Oaks Pool.
Sheriff's Office Expansion	5,230,000	703,691	13%	Relocation of the Gun Permits, Gun Permits portion of the Sexual Offender, and partial HR units of the Sheriff's Office section of the project has from 715 E. 4th St. and WRRC to 700 E. 4th Street.	Project is occupied, 3rd floor Sheriff departments have been relocated to the Work Release building.
Southwest Park	1,600,000	-	0%	Master planning and Phase 1 development of a new 58 acre Community Park. Development would include typical active and passive amenities for community	Project is in final design; Bidding anticipated in fall 2015, with late 2015/early 2016 anticipated construction start.
Teddington Park	600,000	13,951	2%	Master planning and Phase 1 development of a new 15 acre park. Development would include typical active and passive amenities for neighborhood parks.	Project to be rescoped per new parcel acquired and new budget. Design is on-going. Construction anticipated for early 2016.

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

Project Name	Approved Budget	Total Expended	% Expended	Project Scope	Project Status
Fiscal Year 2014 Authorized Projects					
Torrence Creek Greenway	1,200,000	-	0%	New 1 mile section of greenway and related amenities from Rosewood Meadow Lane to the existing Torrence Creek Greenway near Bradford Hills Lane.	Construction is complete.
Veterans Park Shelter	1,070,000	-	0%	Design and construction services for renovation of existing indoor multi-purpose shelter.	Design is complete. Project is in bidding phase, but delayed due to inadequate bidders.
West Charlotte Recreation Center	1,250,000	-	0%	Renovations to HVAC system, gymnasium, game room, kitchen, fitness center, offices, restrooms and multi purpose rooms for better programming opportunities.	Design is complete. Project is in bidding phase, but delayed due to inadequate bidders.
West Mecklenburg High School	8,573,000	7,723,228	90%	Construction of a new 4000 seat stadium and field house including concession stands and restroom facilities. Replacement of the existing track and installation of artificial turf.	Project is complete.
Approved FY2014 Projects	112,075,243	45,094,603	40%		

* Due to land acquisition, totals may not match submission forms.

MECKLENBURG COUNTY | FISCAL YEAR 2016

Project Name	Approved Budget	Total Expended	% Expended	Project Scope	Project Status
Fiscal Year 2015 Authorized Projects					
Abersham / Fisher Farm / Allison Farm Regional Park (New)	1,200,000	15,723	1%	Master planning and Phase 1 development of a new Regional Park in Davidson. Amenities could include parking, restrooms, ballfields, picnic areas, playground, walking trails and benches.	Master planning and design has been on-going. Town approvals have slowed progress. Final design to take place by end of 2015. Bidding and construction to start anticipated in early 2016.
Alexander Street Neighborhood Park (Improvement)	300,000	37,200	12%	Partnership with Trinity Episcopal School for park improvements. Improvements could include parking, restrooms, playground, soccer field.	Construction is complete.
Board of Elections Renovations (Lai	1,495,000	1,473,186	99%	Contract to purchase office condo.	Contract approved by BOCC, closed on property.
Cato Campus Phase 3	23,000,000	16,598,876	72%	New 100,000 SF classroom building with associated site work and parking. Project will include classrooms, labs, and offices.	Construction is approximately 75% complete. The work is progressing well and is on schedule.
Central Campus @ Charlottetowne Avenue (LAND)	3,300,000	1,550,000	47%	Land Purchase to allow for the development of the new Basic Skills building.	The 1422 East 4th Street purchase has been completed. Other Negotiations are ongoing.
Charlotte Law Building (LUESA)	21,000,000	16,500,000	79%	Relocating LUESA employees from the Hal Marshal Center. This project is part of the new Government Facilities Master Plan.	New LUESA destination is Suttle Ave. site. Design is complete, CM@Risk contractor (Rodgers Builders) selected. Project is now in sub-contractor pre-qualification phase.
Child Support Enforcement Relocation to Woodard	8,825,000	14,283	0%	To be defined in future Community Resource Center.	Initiation pending master plan status.
Community Corrections	16,720,000	-	0%	Complete renovation of the former Civil Courts Building (800 E. 4th St.) to provide	Project merged into Government District Master Plan work. Project is in pre-design.
Crossridge Neighborhood Park (New	600,000	19,120	3%	Design and Phase 1 development of a new neighborhood park off Crossridge Road. Amenities could include picnic shelters, walking trails, playground, benches.	Project Design is on-going. Bidding and construction are scheduled to start in late 2015/early 2016.
Energy Upgrades	1,772,237	301,935	17%	Fund dedicated to pay for energy upgrades.	Marion Diehl Recreation Center Lighting Replacement, Complete. Reedy Creek Nature Center Lighting Retrofit, Complete. Southview Recreation Center Lighting Upgrade, Complete. Naomi Drenan Recreation Center Lighting Replacement, Complete. Hawthorne Recreation Center Lighting Replacement, 98% Complete. 4th Street Parking Deck Lighting Replacement, 75% Complete.
First Ward Park	8,000,000		0%	Partnership with Daniel Levine for construction of a new 4.5 acre urban passive recreation park in First Ward. The County is contributing towards construction only.	This project is being completed by Levine Properties. Once construction is complete the County will reimburse Levine the \$8,000,000 approved budget.

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

Project Name	Approved Budget	Total Expended	% Expended	Project Scope	Project Status
Fiscal Year 2015 Authorized Projects					
Gateway Regional Park (New)	400,000	26,346	7%	Master planning and Phase 1 development for a new Regional Park on the Catawba River. Amenities could include parking, restrooms, ballfields, picnic areas, playground, walking trails and benches.	Project is in design. NCDOT coordination on Wilkinson Blvd. will take some time. Construction start anticipated in early 2016.
Giles Science Building Renovation	5,250,000	5,027,479	96%	Building is an existing 43,422 SF 4-story building on Central Campus built in 1997. Renovate the vacated spaces into new science labs, and upgrade the existing labs. Add 150 lab stations, a 69% increase to the existing 218 lab stations.	Construction is complete and building is occupied. The contractor has begun the closeout process and final pay applications are being requested.
Hal Marshal / Woodard Relocation	9,430,000	68,344	1%	Partial relocation of agencies from the Hal Marshall Services Center (700 N. Tryon) to the Valerie C. Woodard Center (3205 Freedom Drive). Complete and final relocation of remaining agencies to occur starting in FY19.	Project merged into Government District master plan work.
Hawthorne Academy of Health Scie	14,000,000	9,027,605	64%	Renovation to the existing facility and the incorporation of the requirements to make this a Medical Magnet High School.	The project is substantially complete (Design Complete, 98% Construction Complete).
JM Alexander Middle School	30,672,000	755,814	2%	New 54-classroom middle school similar to Whitewater and Ridge Road middle schools; existing facility beyond economical repair.	The J. M. Alexander replacement school project completed its 50% construction document review with CMS staff. These comments have been returned to the Architect. 95% construction documents will be issued in August 2015. The Architect and Civil Engineer will submit their formal civil documents to the Town of Huntersville for review and comments. The project is scheduled to submit documents for its building permit in late August 2015.
Latte Nature Center / Preserve (Improvement)	7,800,000	12,598	0%	New nature center, boat storage, canoe rental, classrooms, storage and special events parking lot.	Project is in design. Bidding and construction to start in early 2016.
Levine Campus Phase 3 (LAND)	1,100,000	-	0%	The College has requested that these funds be transferred to the Central Campus (Land)	Currently having discussions with the Town of Matthews and Dept. of Transportation to develop a plan that will enable the College Campus to become a contiguous plot of land that is not sub-divided by CPCC Lane.
Little Sugar Creek	1,700,000	-	0%	Sections from I-485 to State Line, two projects, two separate consultants	Both Projects are under design at this time. Design phase, because of stormwater services involvement and extensive permitting will take a year or more to complete.

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

Project Name	Approved Budget	Total Expended	% Expended	Project Scope	Project Status
Fiscal Year 2015 Authorized Projects					
Morrison Library Renovation	8,017,000	106,038	1%	24,108 SF interior renovation (first floor 12,054 SF; second floor 12,054 SF) and addition for a total project area of 26,000 SF.	The Morrison Library project is currently in the Schematic Phase of design. The selection for the CM@Risk Contractor concluded in July and have started contract negotiations with Barnhill Contracting. Pre-construction services to begin in August 2015.
Myers Park High School	22,248,000	896,962	4%	Addition of 50 classroom multi-story building(s); renovations to kitchen/cafeteria; demolition of buildings that house physics, chemistry, biology and technology classrooms.	The Notice to Proceed was issued on July 29, 2015 to the Construction Manager, BE&K Building Group, LLC, for the first of two new buildings at Myers Park High School. The Construction Manager mobilized and will begin temporary fencing and utility relocations in August. The first building is scheduled for occupancy August 2016. The project team is reviewing the design of Building 2 for possible cost saving opportunities prior to release for bid in the fall. The final phase of the multi-phased plan is scheduled to be completed August 2018.
Nations Ford Elementary School (Replacement at Waddell)	19,440,000	1,362,129	7%	New 39-classroom elementary school on E.E. Waddell Academy campus; existing site to be used for future Collinswood replacement.	Site clearing is complete and building footings are underway. MEP rough-ins below grade are being installed in preparation for building slabs completion in August. Road modifications at Nations Ford Road are complete. School is scheduled for occupancy August 2016.
New Language Immersion K-8 (Pot. Albemarle Road ES-MS Relief)	30,376,000	183,108	1%	Land acquisition and new K-8 to provide relief for Albemarle Road ES/MS; dual language immersion will provide additional	CMS and the City are working together to evaluate preliminary plans on a proposed site for the project. Due diligence
New Pk - 8 #1 (Pot. Berryhill-Reid Park Relief)	30,376,000	723,013	2%	Land acquisition and new 54-classroom PK-8 to provide relief for Berryhill and Reid Park.	The project continues in its development of construction documents.. The architect will deliver their 95% construction document submission in August 2015.
New STEAM K-8 (Pot. Ballantyne, Elon, Hawk, Ridge, Polo, Comm House, JMR Relief)	2,000,000	44,188	2%	Land acquisition.	Full Project is currently planned to be funded by the County in FY18. Land is being evaluated and due diligence is progressing.
Northridge MS	400,000	400,000	100%	Land acquisition.	Complete
Oakhurst STEAM Magnet ES / Starmount ES Conversion	5,940,000	1,983,811	33%	New 54-classroom PK-8 to provide relief for Berryhill and Reid Park.	Oakhurst and Starmount elementary schools are substantially complete and the Certificates of Occupancy have been received. The piping and related work in the tunnels at Starmount continues and the insulation installation will be completed by mid-August. FF&E installation has started, and the buildings are on schedule for occupancy in August.

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

Project Name	Approved Budget	Total Expended	% Expended	Project Scope	Project Status
Fiscal Year 2015 Authorized Projects					
Olympic High School	8,964,000	528,591	6%	Construction of a 20-classroom addition; renovation of the auditorium	Review comments for the Olympic High School addition have been returned, incorporated into the design and submitted for its building permit. The Construction Manager will be receiving bids for the project in mid-August. This project includes core classrooms (no science classrooms) and specialized CTE areas.
Parkside Elementary School-Highland Creek Relief	18,585,000	10,969,115	59%	A new 39-classroom elementary school to provide relief for Highland Creek ES.	The new Parkside Elementary School (fka New ES 07-08 Highland Creek Relief) has achieved substantial completion, and the Certificate of Occupancy has been received. The closeout phase continues with the completion of punch list and commissioning. FF&E installation is being finalized and the Principal has occupied the new school.
Statesville Road Elementary School	20,340,000	2,945,759	14%	Land acquisition and new 39-classroom elementary school; replace building which is beyond economical repair.	Storm sewer installation is nearing completion. Footings, foundation block, underground electrical/plumbing rough-ins for slab on-grade, and water line installation continues in preparation for the building slabs. The stone base for the bus and staff parking lots are complete in preparation for paving activities. This new school is scheduled for occupancy August 2016.
Upfit Court Rooms 5110 and 8300	2,483,000	68,639	3%	3,900 SF interior renovation.	In construction.
West Branch Rocky River Grwy Fisher Farm Park Trail	1,395,000	9,688	1%	Design and construction of a 1.1 mile greenway through Fisher Farm Park.	See Line for Abersham/Fisher Farm/Allison Farm Regional Park above. Master planning and design has been on-going. Town approvals have slowed progress. Final design to take place by end of 2015. Bidding and construction to start anticipated in early 2016.
Approved FY2015 Projects 327,128,237 71,649,550 22%					
*Due to land acquisition, totals may not match submission forms. Note: Charlotte Law Building (LUESA)- No submission form available. Project in conjunction with the new Comprehensive Facilities Master Plan.					

ADOPTED BUDGET



FY2014-FY2018 Capital Improvement Plan Project Forms

ADOPTED BUDGET

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
West Mecklenburg High School - Stadium		Charlotte Mecklenburg Schools		Charlotte-Mecklenburg Schools (CMS)		\$8,573,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
7400 Tuckaseegee Road, Charlotte		July 1, 2013		August 31, 2014		\$ 0							
Project Description / Scope:													
Construction of a new 4,000 seat stadium and field house including concession stands and restroom facilities and installation of artificial turf.													
Project Justification:													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition							0						
Design	459,665	50,000					509,665						
Construction	6,652,143	750,000					7,402,143						
Public Art - 1%							0						
Project Management	207,190	50,000					257,190						
Furniture, Fixtures & Equip.	93,231						93,231						
Contingency	210,771	100,000					310,771						
Communication							0						
Other							0						
Total	7,623,000	950,000	0	0	0	0	8,573,000						
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments:													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
Garinger High School - Track and Field		Charlotte Mecklenburg Schools		Charlotte-Mecklenburg Schools (CMS)		\$2,047,674							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
1100 Eastway Drive, Charlotte		July 1, 2013		August 31, 2014		\$ 0							
Project Description / Scope: Renovation of the football field from natural grass to a synthetic field, renovation/rework to the 6-lane track. Additional scope to be accommodated by the Bond includes the addition of stadium lighting, cameras, and a new PA system.													
Project Justification: 													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition							0						
Design	121,734	50,000					171,734						
Construction	1,369,013	250,000					1,619,013						
Public Art - 1%							0						
Project Management	61,430						61,430						
Furniture, Fixtures & Equip.	22,268						22,268						
Contingency	124,229	49,000					173,229						
Communication							0						
Other							0						
Total	1,698,674	349,000	0	0	0	0	2,047,674						
Additional Comments: 													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: 													

**Mecklenburg County
Capital Project Submission**

Project Name:				Department:			Project Category:			Project Cost:			
Hawthorne High School		Charlotte Mecklenburg Schools			Charlotte-Mecklenburg Schools (CMS)			\$1,000,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
1411 Hawthorne Ln, Charlotte		July 1, 2013			August 1, 2015			\$ 0					
Project Description / Scope: The project includes a full renovation to the existing facility and the incorporation of the requirements to make this a Medical Magnet High School. (This Submission Form includes the first part, \$1M of the \$15M project).													
Project Justification: 													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition							0						
Design	1,000,000						1,000,000						
Construction							0						
Public Art - 1%							0						
Project Management							0						
Furniture, Fixtures & Equip.							0						
Contingency							0						
Communication							0						
Other							0						
Total	1,000,000	0	0	0	0	0	1,000,000						
Additional Comments: 													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: 													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
Hickory Grove Relief Elementary School		Charlotte Mecklenburg Schools		Charlotte-Mecklenburg Schools (CMS)		\$21,500,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
4835 Shamrock Dr., Charlotte		July 1, 2013		August 1, 2015		\$ 0							
Project Description / Scope: A new 39 classroom elementary school. This project relieves overcrowding at Hickory Grove Elementary School. Additionally a Pre-K wing will be attached to the school.													
Project Justification: 													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition							0						
Design	958,631	159,772	159,772				1,278,175						
Construction	5,562,666	9,352,352	1,789,686				16,704,704						
Public Art - 1%							0						
Project Management	250,583	376,250	125,668				752,501						
Furniture, Fixtures & Equip.		1,488,935	496,312				1,985,247						
Contingency	259,532	389,687	130,154				779,373						
Communication							0						
Other							0						
Total	7,031,412	11,766,996	2,701,592	0	0	0	21,500,000						
Additional Comments: 													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: 													

Mecklenburg County Capital Project Submission													
Project Name:	Department:	Project Category:			Project Cost:								
Olympic High School - Stadium	Charlotte Mecklenburg Schools	Charlotte-Mecklenburg Schools (CMS)			\$8,200,000								
Address Location:	Estimated Start Date:	Estimated Completion Date:			Estimated Operating Cost at Completion:								
4301 Sandy Porter Road, Charlotte, NC	July 1, 2013	August 31, 2015			\$ 0								
Project Description / Scope: Construction of a new 4,000 seat stadium and field house including concession stands and restroom facilities and installation of artificial turf.													
Project Justification: 													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition							0						
Design	437,252	50,000					487,252						
Construction	6,326,631	750,000					7,076,631						
Public Art - 1%							0						
Project Management	195,880	50,000					245,880						
Furniture, Fixtures & Equip.	89,132						89,132						
Contingency	201,105	100,000					301,105						
Communication							0						
Other							0						
Total	7,250,000	950,000	0	0	0	0	8,200,000						
Additional Comments: 													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: 													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
Indoor Air Quality- Various		Charlotte Mecklenburg Schools		Charlotte-Mecklenburg Schools (CMS)		\$4,000,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
Various Locations		July 1, 2013		August 1, 2016		\$ 0							
Project Description / Scope: Provide abatement, HVAC, electrical, and/or general renovations required to improve air quality.													
Project Justification: 													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition							0						
Design	118,900	59,450	59,450				237,800						
Construction	500,000	1,563,926	1,178,274				3,242,200						
Public Art - 1%							0						
Project Management		120,000					120,000						
Furniture, Fixtures & Equip.							0						
Contingency	100,000	300,000					400,000						
Communication							0						
Other							0						
Total	718,900	2,043,376	1,237,724	0	0	0	4,000,000						
Additional Comments: 													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: 													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
Security Enhancement Project		Charlotte Mecklenburg Schools		Charlotte-Mecklenburg Schools (CMS)		\$19,325,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
Various Locations		July 1, 2013		August 31, 2014		\$ 0							
Project Description / Scope: Project includes the implementation of security cameras, student and staff identification systems, electronic access and visitor management systems. The project also includes installation of bi-directional amplifiers to improve communication.													
Project Justification: 													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition							0						
Design							0						
Construction	12,117,865	1,346,429					13,464,294						
Public Art - 1%							0						
Project Management	123,000						123,000						
Furniture, Fixtures & Equip.	5,737,706						5,737,706						
Contingency							0						
Communication							0						
Other							0						
Total	17,978,571	1,346,429	0	0	0	0	19,325,000						
Additional Comments: 													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: 													

Mecklenburg County Capital Project Submission													
Project Name:		Department:			Project Category:			Project Cost:					
Oakhurst STEAM Magnet Elementary School/Starmount ES Conversion		Charlotte Mecklenburg Schools			Charlotte-Mecklenburg Schools (CMS)			\$5,940,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
4511 Monroe Rd & 1600 Brookdale Ave Charlotte		July 1, 2014			August 1, 2016			\$ 0					
Project Description / Scope:													
Oakhurst will serve as a full STEAM (Science, Technology, Engineering, Arts, and Mathematics) magnet program, targeting the immediately adjacent elementary school boundaries. Starmount will be restored to an elementary school, providing relief for Huntingtowne Farms and Montclaire elementary schools. This will provide additional capacity in the partial International Baccalaureate (IB) magnet program at Huntingtowne Farms.													
Project Justification:													
Returning Oakhurst and Starmount to use as elementary schools will provide relief for schools in adjacent attendance boundaries while also providing additional capacity to successquare footul magnet programs. The STEM magnet hosted at Morehead K-8 has the longest waiting list of any magnet program in CMS. Across the district, the IB program (such as the one at Huntingtowne Farms) are among the highest-performing. These projects avoid the cost of constructing two (2) \$18,000,000 facilities to accomplish the same results. This project may reduce the number of portables in use by 20.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years		Total					
Land Acquisition								0					
Design		247,193	105,940					353,133					
Construction		835,671	1,085,671	250,000				2,171,342					
Public Art - 1%								0					
Project Management		89,100	89,100					178,200					
Furniture, Fixtures & Equip.		1,511,000	1,511,000					3,022,000					
Contingency		107,663	107,663					215,325					
Communication			0					0					
Other								0					
Total	0	2,790,627	2,899,373	250,000	0	0		5,940,000					
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments:													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
Olympic High School		Charlotte Mecklenburg Schools		Charlotte-Mecklenburg Schools (CMS)		\$8,964,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
4301 Sandy Porter Road, Charlotte, NC		July 1, 2014		January 1, 2017		\$ 0							
Project Description / Scope: Olympic has not received any work to its educational buildings since 2000, and is well overdue for a comprehensive renovation. The first step in this process will be the construction of a classroom addition building to provide modern science classrooms. Updating of the auditorium for ADA will also be a focus.													
Project Justification: Olympic High School is not at baseline standards, and faces critical condition issues. This project will bring the school to baseline and correct accessibility issues. This, in turn, will enable a future comprehensive renovation; the classroom addition will serve as "on-site swing" space for the phased renovations. Successful completion of this project may result in the reduction of as many as 25 portable classrooms.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition							0						
Design		373,037	119,905	39,968			532,910						
Construction			5,257,137	1,752,379			7,009,516						
Public Art - 1%							0						
Project Management		89,640	89,640	89,640			268,920						
Furniture, Fixtures & Equip.				827,709			827,709						
Contingency		64,989	129,978	129,978			324,945						
Communication							0						
Other							0						
Total	0	527,666	5,596,660	2,839,674	0	0	8,964,000						
Additional Comments: Communication included in Furniture, Fixtures & Equipment													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments:													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
J.M. Alexander Middle School		Charlotte Mecklenburg Schools		Charlotte-Mecklenburg Schools (CMS)		\$30,672,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
12201 Hambright Road, Huntersville		July 1, 2014		August 1, 2017		\$ 0							
Project Description / Scope:													
Alexander Middle School is a 51 classroom campus constructed in 1959. Alexander has not received capital attention in several years, and was the most overcapacity middle school in CMS prior to the construction of Ridge Road Middle School. Alexander requires replacement and sufficient acreage is available on-site. The project cost also includes the demolition of the existing school.													
Project Justification:													
J.M. Alexander Middle School has been the most overcapacity middle school in the district. Additionally, and partly because of the former overcapacity conditions, the facility has some of the most critical condition issues in CMS. The school does not meet CMS baseline middle school standards. Accomplishing this project will allow for enrollment stability and additional capacity for the partial International Baccalaureate magnet program.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition		0	0	0			0						
Design		1,276,415	182,345	182,345	182,345		1,823,450						
Construction			12,574,370	9,287,185	3,287,185		25,148,740						
Public Art - 1%							0						
Project Management		306,720	306,720	306,720			920,160						
Furniture, Fixtures & Equip.					1,667,790		1,667,790						
Contingency		222,372	333,558	333,558	222,372		1,111,860						
Communication							0						
Other							0						
Total	0	1,805,507	13,396,993	10,109,808	5,359,692	0	30,672,000						
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments:													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
New Language Immersion K-8 (Pot. Albemarle Road ES-MS Relief)		Charlotte Mecklenburg Schools		Charlotte-Mecklenburg Schools (CMS)		\$30,376,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
Democracy Dr, Charlotte (Albemarle Rd)		July 1, 2014		August 1, 2018		\$ 0							
Project Description / Scope: This is a baseline K-8 partial magnet school to provide relief for Albemarle Road elementary and middle schools, Collinswood Language Immersion K-8, and other immediately adjacent elementary schools. This school is one of the links in the chain that will result in the off-site replacement of Collinswood K-8.													
Project Justification: Albemarle Road Elementary School and Albemarle Road Middle School are overcapacity by any measure. The successful dual-language immersion programs at Collinswood and Oaklawn K-8s are oversubscribed and expensive to operate from a transportation standpoint. This single new facility will provide relief to Albemarle Road Elementary School/Middle School and adjacent schools; it will also provide additional capacity to the Spanish language immersion magnet program; and it may reduce portables in use by as many as 50.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition		1,000,000	0	0	0		1,000,000						
Design		1,222,482	174,640	174,640	174,640		1,746,403						
Construction			11,470,472	5,735,236	5,735,236		22,940,944						
Public Art - 1%							0						
Project Management		303,760	303,760	303,760			911,280						
Furniture, Fixtures & Equip.					2,712,493		2,712,493						
Contingency		212,976	319,464	319,464	212,976		1,064,880						
Communication							0						
Other							0						
Total	0	2,739,218	12,268,336	6,533,100	8,835,345	0	30,376,000						
Additional Comments: Communication included in Furniture, Fixtures & Equipment													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments:													

Mecklenburg County Capital Project Submission													
Project Name:	Department:	Project Category:			Project Cost:								
New PK-8 #1 (Potential Berryhill-Reid Park Relief)	Charlotte Mecklenburg Schools	Charlotte-Mecklenburg Schools (CMS)			\$30,376,000								
Address Location:	Estimated Start Date:	Estimated Completion Date:			Estimated Operating Cost at Completion:								
West Blvd, Charlotte	July 1, 2014	August 1, 2017			\$ 489,000								
Project Description / Scope: This is a baseline Pre-K through grade 8 school to provide relief for Berryhill and Reid Park Pre-K through grade 8 schools.													
Project Justification: Neither Reid Park nor Berryhill are at baseline for a Pre-K through grade 8 facility. Reid Park faces significant overcapacity issues, while Berryhill has several critical conditions.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition		1,000,000	0	0			1,000,000						
Design		1,222,482	174,640	174,640	174,640		1,746,403						
Construction			11,470,472	9,176,378	2,294,094		22,940,944						
Public Art - 1%							0						
Project Management		303,760	303,760	303,760			911,280						
Furniture, Fixtures & Equip.					2,712,493		2,712,493						
Contingency		212,976	319,464	319,464	212,976		1,064,880						
Communication							0						
Other							0						
Total	0	2,739,218	12,268,336	9,974,242	5,394,203	0	30,376,000						
Additional Comments: Communication included in Furniture, Fixtures & Equipment													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments:													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
Northwest School of the Arts		Charlotte Mecklenburg Schools		Charlotte-Mecklenburg Schools (CMS)		\$12,420,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
1415 Beatties Ford Road, Charlotte		July 1, 2015		August 1, 2018		\$ 0							
Project Description / Scope:													
Northwest School of the Arts is a 50 classroom school serving grades 6-12 in a performing arts magnet program. The campus dates to 1937. The work contemplated by this project includes a complete renovation of the historic auditorium and the multi-story 1969 classroom building. Site improvements will also be made to address parking and circulation.													
Project Justification:													
Northwest School of the Arts has critical accessibility and condition issues. These conditions exist both within the buildings cited for renovation as well as the school site. Correcting these existing conditions, as well as addressing indoor air quality and other concerns, will bring this facility to baseline for the program. As a performing arts magnet, the current auditorium conditions must be rectified.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition			0	0	0	0	0						
Design			516,858	73,837	73,837	73,837	738,369						
Construction				5,091,734	2,545,867	2,545,867	10,183,469						
Public Art - 1%							0						
Project Management			124,200	124,200	124,200		372,600						
Furniture, Fixtures & Equip.						675,338	675,338						
Contingency			90,045	135,068	135,068	90,045	450,225						
Communication							0						
Other							0						
Total	0	0	731,103	5,424,839	2,878,972	3,385,087	12,420,000						
Additional Comments: Communication included in Furniture, Fixtures & Equipment													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments:													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
Myers Park High School		Charlotte Mecklenburg Schools		Charlotte-Mecklenburg Schools (CMS)		\$22,248,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
2400 Colony Rd, Charlotte		July 1, 2014		August 1, 2017		\$ 100,000							
Project Description / Scope:													
Myers Park High School is a multi-building facility originally constructed in 1951. This project involves the replacement of three classroom buildings, the newest of which dates to 1963, through the erection of a multi-story classroom building. Additionally, renovations to the kitchen and cafeteria are included in the project scope													
Project Justification:													
Myers Park High School has a baseline number of classrooms but is overcapacity. Several of the buildings on the campus have reached the ends of their usable lives. Critical conditions will be addressed by this project, and additional core capacity will be provided through the kitchen/cafeteria work. Completion of this project will reduce the use of portable classrooms by 21.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition							0						
Design		925,851	132,264	132,264	132,264		1,322,644						
Construction			9,120,846	7,296,677	1,824,169		18,241,691						
Public Art - 1%							0						
Project Management		222,480	222,480	222,480			667,440						
Furniture, Fixtures & Equip.					1,209,735		1,209,735						
Contingency		161,298	241,947	241,947	161,298		806,490						
Communication							0						
Other							0						
Total	0	1,309,629	9,717,537	7,893,368	3,327,467	0	22,248,000						
Additional Comments: Communication included in Furniture, Fixtures & Equipment													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments:													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
Nations Ford Elementary School (at Waddell)		Charlotte Mecklenburg Schools		Charlotte-Mecklenburg Schools (CMS)		\$19,440,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
Nations Ford Road, Charlotte (Waddell)		July 1, 2014		August 1, 2016		\$ 0							
Project Description / Scope:													
This is a baseline elementary school to replace the current Nations Ford Elementary School. Nations Ford was constructed in 1957 and is not at standard. Sufficient real estate exists on the E.E. Waddell Academy of International Languages campus for the construction of this school; further, the site is well within the existing Nations Ford attendance boundary.													
Project Justification:													
The timing is necessitated by the current condition of the facility, lifecycle replacements, ADA and current code compliance issues. Relocation of Nations Ford to the Waddell campus provides for interim usage of the existing school until the replacement for Collinswood is funded.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition		0	0	0			0						
Design		808,996	260,034	86,678			1,155,708						
Construction			11,954,507	3,984,836			15,939,342						
Public Art - 1%							0						
Project Management		194,400	194,400	194,400			583,200						
Furniture, Fixtures & Equip.				1,057,050			1,057,050						
Contingency		140,940	281,880	281,880			704,700						
Communication							0						
Other							0						
Total	0	1,144,336	12,690,821	5,604,844	0	0	19,440,000						
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments:													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
East Mecklenburg High School		Charlotte Mecklenburg Schools		Charlotte-Mecklenburg Schools (CMS)		\$ 12,744,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
6800 Monroe Rd, Charlotte		July 1, 2015		August 1, 2017		\$ 151,200							
Project Description / Scope: The project will bring the school to baseline through a multi-story 30 classroom addition. The campus dates to 1949, and the new classroom building will provide on-site "swing" for renovation of the buildings which will remain. A reconfigured entrance and circulation pattern will aid parking, administrative space, campus security, and wayfinding. Finally, renovations to the locker rooms will be completed as part of this work.													
Project Justification: To provide for a new classroom building that will bring the school to baseline, renovations to the locker rooms, and a reconfigured entrance and circulation pattern.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition			0	0	0		0						
Design			530,342	170,467	56,822		757,631						
Construction				7,836,843	2,612,281		10,449,124						
Public Art - 1%							0						
Project Management			127,440	127,440	127,440		382,320						
Furniture, Fixtures & Equip.					692,955		692,955						
Contingency			92,394	184,788	184,788		461,970						
Communication							0						
Other							0						
Total	0	0	750,176	8,319,538	3,674,286	0	12,744,000						
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: Operating impact cost includes the currently budgeted amount for Maintenance and Operations.													

Mecklenburg County Capital Project Submission													
Project Name:	Department:	Project Category:	Project Cost:										
PK8 Conversion Phase II (Ashley Park,Bruns Avenue,WG Byers,Druid Hills,Reid Park,Westerly Hills)	Charlotte Mecklenburg Schools	Charlotte-Mecklenburg Schools (CMS)	\$24,732,000										
Address Location:	Estimated Start Date:	Estimated Completion Date:	Estimated Operating Cost at Completion:										
Multiple locations	July 1, 2016	January 1, 2020	\$ 360,000										
Project Description / Scope:													
Projects vary by site but include addition of a gymnasiums, specialty classrooms (such as dance, art, music, and technology), kitchen/cafeteria, and technology upgrade as required based on existing building.													
Project Justification:													
This project is Phase 2 that completes the conversions of former elementary schools to Pre-K through grade 8 facilities. (Ashley Park-Brunswick Avenue-WG Byers-Druid Hills-Reid Park-Westerly Hills)													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition				0	0		0						
Design				1,029,222	147,032	294,063	1,470,317						
Construction					10,139,193	10,139,193	20,278,385						
Public Art - 1%						0	0						
Project Management				247,320	247,320	247,320	741,960						
Furniture, Fixtures & Equip.						1,344,803	1,344,803						
Contingency				179,307	268,961	448,268	896,535						
Communication							0						
Other							0						
Total	0	0	0	1,455,849	10,802,505	12,473,646	24,732,000						
Additional Comments: Communication included in Furniture, Fixtures & Equipment													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: Operating impact cost includes the currently budgeted amount for Maintenance and Operations.													

Mecklenburg County Capital Project Submission													
Project Name:		Department:			Project Category:			Project Cost:					
South Mecklenburg High School		Charlotte Mecklenburg Schools			Charlotte-Mecklenburg Schools (CMS)			\$18,360,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
8900 Park Rd, Charlotte		July 1, 2015			January 1, 2019			\$ 65,000					
Project Description / Scope: The project will replace the oldest buildings on the campus, which date to the school's founding in 1958. The scope also includes a new kitchen/cafeteria and the renovation of the existing dining hall.													
Project Justification: South Mecklenburg High School is a baseline facility but has critical facility condition issues throughout the campus. This project will address core capacity issues through the kitchen/cafeteria and dining hall work. It will also replace classroom buildings with known issues. By providing for enrollment stabilization, the use of portables will be avoided for the duration of the planning horizon.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years		Total					
Land Acquisition			0	0	0	0		0					
Design			764,051	109,150	109,150	109,150		1,091,502					
Construction				7,526,912	6,021,529	1,505,382		15,053,823					
Public Art - 1%								0					
Project Management			183,600	183,600	183,600			550,800					
Furniture, Fixtures & Equip.					499,163	499,163		998,325					
Contingency			133,110	199,665	199,665	133,110		665,550					
Communication								0					
Other								0					
Total	0	0	1,080,761	8,019,327	7,013,107	2,246,805		18,360,000					
Additional Comments: Communication included in Furniture, Fixtures & Equipment													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments:													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
Career and Technology Education Phase I: Garinger/W.Meck/ N.Meck/Independence		Charlotte Mecklenburg Schools		Charlotte-Mecklenburg Schools (CMS)		\$8,640,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
Multiple locations		July 1, 2017		January 1, 2022		\$ 0							
Project Description / Scope:													
To enhance Career and Technical Education offerings in Technical Institutes at Garinger, North Mecklenburg, West Mecklenburg, and Independence high schools.													
Project Justification:													
The work on each campus will allow CMS to implement a new choice program for students in each transportation zone.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition					359,554	154,094	0						
Design							513,648						
Construction						6,756,160	6,756,160						
Public Art - 1%						0	0						
Project Management					86,400	172,800	259,200						
Furniture, Fixtures & Equip.						797,792	797,792						
Contingency					62,640	250,560	313,200						
Communication						0	0						
Other						0	0						
Total	0	0	0	0	508,594	8,131,406	8,640,000						
Additional Comments: Communication included in Furniture, Fixtures & Equipment													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments:													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
Davidson K-8 Conversion		Charlotte Mecklenburg Schools		Charlotte-Mecklenburg Schools (CMS)		\$9,500,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
635 South St, Davidson		July 1, 2017		August 1, 2019		\$ 100,000							
Project Description / Scope:													
Davidson Elementary School is a 32 classroom facility dating to the mid-1990s. Converting the current Davidson Elementary School to a K-8 facility will provide relief to Bailey Middle School and continuity to the families currently in the Davidson Elementary School boundary. The proposed project will provide the addition of general and specialty classrooms.													
Project Justification:													
This project converts the current Davidson Elementary School to a K-8 facility, providing relief to Bailey Middle School and continuity in the Davidson Elementary School boundary.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition					0	0	0						
Design					430,000	134,775	564,775						
Construction						7,428,648	7,428,648						
Public Art - 1%						0	0						
Project Management					93,800	191,200	285,000						
Furniture, Fixtures & Equip.						877,202	877,202						
Contingency					84,810	259,565	344,375						
Communication						0	0						
Other					0	0	0						
Total	0	0	0	0	608,610	8,891,390	9,500,000						
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: Operating impact cost includes the currently budgeted amount for Maintenance and Operations.													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
New STEAM K-8 Pot. Ballantyne-Elon-Hawk Ridge-Polo-Comm House-JMR Relief		Charlotte Mecklenburg Schools		Charlotte-Mecklenburg Schools (CMS)		\$31,376,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
Ballantyne Cmns Pkwy, Charlotte (JM)		July 1, 2017		August 1, 2020		\$ 489,000							
Project Description / Scope:													
Through a limited attendance boundary and a targeted magnet overlay, this baseline K-8 facility in south Charlotte will provide relief for Community House and Jay M. Robinson middle schools as well as the elementary schools which feed them. A STEAM program will be hosted here, to further regionalize the offering and address the wait pool at Morehead STEM K-8.													
Project Justification:													
No elementary or middle school in south Mecklenburg County is below 100% staff utilization. Through the construction of this one school, relief can be provided to as many as 9 elementary schools and 3 middle schools. The seats made available by this project may reduce the use of portables by as many as 30 classroom units.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition		2,000,000			1,222,482	523,921	2,000,000						
Design						1,746,403							
Construction						22,910,944	22,910,944						
Public Art - 1%						0	0						
Project Management					313,760	627,520	941,280						
Furniture, Fixtures & Equip.						2,712,493	2,712,493						
Contingency					212,976	851,904	1,064,880						
Communication							0						
Other							0						
Total	0	2,000,000	0	0	1,749,218	27,626,782	31,376,000						
Additional Comments: Communication included in Furniture, Fixtures & Equipment													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments:													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
Statesville Road Elementary School		Charlotte Mecklenburg Schools		Charlotte-Mecklenburg Schools (CMS)		\$20,340,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
5833 Millhaven Lane Charlotte		July 1, 2014		August 1, 2016		\$ 0							
Project Description / Scope: Statesville Road Elementary School is a 28 classroom, non-baseline school first built in 1955. The school and its discrete components are all well beyond their defined lifecycles. Replacement with a 39 classroom baseline school will most likely occur off-site.													
Project Justification: The school and its discrete components are all well beyond their defined lifecycles.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition		900,000					900,000						
Design		808,996	260,034	86,678			1,155,708						
Construction			11,954,507	3,984,836			15,939,342						
Public Art - 1%							0						
Project Management		194,400	194,400	194,400			583,200						
Furniture, Fixtures & Equip.				1,057,050			1,057,050						
Contingency		140,940	281,880	281,880			704,700						
Communication							0						
Other							0						
Total	0	2,044,336	12,690,821	5,604,844	0	0	20,340,000						
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments:													

**Mecklenburg County
Capital Project Submission**

Project Name:				Department:			Project Category:			Project Cost:			
Selwyn Elementary School		Charlotte Mecklenburg Schools			Charlotte-Mecklenburg Schools (CMS)			\$2,592,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
2840 Colony Road, Charlotte		July 1, 2016			August 1, 2018			\$ 0					
Project Description / Scope:													
Selwyn consists of a 25 classroom building constructed in 2002, and a series of older buildings. Of the "Old Selwyn" buildings, only a 12 classroom standalone building and the media center remain in use. Comprehensive renovation of the "hot dog" building will bring the campus to baseline. Demolition of the balance of "Old Selwyn" will provide for expanded parking and play areas.													
Project Justification:													
Comprehensive renovation of the "hot dog" building will bring the campus to baseline. Demolition of the balance of "Old Selwyn" will provide for expanded parking and play areas.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition				0	0	0	0	0					
Design				107,866	34,671	11,557	154,094						
Construction					1,520,136	506,712	2,026,848						
Public Art - 1%							0						
Project Management				25,920	25,920	25,920	77,760						
Furniture, Fixtures & Equip.						239,338	239,338						
Contingency				18,792	37,584	37,584	93,960						
Communication							0						
Other				0	0	0	0						
Total	0	0	0	152,578	1,618,311	821,111	2,592,000						
Additional Comments: Communication included in Furniture, Fixtures & Equipment													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments:													

**Mecklenburg County
Capital Project Submission**

Project Name:				Department:			Project Category:			Project Cost:			
Northridge Middle School		Charlotte Mecklenburg Schools			Charlotte-Mecklenburg Schools (CMS)			\$6,448,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
7601 The Plaza, Charlotte		July 1, 2016			August 1, 2019			\$ 60,000					
Project Description / Scope: Northridge Middle School is a one-story, 40 classroom brick school that is located on The Plaza near J.W. Grier ES. Northridge was built in 1996 and is not at baseline. The classroom addition in this project will bring the facility to baseline and stabilize enrollment capacity.													
Project Justification: Northridge Middle School is not at baseline standard. Accomplishing this work will allow the school to meet baseline, and will eliminate seven portable classrooms while stabilizing enrollment for the duration of the planning horizon (should attendance boundaries remain stable).													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition		400,000			251,688	80,900	26,967	400,000					
Design						3,546,984	1,182,328	359,554					
Construction								4,729,312					
Public Art - 1%								0					
Project Management					60,480	60,480	60,480	181,440					
Furniture, Fixtures & Equip.							558,454	558,454					
Contingency					43,848	87,696	87,696	219,240					
Communication								0					
Other								0					
Total	0	400,000	0	356,016	3,776,060	1,915,925	6,448,000						
Additional Comments: Communication included in Furniture, Fixtures & Equipment													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: Operating impact cost includes the currently budgeted amount for Maintenance and Operations.													

Mecklenburg County Capital Project Submission													
Project Name:		Department:			Project Category:			Project Cost:					
Advanced Technology Center Renovation & Addition		Central Piedmont Comm College			Central Piedmont Community College (CPCC)			\$33,363,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
1241 Charlottetowne Avenue Charlotte, NC 28204		July 1, 2017			January 1, 2021			\$ 372,750					
Project Description / Scope: The renovation includes an existing 63,690 square foot 3-story Advanced Technology Center facility plus a 75,000 square foot addition for a total of 138,690 square foot. This will include newoms, labs, offices and storage.													
Project Justification: This addition/renovation will help meet the demand for General Education classes, CAA classes, and Career and College Promise programs. CPCC will provide space for CMS students dually enrolled in approximately 30 Career Pathways programs in the Career and College Promise (CCP) initiative. Projected enrollment of CMS students is 500. In addition over 500 FTE CPCC students will be served.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years		Total					
Land Acquisition					0	0		0					
Design					1,400,000	936,000		2,336,000					
Construction						23,290,000		23,290,000					
Public Art - 1%					0	0		0					
Project Management					200,000	2,200,000		2,400,000					
Furniture, Fixtures & Equip.					0	1,334,000		1,334,000					
Contingency					0	1,168,000		1,168,000					
Communication					0	2,168,000		2,168,000					
Other					200,000	467,000		667,000					
Total	0	0	0	0	1,800,000	31,563,000		33,363,000					
Additional Comments: "Other" includes soft costs such as survey, geotechnical testing, construction testing, commissioning, insurance, permits, photographic documentation, etc.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
Basic Skills Literacy Center		Central Piedmont Comm College		Central Piedmont Community College (CPCC)		\$56,100,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
1412 East 4th St.		January 1, 2017		July 1, 2019		\$ 994,000							
Project Description / Scope:													
Scope includes demolition of the Education Center at 1412 East 4th St. and the adjacent small office building at 1422 East 4th St. The new facility will be 200,000 square foot 5-story with an Orientation/Intake area, GED testing center, classrooms, labs, offices, and space for Social Services.													
Project Justification:													
This project will help meet the demand for Social Services programs including Basic Skills, Adult High School, and GED testing. These programs will serve over 4,000 students, or 1,333 FTE. Up to 20% of the project will be dedicated to Social Services.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition				0	0	0	0						
Design				180,000	2,160,000	1,260,000	3,600,000						
Construction				0	500,000	39,300,000	39,800,000						
Public Art - 1%				0	0	0	0						
Project Management					200,000	3,700,000	3,900,000						
Furniture, Fixtures & Equip.				0	0	2,240,000	2,240,000						
Contingency				0	0	1,660,000	1,660,000						
Communication				0	0	3,600,000	3,600,000						
Other				50,000	250,000	1,000,000	1,300,000						
Total	0	0	0	230,000	3,110,000	52,760,000	56,100,000						
"Other" includes soft costs such as survey, geotechnical testing, construction testing, commissioning, insurance, permits, photographic documentation, etc.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
Cato Campus Phase 3		Central Piedmont Comm College		Central Piedmont Community College (CPCC)		\$23,000,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
8120 Grier Road Charlotte, NC 28215		July 1, 2014		July 1, 2015		\$ 497,000							
Project Description / Scope: New 3-story 100,000 square foot classroom building with associated site work and parking. Project will include classrooms, labs, and offices.													
Project Justification: This campus is the most densely populated and has the lowest square foot per FTE of any CPCC facility. This facility will expand the Middle College, add Professional Services programs, and Horticulture/Turfgrass programs. Over 2,000 additional CPCC students will be served (667 FTE), plus 400 additional CMS students (200 added to Middle College plus 200 CCP).													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition			0				0						
Design		1,010,000	310,000				1,320,000						
Construction		8,550,000	8,000,000				16,550,000						
Public Art - 1%		0	0				0						
Project Management		900,000	700,000				1,600,000						
Furniture, Fixtures & Equip.		0	940,000				940,000						
Contingency		300,000	270,000				570,000						
Communication		0	1,550,000				1,550,000						
Other		270,000	200,000				470,000						
Total	0	11,030,000	11,970,000	0	0	0	23,000,000						
Additional Comments: "Other" includes soft costs such as survey, geotechnical testing, construction testing, commissioning, insurance, permits, photographic documentation, etc.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: Utilities based on \$1.57/square foot, Maintenance based on \$3.40/square foot, the current projection for all CPCC facilities for FY14.													

**Mecklenburg County
Capital Project Submission**

Project Name:				Department:			Project Category:			Project Cost:			
Central Campus at Charlottetowne Avenue		Central Piedmont Comm College			Central Piedmont Community College (CPCC)			\$27,550,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
Charlottetowne Avenue, Charlotte, NC 28204		July 1, 2016			July 1, 2017			\$ 497,000					
Project Description / Scope: Scope includes a new 4-story 100,000 square foot classroom building which will include classrooms, customized labs, offices, and storage.													
Project Justification: This new facility will include programs for Advanced Tech and High Tech Manufacturing Related Technologies, CTI, and STEM program expansion. Over 2,000 additional students will be served, or 667 FTE CPCC students. Over 412 (FTE) CMS students will attend classes in this facility.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition		2,300,000		0	0		2,300,000						
Design				1,110,000	297,000		1,407,000						
Construction				8,000,000	10,200,000		18,200,000						
Public Art - 1%				0	0		0						
Project Management				900,000	900,000		1,800,000						
Furniture, Fixtures & Equip.				0	1,020,000		1,020,000						
Contingency				200,000	438,000		638,000						
Communication				0	1,657,000		1,657,000						
Other				250,000	278,000		528,000						
Total	0	2,300,000		0	10,460,000	14,790,000	0	27,550,000					
Additional Comments: "Other" includes soft costs such as survey, geotechnical testing, construction testing, commissioning, insurance, permits, photographic documentation, etc.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0		
Additional Comments: Utilities: Based on \$1.57/square foot, the current projection for all CPCC facilities for FY14. Maintenance is based on \$3.40/square foot.													

Mecklenburg County Capital Project Submission

Project Name:				Department:			Project Category:			Project Cost:			
Giles Science Building Renovation				Central Piedmont Comm College			Central Piedmont Community College (CPCC)			\$5,250,000			
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
1300 Sam Ryburn Walk, Charlotte, NC 28204		July 1, 2014			June 1, 2015			\$ -20,000					
Project Description / Scope:													
The Giles Science building is an existing 43,422 square foot 4-story building on Central Campus. It was built in 1997. There are currently math and general education classes and math faculty that will move to the New Classroom Building in December 2013. We plan to renovate the vacated spaces into new science labs, and upgrade the existing labs. We plan to add 150 lab stations, a 69% increase to the existing 218 lab stations.													
Project Justification:													
There is a large and urgent demand for science learning. This project will add 150 new lab stations which will expand the Sciences program and create additional lab space for the CMS Hawthorne Academy. This project will serve approximately 420 CPCC students and add 210 CMS students.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years			Total				
Land Acquisition		0							0				
Design		100,000							100,000				
Construction		3,900,000							3,900,000				
Public Art - 1%		0							0				
Project Management		400,000							400,000				
Furniture, Fixtures & Equip.		220,000							220,000				
Contingency		150,000							150,000				
Communication		370,000							370,000				
Other		110,000							110,000				
Total	0	5,250,000	0	0	0				5,250,000				
Additional Comments: "Other" includes soft costs such as construction testing, insurance, permits, photographic documentation, etc.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Note: This is a renovated building so there are no additional operating costs.													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
Harper Campus Phase 4		Central Piedmont Comm College		Central Piedmont Community College (CPCC)		\$41,250,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
315 West Hebron St., Charlotte		July 1, 2015		July 1, 2017		\$ 745,500							
Project Description / Scope: This new 150,000 square foot 3-story building will include new classrooms, customized labs (including automation, robotics), offices, and storage.													
Project Justification: This project will include the Middle College, and expansion of the popular NDE and Applied Technologies programs. It will serve 400 CMS Middle College students, and 200 CMS Career and College Promise students, for an estimated 500 FTE, plus another 1,000 FTE for CPCC students.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition				0	0		0						
Design			1,608,000	536,000	536,000		2,680,000						
Construction				14,800,000	14,200,000		29,000,000						
Public Art - 1%			0	0	0		0						
Project Management			200,000	1,400,000	1,400,000		3,000,000						
Furniture, Fixtures & Equip.			0	0	2,040,000		2,040,000						
Contingency			0	530,000	500,000		1,030,000						
Communication			0	0	2,680,000		2,680,000						
Other			220,000	300,000	300,000		820,000						
Total	0	0	2,028,000	17,566,000	21,656,000	0	41,250,000						
Additional Comments: "Other" includes soft costs such as survey, geotechnical testing, construction testing, commissioning, insurance, permits, photographic documentation, etc.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: Utilities based on \$1.57/square foot, Maintenance is based on \$3.4/square foot, the current projection for all CPCC facilities for FY14.													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
Hendrick Automotive Expansion		Central Piedmont Comm College		Central Piedmont Community College (CPCC)		\$3,315,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
2800 Campus Ridge Road, Matthews		July 1, 2017		June 1, 2018		\$ 59,610							
Project Description / Scope: Scope includes a 1-story 13,000 square foot addition to the Hendrick Automotive Facility with associated site work. This expansion will include new classrooms, automotive labs, offices, and storage.													
Project Justification: Current facility is very popular and crowded. This addition will help relieve crowding and will offer additional Automotive Training, and additional programs for BMW and Honda. The expansion will serve 100 CMS Academy students and over 260 additional CPCC students, or 87 FTE.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition			0	0	0		0						
Design			0	0	232,000		232,000						
Construction			0	0	2,553,000		2,553,000						
Public Art - 1%			0	0	0		0						
Project Management			0	0	0		0						
Furniture, Fixtures & Equip.			0	0	133,000		133,000						
Contingency			0	0	116,000		116,000						
Communication			0	0	215,000		215,000						
Other			0	0	66,000		66,000						
Total	0	0	0	0	3,315,000	0	3,315,000						
Additional Comments: "Other" includes soft costs such as survey, geotechnical testing, construction testing, commissioning, insurance, permits, photographic documentation, etc.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: Utilities: Based on \$1.57/square foot, the current projection for all CPCC facilities for FY14. Maintenance is based on \$3.40/square foot.													

Mecklenburg County Capital Project Submission													
Project Name:		Department:			Project Category:			Project Cost:					
Levine Campus Phase 3		Central Piedmont Comm College			Central Piedmont Community College (CPCC)			\$32,200,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
2800 Campus Ridge Road, Matthews, NC 28105		July 1, 2015			July 1, 2017			\$ 596,400					
Project Description / Scope: Scope includes a new 3-story 120,000 square foot addition with associated site work and surface parking. New construction will include classrooms, computer labs, science labs, offices, and storage.													
Project Justification: Levine Campus is the largest CPCC satellite campus. This project will provide the 400 student CMS Middle College plus space for 200 CMS CCP. There will be a new Math Emporium, General Education classes and Science labs. We estimate over 2,400 students will be served, or 800 FTE CPCC students.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years			Total				
Land Acquisition		1,100,000	0	0	0				1,100,000				
Design			986,000	435,000	436,000				1,857,000				
Construction				11,000,000	11,000,000				22,000,000				
Public Art - 1%			0	0	0				0				
Project Management			200,000	1,000,000	1,000,000				2,200,000				
Furniture, Fixtures & Equip.			0	0	1,244,000				1,244,000				
Contingency			0	588,000	500,000				1,088,000				
Communication			0	0	2,088,000				2,088,000				
Other			200,000	223,000	200,000				623,000				
Total	0	1,100,000	1,386,000	13,246,000	16,468,000	0			32,200,000				
Additional Comments: "Other" includes soft costs such as survey, geotechnical testing, construction testing, commissioning, insurance, permits, photographic documentation, etc.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0		
Additional Comments: Utilities based on \$1.57/square foot, Maintenance based on \$3.40/square foot, the current projection for all CPCC facilities for FY14.													

Mecklenburg County Capital Project Submission

Project Name:				Department:			Project Category:			Project Cost:		
Terrell Renovation and Expansion		Central Piedmont Comm College			Central Piedmont Community College (CPCC)			\$30,476,500				
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:				
1201 Elizabeth Avenue, Charlotte, NC 28204		July 1, 2016			January 1, 2021			\$ 405,055				
Project Description / Scope: The Terrell building was originally constructed in 1968 on the Central Campus. This new project includes a 81,500 square foot addition and a 40,320 square foot renovation.												
Project Justification: Currently Enrollment and Student Services programs are located in different buildings. This project will concentrate all the Enrollment and Student Services into one centralized location. This includes Admissions, Records, Registration, Cashier, Financial Aid, and a Student Success Center. A centralized location will support FTE growth and increase student retention.												
Cost Breakdown of Capital Project												
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total					
Land Acquisition				1,519,716	206,612	308,672	0					
Design							2,035,000					
Construction					8,000,000	13,300,000	21,300,000					
Public Art - 1%							0					
Project Management				200,000	800,000	1,100,000	2,100,000					
Furniture, Fixtures & Equip.						1,300,000	1,300,000					
Contingency					500,000	567,000	1,067,000					
Communication						2,135,000	2,135,000					
Other				139,000	200,000	200,500	539,500					
Total	0	0	0	1,858,716	9,706,612	18,911,172	30,476,500					
Additional Comments: "Other" includes soft costs such as survey, geotechnical testing, construction testing, commissioning, insurance, permits, photographic documentation, etc.												
Employee Count												
	FY2015			FY2016			FY2017			Total		
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp
	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: Utilities based on \$1.57/square foot, Maintenance based on \$3.40/square foot, the current projection for all CPCC facilities for FY14. We expect the addition will be complete in Spring 2017.												

Mecklenburg County Capital Project Submission													
Project Name:		Department:			Project Category:			Project Cost:					
Merancas Campus Phase 4		Central Piedmont Comm College			Central Piedmont Community College (CPCC)			\$27,500,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
11930 Verhoeff Drive, Huntersville, NC 28105		July 1, 2017			July 1, 2019			\$ 497,000					
Project Description / Scope: This new 100,000 square foot 3-story building will serve Transport Systems Technologies, First Responder Programs, expand General Ed and Developmental Ed, and new CMS Academies. Project will include new classrooms, labs, offices, and storage.													
Project Justification: This project will serve over 2,000 additional students, including 400 FTE CMS Middle College and 200 CMS Academy students, and an estimated 667 FTE CPCC students.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition		1,000,000						0				1,000,000	
Design								1,033,000		689,000		1,722,000	
Construction										18,900,000		18,900,000	
Public Art - 1%								0		0		0	
Project Management								200,000		1,700,000		1,900,000	
Furniture, Fixtures & Equip.								0		1,060,000		1,060,000	
Contingency								0		663,000		663,000	
Communication								0		1,723,000		1,723,000	
Other								132,000		400,000		532,000	
Total	0	1,000,000		0		0		1,365,000		25,135,000		27,500,000	
Additional Comments: "Other" includes soft costs such as survey, geotechnical testing, construction testing, commissioning, insurance, permits, photographic documentation, etc.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0		
Additional Comments: Utilities based on \$1.57/square foot, Maintenance based on \$3.40/square foot, the current projection for all CPCC facilities for FY14.													

Mecklenburg County Capital Project Submission													
Project Name:		Department:			Project Category:			Project Cost:					
Upfit Court Rooms 5110 and 8300		State Justice Services			Government Facility			\$2,483,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
832 E. 4th St., Charlotte, NC 28202		July 1, 2014			December 1, 2015			\$ 0					
Project Description / Scope: 3,900 square foot interior renovation.													
Project Justification: The project provides additional court rooms for staff to meet case load demand. It is currently difficult to locate available court rooms due to heavy case load. This situation causes inefficiencies in the courts system. The proposed renovations will relieve overcrowding and increase the effectiveness of the court system. The ability to schedule cases for hearing is limited by the number of courtrooms available. The court system's ability to keep pace with the volume of cases being filed is due, in part, to the ratio of judges and case types to available courtrooms. Adding these additional courtrooms will eliminate the current competition for finite space and increase capacity to process more cases.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years			Total				
Land Acquisition		0	0								0		
Design		148,000	37,000								185,000		
Construction		376,800	1,507,200								1,884,000		
Public Art - 1%		21,000	0								21,000		
Project Management		0	74,000								74,000		
Furniture, Fixtures & Equip.		0	51,000								51,000		
Contingency		0	226,000								226,000		
Communication		0	42,000								42,000		
Other		0	0								0		
Total	0	545,800	1,937,200	0	0	0					2,483,000		
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments:													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
Energy Upgrades		Business Support Services Agency - AFM		Government Facility		\$1,772,237							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
1604 Little Rock Rd Charlotte, NC		July 1, 2014		June 1, 2016		\$ -292,932							
Project Description / Scope: These combined energy projects will reduce consumption across all utility modes- electric, natural gas, and water. The projects touch a multitude of facility types from Recreation Centers, Court Facilities, and general office facilities and reduce overall operating costs at each site. Lighting upgrades, water conservation, and equipment retro-commissioning projects are included.													
Project Justification: All the energy projects provide the opportunity to operate County facilities more efficiently, reduce consumption (kWh), and reduce operating costs across the portfolio. These upgrades assist with the County's energy reduction goals, as well as the green house gas reduction goals as established by Mecklenburg County Air Quality (LUESA). Project funding can be reimbursed by Federal Qualified Energy Conservation Bonds and may also be eligible for Duke Energy cash rebates which would potentially reduce the project payback period.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition							0						
Design		82,586	63,880				146,466						
Construction		825,863	638,795				1,464,659						
Public Art - 1%		8,259	6,388				14,647						
Project Management							0						
Furniture, Fixtures & Equip.							0						
Contingency		82,586	63,880				146,466						
Communication							0						
Other							0						
Total	0	999,294	772,943	0	0	0	1,772,237						
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: The savings to the operating budget are based off projected savings of energy efficiency upgrades.													

Mecklenburg County Capital Project Submission													
Project Name:		Department:			Project Category:			Project Cost:					
Board of Elections Renovation		Elections			Government Facility			\$4,613,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
742 Kenilworth Ave, Suite 200, Charlotte, NC 28204		July 1, 2015			December 1, 2017			\$ 0					
Project Description / Scope:													
Project includes 4,000 square foot first floor renovation and 10,300 square foot second floor interior renovation. Project total is 14,300 square feet.													
Project Justification:													
This project is to acquire an additional 10,300 square foot of office condominium space at 741 Kenilworth Avenue, to renovate the acquired space to meet the needs of relocated Board of Elections (BOE) staff and operations, and to renovate portions of the existing space for expansion of training, ballot processing, and customer service needs. Over the past decade the Board of Elections has experienced significant growth in early voting, absentee ballots, number of precinct officials, and temporary staff, while maintaining the same amount of space at its headquarters office. The growth of Early Voting has required additional staff for audit purposes and created more storage requirements for the volume of applications produced. Additional space is needed to process absentee ballots requests, which have doubled since 2004. More space is needed for the training of the 1,400 precinct officials, and the number of temporary staff assigned to this location has doubled to over 60. All of these growth demands have outpaced the capacity of the existing space to adequately accommodate BOE needs.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition		1,495,000					1,495,000						
Design			172,800	43,200			216,000						
Construction			336,400	1,344,600			1,681,000						
Public Art - 1%			24,000				24,000						
Project Management				90,000			90,000						
Furniture, Fixtures & Equip.				513,000			513,000						
Contingency				430,000			430,000						
Communication				164,000			164,000						
Other							0						
Total	0	1,495,000	533,200	2,584,800	0	0	4,613,000						
Additional Comments: Association dues for the second floor are listed in 14 Operating Impact, line 47 Other One Time Cost (after FY 2015 include this cost in the department's operating budget). Line 31, Utilities and Line 32, Contract Services (housekeeping/maintenance) costs start when construction is complete.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0		
Additional Comments:													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
Medic Headquarters Relocation/Expansion		Medic		Government Facility		\$48,344,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
4525 Statesville Rd., Charlotte, NC 28269		July 1, 2015		July 1, 2016		\$ -714,191							
Project Description / Scope: 176,226 square foot Building													
Project Justification: This project request will support a critical needed expansion of the Mecklenburg EMS Agency (Medic) operations facility. Medic moved into its current leased Statesville Road facility in 1998. Since that time, the Agency has experienced significant growth in service demand. This in turn has resulted in mirrored growth in operational functions and administrative support and to sustain the growth in calls for service, both emergency and non-emergency. Medic has maximized capacity in the original 81,000 square foot building as well as an additional 35,000 square feet in an adjacent building leased in 2011.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition			0	0			0						
Design			3,061,600	765,400			3,827,000						
Construction			7,121,000	28,484,000			35,605,000						
Public Art - 1%			349,000	0			349,000						
Project Management			0	64,000			64,000						
Furniture, Fixtures & Equip.			0	3,836,000			3,836,000						
Contingency			0	4,395,000			4,395,000						
Communication			0	268,000			268,000						
Other			0	0			0						
Total	0	0	10,531,600	37,812,400	0	0	48,344,000						
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments:													

Mecklenburg County Capital Project Submission													
Project Name:		Department:			Project Category:			Project Cost:					
CCOB Tax Department Relocation		Tax Collections			Government Facility			\$7,204,000					
Address Location: 720 E. 4th St., Charlotte, NC 28202		Estimated Start Date: January 1, 2016			Estimated Completion Date: December 1, 2017			Estimated Operating Cost at Completion: \$ 0					
Project Description / Scope: 31,191 square foot interior renovation. Project is a relocation of Tax Collection and the Assessor's Office to the CCOB													
Project Justification: Provides additional space for case workers to meet case load demand and Walton Plaza is to be sold.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition								0				0	
Design								464,000		116,000		580,000	
Construction								825,600		3,302,400		4,128,000	
Public Art - 1%								59,000				59,000	
Project Management								0		184,000		184,000	
Furniture, Fixtures & Equip.								0		1,358,000		1,358,000	
Contingency								0		655,000		655,000	
Communication								0		240,000		240,000	
Other								0		0		0	
Total	0	0		0		1,348,600		5,855,400		0		7,204,000	
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	158	0	0	3	0	0	3	0	0	164	0	0	
Additional Comments:													

Mecklenburg County Capital Project Submission													
Project Name:		Department:			Project Category:			Project Cost:					
Child Support Enforcement Relocation to Woodard Center		Child Support Enforcement			Government Facility			\$8,825,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
3205 Freedom Dr., Charlotte, NC 28208		July 1, 2014			December 1, 2016			\$ -90,000					
Project Description / Scope: Interior renovation for Child Support Enforcement department 33,538 square foot. Project includes exterior renovation, site utilities, and new parking lot.													
Project Justification: This project is for the relocation of Child Support Enforcement (CSE) from leased space to the County owned Valerie C. Woodard Center. Current lease space has limited expansion potential. Additional employees are required to improve the case load ratio per state requirements and meet demands for future growth. The new space is located in the zip code with the highest concentration of CSE clients in the County. The new location is adjacent to the Department of Social Services (DSS) at the Woodard Center, providing increased collaboration and efficiency of operations for serving shared CSE and DSS customers.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition												0	
Design		463,680		115,920								579,600	
Construction				5,339,520		593,280						5,932,800	
Public Art - 1%		81,000										81,000	
Project Management				190,000								190,000	
Furniture, Fixtures & Equip.				1,071,000								1,071,000	
Contingency				855,400								855,400	
Communication				115,200								115,200	
Other												0	
Total	0	544,680		7,687,040		593,280		0		0		8,825,000	
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	98	0	0	20	0	0	21	0	0	139	0	0	
Additional Comments: Space is designed to accommodate 139 employees by the year 2020. Actual growth per year will vary based on available funding.													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
Woodard Center Phase III B Partial Hal Marshall Center Relocation		Land Use and Environmental Svcs.		Government Facility		\$70,355,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
3205 Freedom Dr., Charlotte, NC 28202		January 1, 2018		December 1, 2019		\$ 0							
Project Description / Scope: 174,960 square foot. Interior renovation and exterior renovation to existing shell (includes new parking lot).													
Project Justification: This project requests funding for Phase B of Phase III. The Center City 2010 Master Plan, adopted in May 2000 and also the newer 2020 Plan, recommended the redevelopment of the Hal Marshall Center property as a mixed-use urban village. The Board of County Commissioners has approved the sale of Hal Marshal Center, following criteria established in the original 2010 Master Plan. In addition, Hal Marshal Center is not adequate in area or physical condition to house the current needs of the departments located in it.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition					0	0	0						
Design					2,186,400	1,457,600	3,644,000						
Construction						52,594,000	52,594,000						
Public Art - 1%					609,000	0	609,000						
Project Management					0	487,000	487,000						
Furniture, Fixtures & Equip.					0	5,630,000	5,630,000						
Contingency					0	6,396,000	6,396,000						
Communication					0	995,000	995,000						
Other					0	0	0						
Total	0	0	0	0	2,795,400	67,559,600	70,355,000						
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments:													

Mecklenburg County Capital Project Submission													
Project Name:		User Department:			Project Category:			Project Cost:					
Sheriff's Office Expansion		Sheriff			Government Facility			\$5,230,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
700 E. 4th St., Charlotte, NC 28202		January 1, 2014			January 1, 2016			\$ 0					
Project Description / Scope: 14,854 Square foot interior renovation													
Project Justification: This project requests funding for the expansion of the Sheriff's Office space at 700 E. Fourth St- Johnson (former Criminal Court Building.) This expansion will provide additional office area to the main location of this department. The MCSO departments to be relocated are Gun Registration, Sex Offender Registration, Support Services, IT, and HR. Some of the current locations for these activities take place in locations that pose a safety/security risk for employees.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years			Total				
Land Acquisition									0				
Design	329,600	82,400							412,000				
Construction	688,800	2,755,200							3,444,000				
Public Art - 1%	41,000								41,000				
Project Management		141,000							141,000				
Furniture, Fixtures & Equip.		399,000							399,000				
Contingency		475,000							475,000				
Communication		318,000							318,000				
Other									0				
Total	1,059,400	4,170,600	0	0	0	0			5,230,000				
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0		

Mecklenburg County Capital Project Submission

Project Name:				Department:			Project Category:			Project Cost:		
Morrison Library Renovation				Library			Library			\$8,017,000		
Address Location:		Estimated Start Date:			Estimated Completion Date:		Estimated Operating Cost at Completion:					
7015 Morrison Blvd., Charlotte, NC 28211		July 1, 2014			July 1, 2015		\$ 0					
Project Description / Scope: The scope of this project includes interior renovation of 24,108 square foot (first floor 12,054 square foot; second floor 12,054 square foot) and 4,000 square foot addition for a total project area of 28,108 square feet.												
Project Justification: The building was constructed in 1991 and will have been in service for 25 years without substantial renovation. Age of facility warrants general renovation and upgrades necessary to meet 21st century library needs including HVAC, electrical, plumbing, telecommunications and furniture. Entire building is to be renovated and reprogrammed for improved collections, service delivery and technology access. Space will be allocated for new flex children's programming space, family restroom, teen area, conference rooms, group study spaces, quiet study rooms, flexible computing area, increased self-service options, improved workflow and storage in staff areas, drive-up book drop and improved parking flow.												
Cost Breakdown of Capital Project												
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years			Total			
Land Acquisition									0			
Design		548,000	137,000						685,000			
Construction		1,038,000	4,152,000						5,190,000			
Public Art - 1%		69,000	0						69,000			
Project Management			91,000						91,000			
Furniture, Fixtures & Equip.			1,164,000						1,164,000			
Contingency			727,000						727,000			
Communication			61,000						61,000			
Other		30,000							30,000			
Total	0	1,685,000	6,332,000	0	0				8,017,000			
Employee Count												
	FY2015			FY2016			FY2017			Total		
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp
	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments:												

Mecklenburg County Capital Project Submission													
Project Name:		Department:			Project Category:			Project Cost:					
North County Library Renovation		Library			Library			\$6,700,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
16500 Holly Crest Ln., Huntersville, NC 28078		July 1, 2016			July 1, 2017			\$ 0					
Project Description / Scope: The scope of this project includes interior renovation of 23,728 square foot (lower level 10,156 square feet; upper level 13,572 square feet).													
Project Justification: Building was constructed in 1997 and will have been in service for 20 years without substantial renovation. Age of facility warrants general renovation and upgrades to meet 21st century library needs including HVAC, electrical, plumbing, telecommunications and furniture. Entire building is to be renovated and reprogrammed for improved collections, service delivery and technology access. Space will be allocated for new flex children's programming space, family restroom; a teen area with service kiosk and dedicated computers; a flexible popular collection & computing area; expanded public computing; flex space meeting room; small group study rooms; conference rooms; quiet room; increased self-service options; improved workflow and storage in staff areas; drive-up book drop and improved parking flow.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years			Total				
Land Acquisition									0				
Design				460,800	115,200				576,000				
Construction				843,600	3,373,400				4,217,000				
Public Art - 1%				47,000					47,000				
Project Management					92,000				92,000				
Furniture, Fixtures & Equip.					1,079,000				1,079,000				
Contingency					606,000				606,000				
Communication					53,000				53,000				
Other				30,000					30,000				
Total	0	0	0	1,381,400	5,318,600				6,700,000				
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0		
Additional Comments:													

Mecklenburg County Capital Project Submission													
Project Name:		Department:			Project Category:			Project Cost:					
West Boulevard Library Renovation		Library			Library			\$4,742,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
2157 West Boulevard, Charlotte, NC 28208		July 1, 2015			July 1, 2016			\$ 0					
Project Description / Scope: The scope of this project includes interior renovation of 12,500 square foot and 4,000 square foot addition for a total project area of 16,500 square feet.													
Project Justification: Building was constructed in 1996 and will have been in service for 21 years without renovation. Age of facility warrants general renovation and upgrades necessary to meet 21st century library needs including HVAC, electrical, plumbing, telecommunications and furniture. Entire building is to be renovated and reprogrammed for improved collections, service delivery and technology access. Space will be allocated for new flex space children's program room; a family restroom; separate fully-functioning teen, children's & preschool areas with dedicated collections, technology and interactive activities; separate service kiosks in children's and teen areas; increased self-service options; flexible popular collection & computing area for adults; expanded public computing; small group study rooms; quiet room; business center (word processing, color copiers, faxing, etc.); improved workflow and storage in staff areas and improved parking flow.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition												0	
Design				320,800		80,200						401,000	
Construction				614,600		2,470,400						3,085,000	
Public Art - 1%				40,000								40,000	
Project Management						90,000						90,000	
Furniture, Fixtures & Equip.						632,000						632,000	
Contingency						428,000						428,000	
Communication						36,000						36,000	
Other				30,000								30,000	
Total	0	0		1,005,400		3,736,600		0		0		4,742,000	
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0		

Additional Comments:

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
South County Library Renovation		Library		Library		\$11,145,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
5801 Rea Rd., Charlotte, NC 28277		July 1, 2017		July 1, 2018		\$ 0							
Project Description / Scope: The scope of this project includes interior renovation of 33,501 square foot (first floor 17,075 square feet; second floor 16,426 square foot) and 4,000 square foot addition for a total project area of 37,501 square foot.													
Project Justification: Building was constructed in 1998 and will have been in service for 20 years without renovation. Age of facility warrants general renovation and upgrades to meet 21st century library needs including HVAC, electrical, plumbing, telecommunications and furniture. Entire building is to be renovated and reprogrammed to improve collections, service delivery, and technology access. Space will be allocated to support new dedicated children's program room, increased self-service options, teen area with dedicated computers, group study spaces, quiet study rooms, flexible computing area, improved workflow and storage in staff areas, drive-up book drop and improved parking flow.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition					764,800	191,200	0						
Design					1,434,800	5,740,200	956,000						
Construction					97,000		7,175,000						
Public Art - 1%							97,000						
Project Management						97,000	97,000						
Furniture, Fixtures & Equip.						1,683,000	1,683,000						
Contingency						1,020,000	1,020,000						
Communication						87,000	87,000						
Other					30,000		30,000						
Total	0	0	0	0	2,326,600	8,818,400	11,145,000						
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
Additional Comments:	0	0	0	0	0	0	0	0	0	0	0	0	

Mecklenburg County Capital Project Submission													
Project Name:		User Department:			Project Category:			Project Cost:					
Berewick Park		Park and Recreation			Park & Recreation			\$2,000,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
5910 Dixie River Road, Charlotte, NC		July 1, 2013			December 1, 2015			\$ 35,000					
Project Description / Scope:													
Construction of ball fields and related amenities as a joint use facility with Charlotte-Mecklenburg Schools.													
Project Justification:													
This project is necessary to provide ball fields for public and CMS use in this rapidly growing area of the county.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition	0	0		0		0						0	
Design	75,000	125,000		37,600								237,600	
Construction	250,000	750,000		481,040								1,481,040	
Public Art - 1%	20,000	0		0		0						20,000	
Project Management	0	0		0		0						0	
Furniture, Fixtures & Equip.		30,000		57,120								87,120	
Contingency	40,000	80,000		54,240								174,240	
Communication		0		0		0						0	
Other	0	0		0		0						0	
Total	385,000	985,000		630,000		0		0		0		2,000,000	
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	1	0	0	1	0	0	1	0	0	

Mecklenburg County Capital Project Submission													
Project Name:			User Department:			Project Category:			Project Cost:				
Campbell Creek Greenway - Lockmont to Harris Blvd.			Park and Recreation			Park & Recreation			\$1,000,000				
Address Location:			Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:				
Lockmont Drive, Charlotte, NC			July 1, 2013			December 30, 2015			\$ 18,000				
Project Description / Scope:													
Design and construction of a 1.0 mile section of Campbell Creek Greenway that will provide access to greenway users west of WT Harris Blvd to alleviate the hazardous at grade crossing of Harris Blvd.													
Project Justification:													
This new section of greenway/underpass will be a pedestrian/bicycle trail under WT Harris Blvd to Lockmont Drive serving a large residential community and will eliminate the hazard of people crossing Harris Blvd.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years			Total				
Land Acquisition	0	0	0	0							0		
Design	60,000	40,000	18,800								118,800		
Construction	100,000	300,000	340,520								740,520		
Public Art - 1%	10,000		0	0							10,000		
Project Management	0	0	0	0							0		
Furniture, Fixtures & Equip.		10,000	33,560								43,560		
Contingency	15,000	35,000	37,120								87,120		
Communication		0	0	0							0		
Other	0	0	0	0							0		
Total	185,000	385,000	430,000	0							1,000,000		
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0		

**Mecklenburg County
Capital Project Submission**

Project Name:				User Department:			Project Category:			Project Cost:			
Cordelia Park Shelter				Park and Recreation			Park & Recreation			\$580,000			
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
2100 North Davidson Street, Charlotte, NC		July 1, 2013			December 30, 2014			\$ 0					
Project Description / Scope: Design and construction of a new indoor shelter for Cordelia Park users.													
Project Justification: This new shelter is needed to meet the high demand of the public for an indoor activity area for large gatherings.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition	0	0	0	0	0	0	0						
Design	60,000	8,904	0	0	0	0	68,904						
Construction	200,000	229,501	0	0	0	0	429,501						
Public Art - 1%	5,800	0	0	0	0	0	5,800						
Project Management	0	0	0	0	0	0	0						
Furniture, Fixtures & Equip.	25,265	0	0	0	0	0	25,265						
Contingency	20,000	30,530	0	0	0	0	50,530						
Communication	0	0	0	0	0	0	0						
Other	0	0	0	0	0	0	0						
Total	285,800	294,200	0	0	0	0	580,000						
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	

Mecklenburg County Capital Project Submission													
Project Name:		User Department:			Project Category:			Project Cost:					
Eagles Landing Park		Park and Recreation			Park & Recreation			\$600,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
Eagles Landing Drive, Charlotte, NC		July 1, 2013			July 1, 2015			\$ 10,000					
Project Description / Scope:													
Project is for master planning and phase 1 development of a new neighborhood park in the Eagles Landing neighborhood. Development would include typical park amenities for a neighborhood parks based on public input.													
Project Justification:													
This project is needed for this under-served, socio-economically challenged neighborhood on the west side of Charlotte.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition	0	0		0		0		0				0	
Design	50,000	21,280										71,280	
Construction	100,000	344,312										444,312	
Public Art - 1%	6,000			0		0		0				6,000	
Project Management	0	0		0		0		0				0	
Furniture, Fixtures & Equip.		26,136										26,136	
Contingency	20,000	32,272										52,272	
Communication		0		0		0		0				0	
Other	0	0		0		0		0				0	
Total	176,000	424,000		0		0		0		0		600,000	
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0		

Mecklenburg County Capital Project Submission													
Project Name:		User Department:			Project Category:			Project Cost:					
Briar Creek Greenway - Randolph to Meadowbrook		Park and Recreation			Park & Recreation			\$2,440,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
Randolph Road, Charlotte, NC		July 1, 2013			December 30, 2015			\$ -18,000					
Project Description / Scope:													
Design and construction of a 1.5 mile section of Briar Creek Greenway from the Mint Museum to the conservancy property on Meadowbrook.													
Project Justification:													
This new section of greenway will be the pedestrian/bicycle connector of many residential parcels to the Mint Museum and unspoiled conservancy land in this rapidly growing area of south Charlotte.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition	0	0		0		0		0				0	
Design	195,000	75,000		19,872								289,872	
Construction	300,000	1,000,000		506,868								1,806,868	
Public Art - 1%	24,400			0		0		0				24,400	
Project Management	0	0		0		0		0				0	
Furniture, Fixtures & Equip.		50,000		56,287								106,287	
Contingency	20,000	80,000		112,573								212,573	
Communication		0		0		0		0				0	
Other	0	0		0		0		0				0	
Total	539,400	1,205,000		695,600		0		0		0		2,440,000	
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	1	0	0	0	0	0	1	0	0	

Mecklenburg County Capital Project Submission													
Project Name:		User Department:			Project Category:			Project Cost:					
Charles Park Shelter		Park and Recreation			Park & Recreation			\$370,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
800 Charles Ave, Charlotte, NC		July 1, 2013			December 30, 2014			\$ 8,000					
Project Description / Scope:													
Design and construction of a new outdoor shelter for Charles Park users.													
Project Justification:													
This new shelter is needed to meet the high demand of the public for a covered picnic/activity area for large gatherings.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition	0	0		0		0		0				0	
Design	40,000	3,956										43,956	
Construction	73,993	200,000										273,993	
Public Art - 1%	3,700	0		0		0		0				3,700	
Project Management	0	0		0		0		0				0	
Furniture, Fixtures & Equip.	0	16,117										16,117	
Contingency	10,000	22,234										32,234	
Communication		0		0		0		0				0	
Other	0	0		0		0		0				0	
Total	127,693	242,307		0		0		0		0		370,000	
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0		

Mecklenburg County Capital Project Submission													
Project Name:		User Department:			Project Category:			Project Cost:					
Double Oaks Pool		Park and Recreation			Park & Recreation			\$3,600,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
1200 Newland Road, Charlotte, NC		July 1, 2013			December 1, 2014			\$ 0					
Project Description / Scope:													
Replacement of existing outdoor pool at Double Oaks.													
Project Justification:													
Much needed replacement and ADA compliance for new outdoor pool at Double Oaks to meet the needs of an under-served area of the county.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition	0	0		0		0		0				0	
Design	400,000	27,680										427,680	
Construction	2,000,000	790,378										2,790,378	
Public Art - 1%	36,000	0		0		0		0				36,000	
Project Management	0	0		0		0		0				0	
Furniture, Fixtures & Equip.	15,314	100,000										115,314	
Contingency	30,628	200,000										230,628	
Communication	0	0		0		0		0				0	
Other	0	0		0		0		0				0	
Total	2,481,942	1,118,058		0		0		0		0		3,600,000	
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	2	0	60	0	0	0	0	0	2	0	60		

Mecklenburg County Capital Project Submission												
Project Name:		User Department:			Project Category:			Project Cost:				
Evergreen Nature Preserve		Park and Recreation			Park & Recreation			\$600,000				
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:				
Sheffield Park, Charlotte, NC		July 1, 2013			July 1, 2015			\$ -1,500				
Project Description / Scope:												
Implementation of master plan completed in January 2009. Closest nature preserve to Uptown Charlotte and is between a middle school, an elementary school and surrounding residential neighborhoods.												
Project Justification:												
This project is necessary to provide a much needed nature preserve in an economically challenged, multi cultural area of the county. The location allows the opportunity for joint use with Charlotte-Mecklenburg Schools. This preserve will be an oasis for urban dwellers to enjoy the out of doors close by their neighborhoods.												
Cost Breakdown of Capital Project												
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years			Total			
Land Acquisition	0	0	0	0							0	
Design	50,000	21,280									71,280	
Construction	100,000	344,312									444,312	
Public Art - 1%	6,000		0	0							6,000	
Project Management	0	0	0	0							0	
Furniture, Fixtures & Equip.	5,000	21,136									26,136	
Contingency	10,000	42,272									52,272	
Communication		0	0	0							0	
Other	0	0	0	0							0	
Total	171,000	429,000	0	0	0	0	0	0	0	0	600,000	
Additional Comments:												
Employee Count												
	FY2015			FY2016			FY2017			Total		
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp
	0	0	0	1	0	0	1	0	0	2	0	0

Mecklenburg County Capital Project Submission													
Project Name:		User Department:			Project Category:			Project Cost:					
Flat Branch Nature Preserve		Park and Recreation			Park & Recreation			\$400,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
Tom Short Road, Charlotte, NC		July 1, 2013			July 1, 2015			\$ -1,500					
Project Description / Scope:													
Implementation of master plan completed in January 2009. Site is located adjacent to Polo Ridge Elementary School and Flat Brach Community Park.													
Project Justification:													
This project is necessary to provide a much needed nature preserve in the rapidly developing, southern Mecklenburg County. The location allows the opportunity for joint use with Charlotte-Mecklenburg Schools and the students from Polo Ridge.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition	0	0		0		0		0				0	
Design	40,000	7,520										47,520	
Construction	90,000	206,208										296,208	
Public Art - 1%	4,000					0		0				4,000	
Project Management	0	0		0		0		0				0	
Furniture, Fixtures & Equip.	5,000	12,424										17,424	
Contingency	10,000	24,848										34,848	
Communication		0		0		0						0	
Other	0	0		0		0						0	
Total	149,000	251,000		0		0		0		0		400,000	
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	1	0	0	0	0	0	0	0		

Mecklenburg County Capital Project Submission													
Project Name:		User Department:			Project Category:			Project Cost:					
Freedom Park Shelter		Park and Recreation			Park & Recreation			\$1,000,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
1900 East Boulevard, Charlotte, NC		July 1, 2013			July 1, 2015			\$ -5,000					
Project Description / Scope:													
Existing concession stand, shelters and restrooms renovations and repairs.													
Project Justification:													
This project is necessary due to the high usage and aging conditions of these facilities. These renovations will meet the expectations of the public for festivals and heavy daily use of the park.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition	0	0		0		0		0				0	
Design	80,000	38,800										118,800	
Construction	200,000	540,520										740,520	
Public Art - 1%	10,000	0		0		0		0				10,000	
Project Management	0	0		0		0		0				0	
Furniture, Fixtures & Equip.	10,000	33,560										43,560	
Contingency	30,000	57,120										87,120	
Communication		0		0		0						0	
Other	0	0		0		0						0	
Total	330,000	670,000		0		0		0		0		1,000,000	
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0		

Mecklenburg County Capital Project Submission													
Project Name:		User Department:			Project Category:			Project Cost:					
Friendship Partnership		Park and Recreation			Park & Recreation			\$2,000,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
3400 Beatties Ford Road, Charlotte, NC		April 1, 2014			June 1, 2016			\$ 0					
Project Description / Scope:													
Public-Private partnership for small sportsplex facility at Friendship Baptist Church that include ball fields, shelters, parking and restrooms.													
Project Justification:													
Public-Private Partnership for funding of this new sportsplex facility in an under served portion of the county.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition	0	0		0		0		0				0	
Design	100,000	120,000		17,600		0						237,600	
Construction	22,400	1,000,000		420,000		0						1,442,400	
Public Art - 1%	20,000	0		0		0						20,000	
Project Management	0	0		0		0						0	
Furniture, Fixtures & Equip.	0	25,000		75,000		0						100,000	
Contingency	15,000	125,000		60,000		0						200,000	
Communication	0	0		0		0						0	
Other	0	0		0		0						0	
Total	157,400	1,270,000		572,600		0		0		0		2,000,000	
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	1	0	0	1	0	0	

Mecklenburg County Capital Project Submission													
Project Name:		User Department:			Project Category:			Project Cost:					
Historic Holly Bend House		Park and Recreation			Park & Recreation			\$1,500,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
4431 Neck Road, Charlotte, NC		July 1, 2013			July 1, 2015			\$ 0					
Project Description / Scope:													
Structure acquired is listed on the National Register of Historic Places (1795); Repairs to make historic structure adequate for public and staff use.													
Project Justification:													
Renovations are necessary to preserve a significant, historic structure and to make it safe and accessible to public and staff.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition	0	0		0		0		0				0	
Design	150,000	28,200										178,200	
Construction	300,000	810,780										1,110,780	
Public Art - 1%	15,000	0		0		0		0				15,000	
Project Management	0	0		0		0		0				0	
Furniture, Fixtures & Equip.	20,000	45,340										65,340	
Contingency	45,000	85,680										130,680	
Communication		0		0		0		0				0	
Other	0	0		0		0		0				0	
Total	530,000	970,000		0		0		0		0		1,500,000	
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	1	0	0	0	0	0	1	0	0	

Mecklenburg County Capital Project Submission													
Project Name:		User Department:			Project Category:			Project Cost:					
Irwin Creek Greenway - Connector to Barringer Academy		Park and Recreation			Park & Recreation			\$320,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
Walden Road, Charlotte, NC		July 1, 2013			July 1, 2015			\$ 0					
Project Description / Scope:													
Design and construction of a 1.5 mile section of Briar Creek Greenway from the Mint Museum to the conservancy property on Meadowbrook.													
Project Justification:													
This new section of greenway will be the pedestrian/bicycle connector of many residential parcels to the Mint Museum and unspoiled conservancy land in this rapidly growing area of south Charlotte.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition	0	0		0		0		0				0	
Design	30,000	8,016										38,016	
Construction	80,000	156,967										236,967	
Public Art - 1%	3,200					0		0				3,200	
Project Management	0	0		0		0		0				0	
Furniture, Fixtures & Equip.	0	13,939										13,939	
Contingency	10,000	17,878										27,878	
Communication		0		0		0		0				0	
Other	0	0		0		0		0				0	
Total	123,200	196,800		0		0		0		0		320,000	
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0		

Mecklenburg County Capital Project Submission													
Project Name:			User Department:			Project Category:			Project Cost:				
Irwin Creek Greenway - West Blvd/Barringer Drive Plaza			Park and Recreation			Park & Recreation			\$1,240,000				
Address Location:			Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:				
West Blvd/Barringer Drive, Charlotte, NC			July 1, 2013			December 30, 2015			\$ 0				
Project Description / Scope:													
Design and construction of 1 mile of greenway and a plaza feature and garden at West Blvd and Barringer Drive													
Project Justification:													
Partnership with local neighborhood on funding for project. This feature would be a gateway to the Irwin Creek Greenway in this under served area of the county.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years			Total				
Land Acquisition	0	0	0	0					0				
Design	100,000	40,000	7,312						147,312				
Construction	200,000	600,000	118,246						918,246				
Public Art - 1%	12,400		0	0					12,400				
Project Management	0	0	0	0					0				
Furniture, Fixtures & Equip.		20,000	34,014						54,014				
Contingency	20,000	50,000	38,028						108,028				
Communication		0	0	0					0				
Other	0	0	0	0					0				
Total	332,400	710,000	197,600	0	0	0			1,240,000				
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0		

Mecklenburg County Capital Project Submission													
Project Name:		User Department:			Project Category:			Project Cost:					
Lincoln Heights Park		Park and Recreation			Park & Recreation			\$600,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
Catherine Simmons Ave, Charlotte, NC		July 1, 2013			July 1, 2015			\$ 10,000					
Project Description / Scope:													
Project is for master planning and phase 1 development of a new neighborhood park in the Lincoln Heights neighborhood. Development would include typical park amenities for a neighborhood parks based on public input.													
Project Justification:													
This project is needed for this under-served, socio-economically challenged neighborhood on the west side of Charlotte.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition	0	0		0		0		0				0	
Design	50,000	21,280										71,280	
Construction	100,000	344,312										444,312	
Public Art - 1%	6,000			0		0		0				6,000	
Project Management	0	0		0		0		0				0	
Furniture, Fixtures & Equip.		26,136										26,136	
Contingency	20,000	32,272										52,272	
Communication		0		0		0		0				0	
Other	0	0		0		0		0				0	
Total	176,000	424,000		0		0		0		0		600,000	
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0		

Mecklenburg County Capital Project Submission													
Project Name:		User Department:			Project Category:			Project Cost:					
Long Creek Greenway - Phase 1		Park and Recreation			Park & Recreation			\$1,200,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
Reames Road, Charlotte, NC		July 1, 2013			December 30, 2016			\$ 18,000					
Project Description / Scope:													
New 1 mile section of greenway and related amenities from I-77 to Dixon Branch at Northlake Target Store.													
Project Justification:													
This section of greenway is needed to serve many multi-family communities providing them access to the Northlake retail area in a rapidly growing area of the county.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition	0	0		0		0						0	
Design	45,000	55,000		30,000		12,560						142,560	
Construction	25,000	325,000		450,000		88,624						888,624	
Public Art - 1%	12,000	0		0		0						12,000	
Project Management	0	0		0		0						0	
Furniture, Fixtures & Equip.				40,000		12,272						52,272	
Contingency		20,000		80,000		4,544						104,544	
Communication		0		0		0						0	
Other	0	0		0		0						0	
Total	82,000	400,000		600,000		118,000		0		0		1,200,000	
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0		

Mecklenburg County Capital Project Submission													
Project Name:			User Department:			Project Category:			Project Cost:				
Little Sugar Creek Greenway - Parkwood Underpass			Park and Recreation			Park & Recreation			\$250,000				
Address Location:			Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:				
Parkwood Avenue, Charlotte, NC			July 1, 2013			December 30, 2015			\$ 0				
Project Description / Scope:													
Design and construction of underpass at Parkwood Avenue for greenway user access to Cordelia Park.													
Project Justification:													
This project is necessary to provide greenway users and adjacent neighborhood residents a safe underpass crossing of Parkwood Avenue to Cordelia Park.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years			Total				
Land Acquisition	0	0	0	0							0		
Design	15,000	9,000	5,700								29,700		
Construction	25,000	95,000	65,130								185,130		
Public Art - 1%	2,500			0							2,500		
Project Management	0	0	0	0							0		
Furniture, Fixtures & Equip.			10,890								10,890		
Contingency	3,500	9,500	8,780								21,780		
Communication		0	0	0							0		
Other	0	0	0	0							0		
Total	46,000	113,500	90,500	0	0	0					250,000		
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0		

Mecklenburg County Capital Project Submission													
Project Name:		User Department:			Project Category:			Project Cost:					
Little Sugar Creek Greenway - Tyvola to Cadillac Street		Park and Recreation			Park & Recreation			\$1,000,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
Tyvola Road, Charlotte, NC		July 1, 2013			July 1, 2016			\$ 45,000					
Project Description / Scope:													
Design of a 5 mile section of the Little Sugar Creek Greenway from Tyvola Road to Cadillac Street in Pineville. Cost includes construction of 1 mile of greenway section. Grant from NCDOT.													
Project Justification:													
This project will be an extension of our most active greenway and will make it our longest greenway section in the system after completion. NCDOT has provided grant funding for this project.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition	0	0		0		0		0				0	
Design	75,000	30,000		13,800								118,800	
Construction	100,000	400,000		240,520								740,520	
Public Art - 1%	10,000			0		0		0				10,000	
Project Management	0	0		0		0		0				0	
Furniture, Fixtures & Equip.		10,000		33,560								43,560	
Contingency	10,000	30,000		47,120								87,120	
Communication		0		0		0		0				0	
Other	0	0		0		0		0				0	
Total	195,000	470,000		335,000		0		0		0		1,000,000	
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0		

Mecklenburg County Capital Project Submission													
Project Name:		User Department:			Project Category:			Project Cost:					
McAlpine Creek Greenway		Park and Recreation			Park & Recreation			\$380,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
8711 Monroe Road, Charlotte, NC		July 1, 2013			July 1, 2014			\$ -15,000					
Project Description / Scope: Charlotte-Mecklenburg Utilities Department relief sewer project in Upper McAlpine Creek Greenway to include trial replacement and bridge construction at McAlpine Creek Park.													
Project Justification: This project is necessary due to a construction project by CMUD that will require the trails and bridges to be replaced after CMUD is finished with their work.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition	0	0		0		0		0				0	
Design	45,144											45,144	
Construction	281,397											281,397	
Public Art - 1%	3,800	0		0		0		0				3,800	
Project Management	0	0		0		0		0				0	
Furniture, Fixtures & Equip.	16,553											16,553	
Contingency	33,106											33,106	
Communication		0		0		0						0	
Other	0	0		0		0		0				0	
Total	380,000	0		0		0		0		0		380,000	
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0		

Mecklenburg County Capital Project Submission													
Project Name:		User Department:			Project Category:			Project Cost:					
Mecklenburg County Aquatic Center Renovations		Park and Recreation			Park & Recreation			\$8,600,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
800 Martin Luther King Blvd, Charlotte, NC		July 1, 2013			July 1, 2016			\$ 0					
Project Description / Scope:													
Extensive renovations and improvements to the existing center to include new movable floor, all new decking, gutters in all pool areas, fitness area, locker rooms, seating, light fixtures throughout, exterior.													
Project Justification:													
This is the first major renovation project done since the facility was built. Above capacity use has lead to these major improvements to meet the need for current and future demand.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition	0	0		0		0						0	
Design	600,000	300,000		121,680								1,021,680	
Construction	1,000,000	3,000,000		2,368,472								6,368,472	
Public Art - 1%	86,000			0		0		0				86,000	
Project Management	0	0		0		0		0				0	
Furniture, Fixtures & Equip.	0	100,000		274,616								374,616	
Contingency	150,000	350,000		249,232								749,232	
Communication		0		0		0		0				0	
Other	0	0		0		0		0				0	
Total	1,836,000	3,750,000		3,014,000		0		0		0		8,600,000	
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	5	0	0	0	0	0	5	

Mecklenburg County Capital Project Submission													
Project Name:			User Department:			Project Category:			Project Cost:				
Mecklenburg County Regional Sportsplex - Phase 2			Park and Recreation			Park & Recreation			\$25,000,000				
Address Location:			Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:				
1900 East Boulevard, Charlotte, NC			July 1, 2013			July 1, 2016			\$ 275,500				
Project Description / Scope:													
Partnership with Town of Matthews for Phase 2 design and construction of Phase 2 soccer fields, parking, shelters and related amenities.													
Project Justification:													
This project is necessary to build out the second phase of the sportsplex in partnership with the Town of Matthews. This facility is in high demand by the rapidly growing area of the county.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition	0	0		0		0						0	
Design	1,000,000	1,500,000		470,000								2,970,000	
Construction	2,500,000	9,500,000		6,513,000								18,513,000	
Public Art - 1%	250,000	0		0		0						250,000	
Project Management	0	0		0		0						0	
Furniture, Fixtures & Equip.		600,000		489,000								1,089,000	
Contingency	200,000	800,000		1,178,000								2,178,000	
Communication		0		0		0						0	
Other	0	0		0		0						0	
Total	3,950,000	12,400,000		8,650,000		0		0		0		25,000,000	
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	3	0	0	3	0	0	

Mecklenburg County Capital Project Submission													
Project Name:		User Department:			Project Category:			Project Cost:					
Palisades Park		Park and Recreation			Park & Recreation			\$320,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
York Road, Charlotte, NC		July 1, 2013			December 30, 2014			\$ 10,000					
Project Description / Scope:													
Project funding for design and construction of a community park on the Charlotte-Mecklenburg Schools Palisades school campus. Amenities include a playground, shelter, trails and benches.													
Project Justification:													
Joint use with CMS for park. Project will provide park amenities for a rapidly growing, under served area of the county and alleviate overcrowding at Winget Park and Lake Wylie Elementary School.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition	0	0		0		0		0				0	
Design	30,000	8,016										38,016	
Construction	100,000	136,967										236,967	
Public Art - 1%	3,200					0		0				3,200	
Project Management	0	0		0		0		0				0	
Furniture, Fixtures & Equip.	0	13,939										13,939	
Contingency	7,500	20,378										27,878	
Communication		0		0		0		0				0	
Other	0	0		0		0		0				0	
Total	140,700	179,300		0		0		0		0		320,000	
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0		

Mecklenburg County Capital Project Submission													
Project Name:		User Department:			Project Category:			Project Cost:					
Ramsey Creek - Swim Beach		Park and Recreation			Park & Recreation			\$430,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
18441 Nantz Road, Charlotte, NC		July 1, 2013			December 1, 2014			\$ 5,000					
Project Description / Scope: This project is for construction of a boardwalk and beach area with restrooms at Ramsey Creek Park.													
Project Justification: Public demand for swimming access in our lakes has been overwhelming. This project will provide a much needed swim area that is safe and convenient to the public.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition	0	0		0		0						0	
Design	40,000	11,084										51,084	
Construction	180,000	138,423										318,423	
Public Art - 1%	4,300					0		0				4,300	
Project Management	0	0		0		0		0				0	
Furniture, Fixtures & Equip.	10,000	8,731										18,731	
Contingency	10,000	27,462										37,462	
Communication		0		0		0						0	
Other	0	0		0		0						0	
Total	244,300	185,700		0		0		0		0		430,000	
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	4	0	0	4	0	0	4	0	0	4	

Mecklenburg County Capital Project Submission													
Project Name:		User Department:			Project Category:			Project Cost:					
Reid Park		Park and Recreation			Park & Recreation			\$600,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
Amay James Ave, Charlotte, NC		July 1, 2013			July 1, 2015			\$ 10,000					
Project Description / Scope:													
Project is for master planning and phase 1 development of a new neighborhood park in the Reid neighborhood. Development would include typical park amenities for a neighborhood parks based on public input.													
Project Justification:													
This project is needed for this under-served, socio-economically challenged neighborhood on the west side of Charlotte.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition	0	0		0		0		0				0	
Design	50,000	21,280										71,280	
Construction	100,000	344,312										444,312	
Public Art - 1%	6,000			0		0		0				6,000	
Project Management	0	0		0		0		0				0	
Furniture, Fixtures & Equip.		26,136										26,136	
Contingency	20,000	32,272										52,272	
Communication		0		0		0		0				0	
Other	0	0		0		0		0				0	
Total	176,000	424,000		0		0		0		0		600,000	
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0		

Mecklenburg County Capital Project Submission													
Project Name:		User Department:			Project Category:			Project Cost:					
Southwest Community Park		Park and Recreation			Park & Recreation			\$1,600,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
1729 Vilma Street, Charlotte, NC		July 1, 2013			July 1, 2015			\$ 0					
Project Description / Scope:													
Project is for master planning and phase 1 development of a new Community Park in the southwest portion of the county. Development would include typical active and passive park amenities for community parks.													
Project Justification:													
This project is from the 2004 Bond Referendum and will provide park facilities to an under-served area of the county.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition	0	0		0		0		0				0	
Design	140,000	50,080										190,080	
Construction	400,000	784,832										1,184,832	
Public Art - 1%	16,000			0		0		0				16,000	
Project Management	0	0		0		0		0				0	
Furniture, Fixtures & Equip.	0	69,696										69,696	
Contingency	39,392	100,000										139,392	
Communication		0		0		0		0				0	
Other	0	0		0		0		0				0	
Total	595,392	1,004,608		0		0		0		0		1,600,000	
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	1	0	0	1	0	0	1	0	0	

Mecklenburg County Capital Project Submission													
Project Name:		User Department:			Project Category:			Project Cost:					
Teddington Park		Park and Recreation			Park & Recreation			\$600,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
Freedom Drive, Charlotte, NC		July 1, 2013			July 1, 2015			\$ 10,000					
Project Description / Scope:													
Project is for master planning and phase 1 development of a new neighborhood park in the Teddington neighborhood. Development would include typical park amenities for a neighborhood parks based on public input.													
Project Justification:													
This project is needed for this under-served, socio-economically challenged neighborhood on the west side of Charlotte.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition	0	0		0		0		0				0	
Design	50,000	21,280										71,280	
Construction	100,000	344,312										444,312	
Public Art - 1%	6,000			0		0		0				6,000	
Project Management	0	0		0		0		0				0	
Furniture, Fixtures & Equip.		26,136										26,136	
Contingency	20,000	32,272										52,272	
Communication		0		0		0		0				0	
Other	0	0		0		0		0				0	
Total	176,000	424,000		0		0		0		0		600,000	
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0		

Mecklenburg County Capital Project Submission													
Project Name:		User Department:			Project Category:			Project Cost:					
Torrence Creek Greenway		Park and Recreation			Park & Recreation			\$1,200,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
Rosewood Meadow Lane, Huntersville, NC		July 1, 2013			December 30, 2016			\$ 18,000					
Project Description / Scope: New 1 mile section of greenway and related amenities from Rosewood Meadow Lane to the existing Torrence Creek Greenway near Bradford Hills Lane.													
Project Justification: This section of greenway is needed to serve many residential communities providing them access to the Huntersville business/retail areas in a rapidly growing area of the county.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition	0	0		0		0						0	
Design	45,000	55,000		30,000		12,560						142,560	
Construction	25,000	325,000		450,000		88,624						888,624	
Public Art - 1%	12,000	0		0		0						12,000	
Project Management	0	0		0		0						0	
Furniture, Fixtures & Equip.				40,000		12,272						52,272	
Contingency		20,000		80,000		4,544						104,544	
Communication		0		0		0						0	
Other	0	0		0		0						0	
Total	82,000	400,000		600,000		118,000		0		0		1,200,000	
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	

Mecklenburg County Capital Project Submission													
Project Name:		User Department:			Project Category:			Project Cost:					
Veterans Park Shelter		Park and Recreation			Park & Recreation			\$1,070,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
2136 Central Avenue, Charlotte, NC		July 1, 2013			July 1, 2015			\$ 5,000					
Project Description / Scope:													
Repairs and renovations for existing indoor shelter and 2 outdoor shelters.													
Project Justification:													
Repairs/renovations are needed for safety and to meet the high demand of the public expectations for festivals and daily use of the park shelters.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition	0	0		0		0		0				0	
Design	100,000	27,116										127,116	
Construction	292,357	500,000										792,357	
Public Art - 1%	10,700	0		0		0		0				10,700	
Project Management	0	0		0		0		0				0	
Furniture, Fixtures & Equip.	20,000	26,609										46,609	
Contingency	20,000	73,218										93,218	
Communication	0	0		0		0		0				0	
Other	0	0		0		0		0				0	
Total	443,057	626,943		0		0		0		0		1,070,000	
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0		

Mecklenburg County Capital Project Submission												
Project Name:		User Department:			Project Category:			Project Cost:				
West Charlotte Recreation Center		Park and Recreation			Park & Recreation			\$1,000,000				
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:				
2400 Kendall Drive, Charlotte, NC		July 1, 2013			December 1, 2015			\$ 0				
Project Description / Scope:												
Renovations to HVAC system, gymnasium, game room, kitchen, fitness center, offices, restrooms and multi purpose rooms for better function and programming opportunities.												
Project Justification:												
This project will be a much needed renovation of this aging facility in an under served area of the county. The high use of the center and the age of the building has made it necessary to make some improvements that will save energy costs, better programming and meet the demands of the public.												
Cost Breakdown of Capital Project												
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years			Total			
Land Acquisition	0	0	0	0					0			
Design	65,000	35,000	18,800						118,800			
Construction	100,000	400,000	240,520						740,520			
Public Art - 1%	10,000		0	0					10,000			
Project Management	0	0	0	0					0			
Furniture, Fixtures & Equip.		10,000	33,560						43,560			
Contingency	10,000	50,000	27,120						87,120			
Communication		0	0	0					0			
Other	0	0	0	0					0			
Total	185,000	495,000	320,000	0	0	0			1,000,000			
Additional Comments:												
Employee Count												
	FY2015			FY2016			FY2017			Total		
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp
	0	0	0	0	0	0	0	0	0	0	0	

Mecklenburg County Capital Project Submission													
Project Name:		User Department:			Project Category:			Project Cost:					
Hornet's Nest Park Shelter		Park and Recreation			Park & Recreation			\$1,330,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
6301 Beatties Ford Road, Charlotte, NC		July 1, 2014			December 30, 2015			\$ -10,000					
Project Description / Scope: Design and renovations of 8 existing shelters/restrooms/concession stand.													
Project Justification: This renovated shelters are needed to meet the high demand of the public and repair safety/structural concerns in the older shelters.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition												0	
Design		130,000		28,004								158,004	
Construction		600,000		384,891								984,891	
Public Art - 1%		13,300										13,300	
Project Management												0	
Furniture, Fixtures & Equip.		57,935										57,935	
Contingency		80,000		35,870								115,870	
Communication												0	
Other												0	
Total	0	881,235		448,765		0		0		0		1,330,000	
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0		

Mecklenburg County Capital Project Submission													
Project Name:	Department:	Project Category:			Project Cost:								
Progress Park - Shelter	Park and Recreation	Park & Recreation			\$200,000								
Address Location:	Estimated Start Date:	Estimated Completion Date:			Estimated Operating Cost at Completion:								
1120 Harrill Street, Charlotte, NC	December 15, 2015	December 15, 2017			\$ -1,600								
Project Description / Scope: This shelter upgrade project would provide new outdoor shelter for improved gathering spaces for families and group events.													
Project Justification: The new shelter is needed for current and future needs of the community. The upgrades are necessary due to the high demand that exceed the facility capacity. This is a 2008 Bond Project.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition			0	0	0		0						
Design			7,500	12,500	3,760		23,760						
Construction			0	100,000	44,240		144,240						
Public Art - 1%			2,000	0	0		2,000						
Project Management			0	0	0		0						
Furniture, Fixtures & Equip.			1,500	7,000	3,500		12,000						
Contingency			3,500	9,500	5,000		18,000						
Communication			0	0	0		0						
Other			0	0	0		0						
Total	0	0	14,500	129,000	56,500	0	200,000						
Additional Comments: The County has the land needed for this project. The project has an estimated annual operating cost of \$10,400, and estimated annual revenue of \$12,000													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0.25	0	0	# ##	0	0	
Additional Comments: MOA POSITION AND VEHICLE DIVIDED AMONG NEW CENTRAL REGION AMENITIES													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
South Street Park - Davidson (Improvement)		Park and Recreation		Park & Recreation		\$300,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
South Street, Davidson, NC		December 15, 2016		December 15, 2018		\$ -47,245							
Project Description / Scope: This project funding will provide for the renovation of existing South Street Park in Davidson. Amenities could include athletic courts, playground, picnic areas, benches and walking trails from input by the community.													
Project Justification: This project is needed to serve the citizens of Davidson. This existing park is at/over capacity to meet the current/future needs to the rapidly growing Town of Davidson. 2008 Bond Funds moved from Davidson Recreation Center Improvements Project.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition				5,000	25,000	5,640	0						
Design							35,640						
Construction					150,000	61,660	211,660						
Public Art - 1%				3,000			3,000						
Project Management							0						
Furniture, Fixtures & Equip.					15,000	5,000	20,000						
Contingency				5,000	15,000	9,700	29,700						
Communication							0						
Other							0						
Total	0	0	0	13,000	205,000	82,000	300,000						
Additional Comments: The land for this project is already owned by the Town of Davidson.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: NO OPERATING IMPACT FY2018													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
Stevens Creek Nature Preserve (New)		Park and Recreation		Park & Recreation		\$7,200,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
Thompson Road, Mint Hill, NC		July 15, 2015		December 15, 2018		\$ 62,500							
Project Description / Scope:													
Funds to master plan a new preserve and nature center. Amenities may include more than 2 miles of nature trails, picnic shelters, parking areas, nature center with exhibit space, rental facilities, staff offices and maintenance compound. This will be the 4th regional nature preserve and will serve the Southeast portion of the county.													
Project Justification:													
This will be the first Nature Preserve in the Matthews/Mint Hill area. The plan for this facility goes back to the 1989 MCPR Master Plan. It will offer recreational and educational programming to this rapidly growing portion of the county that is currently underserved with access to protected, undeveloped open space. This is a 2008 Bond Project.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition							0						
Design			150,000	250,000	300,000	155,360	855,360						
Construction			900,000	1,500,000	2,250,000	528,440	5,178,440						
Public Art - 1%			72,000				72,000						
Project Management							0						
Furniture, Fixtures & Equip.			50,000	100,000	150,000	81,400	381,400						
Contingency			100,000	200,000	250,000	162,800	712,800						
Communication							0						
Other							0						
Total	0	0	1,272,000	2,050,000	2,950,000	928,000	7,200,000						
Additional Comments: \$928,000 balance needed for FY19 for Design, Construction, FF+E and Contingency. The land for this project is already owned by the County.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: NO OPERATING IMPACT UNTIL FY2019													

Mecklenburg County Capital Project Submission													
Project Name:	Department:	Project Category:			Project Cost:								
Sugaw Creek Recreation Center (Improvement)	Park and Recreation	Park & Recreation			\$5,700,000								
Address Location:	Estimated Start Date:	Estimated Completion Date:			Estimated Operating Cost at Completion:								
943 West Sugar Creek Road, Charlotte, NC	July 15, 2017	December 15, 2020			\$ 35,900								
Project Description / Scope: Improvements to this aging recreation center include a new auxiliary gym, computer lab, multi-purpose rooms/activity rooms and a fitness center. Expansion will accommodate more space for teen mentoring.													
Project Justification: The community has requested more opportunities for fitness and wellness facilities as well as more programs for youth and seniors. This recreation center is at/over capacity to meet the current and future needs of the community it serves. This is a 2008 Bond Project.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition					0		0						
Design					150,000	527,160	677,160						
Construction					750,000	3,401,540	4,151,540						
Public Art - 1%					57,000	0	57,000						
Project Management					0	0	0						
Furniture, Fixtures & Equip.					25,000	225,000	250,000						
Contingency					74,300	490,000	564,300						
Communication					0	0	0						
Other					0	0	0						
Total	0	0	0	0	1,056,300	4,643,700	5,700,000						
Additional Comments: The land for this project is already owned by the County.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: NO OPERATING IMPACT UNTIL FY2018													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
Walker Branch GWY - Tryon Street to Smith Road		Park and Recreation		Park & Recreation		\$1,176,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
Walkers Creek Drive, Charlotte, NC		December 15, 2017		December 15, 2020		\$ 12,000							
Project Description / Scope: This .8 mile greenway project will extend a developer-built greenway from Rivergate Shopping Center to Smith Road. It will connect to the Steele Creek Athletic Association complex and many neighborhoods. The County is working with the Steele Creek Community Trail Committee.													
Project Justification: This area of the county is grossly under-served with greenway trails and is growing very rapidly. A greenway is needed to safely get pedestrians and bicyclists from the many neighborhoods to essential community services/facilities. This is a 2008 Bond Project.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition					30,000	109,249	0						
Design					75,000	775,355	139,249						
Construction					11,760		850,355						
Public Art - 1%							11,760						
Project Management							0						
Furniture, Fixtures & Equip.						57,636	57,636						
Contingency					18,000	99,000	117,000						
Communication							0						
Other							0						
Total	0	0	0	0	134,760	1,041,240	1,176,000						
Additional Comments: The land for this project is already owned by the County.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: NO OPERATING IMPACT UNTIL FY2018													

Mecklenburg County Capital Project Submission													
Project Name:		Department:			Project Category:			Project Cost:					
West Branch Rocky River GWY - Fisher Farm Park Trail		Park and Recreation			Park & Recreation			\$1,395,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
21215 Shearer Road, Charlotte, NC		December 15, 2014			December 15, 2017			\$ 0					
Project Description / Scope: This 1.1 mile greenway project will extend a developer-built greenway through Fisher Farm Park, a 200 acre farm purchased by the Town of Davidson.													
Project Justification: This project has strong support from the Town of Davidson to provide greenway access to Fisher Farm Park. This pedestrian/bicycle connection will provide passive and active recreation opportunities for the residents of Davidson that use Fisher Farm Park. This is a 2008 Bond Project.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years			Total				
Land Acquisition		0	0	0					0				
Design		30,000	50,000	45,000	40,726				165,726				
Construction		150,000	350,000	300,000	210,933				1,010,933				
Public Art - 1%		13,950	0	0					13,950				
Project Management		0	0	0					0				
Furniture, Fixtures & Equip.		7,500	25,000	35,000	13,964				81,464				
Contingency		10,000	40,000	45,000	27,927				122,927				
Communication		0	0	0					0				
Other		0	0	0					0				
Total	0	211,450	465,000	425,000	293,550				0	1,395,000			
Additional Comments: \$293,550 balance needed for FY19 for Design, Construction, FF+E and Contingency. The land for this project is already owned by the County.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0		
Additional Comments: NO OPERATING IMPACT UNTIL FY2019													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
Thomas McAllister Winget Park (Improvement)		Park and Recreation		Park & Recreation		\$2,716,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
12025 Winget Road, Charlotte, NC		July 15, 2015		July 15, 2017		\$ 8,000							
Project Description / Scope: This project will be for the third and final phase of this 87 acre park. Improvements include an amphitheater, 3 softball fields, tennis courts and other amenities.													
Project Justification: The citizens have requested that Mecklenburg County Park and Recreation expand and improve existing parks throughout the county per the Citizen Survey. Winget Park is one such facility that is used to capacity and is in need to expansion to meet the needs of the residents in which this park serves. This is a 2008 Bond Project.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition			0	0	0		0						
Design			102,660	135,000	85,000		322,660						
Construction			600,000	750,000	647,296		1,997,296						
Public Art - 1%			27,160	0	0		27,160						
Project Management			0	0	0		0						
Furniture, Fixtures & Equip.			10,000	50,000	40,000		100,000						
Contingency			68,884	125,000	75,000		268,884						
Communication			0	0	0		0						
Other			0	0	0		0						
Total	0	0	808,704	1,060,000	847,296	0	2,716,000						
Additional Comments: The land for this project is already owned by the County.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: NO OPERATING IMPACT UNTIL FY2019													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
Abersham/Fisher Farm/Allison Farm Regional Park (New)		Park and Recreation		Park & Recreation		\$1,200,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
Shearer Road, Davidson, NC		December 15, 2014		December 15, 2017		\$ -28,000							
Project Description / Scope: This project will provide funding to master plan and Phase 1 improvements for this currently 550+ acre land-banked. Typical regional park amenities may include tennis courts, picnic shelters, playgrounds and walking trails based on community input. A joint use partnership with Town of Davidson.													
Project Justification: A partnership with Davidson will provide a large regional park for the residents of Davidson and Northern Mecklenburg County. This fast growing region of the county is in need of recreation opportunities that this park project will provide to meet the current/future needs of the residents. 2008 Bond Funds moved from the Davidson Recreation Center Improvements Project.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition							0						
Design		10,000	70,000	50,000	12,560		142,560						
Construction			500,000	300,000	26,640		826,640						
Public Art - 1%		12,000					12,000						
Project Management							0						
Furniture, Fixtures & Equip.			50,000	40,000	10,000		100,000						
Contingency		15,000	50,000	35,000	18,800		118,800						
Communication							0						
Other							0						
Total	0	37,000	670,000	425,000	68,000	0	1,200,000						
Additional Comments: The land for this project is already owned by the County/Town of Davidson.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: NO OPERATING IMPACT UNTIL FY2018; Davidson currently maintains and provides security for this park,													

**Mecklenburg County
Capital Project Submission**

Project Name:				Department:			Project Category:			Project Cost:			
Alexander Street Neighborhood Park (Improvement)		Park and Recreation			Park & Recreation			\$300,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
739 East 12th Street, Charlotte, NC		December 15, 2014			December 15, 2016			\$ 17,300					
Project Description / Scope: A partnership with Trinity Episcopal School and Charlotte Housing Authority to provide 2 new athletic fields, relocated shelter/playground, greenway linkages and new tennis courts at this 3.78 acre park. This park is already completed. Funding is for support of restroom construction by Trinity Episcopal School.													
Project Justification: This park includes improvements to serve the current/future needs of the surrounding community near the urban core of Charlotte. This park is used by Trinity Episcopal School and the Charlotte Housing Authority. This is a 2008 Bond Project.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition							0						
Design							0						
Construction		50,000	150,000	67,300			267,300						
Public Art - 1%		3,000					3,000						
Project Management							0						
Furniture, Fixtures & Equip.							0						
Contingency		5,000	15,000	9,700			29,700						
Communication							0						
Other							0						
Total	0	58,000	165,000	77,000	0	0	300,000						
Additional Comments: The land for this project is owned by the county.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0.25	0	0	###	0	0	
Additional Comments: MOA POSITION AND VEHICLE DIVIDED AMONG NEW CENTRAL REGION AMENITIES													

Mecklenburg County Capital Project Submission

Project Name:				Department:			Project Category:			Project Cost:			
Robert C. Bradford Regional Park - 3 synthetic ball fields		Park and Recreation			Park & Recreation			\$2,950,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
17005 Davidson-Concord Road, Huntersville, NC		December 15, 2015			December 15, 2017			\$ -42,000					
Project Description / Scope: This project will provide funding for the 3rd phase of this 210.54 acre park which includes the build-out of the soccer complex (3 additional synthetic soccer fields, lighting, expanded parking and restrooms)													
Project Justification: This park serves rapidly growing suburbs in northern Mecklenburg County which especially need more youth athletic facilities. This is a 2008 Bond Project.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition							0						
Design			80,000	147,500	122,000		349,500						
Construction			200,000	1,300,000	677,000		2,177,000						
Public Art - 1%			29,500				29,500						
Project Management							0						
Furniture, Fixtures & Equip.			5,000	40,000	55,000		100,000						
Contingency			34,000	100,000	160,000		294,000						
Communication							0						
Other							0						
Total	0	0	348,500	1,587,500	1,014,000	0	2,950,000						
Additional Comments: The land for this project is already owned by the County.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	

**Mecklenburg County
Capital Project Submission**

Project Name:				Department:			Project Category:			Project Cost:			
Crossridge Neighborhood Park (New)		Park and Recreation			Park & Recreation			\$600,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
Crossridge Road, Charlotte, NC		December 15, 2014			December 15, 2016			\$ 5,540					
Project Description / Scope: This project will provide funding to master plan this new 7.97 acre park site and construct typical neighborhood park amenities such as walking trails, playground, benches, shelter, volleyball and basketball courts based on community input.													
Project Justification: This project will help reach the goal of 2,332 additional acres of neighborhood parks by 2017 per the National Standards and Best Practices in the county's Master Plan. This park would provide recreational opportunities to an area that is underserved. This is a 2008 Bond Project.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition							0						
Design		16,280	35,000	20,000			71,280						
Construction		90,000	240,000	113,320			443,320						
Public Art - 1%		6,000					6,000						
Project Management							0						
Furniture, Fixtures & Equip.		5,000	10,000	5,000			20,000						
Contingency		12,400	30,000	17,000			59,400						
Communication							0						
Other							0						
Total	0	129,680	315,000	155,320	0	0	600,000						
Additional Comments: The land for this project is already owned by the County.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: NO OPERATING IMPACT UNTIL FY2018													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
Four Mile Creek GWY - Tunnel under S. Trade Street		Park and Recreation		Park & Recreation		\$175,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
South Trade Street, Matthews, NC		December 15, 2015		December 15, 2017		\$ 5,000							
Project Description / Scope: This project is a joint venture with the Town of Matthews for the extension of the Four Mile Creek greenway under the South Trade Street bridge to the Matthews Area Recreation Association Complex.													
Project Justification: This is a joint venture project with the Town of Matthews. Matthews is in the process of property acquisition. This will provide a critical, safe connection to the Matthews Area Recreation Association Complex using an underpass at Trade Street to avoid people from crossing this busy thoroughfare.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition							0						
Design			5,000	10,000	5,790		20,790						
Construction			10,000	75,000	44,591		129,591						
Public Art - 1%			1,750				1,750						
Project Management							0						
Furniture, Fixtures & Equip.			1,500	4,750	1,373		7,623						
Contingency			5,000	7,500	2,746		15,246						
Communication							0						
Other							0						
Total	0	0	23,250	97,250	54,500	0	175,000						
Additional Comments: \$54,500 balance needed for FY 19 for Design, Construction, FF+E and Contingency. Land is being acquired by Town of Matthews and will be in place by beginning of design.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: NO OPERATING IMPACT UNTIL FY2019													

Mecklenburg County Capital Project Submission													
Project Name:	Department:	Project Category:			Project Cost:								
Gateway Regional Park (New)	Park and Recreation	Park & Recreation			\$400,000								
Address Location:	Estimated Start Date:	Estimated Completion Date:			Estimated Operating Cost at Completion:								
9701 Wilkinson Blvd. Charlotte, NC	December 15, 2014	December 15, 2015			\$ 0								
Project Description / Scope: This project will provide funding to master plan and design for infrastructure to this currently land-banked and undeveloped 50.14 acre parcel. 87.09 acres is slated for a nature preserve. The master planning process will identify areas that development can occur. Design documents for road improvements to Wilkinson Blvd. are expected.													
Project Justification: National Standards and Best Practices in the county's Master Plan call for an additional 1,785 acres of Regional Parks by 2017. This project will help meet that goal. This is a 2008 Bond Project.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition							0						
Design		178,200	178,200				356,400						
Construction							0						
Public Art - 1%		4,000					4,000						
Project Management							0						
Furniture, Fixtures & Equip.							0						
Contingency		19,800	19,800				39,600						
Communication							0						
Other							0						
Total	0	202,000	198,000	0	0	0	400,000						
Additional Comments: The county already owns the property for this project.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: NO OPERATING IMPACT FOR LAND STUDY/DESIGN.													

Mecklenburg County Capital Project Submission													
Project Name:		Department:			Project Category:			Project Cost:					
Greenway Improvements		Park and Recreation			Park & Recreation			\$223,900					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
Multiple Greenway locations		December 30, 2016			December 15, 2018			\$ 0					
Project Description / Scope: The greenway system is now over 35 miles and growing. Mecklenburg County Park and Recreation received many calls and complaints about people getting confused or lost or unaware of the rules on our greenways. This project will improve wayfinding measures on our existing greenways. This is a project that does not require land acquisition or permitting.													
Project Justification: Many of our greenway users have complained about getting lost or requested better signage for orientation on our greenways. As the greenway system expands, this problem will only get worse. We need to provide better signage for greenway users safety and well being. This will create a standard that can be implemented on future greenway projects. This is a 2008 Bond Project.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition						0		0		0		0	
Design						7,600		14,000		5,000		26,600	
Construction						20,000		90,000		62,895		172,895	
Public Art - 1%						2,240		0		0		2,240	
Project Management						0		0		0		0	
Furniture, Fixtures & Equip.						0		0		0		0	
Contingency						5,000		10,000		7,165		22,165	
Communication						0		0		0		0	
Other						0		0		0		0	
Total	0	0		0		34,840		114,000		75,060		223,900	
Additional Comments: The land for this project at the various GWY's is already owned by the County.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0		
Additional Comments:													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
Hucks Road Regional Park (New)		Park and Recreation		Park & Recreation		\$3,600,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
5542 Hucks Road, Charlotte, NC		December 15, 2015		December 15, 2018		\$ 4,375							
Project Description / Scope: This project will provide funding to master plan this currently land-banked and undeveloped 31.77 acre parcel. An additional 106.43 acres is slated for a nature preserve - Clark's Creek Nature Preserve. Typical regional park amenities may include tennis courts, picnic shelters, playgrounds and walking trails based on community input. A joint use partnership with Charlotte-Mecklenburg Schools has been developed for the Hucks Road Middle School.													
Project Justification: A partnership with CMS will also provide community use of the middle school classrooms and athletic fields after school hours. Park and Recreation will contribute to athletic fields with irrigation, lighting and park development. This area of the county is in desperate need of these recreation facilities for the surrounding neighborhoods. This is a 2008 Bond Project.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition							0						
Design			100,000	150,000	125,000	52,680	427,680						
Construction			300,000	600,000	1,200,000	597,568	2,697,568						
Public Art - 1%			36,000				36,000						
Project Management							0						
Furniture, Fixtures & Equip.			10,000	30,000	50,000	24,584	114,584						
Contingency			25,000	100,000	150,000	49,168	324,168						
Communication							0						
Other							0						
Total	0	0	471,000	880,000	1,525,000	724,000	3,600,000						
Additional Comments: \$724,000 balance needed for FY 19 for Design, Construction, FF+E and Contingency. The land for this project is already owned by the County.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: NO OPERATING IMPACT UNTIL FY2019													

Mecklenburg County Capital Project Submission													
Project Name:			Department:			Project Category:			Project Cost:				
Huntersville Recreation Center (Improvement)			Park and Recreation			Park & Recreation			\$1,500,000				
Address Location:			Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:				
11725 Verhoeff Drive, Huntersville, NC			December 15, 2015			December 15, 2018			\$ -50,000				
Project Description / Scope: This project funding will provide for the expansion of the existing recreation center, after-school and summer camp classroom areas.													
Project Justification: This facility in southwest Huntersville is at/over capacity that serve the rapidly growing suburbs with much needed youth and family facilities. This facility has been very popular since it opened. This is a 2008 Bond Project.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years			Total				
Land Acquisition			0	0	0	0			0				
Design			23,200	50,000	75,000	30,000			178,200				
Construction			58,300	250,000	450,000	150,000			908,300				
Public Art - 1%			15,000	0	0	0			15,000				
Project Management			0	0	0	0			0				
Furniture, Fixtures & Equip.			25,000	50,000	100,000	75,000			250,000				
Contingency			15,000	30,000	78,500	25,000			148,500				
Communication			0	0	0	0			0				
Other			0	0	0	0			0				
Total	0	0	136,500	380,000	703,500	280,000			1,500,000				
Additional Comments: The land for this project is already owned by the County.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0		
Additional Comments: NO OPERATING IMPACT UNTIL FY2018, FACILITY MAINTAINED BY THE TOWN OF HUNTERSVILLE													

Mecklenburg County Capital Project Submission													
Project Name:		Department:			Project Category:			Project Cost:					
Jetton Park Picnic Shelters		Park and Recreation			Park & Recreation			\$1,000,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
19000 Jetton Road, Charlotte, NC		December 15, 2015			December 15, 2017			\$ -4,360					
Project Description / Scope: This expansion project will be for renovations and upgrades to the existing park shelters and new indoor and outdoor shelters.													
Project Justification: Both indoor and outdoor shelters will need to be constructed and renovations to existing shelters are necessary due to heavy demand for family and group shelters. This is a 2008 Bond Project.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition				0		0		0				0	
Design				40,000		47,000		31,800				118,800	
Construction				200,000		297,700		225,000				722,700	
Public Art - 1%				10,000		0		0				10,000	
Project Management				0		0		0				0	
Furniture, Fixtures & Equip.				10,000		29,000		14,500				53,500	
Contingency				30,000		45,000		20,000				95,000	
Communication				0		0		0				0	
Other				0		0		0				0	
Total	0	0		290,000		418,700		291,300		0		1,000,000	
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0		
Additional Comments:													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
Latta Nature Center/Preserve (Improvement)		Park and Recreation		Park & Recreation		\$7,800,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
5226 Sample Road, Huntersville, NC		December 15, 2014		December 15, 2017		\$ 20,000							
Project Description / Scope:													
Funding for this project will provide a new nature center and overall master planning of the preserve, to include new boat storage & canoe rental, rental facilities, classrooms for programs, expanded storage, staff offices, special event parking lot, etc.													
Project Justification:													
The lack of space of the existing nature center is a concern/demand. The Latta Nature Preserve is the third highest used park in the system and needs expansion of facilities to meet the demand. This is a joint venture with the Carolina Raptor Center. This is a 2008 Bond Project.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition							0						
Design		250,000	450,000	200,000	50,000		950,000						
Construction			1,700,000	2,452,000	1,500,000		5,652,000						
Public Art - 1%		78,000					78,000						
Project Management							0						
Furniture, Fixtures & Equip.			50,000	150,000	100,000		300,000						
Contingency		25,000	120,000	350,000	275,000		770,000						
Communication					50,000		50,000						
Other							0						
Total	0	353,000	2,320,000	3,152,000	1,975,000	0	7,800,000						
Additional Comments:													
The county owns the property needed for this project.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: NO OPERATING IMPACT FOR FY2018													

Mecklenburg County Capital Project Submission													
Project Name:		Department:			Project Category:			Project Cost:					
Linda Lake Neighborhood Park (New)		Park and Recreation			Park & Recreation			\$600,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
Applecross Lane, Charlotte, NC		December 15, 2015			December 15, 2017			\$ 3,750					
Project Description / Scope:													
This project is for master planning for a new 10 acre neighborhood park.													
Project Justification:													
This is a park that is needed in an under-served area of the county. This will provide master planning for a vacant land banked parcel that is a 2008 Bond Project.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition							0						
Design				10,000	50,000	11,280	71,280						
Construction					300,000	154,312	454,312						
Public Art - 1%			6,000				6,000						
Project Management							0						
Furniture, Fixtures & Equip.				15,000		1,136	16,136						
Contingency			10,000	40,000		2,272	52,272						
Communication							0						
Other							0						
Total	0	0	26,000	405,000	169,000		600,000						
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: NO OPERATING IMPACT UNTIL FY2019													

Mecklenburg County Capital Project Submission												
Project Name:		Department:			Project Category:			Project Cost:				
Little Sugar Creek GWY - Huntingtowne Farms to I-485		Park and Recreation			Park & Recreation			\$3,326,000				
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:				
2100 Sharon Road West, Charlotte, NC		July 15, 2016			December 15, 2018			\$ 36,000				
Project Description / Scope: This project will be a 2.5 mile extension of the Little Sugar Creek Greenway (LSCG) from the existing Huntingtowne Farms Park Greenway to the south to I-485 at Cadillac Street Golf Range in Pineville.												
Project Justification: Design document will be completed with a separate grant from NC Department of Transportation. A NCDOT Construction Grant has been awarded for the LSCG further north. For this submittal form, the NCDOT Grant is applied entirely to the northern section (LSCG - Tyvola to Huntingtowne Farms Park) A portion of this project needs to be funded to complete a greenway section from Tyvola Road to Sharon Road West.												
Cost Breakdown of Capital Project												
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total					
Land Acquisition				100,000	60,000	40,000	0					
Design							200,000					
Construction				800,000	1,000,000	798,829	2,598,829					
Public Art - 1%				33,260			33,260					
Project Management							0					
Furniture, Fixtures & Equip.					100,000	64,637	164,637					
Contingency				50,000	150,000	129,274	329,274					
Communication							0					
Other							0					
Total	0	0	0	983,260	1,310,000	1,032,740	3,326,000					
Additional Comments: Approximately 95% of the land needed for this project is in County ownership. The realty firm THC has been engaged to complete the needed transactions. Almost all parcels are for access trails. Initial owner contacts have been made by THC. Project is related to the NCDOT grant (FY14) is being negotiated and start of grant-funded design is imminent. This funding is essential to completion of the project scope described in the NCDOT grant project.												
Employee Count												
	FY2015			FY2016			FY2017			Total		
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp
	0	0	0	0	0	0	0	0	0	0	0	0
Additional Comments: NO OPERATING IMPACT UNTIL FY2018												

Mecklenburg County Capital Project Submission													
Project Name:		Department:			Project Category:			Project Cost:					
Little Sugar Creek GWY - Tyvola to Huntingtowne Farms		Park and Recreation			Park & Recreation			\$3,659,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
6215 Park Road, Charlotte, NC		July 15, 2016			June 30, 2019			\$ 36,000					
Project Description / Scope: This project serves as an 2.5 mile extension of Little Sugar Creek Greenway from Huntingtowne Farms Park north to Tyvola Road and a parking trailhead at Briar Creek and Park Road with related neighborhood park amenities.													
Project Justification: This project is related to a \$1M NC Department of Transportation grant project (county must have \$200K for match of \$800K NCDOT funds) available October 2013. This funding must coincide with an NCDOT Construction Grant awarded for NCDOT FY 2014.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition								100,000	60,000	40,000		0	
Design												200,000	
Construction								800,000	1,500,000	679,049		2,979,049	
Public Art - 1%								36,590				36,590	
Project Management												0	
Furniture, Fixtures & Equip.									90,000	91,120		181,120	
Contingency								20,000	100,000	142,241		262,241	
Communication												0	
Other												0	
Total	0	0		0		956,590		1,750,000		952,410		3,659,000	
Additional Comments: Approximately 95% of the land needed for this project is in County ownership. The realty firm THC has been engaged to complete the needed transactions. Almost all parcels are for access trails. Initial owner contacts have been made by THC. Project is related to the NCDOT grant (FY14) is being negotiated and start of grant-funded design is imminent. This funding is essential to completion of the project scope described in the NCDOT grant project.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0		
Additional Comments: NO OPERATING IMPACT UNTIL FY2018													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
Long Creek GWY Phase 2 - Primm Road to Dixon Branch		Park and Recreation		Park & Recreation		\$3,900,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
Primm Road, Charlotte, NC		July 15, 2017		December 15, 2019		\$ 50,000							
Project Description / Scope: This 3 mile section of the Long Creek Greenway will extend from Dixon Branch to Primm Road. This greenway will provide pedestrian/bicycle access to the Northlake retail area for a rapidly growing region of the county.													
Project Justification: This Phase 2 greenway project is a 2008 Bond Project and is needed in this underserved, rapidly growing region of the county.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition					200,000	263,320	0						
Design						2,908,028	463,320						
Construction						39,000	2,908,028						
Public Art - 1%							39,000						
Project Management							0						
Furniture, Fixtures & Equip.						149,884	149,884						
Contingency					20,000	319,768	339,768						
Communication							0						
Other							0						
Total	0	0	0	0	259,000	3,641,000	3,900,000						
Additional Comments: The county owns all the land needed for the main trail. Park and Recreation has requested that land for additional access trails be acquired by the beginning of design.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: NO OPERATING IMPACT UNTIL FY2020													
Land for the main trail is County owned. Some access easements/parcels are being acquired for the project and are anticipated to be in hand by the beginning of design.													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
Marion Diehl Recreation Center (Improvement)		Park and Recreation		Park & Recreation		\$8,525,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
2219 Tyvola Road, Charlotte, NC		December 15, 2017		December 15, 2020		\$ 47,500							
Project Description / Scope:													
Funding for this project would allow for expansion and renovation to the existing facility. Improvements would include an auxiliary gym, additional classrooms, fitness center, meeting rooms and a kitchen. Therapeutic recreation programs for senior citizens and families would also be included.													
Project Justification:													
This center is over 30 years old and has not had any improvements done since it opened. The facility is over capacity for the citizens it serves. The demand from the increasing population make this project a necessity at this time. It is a 2008 Bond Project.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition					0		0						
Design					250,000	762,770	1,012,770						
Construction					0	6,617,933	6,617,933						
Public Art - 1%					85,250		85,250						
Project Management					0		0						
Furniture, Fixtures & Equip.					0	66,349	66,349						
Contingency					10,000	732,698	742,698						
Communication					0		0						
Other					0		0						
Total	0	0	0	0	345,250	8,179,750	8,525,000						
Additional Comments: The land for this project at Marion Diehl Park is owned by the County.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: NO OPERATING IMPACT UNTIL FY2019													

Mecklenburg County Capital Project Submission													
Project Name:	Department:	Project Category:			Project Cost:								
Mayerling Drive Neighborhood Park (New)	Park and Recreation	Park & Recreation			\$600,000								
Address Location:	Estimated Start Date:	Estimated Completion Date:			Estimated Operating Cost at Completion:								
8420 Lawyers Road, Charlotte, NC	December 15, 2017	December 15, 2019			\$ 28,600								
Project Description / Scope: This project would fund the master planning for a new neighborhood park. Park elements could include playgrounds, benches, walking trails, picnic areas/shelters and basketball/volleyball courts. The master plan would be completed with input from the community that it will serve.													
Project Justification: This park is needed in an underserved area of the county. This is a 2008 Bond Project.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition					49,800	15,000	0						
Design							64,800						
Construction					75,000	373,200	448,200						
Public Art - 1%					6,000		6,000						
Project Management							0						
Furniture, Fixtures & Equip.						27,000	27,000						
Contingency					5,000	49,000	54,000						
Communication							0						
Other							0						
Total	0	0	0	0	135,800	464,200	600,000						
Additional Comments: The County owns the land for this project.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0.5	0	0	0.5	0	0	
Additional Comments: MOA POSITION AND VEHICLE DIVIDED AMONG NEW SOUTH REGION AMENITIES													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
McAlpine Creek GWY - Sardis to Providence		Park and Recreation		Park & Recreation		\$1,310,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
108 old Bell Road, Charlotte, NC		July 15, 2016		July 15, 2018		\$ 18,000							
Project Description / Scope: This 1 mile greenway project involves a partnership with Mecklenburg County Land Use & Environmental Services and Charlotte Storm Water Services, which will provide stream restoration. This is an extension of McAlpine Creek Greenway that connects to James Boyce Park and McAlpine Creek Park.													
Project Justification: It is critical the greenway project occur in tandem with the LUESA stream restoration construction project. Project construction should coincide with the paving of the 3 mile greenway between Independence and Sardis Road so all 4 miles can open at once. Additional \$200K is needed for access to Bishops Ridge. This is a 2008 Bond Project.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition				80,000	65,000	10,628	0						
Design							155,628						
Construction					650,000	296,737	946,737						
Public Art - 1%				13,100			13,100						
Project Management							0						
Furniture, Fixtures & Equip.					50,000	14,845	64,845						
Contingency				5,000	50,000	74,690	129,690						
Communication							0						
Other							0						
Total	0	0	0	98,100	815,000	396,900	1,310,000						
Additional Comments: The County has engaged the realtor THC to handle acquiring the remaining properties. This process is expected to be complete by the beginning of design.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: NO OPERATING IMPACT UNTIL FY2018													

Mecklenburg County Capital Project Submission													
Project Name:		Department:		Project Category:		Project Cost:							
McDowell Creek GWY - Taybrook Drive to Baylis Drive		Park and Recreation		Park & Recreation		\$2,500,000							
Address Location:		Estimated Start Date:		Estimated Completion Date:		Estimated Operating Cost at Completion:							
Taybrook Drive, Huntersville, NC		December 15, 2015		June 15, 2018		\$ 36,000							
Project Description / Scope: This 1.2 mile greenway project will extend McDowell Creek Greenway to the Wynfield neighborhood off Gilead Road in Huntersville. It will also connect to Torrence Creek Greenway and include a parking lot.													
Project Justification: This is a 2008 Bond Project and will provide access to residents in the northern portion of the county that are currently under served by greenways.													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition			80,000	120,000	97,000		0						
Design							297,000						
Construction				50,000	1,821,300		1,871,300						
Public Art - 1%			25,000				25,000						
Project Management							0						
Furniture, Fixtures & Equip.					88,900		88,900						
Contingency			10,000	30,000	177,800		217,800						
Communication							0						
Other							0						
Total	0	0	115,000	200,000	2,185,000	0	2,500,000						
Additional Comments: The County has the land needed for this project.													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: NO OPERATING IMPACT UNTIL FY2020													

**Mecklenburg County
Capital Project Submission**

Project Name:				Department:			Project Category:			Project Cost:			
Pine Valley Neighborhood Park (New)		Park and Recreation			Park & Recreation			\$700,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
1700 Longleaf Drive, Charlotte NC		December 15, 2016			December 15, 2018			\$ 2,600					
Project Description / Scope: <p>This project will include design and construction a playground and drinking fountain adjacent to the Pine Valley community center.</p>													
Project Justification: <p>Pine Valley is an underserved neighborhood. It does not currently have a neighborhood park.</p>													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition				15,000	65,000	3,160	0						
Design				0	400,000	120,540	83,160						
Construction				7,000			520,540						
Public Art - 1%							7,000						
Project Management							0						
Furniture, Fixtures & Equip.					15,000	5,000	20,000						
Contingency				5,000	45,000	19,300	69,300						
Communication							0						
Other							0						
Total	0	0	0	27,000	525,000	148,000	700,000						
Additional Comments: <p>The County has the land needed for this project.</p>													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments:													

Mecklenburg County Capital Project Submission													
Project Name:		Department:			Project Category:			Project Cost:					
First Ward Park		Park and Recreation			Park & Recreation			\$8,000,000					
Address Location:		Estimated Start Date:			Estimated Completion Date:			Estimated Operating Cost at Completion:					
9th Street/Brevard Street/Caldwell Street, Charlotte, NC		July 1, 2014			July 1, 2017			\$ 125,000					
Project Description / Scope: This project is a partnership with Daniel Levine for construction of a new uptown park at Caldwell, Brevard and 9th Streets on County owned property.													
Project Justification: 													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015		FY2016		FY2017		FY2018		Future Years		Total	
Land Acquisition												0	
Design												0	
Construction				4,000,000		4,000,000						8,000,000	
Public Art - 1%												0	
Project Management												0	
Furniture, Fixtures & Equip.												0	
Contingency												0	
Communication												0	
Other												0	
Total	0	0		4,000,000		4,000,000			0	0		8,000,000	
Additional Comments:													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0		
Additional Comments: NO OPERATING IMPACT UNTIL FY2018. ESTIMATED EXPENSES AROUND \$125,000 PER YEAR ONCE PROJECT IS COMPLETED.													

Mecklenburg County Capital Project Submission													
Project Name:	Department:	Project Category:			Project Cost:								
Green Space Acquisition	Park and Recreation	Park & Recreation			33,000,000 (6,600,000 annually)								
Address Location:	Estimated Start Date:	Estimated Completion Date:			Estimated Operating Cost at Completion:								
Various	July 1, 2013	June 30, 2018			\$ 0								
Project Description / Scope: The Capital Improvement Plan includes 6.6 million in annual funds to acquire land for future parks and green space conservation.													
Project Justification: 													
Cost Breakdown of Capital Project													
Project Costs	FY2014	FY2015	FY2016	FY2017	FY2018	Future Years	Total						
Land Acquisition	6,600,000	6,600,000	6,600,000	6,600,000	6,600,000		33,000,000						
Design							0						
Construction							0						
Public Art - 1%							0						
Project Management							0						
Furniture, Fixtures & Equip.							0						
Contingency							0						
Communication							0						
Other							0						
Total	6,600,000	6,600,000	6,600,000	6,600,000	6,600,000	0	33,000,000						
Additional Comments: 													
Employee Count													
	FY2015			FY2016			FY2017			Total			
	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	FT	PT	Temp	
	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Comments: 													

APPENDICES



On September 27, 2014, more than 500 volunteers pulled 10 tons of trash and recyclables from local creeks and shorelines during the annual Big Sweep cleanup.

- Budget Ordinance
- Financial Management Policies
- Basis of Budgeting and Accounting
- County Debt Policy
- Mecklenburg County At a Glance
- FY2016 Mecklenburg County Jurisdiction Tax Rates
- Five Year Historical Comparison of Tax Rate
- 20 Year Property Tax Rate Summary
- Property Tax Rate Per Capita: Ten Year Comparison
- FY2016 Adopted Fee Changes
- Glossary of Terms

**MECKLENBURG COUNTY, NORTH CAROLINA
BUDGET ORDINANCE FISCAL YEAR 2015-2016**

The following ordinance was offered by Commissioner Dumont Clarke who moved its adoption:

**BE IT ORDAINED BY THE BOARD OF COMMISSIONERS OF
MECKLENBURG COUNTY, NORTH CAROLINA, THIS 16TH DAY OF JUNE 2015:**

Section I. That for the operation of Mecklenburg County's government and its subdivisions for the fiscal year beginning July 1, 2015 and ending June 30, 2016, the amounts in the following schedules are hereby appropriated:

General Fund	\$1,181,738,548
including appropriation for:	
Capital Reserve Fund	8,000,000
Capital Project Pay Go Fund	35,110,860
Technology Reserve Fund	6,000,000
Vehicle Reserve Fund	2,000,000
Debt Service Fund	297,211,549
Law Enforcement Service District Fund	14,988,995
Fire Protection Service District Funds	
Charlotte ETJ Fire Protection Service District	3,145,359
Cornelius ETJ Fire Protection Service District	51,778
Davidson ETJ Fire Protection Service District	133,850
Huntersville ETJ Fire Protection Service District	717,861
Mint Hill ETJ Fire Protection Service District	314,812
Solid Waste Enterprise Fund	20,171,798
Storm Water Special Revenue Fund	15,368,226
Transit Sales Tax Special Revenue Fund	<u>38,000,000</u>
TOTAL APPROPRIATIONS	<u>\$1,571,842,776</u>

Section II. That it is estimated that the following revenues will be available during the fiscal year beginning July 1, 2015, and ending June 30, 2016, to meet the appropriations in Section I, as set forth in the following schedules:

General Fund		
Current Tax Levy	\$722,346,198	
Revenues – Other Sources	<u>459,392,350</u>	
Subtotal – General Fund		\$1,181,738,548
Debt Service Fund		
Current Tax Levy	\$234,078,880	
Revenues – Other Sources	<u>63,132,669</u>	
Subtotal – General Fund		297,211,549
Law Enforcement Service District Fund		
Current Tax Levy	\$14,828,995	
Revenues – Other Sources	<u>160,000</u>	
Subtotal – LESD Fund		14,988,995

Fire Protection Service District Funds	
Charlotte ETJ Fire Protection Service District	
Current Tax Levy	3,145,359
Cornelius ETJ Fire Protection Service District	
Current Tax Levy	51,778
Davidson ETJ Fire Protection Service District	
Current Tax Levy	133,850
Huntersville ETJ Fire Protection Service District	
Current Tax Levy	717,861
Mint Hill ETJ Fire Protection Service District	
Current Tax Levy	314,812
Solid Waste Enterprise Fund	
Revenue-Other Sources	20,171,798
Storm Water Special Revenue Fund	
Revenue-Other Sources	15,368,226
Transit Sales Tax Special Revenue Fund	
Non-Property Tax	<u>38,000,000</u>
ESTIMATED REVENUES	<u>\$1,571,842,776</u>

Section III. That there is hereby levied for the fiscal year beginning July 1, 2015 and ending June 30, 2016, 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, 2015, 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 <u>81.57¢</u>
Based on Estimated Assessed Valuation of <u>\$119,523,000,000</u>

Section IV. There is also hereby levied for the fiscal year beginning July 1, 2015 and ending June 30, 2016, 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 District (the entire unincorporated area) as listed for taxes as of January 1, 2015, in addition to that levied throughout the County, for the purpose of raising the revenue for the Law Enforcement Service District as set forth in the foregoing estimates of revenues, and in order to finance the foregoing appropriations:

Law Enforcement Service District Tax Rate <u>21.14¢</u>
Based on Estimated Assessed Valuation in the Law Enforcement Service District of <u>\$7,158,257,036</u>

Section V. There is also hereby levied for the fiscal year beginning July 1, 2015 and ending June 30, 2016, the following rate of property tax on each one hundred dollars (\$100) of assessed valuation of taxable property subject to taxation in the Fire Protection Service Districts as listed for taxes as of January 1, 2015, in addition to that 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¢

**Based on Estimated Assessed Valuation in the Charlotte ETJ Fire Protection Service District of
\$5,460,693,467**

Cornelius ETJ Fire Protection Service District Tax Rate 5¢

**Based on Estimated Assessed Valuation in the Cornelius ETJ Fire Protection Service District of
\$107,871,632**

Davidson ETJ Fire Protection Service District Tax Rate 6¢

**Based on Estimated Assessed Valuation in the Davidson ETJ Fire Protection Service District of
\$232,377,962**

Huntersville ETJ Fire Protection Service District Tax Rate 5¢

**Based on Estimated Assessed Valuation in the Huntersville ETJ Fire Protection Service District of
\$1,495,544,672**

Mint Hill ETJ Fire Protection Service District Tax Rate 7¢

**Based on Estimated Assessed Valuation in the Mint Hill ETJ Fire Protection Service District of
\$468,470,817**

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 amounts encumbered for outstanding purchase orders and contracts at June 30, 2015 shall be carried forward in fund balance as the amount Reserved for Encumbrances and the corresponding appropriations for these encumbrances shall not lapse in order to properly account for the payment in the fiscal year paid.

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 \$50,000 of local funds without specific Board action. The Management and Budget Director may authorize, at the request of the affected department head or his/her designee, the 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 statutes require such contracts. On behalf of the Mecklenburg County Consolidated Human Services Agency ("Human Services Agency"), the County Manager or her designee, may award and execute contracts which are

not 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 \$17.00 per year is imposed under N.C.G.S. 153A-292 for the fiscal year beginning July 1, 2015 and ending June 30, 2016, on all mobile homes, single family and multi-family residences located in Mecklenburg County on January 1, 2015, as provided in the Residential Solid Waste Fee Ordinance. Such fees are to be added to the 2015 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 Special Revenue Fund all Solid Waste Fees and other revenues attributable to the program, including but not limited to Discarded White Goods and Scrap Tire Disposal proceeds.

Section XII. That there is hereby appropriated to the Law Enforcement Service District Fund (a special revenue fund) revenues from the collection of the Law Enforcement Service District Ad Valorem tax at the rate stated in Section IV.

Section XIII. 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 XIV. 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, 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 XV. That there is hereby appropriated to the Technology Reserve Special Revenue Fund as a transfer from the General Fund, \$6,000,000. Funds appropriated can only be utilized for technology either in the current or subsequent fiscal years.

Section XVI. That there is hereby appropriated to the Capital Reserve Special Revenue Fund as a transfer from the General Fund, \$8,000,000. Funds appropriated can only be utilized for capital expenditures in the current or subsequent fiscal years.

Section XVII. That there is hereby appropriated to the Vehicle Reserve Special Revenue Fund as a transfer from the General Fund, \$2,000,000. 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 XVIII. The Capital Project Pay-Go Fund is funded by an appropriation of \$35,110,860 as a transfer from the General Fund. Funds appropriated can only be utilized for capital projects either in the current or subsequent fiscal years.

Section XIX. 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 XX. 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 County appropriations allocated to a purpose or function by more than ten (10%) percent.

Section XXI. 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, and lottery, ABC and investment revenue along with property tax revenue. The total appropriation for this fund is \$297,211,549. Funds appropriated can only be utilized for debt service or pay-as-you-go capital 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, funds necessary 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.

Section XXII. The excess amount of all building development revenues over related expenditures resulting from such fees collected by Land Use and Environmental Services Agency as of June 30, 2015 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 XXIII. That before any portion of the \$125,000 unrestricted contingency appropriations (Schedule No.3) can be expended, the Board must authorize such expenditure. That before any portion of the \$75,000 restricted contingency appropriation for First Baptist Church West, or the \$70,000 restricted appropriation for Senior Activities Service, or \$10,000 for James Ross II Scholarship Fund (Schedule No. 3) can be expended, the Board must authorize such expenditures.

Section XXIV. That there is hereby appropriated to the Transit Sales Tax Special Revenue Fund to account for the proceeds of the one-half percent local government sales and use tax, such actual proceeds as received to be transferred by the Director of Finance to the City of Charlotte in accordance with the provisions of the Transit Governance Interlocal Agreement.

Section XXV. The compensation and allowances for the 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 budget are hereby specifically incorporated by reference.

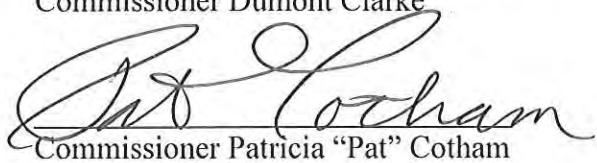
Section XXVI. The Board's Human Resources Policy is hereby amended to recognize Veterans Day for all regular full-time and part-time employees. The County Manager is directed to make changes to the Mecklenburg County Human Resources Policy and Procedures as necessary to reflect the addition of Veterans Day as a recognized holiday.

The motion to adopt the foregoing ordinance was seconded by Commissioner Ella B. Scarborough and carried on the following vote:

AYES



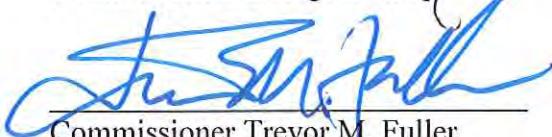
Commissioner Dumont Clarke



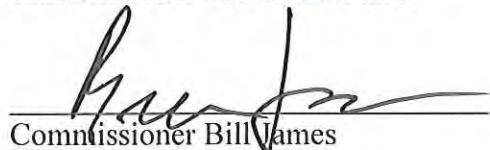
Commissioner Patricia "Pat" Cotham



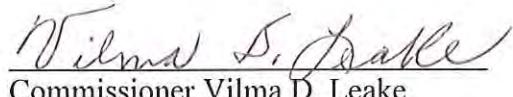
Commissioner George Dunlap



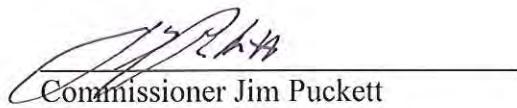
Commissioner Trevor M. Fuller



Commissioner Bill James



Commissioner Vilma D. Leake



Commissioner Jim Puckett



Commissioner Matthew Ridenhour



Commissioner Ella B. Scarborough

NAYES - None

Budget Summary By Fund
FY 2015 -2016

Fund	Appropriation	Fund Balance	Federal Aid	State Aid	Other Revenue	Prior Year's Taxes	Sales Taxes	Current Year's Taxes
General Fund	\$ 1,181,738,548	\$ 39,400,000	\$ 110,730,774	\$ 28,915,682	\$ 113,107,108	\$ 4,825,000	\$ 162,413,786	\$ 722,346,198
Solid Waste Disposal Enterprise Fund	20,171,798	584,652		1,466,413	18,120,733			
Storm Water Special Revenue Fund	15,368,226			15,368,226				
Transit Sales Tax	38,000,000					38,000,000		
Charlotte ETJ - District 1	3,145,359						3,145,359	
Cornelius ETJ - District 2	51,778						51,778	
Davidson ETJ - District 3	133,850						133,850	
Huntersville ETJ - District 4	717,861						717,861	
Mint Hill ETJ - District 5	314,812						314,812	
Debt Service Fund	297,211,549	150,000	2,025,025		14,079,644	10,000	47,028,000	234,078,880
Law Enforcement Service District	14,988,995							14,828,995
TOTALS	\$ 1,571,842,776	\$ 40,134,652	\$ 112,755,799	\$ 30,382,095	\$ 160,675,711	\$ 4,835,000	\$ 247,441,786	\$ 975,617,733

2015-2016 Tax Rate per \$100 of Assessed Value:**Law Enforcement Service District:**

Yield of 1¢ Tax Rate	
Gross	\$715,826
Less: 2% Allowance for Uncollectibles	-14,317
NET	\$701,509
 2015-2016 Tax Rate	21.14 ¢
 2015-2016 Est. Assessed Valuation	\$7,158,257,036

2015-2016 Tax Rate per \$100 of Assessed Value:**General Fund:**

Yield of 1¢ Tax Rate	
Gross	\$11,952,300
Less: 1.9% Allowance for Uncollectibles	-227,094
NET	\$11,725,206
 2015-2016 Tax Rate	81.57 ¢
 2015-2016 Est. Assessed Valuation	\$119,523,000,000

2015-2016 Tax Rate per \$100 of Assessed Value:**Charlotte ETJ Fire District 1**

Yield of 1¢ Tax Rate	
Gross	\$546,069
Less: 4% Allowance for Uncollectibles	-21,842
NET	\$524,227
 2015-2016 Tax Rate	6.00 ¢
 2015-2016 Est. Assessed Valuation	\$5,460,693,467

2015-2016 Tax Rate per \$100 of Assessed Value:**Cornelius ETJ Fire District 2**

Yield of 1¢ Tax Rate	
Gross	\$10,787
Less: 4% Allowance for Uncollectibles	-431
NET	\$10,356
 2015-2016 Tax Rate	5.00 ¢
 2015-2016 Est. Assessed Valuation	\$107,871,632

2015-2016 Tax Rate per \$100 of Assessed Value:**Davidson ETJ Fire District 3**

Yield of 1¢ Tax Rate	
Gross	\$23,238
Less: 4% Allowance for Uncollectibles	-930
NET	\$22,308
 2015-2016 Tax Rate	6.00 ¢
 2015-2016 Est. Assessed Valuation	\$232,377,962

2015-2016 Tax Rate per \$100 of Assessed Value:**Huntersville ETJ Fire District 4**

Yield of 1¢ Tax Rate	
Gross	\$149,554
Less: 4% Allowance for Uncollectibles	-5,982
NET	\$143,572
 2015-2016 Tax Rate	5.00 ¢
 2015-2016 Est. Assessed Valuation	\$1,495,544,672

2015-2016 Tax Rate per \$100 of Assessed Value:**Mint Hill ETJ Fire District 5**

Yield of 1¢ Tax Rate	
Gross	\$46,847
Less: 4% Allowance for Uncollectibles	-1,874
NET	\$44,973
 2015-2016 Tax Rate	7.00 ¢
 2015-2016 Est. Assessed Valuation	\$468,470,817

MECKLENBURG COUNTY, NORTH CAROLINA
CHARLOTTE-MECKLENBURG BOARD OF EDUCATION PROPOSED BUDGET
FISCAL YEAR 2015-2016

5000 Instructional Services		
5100 Regular Instructional	\$	149,205,819
5200 Special Populations		19,984,096
5300 Alternative Programs		10,801,623
5400 School Leadership Services		32,521,588
5500 Co-Curricular		4,021,643
5800 School-Based Support		<u>19,230,505</u>
Subtotal Instructional Services	\$	235,765,274
6000 System-Wide Support Services		
6100 Support and Development	\$	5,865,373
6200 Special Population Support and Development		1,862,875
6300 Alternative Programs Support and Developme		1,499,346
6400 Technology Support		12,773,133
6500 Operational Support		70,519,214
6600 Financial and Human Resource Services		15,778,189
6700 Accountability		4,152,224
6800 System-wide Pupil Support		3,617,375
6900 Policy, Leadership and Public Relations		<u>11,444,602</u>
Subtotal System-Wide Support Services	\$	127,512,331
7000 Ancillary Services		
7100 Community Services		
7200 Nutrition Services		<u>721,207</u>
Subtotal Ancillary Services	\$	721,207
8000 Non-Programmed Charges		
8100 Payments to Charter Schools	\$	37,620,804
8300 Debt Service		<u>582,736</u>
Subtotal Non-Programmed Charges	\$	38,203,540
TOTAL OPERATING EXPENDITURES	\$	<u>402,202,352</u>
9000 Capital Outlay		
9100 Category I Projects	\$	4,209,616
9200 Category II Projects		750,384
9300 Category III Projects		<u>-</u>
TOTAL CAPITAL OUTLAY	\$	<u>4,960,000</u>

Note: The information presented above is preliminary and will be finalized once the Board of Education approves the 2015-16 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.

DATE	RESTRICTED CONTINGENCY	DATE	UNRESTRICTED CONTINGENCY	ADOPTED BUDGET
6/16/2015		6/16/2015		
	First Baptist Church West Senior Activities Service James Ross II Scholarship Fund		Contingency	125,000
6/16/2015				125,000
				280,000

First Baptist Church West: sending the following:

- First Deposit Central West, pending the following.

 - 1) Provide an independent audit report for fiscal year-end June 30, 2014
 - 2) A recommendation from the County Manager to release funding
 - 3) The organization will not be eligible to apply as a community service grant

Senior Activities Service: pending the outcome of discussions with the Town of Matthews and the Leon Levine Foundation. The organization must develop a long-term viable business model that will ensure long-term sustainability.

James Ross II Scholarship Fund: pending a recommendation from the County Manager to release funding.

**Mecklenburg County, North Carolina
Board of County Commissioners
Compensation & Allowances
Fiscal Year 2015-2016**

Salaries	
(1) Chairman at \$32,416 and (8) Commissioners at \$25,932 each	\$239,872
Technology & Travel Allowance	
(9) Commissioners at \$6,500 each	\$58,500
Expense Allowance	
(1) Chairman at \$4,680 and (8) Commissioners at \$4,320 each	\$39,240
Total Compensation and Allowances	\$337,612

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)).

An annual audit will be performed by a certified public accounting firm in accordance 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 unforeseen needs of an emergency nature, and to permit orderly adjustment to changes resulting from termination of revenue sources.

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.

All capital projects will be reviewed by the Citizen's 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.

Projects, which preserve and protect the health and safety of the community, will receive priority consideration.

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.

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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 as you go" for most large dollar capital equipment replacement needs. This policy reduces debt service cost and provides for the orderly replacement of vehicle fleets, 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 least 8 percent of the next years' budget, net of Federal and State pass-through revenues, in the undesignated fund balance.

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 purposes. For budget purposes, Mecklenburg County utilizes six Special Revenue Funds - Capital Reserve Fund, Storm Water Utility Fund, Law Enforcement Service 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 accumulation of funds for major technology purchases.

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.

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.

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

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, private organizations, other governmental units and/or other funds. Account groups establish accounting control and accountability for the County's general fixed assets 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 objections 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 measurable, except for unmatured interest on long-term debt, which is recognized 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 basis, under which revenues are recognized when earned and measurable and expenses are recognized when incurred, if measurable.

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

Mecklenburg County recognizes that one of the keys to sound financial management is a debt policy. These benefits are recognized by bond rating agencies and the development of a debt policy is a recommended practice by the Government Finance Officers Association. A debt policy establishes the parameters for issuing and managing debt. It provides guidelines regarding the timing and purposes for which debt may be issued, presents the types of permissible debt, and the methods of sale that may be used. The debt policy should recognize an obligation to fully and timely repay all debt as an essential requirement for entry into the capital markets. Adherence to a debt policy helps to ensure that a government maintains a sound financial position and that credit quality is protected.

The debt policy is to be used in conjunction with the operating and capital budgets, the Capital Improvement Program (CIP), and other financial policies. The advantages of a debt policy are:

- Enhancing the quality of decisions;
- Documenting the decision-making process;
- Identifying objectives for staff to implement;
- Demonstrating a commitment to long-term financial planning objectives; and
- Being viewed positively by the bond rating agencies.

Debt Instruments

General obligation bonds are bonds secured by a promise to levy taxes in an amount necessary to pay debt service, principal and interest, coming due each fiscal year. General obligations bond are backed by the full faith and credit of the County. These bonds are authorized by a referendum or by non-voted (2/3's) authorization by the governing body. The non-voted authorization allows governments to issue up to two-thirds of the previous year's net debt reduction without a referendum.

Revenue bonds are a pledge of the revenues generated by the debt-financed asset or by the operating system of which that asset is a part.

Special obligation bonds are bonds that are payable from the pledge of revenues other than locally levied taxes. Examples include the beer and wine tax or enterprise revenues.

Installment Financings are an alternative financing method that does not require voter approval. Certificates of participation or limited obligation bonds represent an undivided interest in the payments made by a public agency pursuant to a financing lease or an installment purchase agreement. The security for this financing is represented by a lien on the property acquired or constructed. The County will limit the use of Installment Financings to an unforeseen combination of circumstances or the resulting state that requires immediate action.

An Installment Purchase Contract is an agreement in which the equipment or property is acquired and periodic payments, which are sufficient to pay debt service, are made. The County has used this type of financing for short-term (2-5 years) equipment purchases.

County Debt Policy

- A. Long-term 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.
- F. The County will maintain a Debt Service Fund to provide dedicated funding and 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 for the purpose of acquiring or constructing capital assets including land, buildings, machinery, equipment, 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. Annually, the County will prepare and adopt a Capital Improvement Program (CIP) to identify and establish an orderly plan to meet the County's infrastructure needs. The CIP will also identify all debt-funded projects and the related debt 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 other installment financing.

The County will consider various financing techniques including fixed or variable interest rate debt and interest rate swap agreements in order to minimize the interest costs over the life of the issue. The use of these techniques will be evaluated based on market conditions and the maximum benefit to the County while minimizing the County's risk. The County will limit the issuance of variable rate debt to help maintain the County's AAA credit rating. The County's long term variable rate debt ratio target is 20% of total outstanding general debt.

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 2.0%
- Direct Debt per Capita
This ratio measures the burden of direct debt placed on the population supporting the debt. This measure will not exceed \$2,200.
- General Debt Service as a percentage of Operational Expenditures
This ratio reflects the County's budgetary flexibility to adapt spending levels and respond to economic condition changes. This ratio is targeted at a level of 18%.
- 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 also maintain the following debt ratios not solely determined by the County.

- 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 ceiling for this ratio is 4.0%.
- Overall Debt per Capita
This ratio measures the burden of debt placed on the size of the population supporting the debt and 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.

Debt Management Policies

1. The County will issue debt only for purposes of constructing or acquiring capital assets and for making major renovations to existing capital assets.
2. 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.
3. The County will ensure that adequate systems of internal control exist so as to provide reasonable assurance as to compliance with applicable laws, regulations, and covenants associated with outstanding debt.
4. The County will limit the use of Installment Financings, such as COPs, to an unforeseen combination of circumstances or the resulting state that requires immediate action.
5. The County will manage debt issuance to comply with the adopted debt limits and will evaluate those limits at least every five years.
6. The County will attempt to structure debt in the best and most appropriate manner consistent with the financial policies of the County in order to level principal repayment and minimize interest expense.

7. 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 utilize interest rate swap agreements to achieve cost savings.
8. 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.
9. To reduce the impact of capital programs on future years, the County will fund a portion of its CIP on a pay-as-you-go basis by:
 - Appropriating a minimum of three cents on the property tax rate for capital projects;
 - 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.

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 Citizens Capital Budget Advisory Committee (CCBAC) appointed by the Board of County Commissioners (BOCC), reviews and develops standards for capital projects, seeks input from residents and departments on standards, determines whether projects meet standards and reports annually to the BOCC on the progress in meeting standards. The Capital Improvement review committee reviews, evaluates and prioritizes capital project requests of all functional areas. The BOCC then approves both a ten-year needs assessment and an annual capital budget. The BOCC adopts capital projects ordinances which provide budgetary authority.

Funding of the capital budget will be determined in conjunction with the approval of the CIP by the BOCC. Available pay-as-you-go funding and debt issuance will be allocated to fund the CIP based on the debt management policy.

When possible, the County will utilize the non-voted (two-thirds) bond authorization for bonds to fund projects, such as government facilities.

The County uses a combination of bonds and Installment Financings to finance capital assets. Installment Financings do not require voter approval but do require collateral as security.

Any capital item that has not been included in either of the above two processes, but because of its critical or emergency nature where timing was not anticipated in the CIP or budgetary process, 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. The County will appropriate to the Debt Service Fund a minimum of nineteen cents of the property tax rate. 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 twenty-one cents may be reallocated for use in the 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 annually by appropriating at least three cents of the property tax rate. In addition, proceeds from all County land sales will also be appropriated for approved CIP projects. These revenue sources will allow additional funding of 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 choose not to issue debt. Instead, the County may fund up-front project costs and reimburse these costs when financing is arranged. In these situations the County will adopt a reimbursement resolution prior to the expenditure of project funds.

Fixed rate general obligation bond sales are conducted on a competitive basis by the Local Government Commission (LGC), a division of the Office of the State Treasurer. 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. Underwriters will be selected for each issue based on the particular experience and expertise necessary for that issue.

Debt service for each issue will be structured in an attempt to level out the county's total debt service payments over the life of the debt portfolio. This structuring also assists in minimizing the interest payments over the life of the issue. Structuring must take into consideration current market conditions and practices in the municipal finance market.

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

The County 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 good communications with bond rating agencies to inform them about the County's financial position by providing them the County's Comprehensive Annual Financial Report (CAFR) and operating and capital improvements Budget.

Arbitrage Rebate Reporting

The County will comply with all arbitrage rebate requirements as established by the Internal Revenue Service and all disclosure requirements established by the Securities and Exchange Commission. This effort includes tracking investment earnings on bond proceeds, calculating 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

Attachment I

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

Interest Rate Exchange Agreements may be used for the following purposes only to:

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
6. accomplish a financial objective not otherwise obtainable using traditional financing methods.

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 particular 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 Association, Inc. ("ISDA") Master Agreement, including any schedules and confirmation. The schedule should be modified to reflect specific legal requirements and business terms desired 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;
2. material breach of representations and warranties;
3. illegality;
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.

The County shall endeavor to diversify its exposure to counterparties. To that end, before entering into a transaction, it should determine its exposure to the relevant counterparty or 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 double A 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 the agreement, in either case, to a party meeting the rating criteria reasonably acceptable to the County or (b) the counterparty (or guarantor) collateralizes the Interest Rate Exchange 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 particular transaction involving the use of Interest Rate Exchange Agreements, the County shall review long-term implications associated with entering into Interest Rate 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;
2. determining any amounts which were required to be paid and received, and 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
6. determining, at least quarterly, that all posted collateral, if required, has a net market value of at least the collateral in the Interest Rate Agreement.

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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	Accounting System
N.C. General Statute 159-34	Annual Independent Audit
OMB Circular A-133	Internal Control Requirements
GASB	Fund Balance Reporting & Government
N.C. Local Government Commission	Fund Type Definitions
	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 be 28%.

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.

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.



ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

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 1.75 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 fiscal years beginning with the subsequent year's adopted 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 an on-going basis to ensure sufficient fund balance will be available at year end so that the unassigned fund balance will be maintained at 8% in accordance with the 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

 A large red arrow pointing to the right, positioned above the word "ADOPTED BUDGET".

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

Mecklenburg County at a Glance

Date of Establishment

December 11, 1762

Form of Government

Commission – Manager

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

Last Election:

November 4, 2014

Land Area:

524 Square Miles

County 2016 Projected Population:

1,054,579

County Bond Rating:

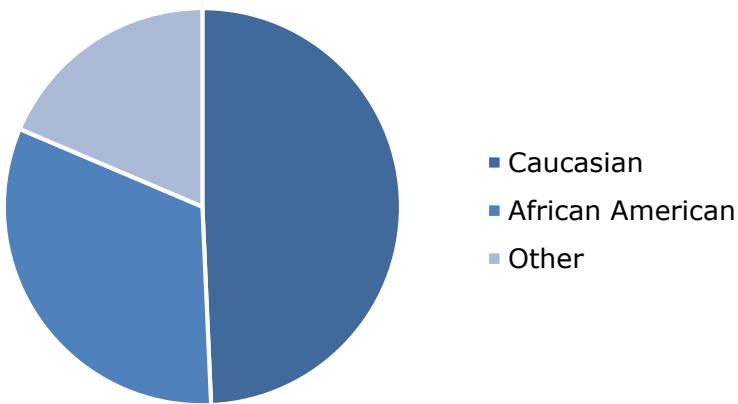
"AAA"

Percent of Population by Age Group

0-14 years.....	21.2%
15-24.....	13.4%
25-34.....	16.7%
35-44.....	15.7%
45-54.....	13.8%
55 years and over....	19.3%

Median Age

Males.....	33.1
Females.....	35.2

Racial Composition

12.6% of the population identify as Hispanic or Latino.

Source: U.S. Census, American Community Survey, 2009-2013 5-year estimate

Recreational & Cultural

Parks and Facilities	210+
Libraries	20

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

Mecklenburg County at a Glance

Mecklenburg County Employment Trends

Year (as of Jan.)	Labor Force	Employed Residents	Total Unemployment	Unemployment Rate
2015	540,684	511,360	29,324	5.4
2014	535,695	501,418	34,277	6.4
2013	533,780	487,036	46,744	8.8
2012	519,162	471,169	47,993	9.2
2011	505,896	453,560	52,336	10.3
2010	492,922	436,113	56,809	11.5
2009	466,684	422,255	44,429	9.5
2008	460,755	437,457	23,298	5.1
2007	449,698	428,699	20,999	4.7
2006	431,269	412,376	18,893	4.4

Source: N.C. Division of Employment Security, Local Area Unemployment Statistics, 2015

Top 5 Sectors

Sector Type	# of Units	Employed
Health Care and Social Assistance	2,765	68,710
Retail Trade	3,561	61,396
Administrative and Waste Services	2,352	55,766
Accommodation and Food Services	2,496	54,449
Finance and Insurance	2,519	54,077

Source: N.C. Division of Employment Security, Quarterly Census of Employment and Wages, Average Employment for 2014 Q3

Headquartered Fortune 500 Companies

Fortune Rank	Company Name	Revenue (\$ Billion)
23	Bank of America	95.2
50	Lowe's*	56.2
116	Duke Energy	25.7
139	Nucor	21.1
281	Family Dollar Stores	10.5
315	Sonic Automotive	9.2
366	Sealed Air	7.8
470	Domtar*	5.7

*Lowe's and Domtar are located outside of Mecklenburg County but in the Charlotte region

Source: Fortune Magazine, June 2014

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

Mecklenburg County at a Glance

Effective Buying Income Group

Under \$24,999	24.5%
\$25,000-\$49,999	32.5%
\$50,000-\$74,999	18.5%
\$75,000 and over	24.5%

Source: The Nielsen Company, Nielsen Site Reports, 2014

City/County Schools, 2014-2015

Total Number of Schools	165
Elementary Schools	91
Middle Schools	39
High Schools	31
Alternative Schools	4

2014-2015 Enrollment: **145,363**

Grades K-5	70,000
Grades 6-8	32,447
Grades 9-12	41,250
Special	1,666
Limited English Proficient	17,146
% Economically Disadvantaged Students	58.5%

Source: Charlotte-Mecklenburg Schools FY2016 Proposed Budget

Private (Non-Public) Schools

Independent Schools	80
Total number of students	26,000

Source: Charlotte Chamber

Education Attainment

Less than high school graduate	17.5%
High school graduate	24.5%
Some college or associate's degree	44.3%
Bachelor's degree or higher	13.6%

Source: U.S. Census, American Community Survey 2009-2013 5 year estimates

Hotels

Total Number of Hotels and Motels	224
Total Number of Rooms	25,003

Source: Smith Travel Research, July 2014

2013 Gross Total Retail Sales **\$15,931.5 million**

Source: NC Department of Revenue

ADOPTED BUDGET

FY 2015-2016 MECKLENBURG COUNTY JURISDICTION TAX RATES

Real Estate/Personal Property Interest date is Taxes must be paid prior to this date to avoid interest- January 6, 2016			2012-2013 RATE	2013-2014 RATE	2014-2015 RATE	2015-2016 RATE
Charlotte	704 432 2565	Eric Hershberger	.4370*	0.4687*	0.4687	0.4787*
Cornelius	704 892 6031	Tracy Wainwright	.24*	0.24*	0.24	0.24*
Davidson	704 940 9648	Pieter Swart	.35*	0.35*	0.35	0.35*
Huntersville	704 875 6541	Janet Stoner	.2825*	0.2825*	0.305	0.305*
Iredell County	704 878 3010	Laura Crater	.485	0.485	0.485	0.5275
Matthews	704 708 1225	Christopher M. Tucker	.3025*	0.3175*	0.3175	0.34*
Mecklenburg County	980 314 2903	Adrian Cox	.7922	0.8157	0.8157	0.8157
Mint Hill	704 545 9726	Naida Sergel	.27	0.27*	0.27	0.27*
Pineville	704 889 1722	Richard Dixon	.32	0.32	0.32	0.35
Police Service District	980 314 2903	Adrian Cox	.1937	0.1937	0.1937	0.2114
Stallings	704 821 8557	Deborah Wagenhauser	.215	0.215	0.215	0.215
Union County	283-3746	Angela Crump	.6600	0.6600	<small>.3064 .4550 (Special School Tax)</small> .7614 Total	0.7765

<u>*Plus Auto Fee</u>	<u>Minimum Bill Amount</u>			<u>Misc.Rates</u>		<u>Fire District Tax Rates for Unincorporated Areas</u>
Charlotte \$30.00	Charlotte \$5.00	Matthews \$5.00	Stallings Fire Tax	.0509		City of Charlotte 0.06
Cornelius \$10.00	Cornelius \$5.00	Mecklenburg \$5.00	Hemby Bridge Fire Tax	.0512		(Includes Pineville sphere)
Matthews \$25.00	Davidson \$5.00	Mint Hill \$5.00	Springs Fire Tax	.0474		Cornelius 0.05
Mint Hill \$10.00	Huntersville \$5.00	Pineville \$5.00	Wesley Chapel Fire Tax	.0282		Davidson 0.06
Huntersville \$20.00			Waxhaw Fire Tax	.0380		Huntersville 0.05
Davidson \$20.00			Iredell Fire Tax	.0700		Mint Hill 0.07
			Iredell County S/W Fee with Elderly Exemption	\$26.00		

<u>Solid Waste Fee**</u>	<u>Davidson</u>	<u>Iredell County</u>	<u>Huntersville</u>	<u>Mecklenburg County</u>	<u>Charlotte</u>	<u>Total</u>
Single-Family & Mobile Homes	\$201.00	\$52.00	\$72.00	\$17.00	\$25.00	\$42.00

<u>Multiple Family</u>	See below			
Davidson Landing	\$60.00			
Spinnaker Point	\$60.00			
Linden Court	\$60.00			
Spinnaker Reach	\$60.00			
Deer Park-Boardwalk	\$60.00			
Cotton Gin Alley	\$60.00			
Davidson Court	\$60.00			

Apartment Complexes

Lakeside Apartments (Actual cost)	\$3,000.00
Oakhill Apartments (Actual cost)	\$4,320.00

****Town of Davidson:** There are special provisions for properties exempted from solid waste fees*

COMBINED TAX RATES (Jurisdictions where Mecklenburg County collects all ad valorem taxes.)			
JURISDICTION	2012-13 Rate	2013-14 Rate	2014-15 Rate
UNINCORPORATED COUNTY ***	0.9859	1.0094	1.0094
IF INSIDE CITY OF CHARLOTTE	1.2292	1.2844	1.2844
IF INSIDE TOWN OF CORNELIUS	1.0322	1.0557	1.0557
IF INSIDE TOWN OF DAVIDSON	1.1422	1.1657	1.1657
IF INSIDE TOWN OF HUNTERSVILLE	1.0747	1.0982	1.1207
IF INSIDE TOWN OF MATTHEWS	1.0947	1.1332	1.1332
IF INSIDE TOWN OF MINTHILL	1.0622	1.0857	1.0857
IF INSIDE TOWN OF PINEVILLE	1.1122	1.1357	1.1357
Municipal Tax Districts:	Rate Calculation	District Rate	Combined County, City & District Rate
Charlotte District 1	.01680	.01680	1.3112
Charlotte District 2	.0168 Plus Additional .0233	.04010	1.3345
Charlotte District 3	.0168 Plus Additional .0358	.05260	1.3470
Charlotte District 4	.0668	.06680	1.3612
Charlotte District 5	.0279	.02790	1.3223
No Special District Tax for Davidson			

*** Not inclusive of Fire District Tax Rates

MECKLENBURG COUNTY | FISCAL YEAR 2016

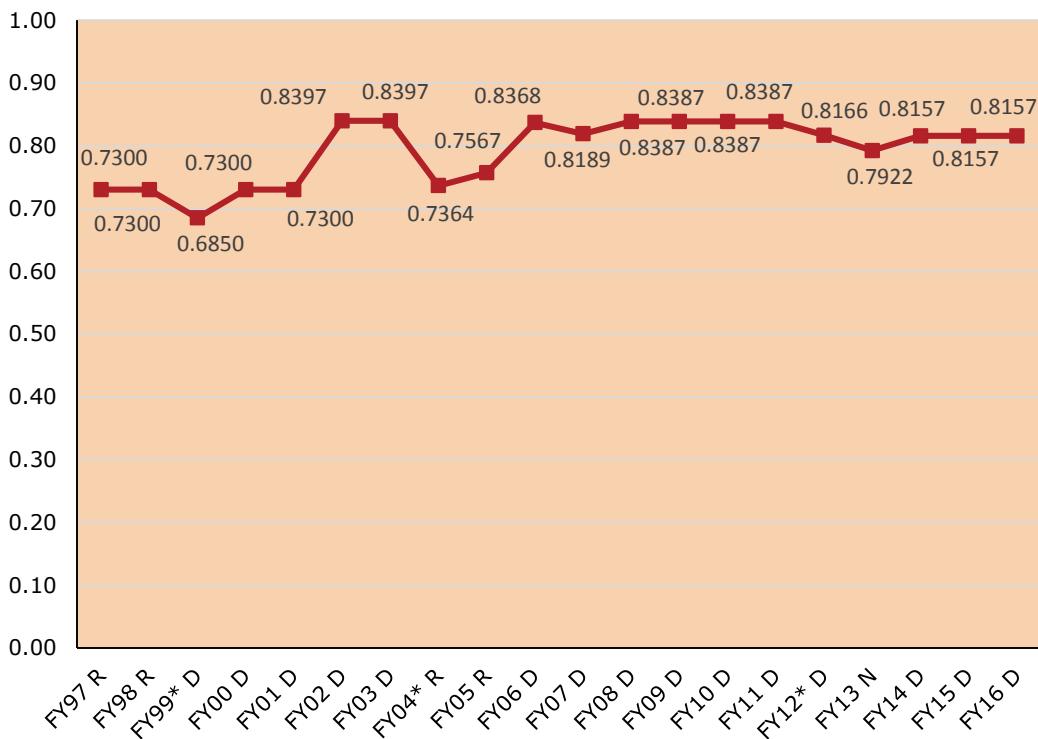
Five Year Historical Comparison of Tax Rates

County	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16
	Tax Rate (Change)				
Cabarrus	63.00 0.00	70.00 7.00	70.00 0.00	70.00 0.00	70.00 0.00
Cumberland	74.00 0.00	74.00 0.00	74.00 0.00	74.00 0.00	74.00 0.00
Durham	74.59 0.00	74.44 (0.15)	77.44 3.00	79.31 1.87	79.31 0.00
Forsyth	67.40 0.00	67.40 0.00	71.68 4.28	71.68 0.00	73.10 1.42
Gaston	83.50 0.00	83.50 0.00	87.00 3.50	87.00 0.00	87.00 0.00
Guilford	78.24 4.50	78.04 (0.20)	77.00 (1.04)	77.00 0.00	76.00 (1.00)
Iredell	48.50 4.00	48.50 0.00	48.50 0.00	48.50 0.00	52.75 4.25
Mecklenburg	81.66 (2.21)	79.22 (2.44)	81.57 2.35	81.57 0.00	81.57 0.00
Orange	85.80 0.00	85.80 0.00	85.80 0.00	87.80 2.00	87.80 0.00
Union	66.50 0.00	66.00 (0.50)	66.00 0.00	76.14 10.14	77.65 1.51
Wake	53.40 0.00	53.40 0.00	53.40 0.00	57.80 4.40	61.45 3.65

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.

MECKLENBURG COUNTY | FISCAL YEAR 2016

20 Year Tax Rate Summary



Year and Majority Party

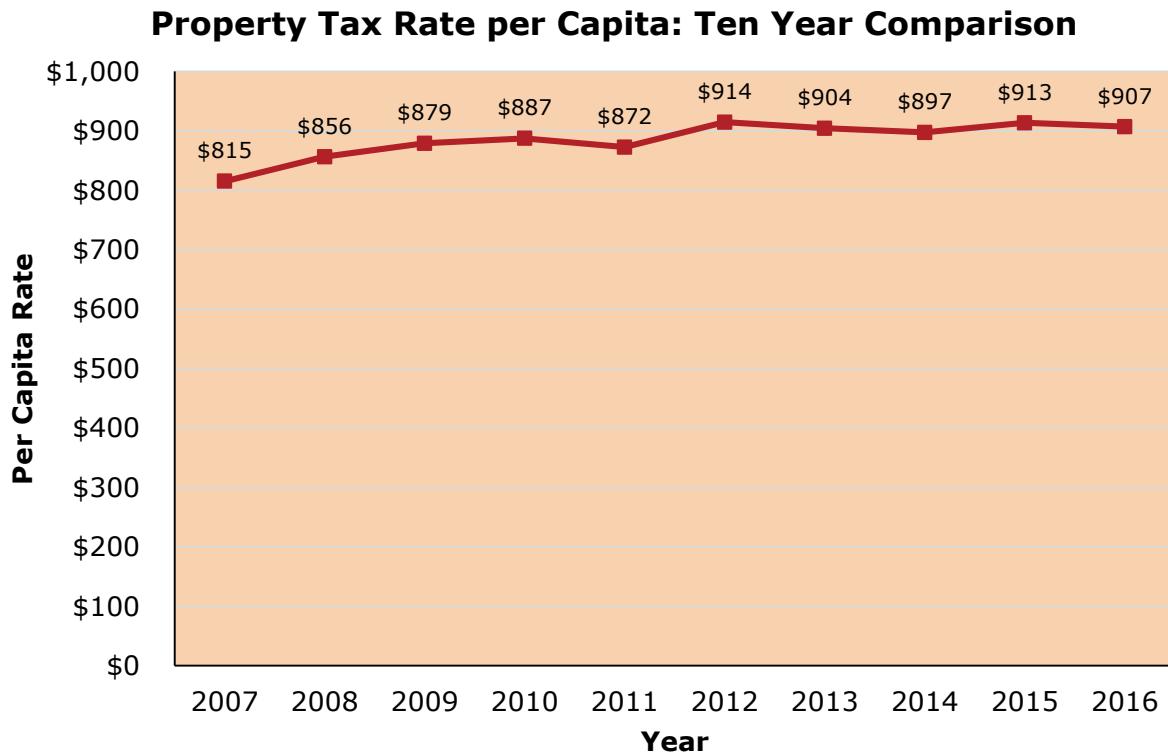
Year	Tax Rate	Board Make-Up	Party Majority
FY97 R	0.7300	R-5 D-4 U-0	Republican
FY98 R	0.7300	R-4 D-5 U-0	Democrat
FY99* D	0.6850	R-4 D-5 U-0	Democrat
FY00 D	0.7300	R-2 D-7 U-0	Democrat
FY01 D	0.7300	R-2 D-7 U-0	Democrat
FY02 D	0.8397	R-4 D-5 U-0	Democrat
FY03 D	0.8397	R-4 D-5 U-0	Democrat
FY04* R	0.7364	R-5 D-4 U-0	Republican
FY05 R	0.7567	R-5 D-4 U-0	Republican
FY06 D	0.8368	R-3 D-6 U-0	Democrat
FY07 D	0.8189	R-3 D-6 U-0	Democrat
FY08 D	0.8387	R-4 D-5 U-0	Democrat
FY09 D	0.8387	R-4 D-5 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

*Denotes Revaluation

U Denotes Unaffiliated

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016



Year	County Population ¹	Property Tax ²	Per Capita Rate	Notes
2016	1,054,579	\$956,425,078	\$907	
2015	1,032,636	\$943,155,572	\$913	
2014	1,013,290	\$909,036,473	\$897	
2013	992,527	\$897,522,990	\$904	
2012	962,839	\$880,397,487	\$914	Revaluation
2011	940,107	\$820,185,697	\$872	
2010	923,417	\$819,367,965	\$887	
2009	906,473	\$796,634,834	\$879	
2008	888,730	\$761,115,218	\$856	
2007	870,393	\$709,541,228	\$815	

¹N.C. State Demographer's Office, FY15 & FY16 data are projections

²FY07 -FY16 budget documents

MECKLENBURG COUNTY | FISCAL YEAR 2016

Land Use and Environmental Services Agency (LUESA)

Item	Current	Change	Increase	Comments	Revenue Generated From Increase
LUESA – Solid Waste Fees					
<u>Foxhole Landfill Item</u>	<u>Per Ton</u>	<u>Per Ton</u>	<u>Additional</u>	The LUESA fee ordinance provides a fee structure for materials received at the Foxhole Landfill. The proposed fee increases will allow the Landfill to offer Saturday hours to the development community and will fund ongoing closure and post-closure requirements for this facility.	\$200,000
C&D Tons Dry Wall Shingles Processed C&D Concrete	\$39.00 \$29.00 \$29.00 \$20.00 \$5.00	\$41.00 \$31.00 \$31.00 \$22.00 \$7.00	\$2.00 \$2.00 \$2.00 \$2.00 \$2.00		
<u>Mulch & Compost</u>	<u>Per Cubic Yard</u>	<u>Per Cubic Yard</u>	<u>Reduction</u>	The LUESA fee ordinance provides a fee structure for materials received at Compost Central. The proposed fee will decrease the cost of mulch less than 2 cubic yards to allow for a more efficient customer flow through the transaction process by speeding up transactions.	(\$18,000)
Wood Mulch Compost	\$10.00 \$23.00	\$9.34 \$18.65	(\$0.66) (\$4.35)		
LUESA – Demo Fees					
Amend the LUESA Fee Ordinance, revising the demolition permit fee schedule.				The LUESA Fee Ordinance currently provides a consolidated demolition permit fee structure, combining charges for Air Quality, Environment Health and building permits into one fee, varying by the size of the structure and extent of the work. The current fee level was established in 1997, with no subsequent changes. Recent LUESA studies indicate the current revenue levels fail to cover program costs, with a significant deficit. We propose a 2.5% fee increase to address this inadequacy.	\$3,000
<u>Size-Sq. Ft.</u> Less Than 500 500-4,999 5,000 to 9,999 10,000 and above	<u>Per Structure</u> \$116.00 \$462.00 \$694.00 \$867.00	<u>Per Structure</u> \$119.00 \$474.00 \$711.00 \$889.00	<u>Additional</u> \$0.00 \$356.00 \$356.00 \$356.00	Permit fees, add the "Additional" fee to the "Per Structure" base for each structure with more than the NESHAP regulated amount of regulated asbestos-containing material (RACM).	
Regulated Asbestos Containing Material	\$347.00	\$356.00	N/A	Renovations in which a NESHAP regulated quantity of RACM is to be stripped, removed, dislodged, cut, drilled or similarly disturbed (including applicable NESHAP notification.).	

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

Park and Recreation

First Ward Park - Event Venues

		County Resident	Non-resident
<u>Indoor Pavilion:</u>			
Weekday - rental	5 hours	\$278.00	\$356.00
Weekend and Holidays - rental	5 hours	\$506.00	\$631.00
Each additional hour		\$94.00	\$118.00
<u>Lawn/garden:</u>			
Garden "Nodes"	5 hours	\$150.00	\$202.50
Arbor Pool	5 hours	\$300.00	\$405.00
Arbor Pool	Day rate (12 hrs.)	\$3,000.00	\$4,050.00
Great Lawn	5 hours	\$600.00	\$810.00
Great Lawn	Day rate (12 hrs.)	\$6,000.00	\$8,100.00
Entire Park - street closed	5 hours	\$2,400.00	\$3,240.00
Entire Park - street closed	Day rate (12 hrs.)	\$24,000.00	\$30,000.00

Ramsey Creek Park

	County Resident	Non-resident
<u>Swim Beach - Memorial Day - Labor Day</u>		
Per vehicle	\$3.00	\$5.00
Per vehicle - Senior Citizen or Disabled	\$2.00	\$3.00
Season Pass	\$52.00	\$77.00
Season Pass - Senior Citizen or Disabled	\$32.00	\$40.00
Funbrellas - Weekday	\$15.00	\$26.00
Funbrellas - Weekend/Holiday	\$26.00	\$41.00

Aquatic Passes

Modified AQUATICS PASS: Due to the shutdown of the Mecklenburg County Aquatic Center, a reduced fee option for an Aquatic Passes will be temporarily offered until the Mecklenburg Aquatic Center Reopens.

Includes use of Indoor and Outdoor Pools.

	County Resident	Non-resident
Monthly Aquatic Pass		
Youth Pass	\$20.00	\$25.00
Adult Pass (18 and over)	\$25.00	\$30.00
Family Pass	\$40.00	\$45.00
Senior Pass (55 and over)	\$20.00	\$25.00
Senior Family Pass	\$30.00	\$35.00

	Annual	Per Month Draft
<u>Annual Aquatic Pass - automatic bank draft - (County Resident)</u>		
Youth Pass	\$165.00	\$15.00
Adult Pass (18 and over)	\$220.00	\$20.00
Family Pass	\$385.00	\$35.00
Senior Pass (55 and over)	\$165.00	\$15.00
Senior Family Pass	\$275.00	\$25.00

	Annual	Per Month Draft
<u>Annual Aquatic Pass - automatic bank draft - (Non-resident)</u>		
Youth: Non-resident Pass	\$220.00	\$20.00
Adult: Non-resident Pass (18 and older)	\$275.00	\$25.00
Family: Non-resident Pass	\$440.00	\$40.00
Senior: Non-resident Pass (55 and older)	\$220.00	\$20.00
Senior Family: Non-resident Pass	\$330.00	\$30.00

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

Park and Recreation

Corporate Wellness and Senior Center Services		
	County Resident	Non-resident
<u>Corporate Wellness Passes:</u>		
Offered through contractual agreement with employer		
Individual Fitness Centers: (Bette Rae Thomas, Mallard Creek, Revolution, West Charlotte, Southview, Ray's Splash Planet - Fitness Center only)	\$78.00	\$97.00
Aquatic Pass: Includes Ray's Splash Planet, Mecklenburg County Aquatic Center, Marion Diehl and Outdoor Pools	\$338.00	\$422.00
Family Aquatic Pass: Includes Ray's Splash Planet, Mecklenburg County Aquatic Center, Marion Diehl and Outdoor Pools	\$546.00	\$680.00
Ray Pass: Includes Access to all Fitness Centers and Pools	\$468.00	\$585.00
Family Ray Pass: Includes Access to all Fitness Centers and Pools	\$676.00	\$845.00
<u>Senior Center Services/Programs:</u>		
Senior Programs Discount Card – Individual	\$50.00	\$60.00
Senior Programs Discount Card – Couple	\$90.00	\$105.00
Parker Hall Rental (Tyvola Center) – per hour (min. 5 hour rental) Saturday or Sunday only	\$100.00	\$125.00
Athletic Fields		
<u>Athletic Fields</u>	County Resident	Non-resident
Synthetic Turf Soccer Field <i>(Current rates are 90 min. rentals)</i>	per hour	\$42.00 \$65.00
<u>Regional Sportsplex - Tournament Rates</u>		
Includes: Fields, Shuttle service and Off Duty Police	Rental Fee per day	
Multi-field (5) Complex - Phase I	Mon. – Thur.	\$2,475.00 \$3,220.00
Multi-field (5) Complex - Phase I	Fri. – Sun.	\$2,750.00 \$3,575.00
Multi-field (4) Complex - Phase II	Mon. – Thur.	\$2,160.00 \$2,808.00
Multi-field (4) Complex - Phase II	Fri. – Sun.	\$2,400.00 \$3,120.00
<u>Ramblewood Soccer, Inc. (Ramblewood Park)</u>	Current	Change
Established Customer		
Rental - Regulation field	per hour	\$40.00 \$42.50
Rental - Small field	per hour	\$27.50 \$30.00
League play - Regulation field	game/2 hrs.	\$80.00 \$85.00
League play - Small field	game/2 hrs.	\$55.00 \$57.50
New Customers - Single user		
3 Fields or less	per field/2 hrs.	\$120.00 \$125.00
4 Fields or more	per field/2 hrs.	\$100.00 \$105.00
Ultimate Frisbee - Regulation field	per hour	\$40.00 \$42.50

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

Park and Recreation

Indoor/Outdoor Shelters		Current	Change
<u>Hornet's Nest Indoor Pavilion 1 (Renovated)</u>			
Weekday	5 hours	\$241.00	\$351.00
Weekday - additional hour	"	\$48.00	\$70.00
Weekend/Holiday	"	\$480.00	\$720.00
Weekend/Holiday - additional hour	"	\$96.00	\$144.00
<u>Hornet's Nest Outdoor Picnic Pavilion 2 (Renovated)</u>			
Weekday	5 hours	\$87.00	\$131.00
Weekend/Holiday	"	\$188.00	\$281.00
<u>Veterans Park and Hornet's Park Picnic Barn</u>			
County Resident - weekday	Additional 1 hour	-	\$24.00
Non-resident - weekday	"	-	\$36.00
County Resident - weekend/holiday	"	\$36.00	\$38.00
Non-resident - weekend/holiday	"	\$36.00	\$56.00
<u>Wm. R Davie, Clanton Park & Beatty Park</u>			
County Resident - weekday	Additional 1 hour	-	\$48.00
Non-resident - weekday	"	-	\$70.00
County Resident - weekend/holiday	"	\$94.00	\$96.00
Non-resident - weekend/holiday	"	\$94.00	\$144.00
Golf Facilities			
<u>The Tradition Golf Course – Increases</u>		Current	Change
<u>Course Fee: 18 Hole Riding</u>			
Mon-Fri. - Prime time		\$43.00	\$45.00
Mon-Fri. - After 2:00		\$36.00	\$37.00
Sat.& Sun.- Prime time		\$52.00	\$55.00
Sat.& Sun.- After 2:00		\$39.00	\$40.00
Sat.& Sun.- After 5:00		\$32.00	\$33.00
<u>Golf Depot (Cadillac Golf Driving Range) – New</u>		Individual Rate	Family Rate
<u>Membership Fees:</u>			
Monthly - month to month		\$100.00	\$175.00
6 Months - monthly draft		\$492.00	\$840.00
6 Months - single payment		\$450.00	\$675.00
Annual - monthly draft		\$720.00	\$1,020.00
Annual - single payment		\$650.00	\$900.00
<u>Corporate Package - Annual contract:</u>			
5-10 Employees - per membership		\$45.00	\$65.00
11-25 Employees - per membership		\$40.00	\$60.00
26+ Employees - per membership		\$35.00	\$55.00
<u>Driving Range Golf Balls</u>		Charge	
Small bucket		\$6.00	
Medium bucket		\$8.00	
Large bucket		\$10.00	
Jumbo bucket		\$14.00	

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

Park and Recreation

Other Facilities		
	For Profit	Non-profit
<u>American Legion Memorial Stadium</u>		
Weekend Rental - Fri, Sat, or Sun		
12 hours or less	\$6,200.00	\$5,270.00
Additional hours - per hour	\$517.00	\$439.00
Pre/Post Event Access - 4 hours or less	\$2,067.00	\$1,757.00
Weekday Rental - Mon – Thu		
4 hours or less	\$1,447.00	\$1,230.00
Additional hours - per hour	\$362.00	\$308.00
Pre/Post Event Access - 4 hours or less	\$1,447.00	\$1,230.00
Multiple Booking Discount - Applied to 4 or more bookings	less 10%	less 10%
Booth Space – Standard	\$120.00	\$40.00
<u>Grady Cole Center</u>		
Weekend Rental - Fri, Sat, or Sun		
12 hours or less	\$2,000.00	\$1,700.00
Additional hours - per hour	\$167.00	\$142.00
Pre/Post Event Access - 4 hours or less	\$667.00	\$567.00
Weekday Rental - Mon – Thur		
4 hours or less	\$468.00	\$398.00
Additional hours - per hour	\$117.00	\$99.00
Pre/Post Event Access - 4 hours or less	\$468.00	\$398.00
Multiple Booking Discount - Applied to 4 or more bookings	less 10%	less 10%
Booth Space – Standard	\$120.00	\$40.00
<u>Event Parking (Grady Cole/Memorial Stadium)</u>		
Passenger Auto- cars, minivans, vans	\$2-\$5	per vehicle
Bus and Recreational Vehicle	\$21	per vehicle
Existing Rates		
<u>Ramblewood Soccer, Inc. (Ramblewood Park)</u>		Fee/Charge
Other Charges:		
Concessions- Large vendor	weekend	\$250.00
Concessions- Small vendor	weekend	\$50.00
Golf cart	per day	\$75.00
Restroom cleaning	per day	\$150.00
Restroom cleaning - prorated/field	per day	\$15.00
Porta-Jons	unit/day	\$75.00
Porta-Jons - extra cleaning	per 2 units	\$50.00
Trash collection (RSI)	per day	\$100.00
Open/Close soccer complex	per day	\$90.00
Field lights - Field #1	per game	\$50.00
<u>Freedom Park</u>		
Bandshell - County Resident	5 hours	\$308.00
Bandshell - Non-resident	5 hours	\$450.00
<u>St. Mary's Chapel</u>		
Date change	per request	\$50.00

ADOPTED BUDGET

MECKLENBURG COUNTY | FISCAL YEAR 2016

Park and Recreation

Existing Rates Cont.

	County Resident	Non-resident
<u>Marion Diehl Pool</u>		
3 Month Pool Pass		
Youth Pass	\$60.00	\$70.00
Adult Pass (18 and over)	\$75.00	\$85.00
Family Pass	\$120.00	\$135.00
Senior Pass (55 and over)	\$60.00	\$70.00
Special Event Facility Rental:		Rental Fee
Entire Pool (per hour)	min. 2 hours	\$120.00
25 Meter lane	per hour	\$20.00
Diving Well	per hour	\$64.00
Lifeguard (non-operating hours)	per hr./person	\$15.00
Recreation Assistant (non-operating hours)	per hr./person	\$15.00
<u>Outdoor Pools</u>		Rental Fee
Special Event Facility Rental:		
Entire Pool (per hour)	min. 2 hours	\$150.00
50 Meter Long Course lane	per hour	\$25.00
Diving Well	per hour	\$64.00
Lifeguard (non-operating hours)	per hr./person	\$15.00
Recreation Assistant (non-operating hours)	per hr./person	\$15.00
<u>Mecklenburg County Aquatic Center</u>		Rental Fee
Media Space	per hour	\$40.00
Scoreboard	per day	\$500.00
<u>Ray's Splash Planet</u>		
Special Event Facility Rental:		
Entire Facility (minimum 2 hours)	per hour	\$423.00
Aerobics Room	per hour	\$67.00
<u>Hosted Party Packages*</u>	Party Room 1	Party Room 2
Themed Party package	\$275.00	\$255.00
Deluxe Party package	\$225.00	\$200.00
Basic Party package	\$150.00	\$140.00
Party Room clean up	\$50.00	\$50.00

* Off-peak Incentive - \$20.00 per package (Mon-Thur; excludes Holidays & No-school days)

GLOSSARY

ABC PROFIT – A net profit received from local Alcohol Beverage Commission (ABC) stores.

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.

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.

AVERAGE DAILY MEMBERSHIP (ADM) - The sum of the number of days of membership for all students in individual school units divided by the number of school days in the term.

BALANCED BUDGET – A budget is balanced 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 - An annual 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 - The budget ordinance 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 collaborate with the County to achieve community goals and the desired results. Business partners include, but are not limited to, Charlotte-Mecklenburg Schools, 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 capital assets. Often a capital project encompasses the purchase of land, major facility 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.

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.**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).**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 estimate is 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.**EXPENDITURES** - The cost of goods and services received by the County. An accrual or modified accrual basis is an accounting exercise that recognizes

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 objectives. The set of accounts capture cash flow, revenue sources, liabilities, obligations, reserves and equities.

FUND BALANCE – The calculation is the difference between fund assets and fund liabilities. A negative fund balance is called a deficit.

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.

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.

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.

LAW ENFORCEMENT SERVICE DISTRICT (LESD) – In January 1996, a Law Enforcement Service District was created in order to finance and provide law enforcement services to unincorporated areas in the County. The Law Enforcement Service District is supported by its own tax rate.

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.

LAND USE & ENVIRONMENTAL SERVICES AGENCY (LUESA) – A county department comprised of divisions that provide services including, but not limited to, residential permitting, waste disposal, inspections, groundwater protection and zoning enforcement.

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.

NON-VOTED DEBT OR 2/3RD BONDS – N.C. Statutes allow counties an 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.

PERFORMANCE MEASURES – Performance measures are indicators of performance. These include outcome, efficiency, output, customer service, and impact measures.

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.

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.

Debt Services

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.

TEMPORARY ASSISTANCE TO NEEDY FAMILIES (TANF) - TANF is temporary cash assistance given to qualifying families through the Social Services department.

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.

ADOPTED BUDGET

MECKLENBURG COUNTY NORTH CAROLINA
OFFICE OF MANAGEMENT AND BUDGET
600 EAST FOURTH STREET, 11TH FLOOR
CHARLOTTE, NC 28202-2842

