

# ADOPTED **BUDGET**



FISCAL YEAR  
**2018**



MECKLENBURG COUNTY, NORTH CAROLINA • MECKNC.GOV



FISCAL YEAR  
2018

# ADOPTED **BUDGET**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

## *Distinguished Budget Presentation Award*

PRESENTED TO

**Mecklenburg County  
North Carolina**

For the Fiscal Year Beginning

**July 1, 2016**

*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, 2016. 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.



FISCAL YEAR  
2018

# ADOPTED **BUDGET**

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Ella Scarborough (D)

**Vice-Chairman, District 1**  
Jim Puckett (R)

**At-Large**  
Pat Cotham (D)

**At-Large**  
Trevor Fuller (D)

**District 2**  
Vilma Leake (D)

**District 3**  
George Dunlap (D)

**District 4**  
Dumont Clarke (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

**Assistant County Manager**  
Anthony Trotman



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# ADOPTED **BUDGET**

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**Strategic Planning & Evaluation Director**  
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FISCAL YEAR  
2018

# ADOPTED **BUDGET**

## Acknowledgements

**County Assessor's Office**  
Ken Joyner, County Assessor

**Finance Department**  
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Kathy Pond, Deputy Finance Director

**Human Resources**  
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Rossana Seitter, Creative Services Coordinator

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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 2018. 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 Appendices. Financial schedules throughout the document include multi-year information for comparisons.

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# INTRODUCTION



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## **Mecklenburg County County Manager's Office**

### **Fiscal Year 2018 Adopted Budget Transmittal Letter**

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

It is an honor and privilege to present to you the Adopted Budget for Fiscal Year 2018. In addition to providing an overview of the most important initiatives in the operating budget, I will also highlight the major investments in infrastructure outlined in the Fiscal Year 2019-FY2023 Adopted Capital Improvement Plan (CIP).

### **FY2019-FY2023 Capital Improvement Plan**

Mecklenburg County continues to experience significant growth in its population. Recent studies suggest that nearly 50 people a day are relocating here to take advantage of the quality of life our County has to offer. US News and World Report ranked our community as the 14th best place to live in the country. It is imperative that we manage this growth by providing the necessary infrastructure the community deserves today and in years to come.

The Great Recession taught us about affordability and fiscal discipline. Most notably, we went on a "debt diet" by deferring over \$250 million in bonds; we eliminated certificates of participation (COPS) as a financing mechanism. As Chief Financial Officer, I created a debt service fund and pay-as-you go fund. Our commitment to fiscal discipline has not waivered; it has become part of our culture, and is the foundation for the Capital Improvement Plan (CIP).

The Adopted CIP is \$1.5 billion. This plan will meet the infrastructure needs required to accommodate the growth in our community. The total investment of \$1.5 billion is a 45% increase, over the FY2014-2018 CIP. This is in addition to the five-year, \$150 million Capital Maintenance Plan approved by the Board of County Commissioners and commenced with the Fiscal Year 2017 budget.

The CIP invests in County-owned facilities and assets, school facilities, community college facilities and libraries. It includes a total of 72 projects classified in five categories.

- Charlotte-Mecklenburg Schools – 29 projects - \$922.0 million
- Government Facilities – 13 projects - \$170.8 million
- Park and Recreation – 27 projects - \$229.0 million
- Central Piedmont Community College – 2 projects - \$151.1 million
- Charlotte-Mecklenburg Library – 1 project - \$65.0 million

The CIP includes a bond referendum of \$922 million to finance Charlotte-Mecklenburg School projects that will be placed on the ballot for voter approval on November 7, 2017.

### **Capital Investment in Education**

The capital plan for CMS is a significant investment in education facilities. It addresses almost 50% of the projects identified in CMS' 10-year capital needs assessment and more than triples the amount included in the current CIP. Combined with \$90 million from the Capital Maintenance Program, Mecklenburg County is investing over \$1 billion in school facilities over the next six years.

The Adopted FY2019 – 2023 CIP includes 10 new schools to reduce overcrowding and accommodate student growth, the replacement of old schools, and much needed renovations and additions. The capital plan will replace six of the oldest schools in the County – all built in the 1950's (West Charlotte High School, Briarwood Elementary, Collinswood Language Academy, Lansdowne Elementary, Montclaire Elementary, and Shamrock Gardens Elementary).

### **Central Piedmont Community College**

Central Piedmont Community College provides a pathway to employment in Mecklenburg County and the CIP supports major upgrades and renovations to the Harris and Central campuses. The Harris Campus project includes a new, 68,000 square foot classroom building, parking, and a retrofit of the existing Harris I building to better accommodate existing programs as well as a new health careers program. The Central Campus project includes the construction of a new Learning Resource Center to support over 3,500 students and critical middle-skill occupational programs such as Paralegal, Legal Assistant and Audio/Video Technician.

### **Charlotte-Mecklenburg Library**

A new Charlotte Mecklenburg Main library is a cornerstone of the innovative North Tryon Vision Plan. In partnership with Bank of America, the Charlotte Housing Authority and the City of Charlotte, the project is part of a 6-acre, 2 block redevelopment which will be a catalyst for the North Tryon Corridor. The new library will be a modern 21st Century Library with meeting and community spaces, and state of the art technology designed to promote learning and innovation.

### **Bringing Mecklenburg County to You**

Mecklenburg County's strategy of Bringing Mecklenburg County to You includes building six Community Resource Centers (CRC) to improve service delivery to those residents accessing health and human services programs. These CRC's will be located where our customers live and work. The first CRC is at the Valerie C. Woodard Center is under construction and will open in Spring 2018. The Adopted CIP continues the build out of the CRC implementation plan. The CRC's located in the east and southwest will be completed by 2023. Funding for land acquisition and design for the CRC's in the west and northeast are also included in this CIP. The CIP also includes needed renovations to the many facilities in the government district including the County Courts and Office Building, the Johnson Building, and the Government Center.

### **Investments in Public Safety**

The Adopted CIP includes needed renovations to Jail Central and North, both of which are over 20 years old. Several projects normally included in our annual Capital Reserve process have been combined into a single capital project that will allow the work to be completed sooner. The total cost is \$32.9 million. In addition, the plan includes \$1.7 million for the relocation of the Sheriff's Office Field Operations from the ABC Warehouse to the Work Release & Relocation Center.

### **Park & Recreation**

Funding for Parks and Recreation projects continues the County's commitment to health and wellness with a focus on greenway expansion and the construction of two new regional recreation centers, the Eastway Regional Recreation Center and the Northern Towns Regional Recreation Center. During this CIP cycle the County will achieve one of its highest priorities: completing the Little Sugar Creek Greenway to the South Carolina state line. In total, seven (7) greenway projects are included in the plan as well as funding for the renovations to the David B. Waymer Center and land acquisition for future uses.

### **Discovery Place Nature Museum**

Built in 1951, Discovery Place Nature, offers visitors the chance to get close to wildlife and experience nature through hands-on programming, exhibits, and classes. Formerly known as the Charlotte Nature Museum, the facility has served Mecklenburg residents for over sixty-five years. The building is in dire need of updating as the quality of museum exhibits and interactive learning has rendered the museum obsolete. I am very excited that the County and the Museum will partner on a significant public-private partnership opportunity to do a complete rebuild of the facility which will attract 120,000 visitors annually. The County's share of the \$32 million project is \$16 million.

I believe that this is a robust, responsible Capital Improvement Plan, and I look forward to working with the Board of County Commissioners, Charlotte-Mecklenburg Schools, Central Piedmont Community College, Public Library and County departments on the project execution.

## **FY2018 Adopted Operating Budget**

The Fiscal Year 2018 Adopted Operating Budget totals \$1.7 billion an increase of \$65 million or 4.0% over Fiscal Year 2017. The Adopted Budget is for the most part a continuation of the work we started three years ago: Make strategic investments in County services, programs and initiatives that will improve people's lives and contribute to the quality of life in this community. For Fiscal Year 2018 we also have the good fortune to incorporate the recommendations of the Economic Opportunity Task Force report into our spending plan.

Almost two years in the making, the work of the Economic Opportunity Task Force provides Mecklenburg County a unique opportunity to transition our focus from not only being the safety net for those in need, but a driving force focused on improving the trajectory of people's lives. But clearly we cannot do this alone. The work of the task force and the final report have rallied the entire community to eliminate the economic division that exists in our community.

The Adopted Budget reflects my commitment as County Manager to build a stronger – better tomorrow for our community. It maintains the alignment to the focus areas in our Strategic Business Plan, at the same time making important investments aimed at advancing the recommendations in the task force report.

### **Greater Economic Independence for Residents**

The ability to readily access County services in the community is a primary goal for the creation of the six Community Resource Centers (CRC). However, the integration of that service delivery can ensure that residents access all the services they are eligible for at one time. Doing this effectively will improve economic conditions for those most in need while doing so in facilities that reflect dignity and respect for those we serve. The mission of the CRC's is simple but clear: "Strengthen Families, Promote Wellness, Build Community".

The Fiscal Year 2018 operating budget creates a new department. "The Department of Community Resources" that will house our first Community Resource Center. I am pleased to announce that Rodney Adams Deputy Director, and 27-year employee of the Department of Social Services will serve as the Department Director. In total, one hundred and ten positions from DSS, Public Health, Child Support Enforcement and Community Support Services will be moved to the new department. In addition, the budget includes three new positions for the CRC including an Assistant Director, Community Service Manager and Social Work Supervisor.

### **Strengthen Families**

The lack of affordable housing has been highlighted as a major disparity in Mecklenburg County. A reported gap of 34,000 units has many in this community seeking solutions in the

hopes of identifying and eliminating barriers to the creation of, and preservation of affordable housing units. Although the creation of affordable housing is not a core responsibility of the County – we do play a significant role in housing retention. Once individuals locate affordable housing some may need supportive services to ensure they can maintain it. The Adopted Budget includes \$1.1 million for housing stability and supportive services contracts. The funds will provide wrap-around services to homeless individuals and families. It also funds six mental health clinicians to provide supportive services to chronically homeless individuals through the Housing First Charlotte-Mecklenburg Scattered Site Housing Initiative.

Child protective services is by far the most important work we do in Mecklenburg County. There is no more important work than protecting children from abuse and neglect. Over the past two years we have been working on becoming a best in class child protective services system. We started with the Eckerd Study which specifically highlighted our need to develop a practice model for child protective services work and to effectively use data to improve reporting and case management.

The Fiscal Year 2018 Adopted Budget includes eighteen full-time positions to develop, implement and support the new practice model for Youth and Family Services (YFS). With the help of the Anne E. Casey Foundation, YFS will create all new policies and procedures and train staff on the business model. In addition, the budget includes funding for the continued implementation of "Safe Measures", a new data management system specifically designed for child welfare agencies.

### **Community Health and Wellness**

The work to improve operations at our Public Health Department continues. We have engaged two outside consultants, our Internal Audit Department and the State of North Carolina to perform reviews of the Department. While we anxiously await the results of those reviews, we do know that there are gaps which need to be addressed now.

The Adopted Budget includes two full-time Health Program Supervisors to create a Quality Assurance and Improvement Oversight Team. The team will be led by the Medical Director and will collaborate with five additional existing positions. The Quality Assurance and Improvement Oversight Team will be responsible for monitoring quality assurance and improvement activities across Public Health. The team will manage medical risk, adhere to established program protocols, investigate performance concerns, review audit results, and employ quality improvement principles to enhance operational performance.

Beginning with the Fiscal Year 2015 budget we made a commitment to fund a school nurse for every CMS school. This commitment continues with the addition of three school nurse positions to align with the opening of three new schools in the coming year.

While our commitment to funding school nurses has not waivered, we have experienced difficulty attracting and retaining qualified nurses. As the Human Resources Department in conjunction with Public Health develop strategies to solve this, we need to ensure we have nursing coverage at every school. The Fiscal Year 2018 Adopted Budget includes \$300,000 to create a school nurse float pool. The positions will be used on an on-call basis for vacancies, absences, and to support schools with a higher demand for services.

Our continued investment in our vast parks and recreation network contribute heavily to the health and wellness in this community. As we continue to invest in expanding our infrastructure, we too must invest in operations and maintenance of these important assets. The Adopted Budget includes a \$2.8 million increase for the Park and Recreation Department. This increase includes funding for eleven full-time positions and sixteen part-time positions to operate facilities that opened in Fiscal Year 2017, and those that will come on-line in Fiscal Year 2018. The funding will also enhance efficiencies of the operation by replacing several manual gates at park entrances with more modern electronic gates.

### **Investments in Criminal Justice**

The County's partnership with the criminal justice agencies in our community has made Mecklenburg County a leader in this area. Instead of viewing criminal justice as punitive, we seek opportunities to provide enhanced services that will enable residents to easily access the criminal justice system, as well as improve outcomes for those that do become involved with the system.

The Fiscal Year 2018 Adopted Budget includes funding for a dedicated full-time position for the Self-Service Center at the Mecklenburg County Courthouse. The additional position would allow the Center to increase its operating hours from 8:30AM - 12:00PM to 8:30AM - 5:00PM.

The budget includes funding for a Juvenile Case Coordinator dedicated to the management of child abuse, neglect, dependency cases and delinquency cases. This dedicated position will allow Family Court to better collaborate with Youth and Family Services to reduce the time to achieve family permanency.

Our court system has not completed a strategic plan in over 10 years – it is long overdue. The Adopted Budget includes funding for a Court Officials Strategic Plan to identify goals, objectives, and best practices that should be implemented locally.

Sheriff Carmichael speaks frequently about the daily challenges at the jail. The jail population, while down significantly in recent years, has become more difficult to manage. Youthful offenders suffering from mental illness present unique challenges. The Adopted Budget includes funding to add two Mental Health Clinicians to provide needed services specifically for youthful offenders.

### **Economic Development**

The Board of County Commissioners has been working on an expanded footprint in the area of economic development. The desire to be more intentional about how and where to invest economic development dollars has resulted in a targeted economic development strategy.

In Fiscal Year 2017, we undertook a study to examine the small business ecosystem in the County, and identify gaps and strategies to help the sustainability, expansion and creation of small business in our community.

The Fiscal Year 2018 Adopted Budget includes an additional investment of \$174,000 to support the new small business and entrepreneurial growth strategy. This funding will support the addition of two new positions to execute the Board's vision for promoting the creation and retention of small businesses throughout the County.

### **Leverage Financial Resources**

The 2019 property revaluation is fast approaching. Our County Assessor and his amazing team have been working for the past two years to get us ready. In Fiscal Year 2018, this work continues in earnest. The Adopted Budget includes \$731,000 for fourteen additional positions including five Assessment Analysts, one Real Property Appraiser Manager, five Real Property Appraiser Technicians, two administrative support positions, and a Quality and Training Specialist. Since becoming County Manager, I have added twenty-six positions to the County Assessor's Office to ensure the Office is adequately resourced to successfully complete not only the 2019 revaluation, but all future property revaluations. Also, the plan for Fiscal Year 2018 includes spending \$948,000 for temporary staff and \$130,000 to develop a communications plan.

### **Talent Management - Our Most Valuable Asset – County Employees**

Our organization's most valuable resource is our County employees. We cannot achieve the goals the Board has established for this community without high-performing employees. To hire and retain the best and the brightest we need to invest in employees. The Fiscal Year 2018 Adopted Budget includes \$6.8 million for employee compensation including merit increases, market rate adjustments and special separation allowance for Sheriff's deputies. Health insurance costs continue to rise and the Adopted Budget includes an additional \$6.3 million to cover anticipated increases in medical claims.

In addition to salary and health insurance benefits, the Adopted Budget includes two new benefits for County employees.

First, beginning July 1st, we will offer a pre-tax Commuter Reimbursement Account benefit for employees who ride CATS buses, light rail or vanpools. Employees can designate up to \$255 per month on a pre-tax basis for these commuting expenses. I would like to thank Dionne Taylor from the Register of Deeds Office who brought this benefit to my attention during one of my Facebook Q&A sessions.

The second new benefit is the roll out of a paid family leave program. This new benefit will provide 100% employer paid time away from work for the birth, adoption or placement of a child, as defined by the Family and Medical Leave Act (FMLA) for eligible employees. Paid family leave will run for six consecutive weeks concurrent with FMLA.

I believe the addition of these new benefits will solidify Mecklenburg County as a great place to work.

After the turbulent times in September 2016, I reported to the Board and the community that Mecklenburg County would look internally at its operations, policies and procedures to ensure equal access to services by every resident who needs them. The Adopted Budget includes \$200,000 to fund Phase One of our new Equity and Implicit Bias Strategic Plan. Phase One will include an assessment of the County's equity opportunities and challenges, training for key County staff, and the development of an Equity Action Plan.

The safety of our employees is of utmost importance. We cannot expect our employees to provide high quality services if they feel unsafe at their workplace. We recently completed an

assessment of our security operations at County facilities. The Adopted Budget includes \$500,000 for new security measures county-wide. We anticipate implementing additional security measures in future fiscal years.

## **Education**

One of the determinant's in the Opportunity Task Force Report is College and Career Readiness. The report suggests that we must change the current mindset around technical education and community colleges for students at all income levels.

Central-Piedmont Community College is the critical partner in our community that focuses solely on college and career readiness. They help prepare our high-school graduates as well as those transitioning to new careers for college, and provide the job skills required to build a successful career path. I look forward to working closely with CPCC President, Dr. Dietemeyer, on strategies to expand our successful partnership. To support these efforts, the Adopted Budget includes full funding of CPCC's operating budget request of \$620,000. This represents a 1.8% increase over Fiscal Year 2017.

Another key determinant identified in the task force report is Early Care and Education. The data is clear, children that have early childhood education experiences are more likely to graduate high school, attend college, increase their earning potential over their lifetime, and reduce the risk of becoming involved in the criminal justice system.

For too long we have focused our investments in education on K through 12 and community colleges. But what we have learned is that while those investments are sound, too many children enter kindergarten not ready to learn. They don't possess the basic language and social skills needed to be successful. And worse than that, their ability to catch-up is hampered by inadequate supports to teachers and families.

The Fiscal Year 2018 Adopted Budget attempts to take a small step in helping to reverse this trend. The budget includes \$6 million dollars to expand the child care subsidy program. Child care subsidies are for working families making 200% or below the federal poverty line. As of April 30, 2017, there were 3,488 children age birth to five on the waiting list for child care subsidy. This \$6 million investment will allow 824 children to attend an early childhood program and would eliminate all four and five-year old children from the waiting list.

While this is truly a small step, I believe that Mecklenburg County is poised to be the leader in this area. By taking this on as our accountability, we can have a significant impact on economic opportunity in this community.

As you know, Mecklenburg County has been a lead funder and creator of Read Charlotte. Read Charlotte is a community initiative that unites families, educators and community partners to improve children's literacy from birth to third grade with a goal of doubling reading proficiency from 39% to 80% by 2025. Reading proficiency at third grade is a critical predictor of school, career and life success. Children who are not reading at grade level by third grade are four times more likely to drop out of high school.

As Read Charlotte has gained momentum, it has identified numerous strategies proven to positively impact reading proficiency. However, there is a need to improve the availability,

quality and use of data for decision making and tracking progress toward achieving the 2025 goal. The Read Charlotte Data Collaborative will use common assessments standardized program evaluation and professional development to create a data driven culture, drive performance improvement and enhance the effectiveness of providers participating in the collaborative.

The Adopted Budget includes \$300,000, \$100,000 a year for three years to support the data collaborative. This investment will allow us to make education related funding decisions based on metrics and sound practice.

The public library touches everyone at all points of their life. I am excited about the new main public library that is funded in the Adopted CIP. The operating budget includes \$1 million dollars in recurring funds to purchase collection materials. In addition, the library is receiving \$500,000 in non-recurring funding for the same purpose.

Finally, in the area of education, is funding for Charlotte-Mecklenburg Schools. CMS requested an increase of \$27 million or 6.5%. The Fiscal Year 2018 Adopted Budget includes an additional \$15.3 million or an increase of 3.7%. This will support the costs of opening new facilities, cost increases for health and retirement benefits, sustaining operations, and a portion of request to expand student support services including guidance counselors and social workers.

### **Community Service Grants**

Last fall, the Board of County Commissioners supported the addition of a sunset provision to the Community Services Grant program. The purpose of this provision is to retain funding to those agencies that should continue to provide services on the County's behalf, and allow new providers to compete for funding. The Adopted Budget includes funding for twenty-eight agencies. Five are receiving grant funds for the first time, six are repeat grant recipients and seventeen will receive vendor contracts with County departments. There are five agencies that are approved for sunset.

### **Tax Rate for Fiscal Year 2018**

For the fourth year in row, the balanced budget keeps the property tax rate stable at 81.57 cents per \$100 of assessed valuation. In addition to maintaining the current property tax rate, The Adopted Budget includes an adjustment to the annual appropriation to the debt service fund from 20 cents to 19.5 cents. This decision will have no impact on funding the Adopted Capital Improvement Plan or the County's coveted AAA bond rating.

I want to thank all of my staff who worked so hard on the Fiscal Year 2018 Adopted Budget. This includes the members of my executive team, Management & Budget Director Michael Bryant and the Office of Management and Budget staff, Monica Allen and the Performance and Evaluation staff, the Department of Financial Services, Danny Diehl and the Public Information staff, and my entire Cabinet and their staff. I also want to thank the residents of Mecklenburg County who have communicated with me, provided their thoughts and insights, and have helped inform the Adopted Budget.

I also want to thank the Board of County Commissioners for your continued support. Your leadership is undeniable, and your commitment to this community is without question. Your leadership has helped Mecklenburg County continue to maintain its great strength.

Respectfully,

A handwritten signature in black ink, appearing to read "Dena R. Diorio".

Dena Diorio, County Manager

FISCAL YEAR  
2018ADOPTED **BUDGET****FY2018 Adopted Budget  
Executive Summary—Operating Budget**

Mecklenburg County's Fiscal Year 2018 Adopted Budget totals \$1.71 billion, a \$65 million (4.0 percent) increase from the FY2017 Adopted Budget. The FY2018 Adopted Budget supports 5,550 full-time equivalent (FTE) staff. Of the total budget, County dollars total \$1.25 billion, a \$53.5 million (4.5 percent) increase from the FY2017 Adopted Budget. The Adopted Budget's tax rate is 81.57 cents per \$100 of valuation for FY2018; there is no change from the FY2017 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 (BOCC), per \$100 of value. The estimated assessed valuation for FY2018 is \$126.40 billion, a \$4.30 billion (3.5 percent) increase from FY2017.

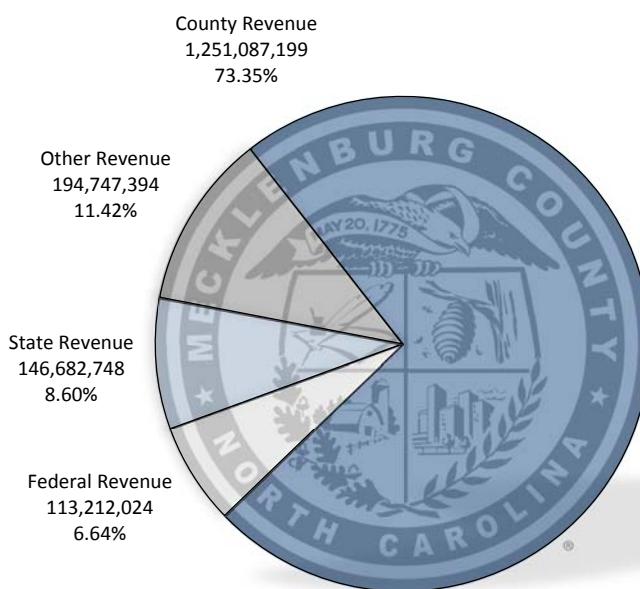
Assessed Valuation			
(In Millions)	FY2016 Adopted	FY2017 Adopted	FY2018 Projected
Real Property	\$97,070.60	\$99,265.60	\$102,050.00
Personal Property	9,286.00	9,418.80	9,780.00
Vehicles	8,729.50	8,969.10	9,590.00
State Certifications	4,436.90	4,446.50	4,980.00
<b>Total</b>	<b>\$119,523.00</b>	<b>\$122,100.00</b>	<b>126,400.00</b>
Percent Change	1.30%	2.16%	3.52%
<b>Net Yield of One Cent</b>	<b>\$11,725,206</b>	<b>\$12,057,375</b>	<b>\$12,513,600</b>
<b>Tax Rate</b>	<b>81.57¢</b>	<b>81.57¢</b>	<b>81.57¢</b>
<b>Collection Rate*</b>	<b>98.10%</b>	<b>98.75%</b>	<b>99.00%</b>

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

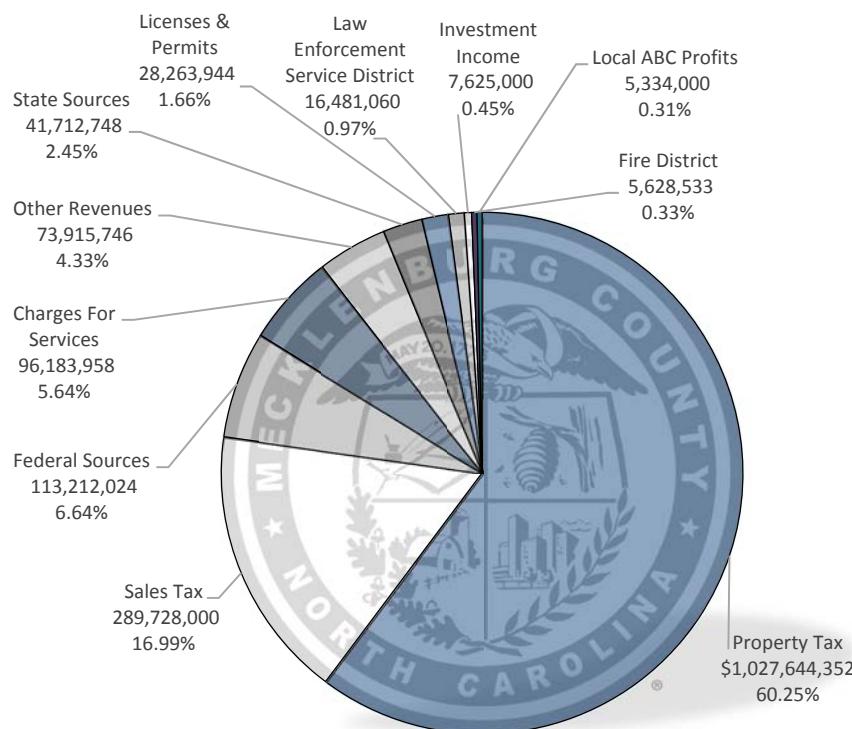
## Revenue – Where the Money Comes From

**Chart 1: Mecklenburg County Revenue by Source**

The budget is composed of revenues and expenditures. Mecklenburg County defines total revenue as the sum of County, Federal, State and Other Revenue. The Board of County Commissioners (BOCC) 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 consists of permits, charges for service, inmate reimbursement and fund balance contribution.



**Chart 2: Mecklenburg County Revenue by Type**



Property Tax makes up the largest portion (60.25 percent) of total revenue, at a projected \$1.0 billion. Sales Tax revenue is the second largest source of revenue (16.99 percent) totaling \$289.7 million and consisting of taxes on retail sales and leases of tangible personal property.

## 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 FY2018 tax rate for the LESD is 21.46 cents, an increase of 0.32 cents from the FY2017 tax rate.

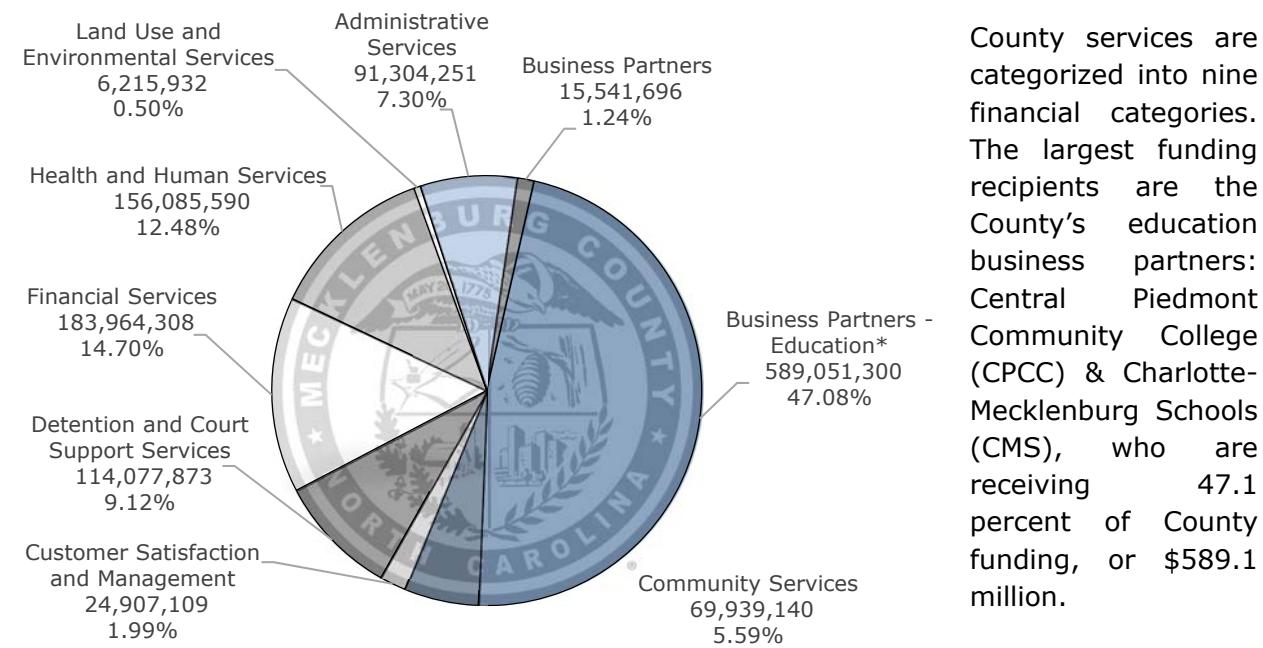
## Fire Protection Service Districts

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 unincorporated areas. A total of five service districts were created to service the Extra-Territorial Jurisdictions (ETJs). The ETJs include geography outside the four towns (Cornelius, Davidson, Huntersville, and Mint Hill) and the City of Charlotte. The tax rate is increasing for Charlotte and Davidson, whereas Cornelius, Huntersville, and Mint Hill will remain the same. 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 \$1.71 billion in the FY2018 Adopted Budget, of which \$1.25 billion is County cost. The FY2018 Adopted Budget includes \$508.7 million in funding for County services (excludes debt service and PAYGO); a \$31.2 million (6.5 percent) increase from FY2017.

**Chart 3: Mecklenburg County Expenses by Financial Category**



\*Includes debt service for education

## 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.

General debt service within the Debt Service Fund for FY2018 is \$49.2 million, a decrease of \$4.6 million (8.5 percent). Debt service for CMS is projected to be \$177.5 million, an increase of \$10.6 million (6.4 percent). CPCC debt service is projected to be \$11.2 million, an increase of \$1.3 million (13.0 percent). Consistent with the funding model, the budget for the Debt Service Fund includes a contribution to fund balance in the amount of \$66.3 million.

Debt Service Fund			
	Debt Service Revenue	County Funding	Total Funding
CMS Debt Service	\$65,225,025	\$112,271,839	\$177,496,864
CPCC Debt Service	1,019,903	10,224,822	11,244,725
General Debt Service	3,395,000	45,819,229	49,214,229
Budgeted Fund Balance	-	66,273,310	66,273,310
Debt Service Fund Balance to Deferred Maintenance Plan	-	10,000,000	10,000,000
<b>Total Debt Service Fund</b>	<b>\$69,639,928</b>	<b>\$244,589,200</b>	<b>\$314,229,128</b>

## Fund Balance

The Adopted Budget utilizes \$44.8 million of available fund balance. Funding from this source includes \$21.8 million for Enterprise Reserves (capital, technology, and fleet), \$8 million for Other Post-Employment Benefits (OPEB), \$6.3 million for Pay-As-You-Go (PAYGO) capital financing, \$6 million for Deferred Maintenance, and \$2.7 million for other expenses. Of the \$993 thousand in strategic business plan items, \$500 thousand will be allocated to public library services, \$320 thousand for cyber security and data loss prevention, and \$173 thousand for new vehicles. 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 three 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 FY2018, the Adopted Budget includes \$37.5 million for PAYGO, a 3.9 percent increase from FY2017. Due to the value of a penny increasing in FY2018, the amount required to maintain 3 cents in the PAYGO Fund is \$1.4 million more than the FY2017 appropriation. Fund

Balance will also be utilized in the amount of \$6.3 million, which equates to nearly 0.5 cents per \$100 of assessed property valuation to support the total cost of PAYGO.

## Deferred Maintenance

As part of the FY2017 Adopted Budget, the BOCC approved a long-term strategy that provides dedicated funds to support maintenance for capital projects. This strategy is designed to complete maintenance that was deferred during the Great Recession.

The Deferred Maintenance Plan is funded by a combination of General Fund and Capital Reserve Fund Balance, Pay-As-You-Go (PAYGO) funding, the Debt Service Fund, and Capital Reserve revenue. This strategy provides \$150 million for deferred maintenance over a five-year period beginning in FY2017, with an annual appropriation of \$30 million. The FY2018 Adopted Budget allocates funds as follows:

<b>Deferred Maintenance Plan</b>	<b>Funding Sources</b>
General Fund Balance	\$6,000,000
Debt Service Fund Balance	10,000,000
Other Sources*	14,000,000
<b>Total</b>	<b>\$30,000,000</b>

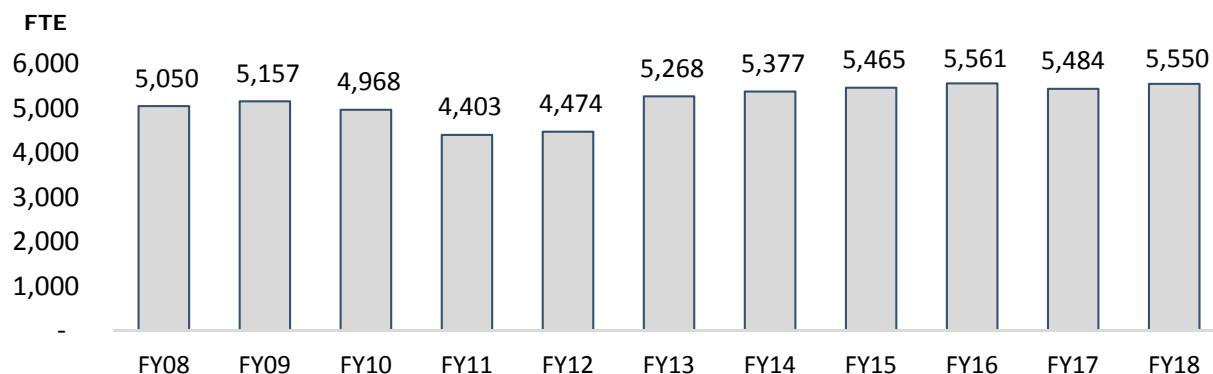
<b>Deferred Maintenance Plan</b>	<b>Annual Funding</b>
Charlotte Mecklenburg Schools	\$18,000,000
Central Piedmont Community College	4,000,000
Park and Recreation Deferred Maintenance	4,100,000
Park and Recreation Equipment	400,000
Other County and Library Facilities	3,500,000
<b>Total</b>	<b>\$30,000,000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

\*Capital Reserve Fund Balance and Pay-As-You-Go Funds

## Organizational Changes

### Full-Time Equivalent (FTE) Staff

The FY2018 Adopted Budget includes 5,550 full-time equivalent (FTE) positions. This is a net increase of 66 FTEs from the FY2017 Amended Budget position count.



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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 FY2018 Adopted Budget provides Charlotte-Mecklenburg Schools with \$428.7 million in operating funds, which is an increase of \$15.3 million (3.7 percent), and \$200.5 million in capital and debt funding, which is an increase of \$10.6 million (5.6 percent). The FY2018 per-pupil allocation for operational costs is \$2,538, compared to \$2,497 in FY2017. Capital and Debt Service is being funded through deferred maintenance (\$18 million), capital replacement (\$4.96 million) and debt service (\$177.5 million) funds. The FY2018 total allocation for CMS is \$629.2 million.

CMS Funding (Total Funds)				
	FY2017 Adopted	FY2018 Adopted	Dollar Change	Percent Change
<b>Operating Funding</b>				
CMS Operating (County)	\$411,193,792	\$426,444,699	\$15,250,907	3.71%
Fines and Forfeitures	2,300,000	2,300,000	-	-
<b>Total CMS Operating</b>	<b>413,493,792</b>	<b>428,744,699</b>	<b>15,250,907</b>	<b>3.69%</b>
CMS Pupil <sup>1</sup>	147,157	147,910		
Charter Pupil <sup>2</sup>	18,408	20,995		
<b>Combined Per-Pupil</b>	<b>\$2,497</b>	<b>\$2,538</b>	<b>\$41</b>	<b>1.64%</b>
<b>Capital and Debt Funding</b>				
Capital Replacement	\$4,960,000	\$4,960,000	-	-
Debt Service	166,903,640	177,496,864	10,593,224	6.35%
Deferred Maintenance <sup>3</sup>	18,000,000	18,000,000		
<b>Total Capital and Debt</b>	<b>189,863,640</b>	<b>200,456,864</b>	<b>10,593,224</b>	<b>5.58%</b>
<b>CMS Total Funding</b>	<b>\$603,357,432</b>	<b>\$629,201,563</b>	<b>\$25,844,131</b>	<b>4.28%</b>

<sup>1</sup> CMS pupil enrollment estimates are provided by CMS. FY2017 reflects actual enrollment figures.

<sup>2</sup> Enrollments are provided by CMS and reflect Mecklenburg County students who attend charter schools.

<sup>3</sup> The Deferred Maintenance Plan includes funding from Fund Balance, PAYGO, Debt Service and Capital Reserves.

### Central Piedmont Community College

The FY2018 Central Piedmont Community College (CPCC) operating funding is \$35.1 million, an increase of \$620 thousand (1.8 percent). The capital and debt funds include deferred maintenance (\$4 million), debt service (\$11.2 million) and Capital Maintenance and Repairs (\$700 thousand). The total FY2018 appropriation for CPCC is \$51.1 million.

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CPCC Funding (Total Funds)				
	FY2017 Adopted	FY2018 Adopted	Dollar Change	Percent Change
<b>Operating Funding</b>				
CPCC Operating	\$34,529,949	\$35,149,940	\$619,991	1.80%
<b>Capital and Debt Funding</b>				
Capital Maintenance & Repairs	-	\$700,000	\$700,000	-
Debt Service	9,945,379	11,244,725	1,299,346	13.06%
Deferred Maintenance <sup>1</sup>	4,000,000	4,000,000	-	-
<b>Total CPCC Capital &amp; Debt</b>	<b>13,945,379</b>	<b>15,944,725</b>	<b>1,999,346</b>	<b>14.34%</b>
<b>CPCC Total Funding</b>	<b>\$48,475,328</b>	<b>\$51,094,665</b>	<b>\$2,619,337</b>	<b>5.40%</b>

<sup>1</sup> The Deferred Maintenance Plan includes funding from sources other than the FY2018 operating budget.

## Community Service Grants

In Fiscal Year 2018, Mecklenburg County transitioned its Community Service Grants (CSG) funding categories from two of three target areas to seven key themes used in the County's strategic business plan. This will ensure consistency with the guiding principles that are used to make funding decisions in the operating budget. The third target area, Improve the High School Graduation Rate, will be phased out in FY2019. Any agency aligned to the Improve the High School Graduation target area in FY2018 will have to apply under the new key themes in FY2019.

On October 14, 2016, the County issued a request for grant proposals to nonprofit organizations contributing to the following key themes:

- Aging with Dignity
- Community Health & Wellness
- Economic Development
- Environmental Stewardship
- Greater Economic Independence for Residents
- Optimize Investments in Criminal Justice
- Strengthen Families

## Grant Proposal Review Process

Upon receipt of each grant 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 nonprofit 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 seven key themes,
7. Not have any current state revenue suspensions, or
8. Overdue taxes.

The County Manager's Office organized review panels based upon individual expertise. The review panels included community members, department directors and department designees and 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 CSG process. The Adopted Budget provides funding for the following agencies:

### **Community Service Grants**

Comparison of FY2017 – FY2018 Funding

<b>Community Service Grants</b>	<b>FY2017 Amended*</b>	<b>FY2018 Adopted</b>
<b>Community Health &amp; Wellness</b>		
Bethesda Health Center (You Are Not Alone)	-	150,000
Care Ring, Incorporated (Low Cost Clinic)	-	70,737
CW Williams Community Health Clinic	390,000	390,000
Lake Norman Community Health Clinic	-	139,867
Teen Health Connection (Clinical Health Educator)	50,000	50,000
<b>Economic Independence</b>		
Citizen Schools	50,000	-
Hope Haven, Incorporated (Vocational Training)	41,500	41,500
<b>Improve the High School Graduation Rate</b>		
A Child's Place (Attendance Initiative)	50,000	50,000
Freedom School Partners	50,000	50,000
YWCA of the Central Carolinas (Youth Program)	50,000	50,000
<b>Strengthen Families</b>		
Charlotte Bridge Home (NC Serves – Metrolina)	-	200,000
Wings for Kids, Incorporated	-	100,000
<b>Subtotal (CSGs)</b>	<b>\$681,500</b>	<b>\$1,292,104</b>

\*There was a total of 28 non-profit organizations funded in FY2017 as Community Service Grants. Of the 28 agencies, 22 were evaluated for vendor status under the Sunset Policy. Refer to the following page for a complete list of agencies evaluated based on the new sunset provision in FY2018.

#### **Sunset Provision**

Also, as part of the FY2018 Budget process, the Board of County Commissioners supported the implementation of a sunset provision. Any nonprofit agency that received funding for the three consecutive fiscal years is eligible for a vendor contract with a County department. In addition to receiving funding for three consecutive fiscal years, the service provided by the nonprofit must align to one of the seven strategic business plan key themes. Also, the service must have strong linkage to the goals and objectives outlined in a County department's

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strategic business plan. Programs that are sunset without receiving vendor agreements with a department are not eligible for funding as a grantee for a period of three fiscal years.

Although agencies that enter a vendor contractual agreement no longer have to compete for funding, performance will continue to be monitored by a County department to ensure all objectives and goals outlined in the contract are met. The funding for nonprofits that received a vendor contract for FY2019 is listed in the chart below.

## **Sunset Vendor Contractual Agreement** Comparison of FY2017 – FY2018 Funding

<b>Sunset Vendor Contractual Agreement</b>	<b>FY2017 Amended</b>	<b>FY2018 Adopted</b>
<b>Aging with Dignity</b>		
Senior Activities & Services (Self-Management for Seniors)	\$95,000	\$95,000
<b>Community Health &amp; Wellness</b>		
Bethesda Health Center (Access to Care)	165,000	165,000
Care Ring, Incorporated (Nurse Family Partnership)	250,000	250,000
Care Ring, Incorporated (Physicians Reach Out)	250,000	250,000
Charlotte Community Health Clinic (Homeless)	270,919	270,919
Charlotte Community Health Clinic (Low Income)	250,000	-
NC MedAssist (Free Pharmacy Program)	550,000	550,000
Shelter Health Services (Healthcare for Homeless)	69,000	69,000
<b>Economic Independence</b>		
Ada Jenkins Families (AJC Human Services)	25,000	25,000
Big Brothers Big Sisters (Mentoring 2.0)	25,000	25,000
Communities In Schools (Building Student Success)	1,063,000	900,000
Community Culinary School (Workforce Culinary Arts)	80,000	80,000
First Baptist West (Clara H. Jones Summer Institute)	100,000	-
International House (Rising Readers)	50,000	-
Junior Achievement (Programming In CMS)	20,000	-
Latin American Coalition (Economic Mobility Center)	50,000	50,000
Urban League (Continuum of Opportunity)	50,000	50,000
YMCA of Charlotte (Y Readers)	185,000	-
<b>Improve the High School Graduation Rate</b>		
100 Black Men (Movement of Youth)	20,000	20,000
Arts & Science Council (Studio 345)	350,000	350,000
<b>Optimize Investments in Criminal Justice</b>		
Center for Community Transitions (LifeWorks!)	100,000	100,000
<b>Strengthen Families</b>		
Big Brothers Big Sisters (School Based Mentoring)	50,000	50,000
<b>Subtotal (Vendors)</b>	<b>\$4,067,919</b>	<b>\$3,299,919</b>
<b>Subtotal (CSGs)</b>	<b>\$681,500</b>	<b>\$1,292,104</b>
<b>Grand Total</b>	<b>\$4,749,419</b>	<b>\$4,592,023</b>

**July 1 – January 30**  
Strategic Plan Revisions

**October 14**  
Community Service Grants Information Session

**October 17**  
Community Service Grants Application Start

**November 21**  
Community Service Grants Deadline

**December 1**  
Capital Reserve Submission Start Date

**December - January**  
Technology Reserve Capabilities Consultation

**January 2 - 27**  
Performance Budget System Position Maintenance

**January 9**  
Capital Reserve Submission Due

**January 12**  
Capital Preparation for Annual Retreat

**January 26-27**  
Annual Board Retreat

**February 13 - 14**  
2nd Quarter FY2017 Budget Status Update

**February 14**  
Board Public Policy Workshop-CMS Joint Workshop

## Roadmap for the Mecklenburg County Budget Process



**February 14**  
Budget Kick-Off

**February 20 – March 10**  
OMB Budget & Performance Meetings

**March 15**  
Agency Budget Requests Deadline

**March 30**  
Cabinet Retreat

**April 3 – 5**  
3rd Quarter FY2017 Budget Status Update with Executive Team

**April 11**  
Board Public Policy Workshop-Fee Adjustments

**May 9**  
CPCC Budget Request

**May 23**  
CMS Budget Request

**May 30**  
Presentation of Manager's Recommended Budget

**June 5**  
Public Hearing

**June 8**  
Detail Overview of Recommended Budget

**June 12**  
Board Straw Vote Session

**June 20**  
Adoption of the FY2018 Operating Budget

# COUNTY GOVERNMENT



- The County Seal
- Board of County Commissioners
- County Government
- A Proud History
- Executive Leadership
- Mecklenburg County Organizational Structure
- Strategic Planning and Budget Process
- FY2018 Operating Budget Calendar

## The County Seal

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



## 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.

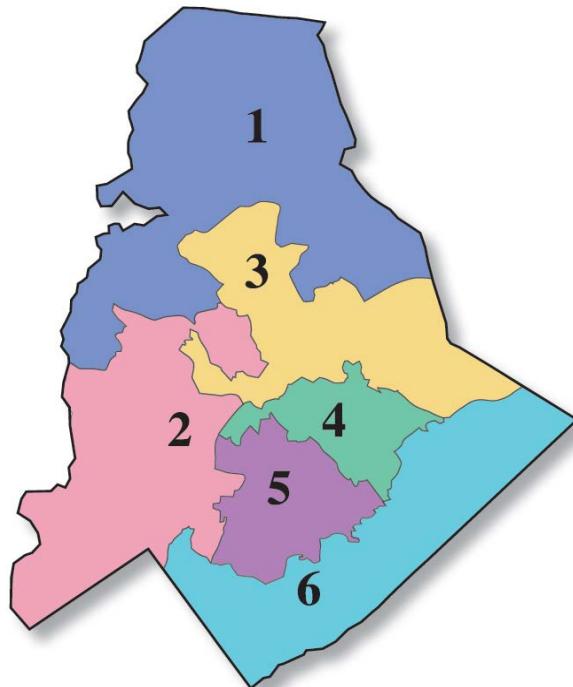
- **Ethics:** We work with integrity.
- **Customers:** We treat our customers as we would like to be treated.
- **Employees:** We recognize employees as our most important resource.
- **Excellence:** We invest in learning and improving.
- **Teams:** We work as a team, respecting each other.
- **Accountability:**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

**Board of County Commissioners**

**Back row** (L-R): George Dunlap (District 3), Bill James (District 6), Matthew Ridenhour (District 5), Dumont Clarke (District 4), **Front row** (L-R): Pat Cotham, (At Large), Jim Puckett (Vice Chair, District 1), Ella Scarborough (Chair, At Large), Trevor Fuller (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.MeckNC.gov](http://www.MeckNC.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.



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## 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.

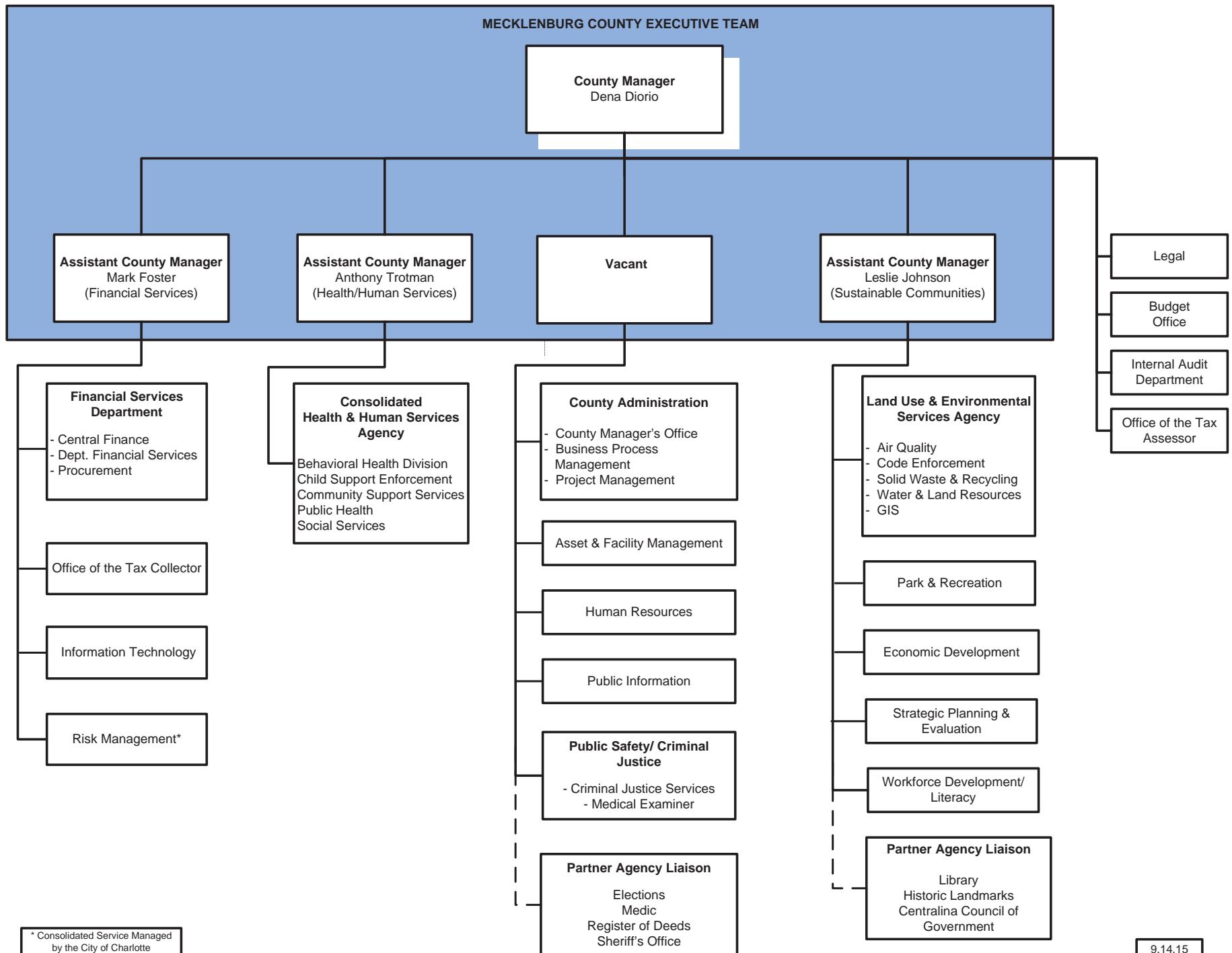
The County Manager is the Chief Administrative Officer of Mecklenburg County Government. Appointed by the Board of County Commissioners, the County Manager implements Board policies, represents the County in dealings with other governmental units and agencies, recommends the annual budget to the Board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

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

- Protection for both people and property
- 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.

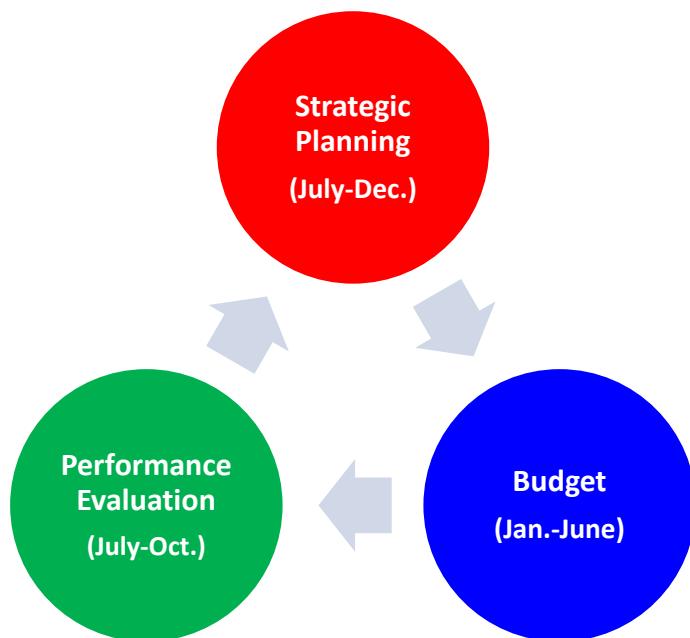
Mecklenburg County Government represents a partnership of the people, elected officials, County employees, and citizen advisors all working together to serve Mecklenburg County residents by helping improve their lives and community.



## Strategic Planning Process

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

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



These three stages involve the following actions:

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

In Mecklenburg County, we consider our approach as good government, as the Strategic Planning & Evaluation team works with departments to update strategic business plans and ensure relevancy to the business. More detailed descriptions of each stage can be found on the following pages.

FISCAL YEAR  
2018

# ADOPTED **BUDGET**

## 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, LEARN, WORK, and RECREATE. The vision statement aligns to the County department three-year (FY2017 – 2019) Strategic Business Plans, which set the direction for achieving the long-term goals identified in the department plans.

## STAGE II – DEVELOPING DEPARTMENT STRATEGIES

Broad department goals and objectives, strategies, annual actions and costs to achieve the actions, are developed for achieving these goals, and performance measures are established to gauge success. Management will annually assess the strategic business plans to determine relevancy of existing strategies and measures and make adjustments where needed.

## STAGE III – STRATEGIC BUDGETING

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

In Phase I, the Board received an overview of the departments' strategic business plan goals, objectives and strategies during its annual Strategic Planning Conference.

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

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
- Developing requests for new or expanded programs that align strategic business plans
- 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 strategic business plan and resource needs for service delivery for the upcoming year, as well as analysis of trends and concerns, and descriptions of major accomplishments, in addition to all budget requests.

FISCAL YEAR  
2018

# ADOPTED BUDGET

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, the Strategic Planning & Evaluation team, the Budget team, 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, service requests 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 have progress towards the departments' long-term goals and objectives.
- **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 IV – MANAGING PERFORMANCE

Once the budget has been established and approved by the Board of County Commissioners, it is imperative to continually track and monitor progress towards strategic business plan goals and objectives, as well as evaluate performance. To do so, the County keeps track of its performance through the desired results on its Corporate Scorecard, as well as the department level. Each department and agency also maintains a scorecard and reports results at the end of the fiscal year. This stage is vital in closing the strategic business planning, budgeting and performance management loop. This linkage shows the residents of Mecklenburg County, elected officials, employees and others what the organization is accountable for and how funding has, or has not made a difference.

FISCAL YEAR  
2018

# ADOPTED **BUDGET**

## FISCAL YEAR 2018 OPERATING BUDGET CALENDAR

Date	Item	Description
July 1 – November 30	Position Maintenance	Annualize cost of new positions from prior fiscal year
July 1 – January 30	Strategic Plan Revisions	Departments revise Strategic Business Plans
October 14	Community Service Grants	Informational to request grant proposals
October 17	Community Service Grants	Applicants begin access the online application portal
November 21	Community Service Grants	Deadline to submit grant application
December 1	Capital Reserve	Departments begin submitting capital reserve requests
December – January	Technology Reserve	Information Technology begins capabilities consultation with departments
January 9	Capital Reserve	Deadline to submit capital reserve requests
December 1 – 30	Position Maintenance	Update PeopleSoft through Human Resources
January 2 – 27	Position Maintenance	Update Performance Budgeting System
January 12	Annual Retreat Preparation	Preparation for the Annual Board of County Commissioners (BOCC) retreat
February 13 – 14	Budget Monitoring Report	Second quarter Budget Stat meeting
January 26 – 27	Annual Retreat	BOCC retreat to start receiving feedback on developing the budget
February 14	BOCC Public Policy Workshop	Joint meeting with Charlotte-Mecklenburg School Board
February 14	Budget Kick-Off	Provide departments with budget instructions
February 20 – March 10	Department Roadshow	Budget & Performance Meeting to discuss Strategic Business Plan and sustainability requests
March 15	Budget Requests	Department deadline to submit budget requests
March 30	Manager's Cabinet Retreat	Departments present requests to the County Manager
April 3 – 5	Budget Monitoring Report	Third quarter Budget Stat meeting with Assistant County Managers
April 11	BOCC Public Policy Workshop	Discuss and revise charge for service fees
May 9	BOCC Public Policy Workshop	Discuss budget requests from Central Piedmont Community College
May 23	CMS Public Policy Workshop	BOCC discuss budget requests from Charlotte-Mecklenburg Schools
May 30	Recommended Budget	Manager's Recommended budget presented to the public
June 5	Public Hearing	Opportunity for residents to voice support/non-support for the Recommended Budget
June 8	Budget Public Policy Workshop	Detailed overview provided to the BOCC
June 12	BOCC Straw Vote Session	BOCC votes to develop budget ordinance
June 20	Budget Adoption	BOCC adopts the budget ordinance

# PERFORMANCE RESULTS



Performance  
Results

- FY2013 – FY2016 Mecklenburg County Scorecard Results



## FY2013 - FY2016 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 used 13 specific measures in FY2016 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.

<b>Performance Legend</b>	
	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.

## FY2016 Community &amp; Corporate Scorecard Results

**Community Health & Safety**

2020 Performance Goals	FY13	FY14	FY15	FY16 Results
<b>Adult Abuse &amp; Neglect Non-Recurrence Rate</b> <i>To have 88% or more of referrals not screened in again within 12 months.</i>	●	○	●	94.60%
<b>Child Abuse &amp; Neglect Non-Recurrence Rate</b> <i>To have 94% or more of cases be no repeated maltreatment within six months of case closure.</i>	●	●	●	97.80%

**Effective & Efficient Government**

2020 Performance Goals	FY13	FY14	FY15	FY16 Results
<b>Customer Satisfaction</b> <i>To have 84% or more of County residents satisfied with direct and online service delivery.</i>	●	●	●	97% satisfaction
<b>Employee Motivation &amp; Satisfaction</b> <i>To have 84% or more of County employees satisfied with working at Mecklenburg County.</i>	●	●	●	89%
<b>Employee Technology Resources</b> <i>To have 84% or more of County employees satisfied with technology related resources.</i>	●	●	●	88% satisfaction
<b>Individual Development Plan (IDP)</b> <i>To have 84% or more of County employees with an IDP and annual assessment by supervisor of plans.</i>	●	●	●	90% (Individual Development Plan) 95% (Annual Assessment of Plan)
<b>Resignation Rate</b> <i>To have the County's voluntary resignation to be at or below the national benchmark for local and state governments (reverse measure).</i>	●	●	●	Mecklenburg: 6.3% Benchmark: 9.5%
<b>Tax Collection Rate</b> <i>To be comparable or higher than the average tax collections rate for municipal governments in North Carolina.</i>	●	●	●	99.6%

**Sustainable Community**

2020 Performance Goals	FY13	FY14	FY15	FY16 Results
<b>Environmental Leadership Index</b> <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>	●	○	●	97.5% of goals obtained
<b>Park &amp; Recreation Capital Ratio</b> <i>To have 20% or more of capital expenditures for Park &amp; Recreation facilities matched by other public or private sector partners (reverse measure).</i>	●	●	○	16% matched
<b>Solid Waste Disposal Rate</b> <i>To achieve a disposal rate of less than or equal to 1.01 tons per capita (reverse measure).</i>	●	●	●	Mecklenburg County Disposal Rate: 1.14
<b>Transit Proximity Index</b> <i>To have 85% or more of the County's parks, greenways and libraries within one-quarter mile of a transit stop.</i>	●	●	●	Libraries: 85% Greenways: 62% Parks: 52%

**Social, Education & Economic Opportunity**

2020 Performance Goals	FY13	FY14	FY15	FY16 Results
<b>Self-Sufficiency Progress Index</b> <i>To achieve program goals for seniors, child support recipients, veterans, public assistance recipients, Work First clients, and homeless clients.</i>	●	●	●	N/A for FY16

# BUDGET OVERVIEW



- Overview of FY2018 Adopted Budget
- Summary of Net County Expenditures and Revenue
- Revenue and Expenditure Comparison by Governmental Category
- Total Expenditure by Agency and Fund
- FY2018 Adopted Budget by Financial Category
- Strategic Business Plan Funding By Department and Key Theme
- Long Range Financial Plan
- 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

FISCAL YEAR  
2018ADOPTED **BUDGET****FY2018 ADOPTED BUDGET OVERVIEW**  
**REVENUES AND APPROPRIATIONS**

Revenue Summary	FY2016 Adopted Budget	FY2017 Adopted Budget	FY2018 Adopted Budget	Dollar Change	Percent Change
<b>County Revenue</b>					
Net Property Taxes - Current	\$956,425,078	\$983,520,079	\$1,020,734,352	\$37,214,273	3.8%
Net Property Taxes - Prior	6,826,000	6,826,000	6,910,000	\$84,000	1.2%
Sales Tax - Unclassified	162,413,786	172,117,250	184,528,000	\$12,410,750	7.2%
Other Revenue	35,319,658	30,935,573	33,314,847	\$2,379,274	7.7%
Investment Interest	3,360,000	4,200,000	5,600,000	\$1,400,000	33.3%
<b>Total County Revenue</b>	<b>\$1,164,344,522</b>	<b>\$1,197,598,902</b>	<b>\$1,251,087,199</b>	<b>\$53,488,297</b>	<b>4.5%</b>
<b>Other Revenue</b>					
Transit Sales Tax	\$38,000,000	\$48,000,000	\$51,500,000	\$3,500,000	7.3%
LESD	14,838,995	15,358,342	16,481,060	\$1,122,718	7.3%
Licenses & Permits	23,508,634	25,007,125	27,839,944	\$2,832,819	11.3%
Fire Districts	4,363,660	4,774,387	5,628,533	\$854,146	17.9%
Fines and Forfeitures	2,470,059	2,466,153	2,465,681	-\$472	0.0%
Intergovernmental	152,637,894	155,960,202	154,694,772	-\$1,265,430	-0.8%
Charges for Services	69,238,093	71,943,644	81,217,001	\$9,273,357	12.9%
Sales Tax - School Debt	47,028,000	50,282,879	53,700,000	\$3,417,121	6.8%
Miscellaneous Revenue	16,012,919	22,750,787	16,345,175	-\$6,405,612	-28.2%
Fund Balance	39,400,000	46,750,000	44,770,000	-\$1,980,000	-4.2%
<b>Total Other Revenue</b>	<b>\$407,498,254</b>	<b>\$443,293,519</b>	<b>\$454,642,166</b>	<b>\$11,348,647</b>	<b>2.6%</b>
<b>TOTAL REVENUE</b>	<b>\$1,571,842,776</b>	<b>\$1,640,892,421</b>	<b>\$1,705,729,365</b>	<b>\$64,836,944</b>	<b>4.0%</b>
Expenditure Summary	FY2016 Adopted Budget	FY2017 Adopted Budget	FY2018 Adopted Budget	Dollar Change	Percent Change
<b>County Expenditures</b>					
General Debt Service (County)	\$115,278,523	\$125,334,799	\$122,092,539	-\$3,242,260	-2.6%
Capital (Pay-As-You-Go)	29,259,860	30,117,180	31,290,800	\$1,173,620	3.9%
Education Services (County)	561,016,658	564,680,653	589,051,300	\$24,370,647	4.3%
County Services (County)	458,789,481	477,466,270	508,652,560	\$31,186,290	6.5%
<b>Total County Expense</b>	<b>\$1,164,344,522</b>	<b>\$1,197,598,902</b>	<b>\$1,251,087,199</b>	<b>\$53,488,297</b>	<b>4.5%</b>
<b>Non - County Expenditures</b>					
General Debt Service (Non-County)	\$8,481,000	\$20,076,489	\$15,645,000	-\$4,431,489	-22.1%
Education Services (Non-County)	67,477,803	65,152,107	67,525,025	\$2,372,918	3.6%
County Services (Non-County)	331,539,451	358,064,923	371,472,141	\$13,407,218	3.7%
<b>Total Non-County Expense</b>	<b>\$407,498,254</b>	<b>\$443,293,519</b>	<b>\$454,642,166</b>	<b>\$11,348,647</b>	<b>2.6%</b>
<b>TOTAL EXPENDITURES</b>	<b>\$1,571,842,776</b>	<b>\$1,640,892,421</b>	<b>\$1,705,729,365</b>	<b>\$64,836,944</b>	<b>4.0%</b>

FISCAL YEAR  
2018

# ADOPTED BUDGET

Summary of Net County Expenditures and Revenues		
<b>Starting Point - FY2017 Adopted Budget</b>		<b>Running Total</b>
		\$ 1,197,598,902
<b>I. FY2018 Budget Impacts From FY2017 Decisions</b>		
Annualized FY2017 Merit Cost	1,468,778	
Annualized funding for New Positions Added in FY2017 Budget	750,939	
	<u>2,219,717</u>	\$ 1,199,818,619
<b>II. A Sound Strategy for Sustainability</b>		
<b>A. Efficiencies Savings and Redirection of Funds: No impact to County Services</b>		
Park Zero-Based Budget Analysis	-1,639,530	
FLSA funding	-1,000,000	
Utility Assessment	-892,635	
Departmental FY2017 One-Time Funding	-911,211	
Youth Family Services Contract Review	-250,000	
Expiring Business Investment Grants	-114,979	
	<u>-4,808,355</u>	1,195,010,264
<b>B. Fiscal Discipline</b>		
Increase in CMS Debt	7,176,103	
Increase in CPCC Debt	1,323,646	
Increase in Pay-Go Capital Funding	1,173,620	
Decrease in Debt Service	-3,242,260	
	<u>6,431,109</u>	1,201,441,373
<b>C. Strategic Business Plan (SBP) Investments in County Services</b>		
Leverage Technology to Optimize Service Delivery	2,293,425	
Community Health & Wellness	1,763,376	
Leverage Financial Resources	1,708,473	
Greater Economic Independence for Residents	555,226	
Talent Management	546,693	
Strengthen Families	304,976	
Economic development	173,943	
Other SBP Investments	146,883	
	<u>7,492,995</u>	1,208,934,368
<b>D. Planned Investments</b>		
Early Childhood Education	6,000,000	
HIV Prevention & Smoking Cessation	506,000	
Economic Development Business Investment Grants	415,708	
Elections	412,949	
Diversity and Inclusion Training	200,000	
Crisis Management Plan	200,000	
Mental Health Clinicians for Youthful Offenders	200,000	
CRC Pilot Operations Management	150,756	
County Assessor Support	109,098	
	<u>8,194,511</u>	1,217,128,879
<b>E. Sustaining Operations</b>		
Tech Reserve Positions	1,162,510	
Jail Contracts for Maintenance, Medical, and Tasers	576,545	
Supportive Housing Contracts	822,000	
Utilities for new facilities	435,485	
Utilities rate increase	307,150	
Security	150,000	
	<u>3,453,690</u>	1,220,582,569
<b>II. Business Partners</b>		
CMS Operating	15,250,907	
CPCC Operating	619,991	
Criminal Justice System Agency Staffing and Operating Expense Increases	812,341	
Arts and Science Council Community Blocks Program	175,000	
	<u>16,858,239</u>	1,237,440,808
<b>III. Investing In Our Employees</b>		
Medical and Dental Increases	6,315,989	
Pay-For-Performance Plan	5,572,975	
Local Government Employee Retirement System Increase	917,405	
Market Adjustments	550,000	
	<u>13,356,369</u>	1,250,797,177
<b>IV. Budget Adjustments</b>		
Net Other Budget Adjustments	290,022	
	<u>290,022</u>	\$ 1,251,087,199
<b>FY2017-2018 GRAND TOTAL OF COUNTY EXPENDITURES</b>		\$ 1,251,087,199
FY 2016-2017 County Revenue (81.57 tax rate)	\$ 1,197,598,902	
FY 2017-2018 County Revenue (81.57 tax rate)	53,488,297	
<b>FY2017-2018 GRAND TOTAL OF COUNTY REVENUE</b>		\$ 1,251,087,199

MECKLENBURG COUNTY FISCAL YEAR 2018

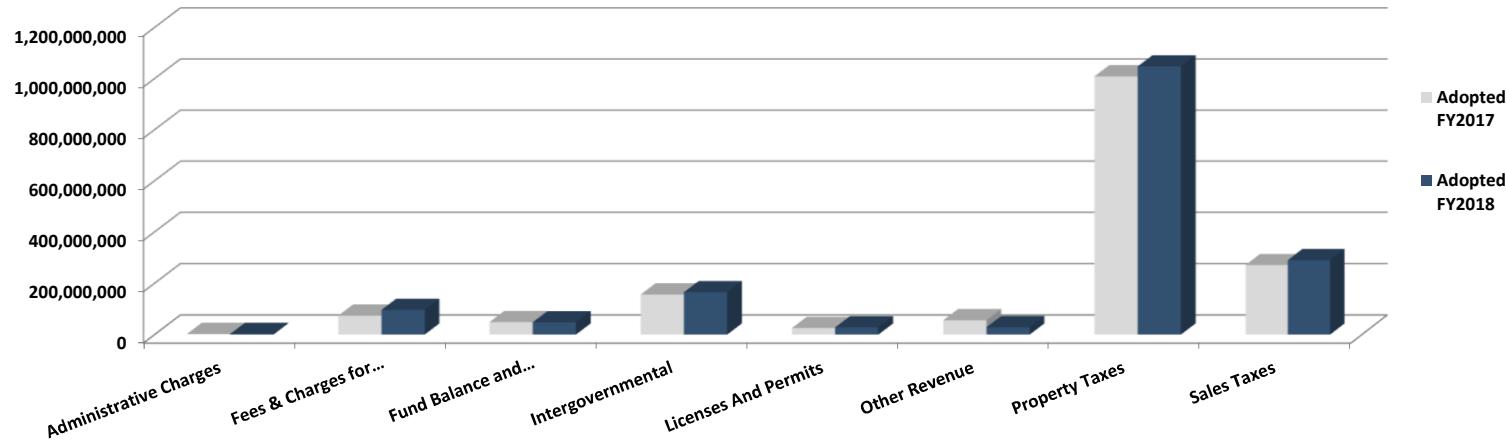
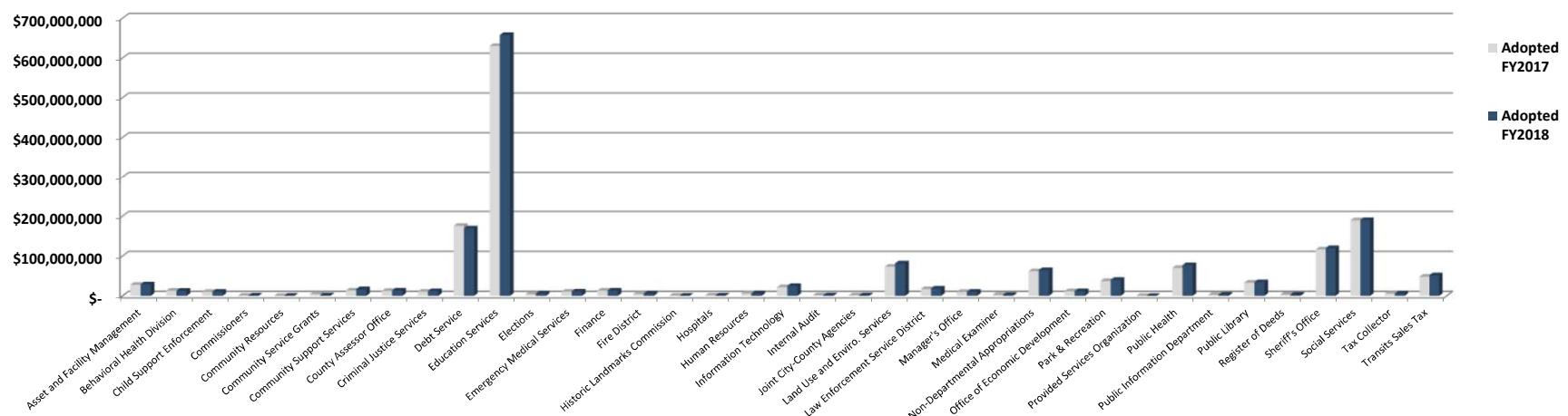


FISCAL YEAR  
2018

# ADOPTED BUDGET

## TOTAL REVENUE AND EXPENDITURE COMPARISON BY GOVERNMENTAL CATEGORY

	Total Governmental Fund			General Fund			Special Revenue Funds		
Financial Sources	Adopted FY2016	Adopted FY2017	Adopted FY2018	Adopted FY2016	Adopted FY2017	Adopted FY2018	Adopted FY2016	Adopted FY2017	Adopted FY2018
Administrative Charges	\$ 2,503,486	\$ 2,544,258	\$ 2,562,078	\$ 2,503,486	\$ 2,544,258	\$ 2,562,078	\$ -	\$ -	\$ -
Fees & Charges for Services	71,528,404	73,627,126	96,184,258	38,193,879	38,472,065	57,635,326	33,334,525	35,155,061	38,548,932
Fund Balance and Transfers	40,336,315	48,526,300	47,843,022	39,564,225	47,186,135	45,080,736	772,090	1,340,165	2,762,286
Intergovernmental	152,847,894	155,960,202	165,021,211	139,856,456	142,780,456	148,592,940	12,991,438	13,179,746	16,428,271
Licenses And Permits	24,064,837	25,609,397	28,263,944	24,064,837	25,609,397	28,263,944	-	-	-
Other Revenue	52,666,321	55,746,201	28,672,907	47,969,681	50,570,056	55,041,341	4,696,640	5,176,145	3,631,566
Property Taxes	980,453,733	1,008,478,808	1,047,453,945	727,172,198	747,564,879	781,929,152	253,281,535	260,913,929	265,524,793
Sales Taxes	247,441,786	270,400,129	289,728,000	162,413,786	172,117,250	184,528,000	85,028,000	98,282,879	105,200,000
<b>Total Revenue</b>	<b>\$ 1,571,842,776</b>	<b>\$ 1,640,892,421</b>	<b>\$ 1,705,729,365</b>	<b>\$ 1,181,738,548</b>	<b>\$ 1,226,844,496</b>	<b>\$ 1,273,633,517</b>	<b>\$ 390,104,228</b>	<b>\$ 414,047,925</b>	<b>\$ 432,095,848</b>
Expenditures	Adopted FY2016	Adopted FY2017	Adopted FY2018	Adopted FY2016	Adopted FY2017	Adopted FY2018	Adopted FY2016	Adopted FY2017	Adopted FY2018
Asset and Facility Management	\$ 26,279,439	\$ 27,710,198	\$ 28,655,844	\$ 26,279,439	\$ 27,710,198	\$ 28,655,844	\$ -	\$ -	\$ -
Behavioral Health Division	11,506,604	12,785,047	12,664,720	11,506,604	12,785,047	12,664,720	-	-	-
Child Support Enforcement	8,878,126	9,716,662	10,426,615	8,878,126	9,716,662	10,426,615	-	-	-
Commissioners	418,827	552,698	608,660	418,827	552,698	608,660	-	-	-
Community Resources	-	-	438,898	-	-	438,898	-	-	-
Community Service Grants	4,064,919	4,359,419	1,292,104	4,064,919	4,359,419	1,292,104	-	-	-
Community Support Services	14,160,068	13,395,271	16,653,298	14,160,068	13,395,271	16,653,298	-	-	-
County Assessor Office	12,063,649	12,275,509	13,404,043	12,063,649	12,275,509	13,404,043	-	-	-
Criminal Justice Services	9,544,705	10,414,097	11,847,739	9,544,705	10,414,097	11,847,739	-	-	-
Debt Service	153,019,383	175,528,468	169,028,339	37,710,860	44,717,180	43,540,800	115,308,523	130,811,288	125,487,539
Education Services	628,494,461	629,832,760	657,596,228	446,591,435	452,983,741	468,854,639	181,903,026	176,849,019	188,741,589
Elections	5,219,953	4,250,169	5,780,912	5,219,953	4,250,169	5,780,912	-	-	-
Emergency Medical Services	12,430,000	10,268,930	10,959,729	12,430,000	10,268,930	10,959,729	-	-	-
Finance	13,111,420	13,149,245	13,461,593	13,111,420	13,149,245	13,461,593	-	-	-
Fire District	4,363,660	4,782,633	5,628,533	-	-	-	4,363,660	4,782,633	5,628,533
Historic Landmarks Commission	256,724	314,209	317,720	256,724	314,209	317,720	-	-	-
Hospitals	1,500,000	1,000,000	1,000,000	1,500,000	1,000,000	1,000,000	-	-	-
Human Resources	5,519,634	6,034,550	6,150,023	5,519,634	6,034,550	6,150,023	-	-	-
Information Technology	19,194,072	21,808,613	24,861,421	19,194,072	21,808,613	24,861,421	-	-	-
Internal Audit	1,258,668	1,393,386	1,488,747	1,258,668	1,393,386	1,488,747	-	-	-
Joint City-County Agencies	3,256,257	1,417,143	1,417,143	3,256,257	1,417,143	1,417,143	-	-	-
Land Use and Enviro. Services	69,444,746	73,012,056	81,396,194	33,904,722	35,603,864	38,339,067	35,540,024	37,408,192	43,057,127
Law Enforcement Service District	15,668,995	16,876,793	18,361,060	680,000	680,000	680,000	14,988,995	16,196,793	17,681,060
Manager's Office	8,993,218	9,639,466	10,129,083	8,993,218	9,639,466	10,129,083	-	-	-
Medical Examiner	2,087,915	2,361,343	2,428,523	2,087,915	2,361,343	2,428,523	-	-	-
Non-Departmental Appropriations	49,158,083	61,654,689	64,643,231	49,158,083	61,654,689	64,643,231	-	-	-
Office of Economic Development	10,274,680	11,669,243	11,543,025	10,274,680	11,669,243	11,543,025	-	-	-
Park & Recreation	37,949,417	36,964,154	39,931,867	37,949,417	36,964,154	39,931,867	-	-	-
Provided Services Organization	715,352	-	-	715,352	-	-	-	-	-
Public Health	65,704,831	69,830,408	76,925,832	65,704,831	69,830,408	76,925,832	-	-	-
Public Information Department	2,365,409	2,467,867	2,621,826	2,365,409	2,467,867	2,621,826	-	-	-
Public Library	31,419,942	33,020,076	34,153,433	31,419,942	33,020,076	34,153,433	-	-	-
Register of Deeds	3,213,962	2,770,569	2,852,762	3,213,962	2,770,569	2,852,762	-	-	-
Sheriff's Office	113,663,314	116,355,675	119,701,955	113,663,314	116,355,675	119,701,955	-	-	-
Social Services	183,667,324	189,374,571	190,103,951	183,667,324	189,374,571	190,103,951	-	-	-
Tax Collector	4,975,019	5,906,504	5,754,314	4,975,019	5,906,504	5,754,314	-	-	-
Transits Sales Tax	38,000,000	48,000,000	51,500,000	-	-	-	38,000,000	48,000,000	51,500,000
<b>Total Expenditures</b>	<b>\$ 1,571,842,776</b>	<b>\$ 1,640,892,421</b>	<b>\$ 1,705,729,365</b>	<b>\$ 1,181,738,548</b>	<b>\$ 1,226,844,496</b>	<b>\$ 1,273,633,517</b>	<b>\$ 390,104,228</b>	<b>\$ 414,047,925</b>	<b>\$ 432,095,848</b>

FISCAL YEAR  
2018ADOPTED **BUDGET**Fiscal Year 2017-2018  
Revenue Comparison by CategoryFiscal Year 2017 - 2018  
Expenditure Comparison by Funding Use

FISCAL YEAR  
2018

# ADOPTED BUDGET

**Total Expenditures by Agency and Fund**  
**Fiscal Year 2018 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	\$28,655,844										\$28,655,844
Behavioral Health Divison	12,664,720										12,664,720
Central Piedmont Community College	35,149,940								11,244,725		46,394,665
Charlotte-Mecklenburg Schools	428,744,699	4,960,000							177,496,864		611,201,563
Child Support Enforcement	10,426,615										10,426,615
Commissioners	613,175										613,175
Community Resources	438,898										438,898
Community Service Grants	1,292,104										1,292,104
Community Support Services	16,653,298										16,653,298
County Assessor's Office	13,404,043										13,404,043
Criminal Justice Services	11,847,739										11,847,739
Debt Service	37,540,800	6,000,000							125,487,539		169,028,339
Elections	5,780,912										5,780,912
Emergency Medical Services	10,959,729										10,959,729
Finance	13,461,593										13,461,593
Historic Land Commission	317,720										317,720
Hospitals	1,000,000										1,000,000
Human Resources	6,150,023										6,150,023
Information Technology	24,861,421										24,861,421
Internal Audit	1,488,747										1,488,747
Joint City County Agency	1,417,143									5,628,533	7,045,676
Land Use and Environmental Services	38,339,067				26,867,607	16,189,520					81,396,194
Law Enforcement Service District	680,000								17,681,060		18,361,060
Manager's Office	10,129,083										10,129,083
Medical Examiner	2,428,523										2,428,523
Non-Departmental	42,389,716	8,000,000	1,832,000	12,417,000							64,638,716
Office of Economic Development	11,543,025										11,543,025
Park & Recreation	39,931,867										39,931,867
Public Health	76,925,832										76,925,832
Public Information Department	2,621,826										2,621,826
Public Library	34,153,433										34,153,433
Register of Deeds	2,852,762										2,852,762
Sheriff	119,701,955										119,701,955
Social Services	190,103,951										190,103,951
Tax Collector	5,754,314										5,754,314
Transit Sales							51,500,000				51,500,000
<b>Grand Total</b>	<b>\$1,240,424,517</b>	<b>\$18,960,000</b>	<b>\$1,832,000</b>	<b>\$12,417,000</b>	<b>\$26,867,607</b>	<b>\$16,189,520</b>	<b>\$51,500,000</b>	<b>\$17,681,060</b>	<b>\$314,229,128</b>	<b>\$5,628,533</b>	<b>\$1,705,729,365</b>

FISCAL YEAR  
2018

## ADOPTED BUDGET

## FY2018 Adopted Budget by Financial Category

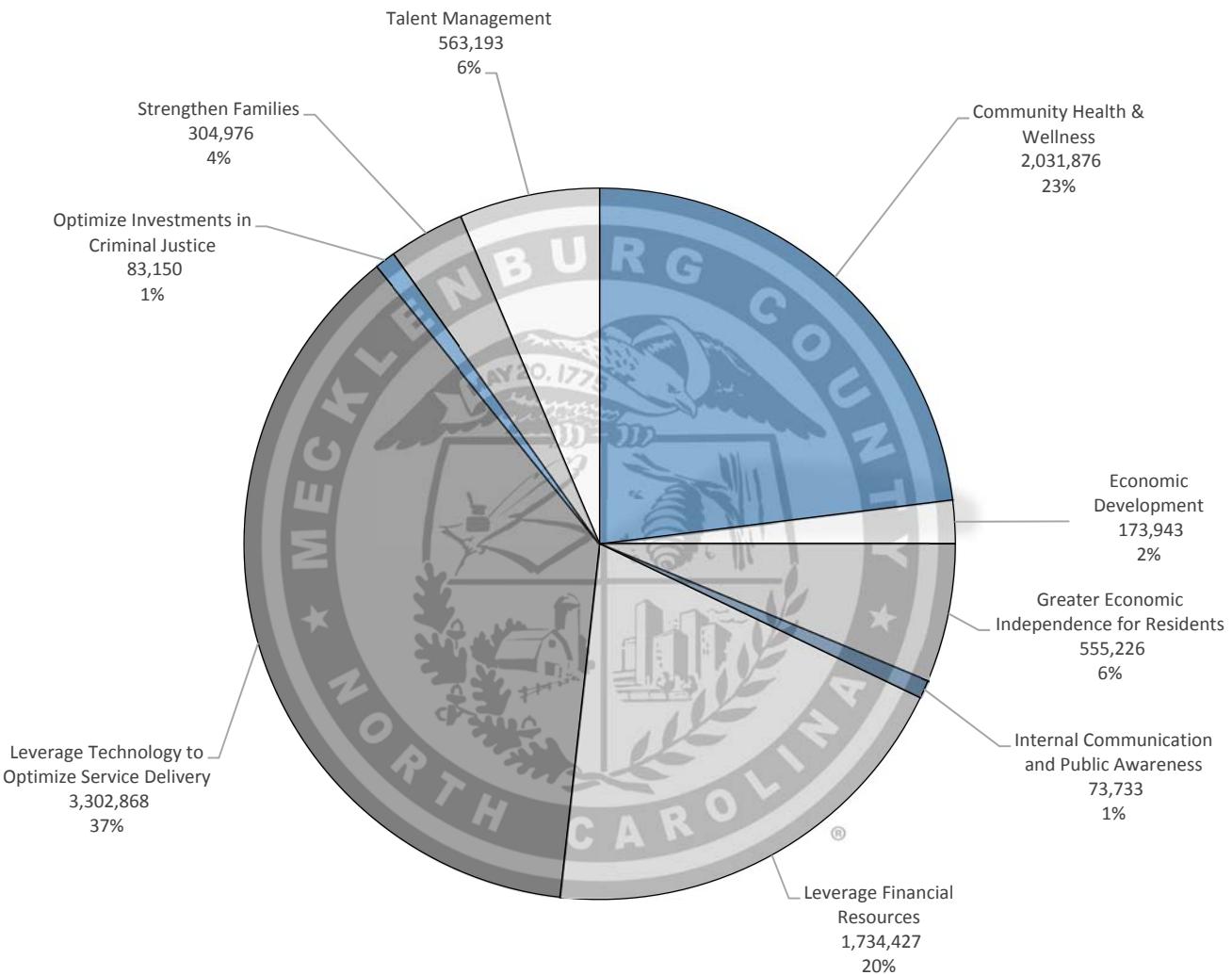
Financial Category	Total	General Fund	Debt Service Fund	Capital Reserve	Fleet Reserve	Technology Reserve	Solid Waste	Storm Water	Transit	LESD	Fire Districts
<b>Administrative Services</b>											
Asset and Facility Management	28,655,844	28,655,844	-	-	-	-	-	-	-	-	-
Human Resources	6,150,023	6,150,023	-	-	-	-	-	-	-	-	-
Information Technology	24,861,421	24,861,421	-	-	-	-	-	-	-	-	-
Internal Audit	1,488,747	1,488,747	-	-	-	-	-	-	-	-	-
Non-Departmental	64,638,716	42,389,716	-	8,000,000	1,832,000	12,417,000	-	-	-	-	-
<i>Sub-Total</i>	<i>125,794,751</i>	<i>103,545,751</i>	<i>-</i>	<i>8,000,000</i>	<i>1,832,000</i>	<i>12,417,000</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
<b>Business Partners</b>											
Central Piedmont Community College	46,394,665	35,149,940	11,244,725	-	-	-	-	-	-	-	-
Charlotte-Mecklenburg Schools	611,201,563	428,744,699	177,496,864	4,960,000	-	-	-	-	-	-	-
Community Service Grants	1,292,104	1,292,104	-	-	-	-	-	-	-	-	-
Emergency Medical Services	10,959,729	10,959,729	-	-	-	-	-	-	-	-	-
Historic Land Commission	317,720	317,720	-	-	-	-	-	-	-	-	-
Hospitals	1,000,000	1,000,000	-	-	-	-	-	-	-	-	-
Joint City County Agency	25,406,736	2,097,143	-	-	-	-	-	-	-	17,681,060	5,628,533
<i>Sub-Total</i>	<i>696,572,517</i>	<i>479,561,335</i>	<i>188,741,589</i>	<i>4,960,000</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>17,681,060</i>	<i>5,628,533</i>
<b>Community Services</b>											
Elections	5,780,912	5,780,912	-	-	-	-	-	-	-	-	-
Park & Recreation	39,931,867	39,931,867	-	-	-	-	-	-	-	-	-
Public Library	34,153,433	34,153,433	-	-	-	-	-	-	-	-	-
<i>Sub-Total</i>	<i>79,866,212</i>	<i>79,866,212</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
<b>Customer Satisfaction and Management</b>											
Commissioners	613,175	613,175	-	-	-	-	-	-	-	-	-
Manager's Office	10,129,083	10,129,083	-	-	-	-	-	-	-	-	-
Office of Economic Development	11,543,025	11,543,025	-	-	-	-	-	-	-	-	-
Public Information Department	2,621,826	2,621,826	-	-	-	-	-	-	-	-	-
<i>Sub-Total</i>	<i>24,907,109</i>	<i>24,907,109</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
<b>Detention and Court Support Services</b>											
Child Support Enforcement	10,426,615	10,426,615	-	-	-	-	-	-	-	-	-
Criminal Justice Services	11,847,739	11,847,739	-	-	-	-	-	-	-	-	-
Medical Examiner	2,428,523	2,428,523	-	-	-	-	-	-	-	-	-
Sheriff	119,701,955	119,701,955	-	-	-	-	-	-	-	-	-
<i>Sub-Total</i>	<i>144,404,832</i>	<i>144,404,832</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
<b>Financial Services</b>											
County Assessor's Office	13,404,043	13,404,043	-	-	-	-	-	-	-	-	-
Debt Service	169,028,339	37,540,800	125,487,539	6,000,000	-	-	-	-	-	-	-
Finance	64,961,593	13,461,593	-	-	-	-	-	-	51,500,000	-	-
Tax Collector	5,754,314	5,754,314	-	-	-	-	-	-	-	-	-
<i>Sub-Total</i>	<i>253,148,289</i>	<i>70,160,750</i>	<i>125,487,539</i>	<i>6,000,000</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>51,500,000</i>	<i>-</i>	<i>-</i>
<b>Health And Human Services</b>											
Behavioral Health Division	12,664,720	12,664,720	-	-	-	-	-	-	-	-	-
Community Resources	438,898	438,898	-	-	-	-	-	-	-	-	-
Community Support Services	16,653,298	16,653,298	-	-	-	-	-	-	-	-	-
Public Health	76,925,832	76,925,832	-	-	-	-	-	-	-	-	-
Social Services	190,103,951	190,103,951	-	-	-	-	-	-	-	-	-
<i>Sub-Total</i>	<i>296,786,699</i>	<i>296,786,699</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
<b>Land Use And Environmental Services</b>											
Land Use and Environmental Services	81,396,194	38,339,067	-	-	-	-	26,867,607	16,189,520	-	-	-
Register of Deeds	2,852,762	2,852,762	-	-	-	-	-	-	-	-	-
<i>Sub-Total</i>	<i>84,248,956</i>	<i>41,191,829</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>26,867,607</i>	<i>16,189,520</i>	<i>-</i>	<i>-</i>	<i>-</i>
<b>Total</b>	<b>\$1,705,729,365</b>	<b>\$1,240,424,517</b>	<b>\$314,229,128</b>	<b>\$18,960,000</b>	<b>\$1,832,000</b>	<b>\$12,417,000</b>	<b>\$26,867,607</b>	<b>\$16,189,520</b>	<b>\$51,500,000</b>	<b>\$17,681,060</b>	<b>\$5,628,533</b>

FISCAL YEAR  
2018ADOPTED **BUDGET****FY2018 Strategic Business Plan Funding by Key Theme**

SBP Funding by Key Theme	Total	County Dollar	Realignments	Fund Balance	Revenue
<b>Community Health &amp; Wellness</b>					
<b>Park and Recreation</b>					
Annualized Operating for FY2017 New Facilities	294,915	294,915			
Operating for FY2018 New Facilities	1,736,961	1,468,461		156,500	112,000
<b>Sub-Total</b>	<b>2,031,876</b>	<b>1,763,376</b>		<b>156,500</b>	<b>112,000</b>
<b>Community Health &amp; Wellness Total</b>	<b>2,031,876</b>	<b>1,763,376</b>		<b>156,500</b>	<b>112,000</b>
<b>Economic Development</b>					
<b>Office of Economic Development</b>					
Economic Development Specialist - Business Retention	85,671	85,671			
Economic Development Specialist - Small Business Consultant	77,772	77,772			
Industry Roundtables	10,500	10,500			
<b>Sub-Total</b>	<b>173,943</b>	<b>173,943</b>			
<b>Economic Development Total</b>	<b>173,943</b>	<b>173,943</b>			
<b>Greater Economic Independence for Residents</b>					
<b>Community Support Services</b>					
Housing First Charlotte - Annualize Positions	555,226	555,226			
<b>Sub-Total</b>	<b>555,226</b>	<b>555,226</b>			
<b>Greater Economic Independence for Residents Total</b>	<b>555,226</b>	<b>555,226</b>			
<b>Internal Communication and Public Awareness</b>					
<b>Public Information Department</b>					
Public Information Web Content Editor	73,733	63,733	(10,000)		
<b>Sub-Total</b>	<b>73,733</b>	<b>63,733</b>	<b>(10,000)</b>		
<b>Internal Communication and Public Awareness Total</b>	<b>73,733</b>	<b>63,733</b>	<b>(10,000)</b>		
<b>Leverage Financial Resources</b>					
<b>Asset and Facility Management</b>					
Facility Maintenance	536,273	536,273			
Library Cash Pick-up	70,000	70,000			
Park Security	227,000	227,000			
Project Manager Reclassification	25,954		(25,954)		
Security Operations Manager	48,232	48,232			
<b>Sub-Total</b>	<b>907,459</b>	<b>881,505</b>	<b>(25,954)</b>		
<b>County Assessor's Office</b>					
Five Appraiser Technicians	283,740	283,740			
Five Assessment Analysts and One Manager	293,228	293,228			
<b>Sub-Total</b>	<b>576,968</b>	<b>576,968</b>			
<b>Internal Audit</b>					
Reclassify Senior Auditors	25,000	25,000			
<b>Sub-Total</b>	<b>25,000</b>	<b>25,000</b>			
<b>Tax Collections</b>					
Comprehensive Foreclosure Strategy	225,000	225,000			
<b>Sub-Total</b>	<b>225,000</b>	<b>225,000</b>			
<b>Leverage Financial Resources Total</b>	<b>1,734,427</b>	<b>1,708,473</b>	<b>(25,954)</b>		
<b>Leverage Technology to Optimize Service Delivery</b>					
<b>Elections</b>					
Three Senior Q&T Specialists	253,863	152,318			101,545
<b>Sub-Total</b>	<b>253,863</b>	<b>152,318</b>			<b>101,545</b>
<b>Information and Technology</b>					
Cyber Security & Data Loss Prevention	320,000			320,000	
SIEM System	87,898	87,898			
Software Maintenance	1,081,554	1,081,554			
<b>Sub-Total</b>	<b>1,489,452</b>	<b>1,169,452</b>			<b>320,000</b>
<b>Land Use and Environmental Svcs.</b>					
Addressing and Parcel Mapping Software Training	20,000	20,000			
Geographic Information System Technician	39,553	39,553			
<b>Sub-Total</b>	<b>59,553</b>	<b>59,553</b>			
<b>Library</b>					
Library Collections	1,500,000	1,000,000		500,000	
<b>Sub-Total</b>	<b>1,500,000</b>	<b>1,000,000</b>		<b>500,000</b>	
<b>Leverage Technology to Optimize Service Delivery Total</b>	<b>3,302,868</b>	<b>2,381,323</b>		<b>820,000</b>	<b>101,545</b>

FISCAL YEAR  
2018ADOPTED **BUDGET****FY2018 Strategic Business Plan Funding by Key Theme**

SBP Funding by Key Theme	Total	County Dollar	Realignments	Fund Balance	Revenue
<b>Optimize Investments in Criminal Justice</b>					
<b>Criminal Justice Services</b>					
One Planning and Research Management Analyst	75,350	75,350			
<b>Sub-Total</b>	<b>75,350</b>	<b>75,350</b>			
<b>Medical Examiner</b>					
Medical Examiner Overtime Budget Increase	7,800	7,800			
<b>Sub-Total</b>	<b>7,800</b>	<b>7,800</b>			
<b>Optimize Investments in Criminal Justice Total</b>	<b>83,150</b>	<b>83,150</b>			
<b>Strengthen Families</b>					
<b>Social Services</b>					
Additional Adult Guardianship Clients	108,000	108,000			
Annie Casey Study Positions	134,976	134,976			
Route Match Transit System Maintenance	62,000	62,000			
<b>Sub-Total</b>	<b>304,976</b>	<b>304,976</b>			
<b>Strengthen Families Total</b>	<b>304,976</b>	<b>304,976</b>			
<b>Talent Management</b>					
<b>Public Health</b>					
One Environmental Health Specialist	74,416	57,916		16,500	
Public Health School Nurses for New Schools	183,364	183,364			
School Health Limited Part-time Float Pool	298,863	298,863			
<b>Sub-Total</b>	<b>556,643</b>	<b>540,143</b>		<b>16,500</b>	
<b>Register Of Deeds</b>					
Training Modules for Cross-Training New & Existing Staff	6,550	6,550			
<b>Sub-Total</b>	<b>6,550</b>	<b>6,550</b>			
<b>Talent Management Total</b>	<b>563,193</b>	<b>546,693</b>		<b>16,500</b>	
<b>Total Strategic Business Plans</b>	<b>8,823,392</b>	<b>7,580,893</b>	<b>(35,954)</b>	<b>993,000</b>	<b>213,545</b>

**Strategic Business Plan Investments by Key Theme****Total SBP Investment: \$8,823,392**



## Financial Forecast

### Rationale

Each year during the budget retreat the Board of County Commissioners (BOCC) are presented a preliminary multi-year (FY2018 -2020) financial forecast. The forecast is a tool used to identify potential funding challenges and the County's ability to reach its long-term financial and strategic goals. The forecast also provides a preliminary multi-year revenue projection for the FY2018 budget process.

### From Forecast to Adopted Budget

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

### Forecast Revenues

Major revenue assumptions included in the forecast reflect a continuing positive but modest growth trend that is reflective of recent county revenue patterns. For the period of FY2018 - FY2020, major General and Debt Service Fund revenue growth rates are roughly forecasted as follows:

- 2% Annual property tax growth
- 3% Annual sales tax growth
- 1% Annual other revenue growth

### Forecast Expenses

Major expense considerations that the County will face in the future include but are not limited to the following:

- Maintaining current levels of service
- Scheduled increase in Local Governmental Employees' Retirement System (LGERS) employer contribution by .25% each year from FY2017 – FY2021
- Average of 3% merit increase for employee salaries per year
- Maintaining a combined General & Debt Service Fund balance of 28% of prior year revenues in compliance with the County's fund balance policy
- Adequately funding debt service for County facilities and Charlotte Mecklenburg Schools
- Accounting for the annual operating costs of new capital facilities and assets

## Forecast Charts

The following tables show the forecasted revenues and expenses for the general fund through FY2020.

General Fund <sup>1</sup>							
(In Millions)	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Budget	FY2019 Forecast	FY2020 Forecast
Property Taxes <sup>3</sup>	721.6	678.0	771.6	775.5	790.4	\$794.5	\$810.1
Sales Tax	145.0	159.1	173.1	171.7	184.5	185.4	191.0
Intergovernmental	148.3	155.6	160.2	151.9	148.6	165.1	166.7
Fees / Other Revenue	107.6	110.6	102.1	101.6	105.3	105.0	106.1
<b>Total Revenue</b>	<b>\$1,122.4</b>	<b>\$1,103.3</b>	<b>\$1,206.9</b>	<b>\$1,200.7</b>	<b>\$1,228.8</b>	<b>\$1,250.0</b>	<b>\$1,273.9</b>
 <b>Expenditures<sup>2</sup></b>	 <b>\$1,072.0</b>	 <b>\$1,147.7</b>	 <b>\$1,179.5</b>	 <b>\$1,210.8</b>	 <b>\$1,273.6</b>	 <b>\$1,289.2</b>	 <b>\$1,313.8</b>
<b>Net Change in Fund Balance</b>	<b>\$50.4</b>	<b>-\$44.5</b>	<b>\$27.4</b>	<b>- \$10.1</b>	<b>- \$44.8</b>	<b>- \$39.2</b>	<b>- \$40.0</b>

<sup>1</sup> Totals may not match due to rounding

<sup>2</sup> Includes Transfers to other funds

\* For FY2018 \$44.8 million in available fund balance is budgeted for one-time expenses

Debt Service Fund <sup>1</sup>							
(In Millions)	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimate	FY2018 Budget	FY2019 Forecast	FY2020 Forecast
Property Taxes	228.3	231.3	234.1	240.8	243.4	247.4	252.3
Sales Tax	41.9	46.8	50.8	51.3	53.7	54.5	56.1
Intergovernmental	13.5	12.4	12.8	12.7	12.7	12.2	12.3
Fees / Other Revenue	3.0	3.8	6.0	5.6	4.4	3.4	3.9
<b>Total Revenue</b>	<b>\$286.6</b>	<b>\$294.2</b>	<b>\$303.7</b>	<b>\$310.4</b>	<b>\$314.2</b>	<b>\$318.0</b>	<b>\$324.6</b>
 <b>Expenditures<sup>2</sup></b>	 <b>\$216.3</b>	 <b>269.4</b>	 <b>\$291.4</b>	 <b>\$308.5</b>	 <b>\$314.2</b>	 <b>\$318.0</b>	 <b>\$324.6</b>
<b>Net Change in Fund Balance</b>	<b>\$70.3</b>	<b>\$24.8</b>	<b>\$12.4</b>	<b>\$1.9</b>	<b>-</b>	<b>-</b>	<b>-</b>

<sup>1</sup> Totals may not match due to rounding

<sup>2</sup> Includes Transfers to other funds

## Forecast Results

General fund balance is projected to decline. This is partially driven by the FY2019 – FY2023 Capital Improvement Plan (CIP), which includes over 70 projects and approximately \$6 million in predicted new annual operating costs by FY2020. The County also regularly uses available fund balance to pay for one-time expenses. It should be noted that when considering fund balance the County combines the general and debt service funds.

FISCAL YEAR  
2018ADOPTED **BUDGET**STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE  
GENERAL FUND

	Estimated FY 2017	Budget FY 2018
<b>REVENUES</b>		
Taxes	\$ 947,189,771	\$ 974,927,152
Licenses and permits	30,552,224	28,263,944
Intergovernmental	151,905,149	148,592,940
Charges for services	56,691,754	57,635,326
Interest earned on investments	2,477,116	6,100,000
Administrative costs	2,524,670	2,562,078
Other	8,588,594	10,471,341
Total revenues	<u>1,199,929,278</u>	<u>1,228,552,781</u>
<b>EXPENDITURES</b>		
Customer satisfaction and management	18,765,252	24,907,109
Administrative services	92,270,877	106,300,051
Financial services	13,004,010	19,215,907
Land use and environmental services	50,760,287	54,542,051
Community services	72,839,631	78,021,412
Detention and court support services	137,307,541	144,339,832
Health and human services	274,206,845	295,942,199
Business partners	470,388,735	484,521,335
Total expenditures	<u>1,129,543,178</u>	<u>1,207,789,896</u>
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	70,386,100	20,762,885
<b>OTHER FINANCING SOURCES (USES)</b>		
Sale of capital assets	80,606	-
Transfers from other funds	695,260	275,650
Transfers to other funds	<u>(81,216,304)</u>	<u>(65,843,621)</u>
Total other financing sources (uses)	<u>(80,440,438)</u>	<u>(65,567,971)</u>
<b>REVENUES AND OTHER FINANCING SOURCES</b>	<b>(10,054,338)</b>	
<b>APPROPRIATED FUND BALANCE</b>		<b>(44,805,086)</b>
<b>FUND BALANCE - BEGINNING OF YEAR</b>	<u>501,537,263</u>	<u>491,482,925</u>
<b>FUND BALANCE - END OF YEAR</b>	<u>\$ 491,482,925</u>	<u>\$ 446,677,839</u>

The General Fund is projected to use \$27.8 million of fund balance for Capital, Technology, Deferred Maintenance & Fleet Reserve and \$17 million dollars of prior years accumulated fund balance as one-time expenses for unmet business needs.

Source: Mecklenburg County Finance Department

FISCAL YEAR  
2018ADOPTED **BUDGET**STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE  
DEBT SERVICE FUND

	Estimated FY 2017	Budget FY 2018
<b>REVENUES</b>		
Taxes	\$ 292,039,883	\$ 297,115,200
Intergovernmental	12,740,786	12,699,025
Interest earned on investments	2,198,273	1,500,000
Other	2,939,383	2,914,903
Total revenues	<u>309,918,325</u>	<u>314,229,128</u>
<b>EXPENDITURES</b>		
Debt service		
Principal	157,626,798	163,945,000
Interest and fiscal charges	58,883,156	140,284,128
Total expenditures	<u>216,509,954</u>	<u>304,229,128</u>
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<u>93,408,371</u>	<u>10,000,000</u>
<b>OTHER FINANCING SOURCES (USES)</b>		
Refunding bond proceeds	148,565,000	-
Premium on financing	25,950,133	-
Payment to refunding escrow agent	(174,045,041)	-
Transfers to other funds	(92,000,000)	(10,000,000)
Total other financing sources (uses)	<u>(91,529,908)</u>	<u>(10,000,000)</u>
<b>NET CHANGE IN FUND BALANCE</b>	<b>1,878,463</b>	<b>-</b>
<b>FUND BALANCE - BEGINNING OF YEAR</b>	<b>193,933,610</b>	<b>195,812,073</b>
<b>FUND BALANCE - END OF YEAR</b>	<b><u>\$ 195,812,073</u></b>	<b><u>\$ 195,812,073</u></b>

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 including \$10 million for Deferred Maintenance.

Source: Mecklenburg County Finance Department

FISCAL YEAR  
2018ADOPTED **BUDGET**STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE  
STORM WATER OPERATING FUND

	Estimated FY 2017	Budget FY 2018
<b>REVENUES</b>		
Intergovernmental	\$ -	\$ 2,019,705
Charges for services	16,027,627	14,115,994
Interest earned on investments	<u>249,034</u>	-
Total revenues	<u>16,276,661</u>	<u>16,135,699</u>
<b>EXPENDITURES</b>		
Land use and environmental services		
Storm water services	7,824,609	8,887,690
Capital outlay	6,180,336	6,973,724
Debt service		
Principal	52,456	52,456
Interest	-	-
Total expenditures	<u>14,057,401</u>	<u>15,913,870</u>
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	2,219,260	221,829
<b>OTHER FINANCING SOURCES (USES)</b>		
Sale of capital assets	16,502	-
Transfers from other funds	-	53,821
Transfers to other funds	<u>(178,660)</u>	<u>(275,650)</u>
Total other financing sources (uses)	<u>(162,158)</u>	<u>(221,829)</u>
<b>REVENUE AND OTHER FINANCING USES OVER EXPENDITURES</b>	2,057,102	-
<b>FUND BALANCE - BEGINNING OF YEAR</b>	<u>17,681,923</u>	<u>19,739,025</u>
<b>FUND BALANCE - END OF YEAR</b>	<u>\$ 19,739,025</u>	<u>\$ 19,739,025</u>

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

FISCAL YEAR  
2018ADOPTED **BUDGET**STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE  
LAW ENFORCEMENT SERVICE DISTRICT FUND

	Estimated FY 2017	Budget FY 2018
<b>REVENUES</b>		
Law Enforcement Service District taxes	\$ 16,056,961	\$ 16,481,060
Interest earned on investments	<u>16,203</u>	-
Total revenues	<u>16,073,164</u>	<u>16,481,060</u>
<b>EXPENDITURES</b>		
Business partners		
Law enforcement services	<u>16,197,125</u>	<u>17,681,060</u>
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	(123,961)	
APPROPRIATED FUND BALANCE		(1,200,000)
FUND BALANCE - BEGINNING OF YEAR	<u>1,515,944</u>	<u>1,391,983</u>
FUND BALANCE - END OF YEAR	<u>\$ 1,391,983</u>	<u>\$ 191,983</u>

The Law Enforcement Service District is projected to use \$1,200,000 of fund balance to cover the expenses to patrol and provide police protection services in the unincorporated areas.

Source: Mecklenburg County Finance Department

FISCAL YEAR  
2018ADOPTED **BUDGET**STATEMENT OF REVENUE, EXPENDITURES AND CHANGES IN FUND BALANCE  
SOLID WASTE ENTERPRISE FUND

	Estimated 2017	Budget FY 2018
<b>OPERATING REVENUES</b>		
Charges for services	\$ 19,330,757	\$ 21,518,035
Other	<u>1,990,133</u>	<u>2,106,566</u>
Total Operating Revenues	<u>21,320,890</u>	<u>23,624,601</u>
<b>OPERATING EXPENSES</b>		
Personal services and employee benefits	5,852,116	6,260,035
Utilities	188,360	291,105
Supplies	990,646	1,335,727
Depreciation	1,883,277	-
Maintenance and repairs	4,714,678	2,126,850
Rental and occupancy charges	1,331,267	1,385,082
Contractual services	2,473,699	9,918,502
Final development and post closure costs	<u>40,088</u>	<u>715,488</u>
Total Expenses	<u>17,474,131</u>	<u>22,032,789</u>
<b>OPERATING INCOME</b>	<u>3,846,759</u>	<u>1,591,812</u>
<b>NON-OPERATING REVENUES / (EXPENSES)</b>		
Grant revenue	137,070	106,000
Interest income	192,375	25,000
Gain on disposal of assets	(172,722)	-
Interest expense	(119,042)	(374,800)
Transfers to other funds	<u>-</u>	<u>(1,348,012)</u>
Total Non-operating revenues / (expenses)	<u>37,681</u>	<u>(1,591,812)</u>
<b>INCOME BEFORE CONTRIBUTIONS</b>	<u>3,884,440</u>	<u>-</u>
Capital contributions	9,660	-
<b>CHANGE IN NET POSITION</b>	<u>3,894,100</u>	<u>-</u>
<b>NET POSITION - BEGINNING OF YEAR</b>	<u>79,666,921</u>	<u>83,561,021</u>
<b>NET POSITION - END OF YEAR</b>	<u>\$ 83,561,021</u>	<u>\$ 83,561,021</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 \$26,867,607 includes \$3,112,006 appropriated in the Discarded White Goods and Scrap Tire Special Revenue funds.

Source: Mecklenburg County Finance Department

FISCAL YEAR  
2018ADOPTED **BUDGET**STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE  
CAPITAL RESERVE FUND

	Estimated FY 2017	Budget FY 2018
<b>REVENUES</b>		
Intergovernmental	\$ (10,320)	-
Charges for services	1,633,800	-
Other	<u>329,596</u>	<u>-</u>
Total revenues	1,953,076	-
<b>EXPENDITURES</b>		
Capital outlay	<u>33,850,498</u>	<u>38,249,000</u>
<b>EXCESS OF REVENUES OVER (UNDER) EXPENDITURES</b>	(31,897,422)	(38,249,000)
<b>OTHER FINANCING SOURCES</b>		
Gain on sale of fixed assets	2,094,193	-
Transfers from other funds	<u>40,271,000</u>	<u>38,249,000</u>
Total other financing sources	42,365,193	38,249,000
<b>REVENUES AND OTHER FINANCING SOURCES OVER (UNDER) EXPENDITURES</b>	10,467,771	-
<b>FUND BALANCE - BEGINNING OF YEAR</b>	<u>43,902,191</u>	<u>54,369,962</u>
<b>FUND BALANCE - END OF YEAR</b>	<u>\$ 54,369,962</u>	<u>\$ 54,369,962</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

# BUDGET SUMMARIES



- FY2018 Choice Matrix
- FY2018 Budget by Agency and Service
- FY2018 Education Summaries
- FY2018 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	<b>No Choices (Programs or Funding)</b>  <b>FY2018 Adopted</b> <b>\$442,840,363</b>	<b>No Program Choice Funding Choice</b>  <b>FY2018 Adopted</b> <b>\$857,503,895</b>
Program Choice	<b>Program Choice</b> <b>No Funding Choice</b>  <b>FY2018 Adopted</b> <b>\$23,977,550</b>	<b>Program Choice</b> <b>Funding Choice</b>  <b>FY2018 Adopted</b> <b>\$381,407,557</b>

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.

## Program Funding Choice Matrix

RED: MANDATED/MANDATED						
Item	FTE	PTE	Agency	County Dollars	Total Dollars	County % of Total
CPCC - DEBT	0	0	CPC	10,224,822	11,244,725	91%
CHILDCARE SERVICES (DSS)	0	0	DSS	750,188	47,134,088	2%
MEDICAID RELATED PAYMENTS (DSS)	0	0	DSS	3,255,794	3,255,794	100%
MEDICAID TRANSPORTATION (DSS)	0	0	DSS	18,000	1,118,000	2%
DEBT SERVICE	0	0	DSV	122,092,539	125,487,539	97%
CHARLOTTE AREA TRANSIT SYSTEM (FIN)	0	0	FIN	0	51,500,000	0%
FIRE SERVICE DISTRICT (JCC)	0	0	JCC	0	5,628,533	0%
LESD (JCC)	0	0	JCC	680,000	18,361,060	4%
ABC PROFIT DISTRIBUTION	0	0	NDP	458,775	458,775	100%
REVENUES (NDP)	0	0	NDP	-3,396,000	0	
CMS-DEBT	0	0	SCH	112,271,839	177,496,864	63%
TRAINING DIVISION - MANDATED (SHF)	11	0	SHF	1,154,985	1,154,985	100%
<b>TOTAL:</b>	<b>11</b>	<b>0</b>		<b>247,510,942</b>	<b>442,840,363</b>	<b>56%</b>
BLUE: MANDATED/DISCRETIONARY						
Item	FTE	PTE	Agency	County Dollars	Total Dollars	County % of Total
BUSINESS PERSONAL PROPERTY AUDIT (CAO)	3	0	CAO	1,654,542	1,654,542	100%
REAL PROPERTY VALUATION (CAO)	64	0	CAO	5,679,333	5,679,333	100%
COMMISSIONERS (COM)	9	0	COM	613,175	613,175	100%
CPCC OPERATIONS FUNDING	0	0	CPC	35,149,940	35,149,940	100%
CHILD SPRT ENFORCEMENT CUSTOMER SPRT & CASE MGT (CSE)	106	0	CSE	2,779,770	9,232,661	30%
CHILD SUPPORT COURT SERVICES (CSE)	6	0	CSE	171,992	656,131	26%
CHILD SUPPORT ENFORCEMENT ADMINISTRATION (CSE)	5	0	CSE	178,457	537,823	33%
ADULT SUBSTANCE ABUSE TREATMENT CONTINUUM (CSS)	26	1	CSS	2,014,166	2,198,808	92%
SENIOR ADMINISTRATION (DCR)	5	0	DCR	300,480	438,898	68%
ADULT SERVICES (DSS)	56	0	DSS	4,214,313	5,305,447	79%
CHILDREN'S SERVICES (DSS)	422	0	DSS	24,954,987	45,464,169	55%
COMMUNITY SOCIAL WORK (DSS)	42	0	DSS	1,421,744	3,737,897	38%
LEGAL SERVICES (DSS)	13	0	DSS	1,526,613	1,794,420	85%
MAINTAINING INDEPENDENCE SERVICES (DSS)	4	0	DSS	1,509,520	4,534,597	33%
MECKLENBURG TRANSPORT (DSS)	36	1	DSS	2,245,175	3,553,002	63%
PUBLIC ASSISTANCE (DSS)	601	2	DSS	14,859,890	40,398,252	37%
QUALITY IMPROVEMENT (DSS)	13	0	DSS	808,329	1,146,819	70%
RECORD & MAIL SERVICES (DSS)	8	0	DSS	726,215	1,495,444	49%
WORK FIRST EMPLOYMENT SERVICE (DSS)	54	0	DSS	5,640,318	6,468,120	87%
DISTRICT & PRECINCT (ELE)	3	0	ELE	345,316	345,316	100%
EARLY & ABSENTEE VOTING (ELE)	0	0	ELE	471,835	471,835	100%
PRIMARY & GENERAL ELECTIONS (ELE)	7	0	ELE	694,646	2,514,783	28%
VOTER EDUCATION OUTREACH (ELE)	6	0	ELE	988,453	1,350,180	73%
VOTER REGISTRATION & MAINTENANCE (ELE)	7	1	ELE	547,721	1,098,798	50%
ADULT MENTAL HEALTH CONTINUUM (HLT)	3	0	HLT	249,415	287,913	87%
CHILDREN'S DEVELOPMENTAL SERVICES (HLT)	101	1	HLT	4,849,752	9,010,385	54%
COMMUNICABLE DISEASE (HLT)	50	0	HLT	3,792,865	4,568,899	83%
FOOD & FACILITIES SANITATION (HLT)	60	0	HLT	4,933,468	5,328,836	93%
HEALTH PLANNING (HLT)	27	0	HLT	2,680,518	3,087,645	87%
HEALTH PROMOTION (HLT)	16	0	HLT	2,029,744	2,145,518	95%
PATIENT SERVICES (HLT)	56	2	HLT	2,935,511	3,789,011	77%
PEST MANAGEMENT & ENVIRONMENTAL SERVICES (HLT)	7	0	HLT	399,087	861,722	46%
PUBLIC HEALTH CLINICS (HLT)	85	3	HLT	5,902,717	9,560,655	62%
SCHOOL HEALTH SERVICES (HLT)	199	6	HLT	15,802,856	15,894,104	99%

## BLUE: MANDATED/DISCRETIONARY

Item	FTE	PTE	Agency	County Dollars	Total Dollars	County % of Total
SENIOR ADMINISTRATION (HLT)	6	0	HLT	1,372,406	1,372,406	100%
WOMEN, INFANTS, CHILDREN (HLT)	67	4	HLT	542,535	4,921,892	11%
CODE ENFORCEMENT (LUE)	264	4	LUE	0	28,313,853	0%
FIRE MARSHAL (LUE)	8	0	LUE	75,740	748,499	10%
SOLID WASTE SERVICES (LUE)	79	1	LUE	0	25,849,496	0%
SURFACE WATER QUALITY AND FLOOD HAZARD MITIGATION (LUE)	54	0	LUE	0	15,941,750	0%
ATTORNEY (MGR)	10	0	MGR	2,112,402	2,112,402	100%
CLERK'S OFFICE (MGR)	4	0	MGR	410,568	410,568	100%
UNEMPLOYMENT INSURANCE (NDP)	0	0	NDP	250,000	250,000	100%
REAL PROPERTY RECORDINGS & DOCUMENTATION (REG)	16	0	REG	785,309	1,106,923	71%
RECORDS RESEARCH & ASSISTANCE (REG)	9	0	REG	391,938	621,988	63%
VITAL & MISCELLANEOUS RECORDS (REG)	7	0	REG	517,683	517,683	100%
CMS - CAPITAL REPLACEMENT	0	0	SCH	4,960,000	4,960,000	100%
CMS OPERATIONAL FUNDING	0	0	SCH	426,444,699	428,744,699	99%
CHILD SUPPORT ENFORCEMENT (SHF)	6	0	SHF	3,324	3,324	100%
COURT SECURITY (SHF)	112	4	SHF	8,484,413	8,484,413	100%
DETENTION SERVICES (SHF)	806	0	SHF	61,284,784	79,495,784	77%
DV ENFORCEMENT & EDUCATION (SHF)	9	0	SHF	808,802	808,802	100%
FACILITY MANAGEMENT (SHF)	0	0	SHF	6,941,057	6,941,057	100%
FIELD OPERATIONS (SHF)	103	1	SHF	7,300,128	10,106,471	72%
INMATE LIBRARY SERVICE (SHF)	3	0	SHF	209,719	209,719	100%
REGISTRATION DIVISION (SHF)	16	0	SHF	1,147,421	1,282,841	89%
SENIOR ADMINISTRATION (SHF)	2	0	SHF	479,465	509,465	94%
PROPERTY TAX COLLECTIONS (TAX)	26	0	TAX	3,131,296	3,414,782	92%
<b>TOTAL:</b>	<b>3,707</b>	<b>31</b>		<b>680,726,552</b>	<b>857,503,895</b>	<b>79%</b>

## PURPLE: DISCRETIONARY/MANDATED

Item	FTE	PTE	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	207,283	207,283	100%
SUPPORTIVE HOUSING (CSS)	0	0	CSS	2,449,954	2,449,954	100%
GROUND WATER QUALITY (HLT)	12	0	HLT	1,003,409	1,307,200	77%
AIR QUALITY (LUE)	21	0	LUE	0	1,656,425	0%
LAND DEVELOPMENT (LUE)	19	0	LUE	108,855	1,911,325	6%
MEDICAL EXAMINER (MED)	20	1	MED	767,023	2,428,523	32%
BUSINESS INVESTMENT GRANTS (OED)	0	0	OED	4,330,506	4,330,506	100%
DEVELOPMENT AGREEMENTS (OED)	0	0	OED	5,193,748	5,193,748	100%
NATURE PRESERVES & NATURAL RESOURCES (PRK)	39	11	PRK	3,390,212	3,742,586	91%
<b>TOTAL:</b>	<b>113</b>	<b>13</b>		<b>18,200,990</b>	<b>23,977,550</b>	<b>76%</b>

## GREEN: DISCRETIONARY/DISCRETIONARY

Item	FTE	PTE	Agency	County Dollars	Total Dollars	County % of Total
CORPORATE FLEET MANAGEMENT (AFM)	2	0	AFM	709,288	709,288	100%
COURIER SERVICES (AFM)	3	0	AFM	173,086	173,086	100%
DESIGN AND CONSTRUCTION PROJECT MANAGEMENT (AFM)	13	0	AFM	288,857	288,857	100%
FACILITY MANAGEMENT (AFM)	11	0	AFM	22,417,521	22,643,021	99%
FACILITY SECURITY (AFM)	4	0	AFM	3,640,743	3,640,743	100%
REAL ESTATE MANAGEMENT (AFM)	3	0	AFM	450,849	450,849	100%
AUDIT (AUD)	13	0	AUD	1,488,747	1,488,747	100%

## GREEN: DISCRETIONARY/DISCRETIONARY

Item	FTE	PTE	Agency	County Dollars	Total Dollars	County % of Total
ADMINISTRATION (BHD)	10	0	BHD	12,287,009	12,664,720	97%
ADMINISTRATIVE SUPPORT (CAO)	7	0	CAO	1,056,769	1,056,769	100%
INFORMATION SYSTEM (CAO)	9	0	CAO	1,877,480	1,877,480	100%
PROPERTY ASSESSMENT SERVICES (CAO)	35	0	CAO	2,567,696	2,567,696	100%
SENIOR ADMINISTRATION (CAO)	3	0	CAO	568,223	568,223	100%
CLERK OF SUPERIOR COURT (CJS)	0	0	CJS	297,265	413,265	72%
COURT CHILD CARE (CJS)	0	0	CJS	235,000	235,000	100%
CRIMINAL JUSTICE SERVICES ADMINISTRATION (CJS)	4	0	CJS	537,278	537,278	100%
DISTRICT ATTORNEY'S OFFICE (CJS)	2	0	CJS	3,425,563	3,425,563	100%
DRUG TREATMENT COURT (CJS)	16	0	CJS	1,293,984	1,293,984	100%
FINE COLLECTIONS/POST JUDGMENT SERVICES CENTER (CJS)	2	0	CJS	137,265	137,265	100%
FORENSIC EVALUATIONS (CJS)	7	0	CJS	940,786	946,086	99%
PRETRIAL SERVICES (CJS)	19	0	CJS	1,569,415	1,569,415	100%
PUBLIC DEFENDER'S OFFICE (CJS)	0	0	CJS	1,516,719	1,516,719	100%
REENTRY SERVICES (CJS)	6	0	CJS	555,410	555,410	100%
RESEARCH AND PLANNING (CJS)	4	0	CJS	362,759	362,759	100%
THE CENTER FOR COMMUNITY TRANSITIONS - LIFEWORKS! (CSG)	0	0	CJS	100,000	100,000	100%
TRIAL COURT ADMINISTRATOR'S OFFICE (CJS)	0	0	CJS	689,995	754,995	91%
A CHILD'S PLACE (CSG)	0	0	CSG	50,000	50,000	100%
BETHESDA - YOU ARE NOT ALONE (CSG)	0	0	CSG	150,000	150,000	100%
CARE RING LOW COST CLINIC (CSG)	0	0	CSG	70,737	70,737	100%
CHARLOTTE BRIDGE HOME (CSG)	0	0	CSG	200,000	200,000	100%
CW WILLIAMS - HEALTHCARE FOR HOMELESS INITIATIVE (CSG)	0	0	CSG	390,000	390,000	100%
FREEFOM SCHOOL PARTNERS (CSG)	0	0	CSG	50,000	50,000	100%
HOPE HAVEN, INC (CSG)	0	0	CSG	41,500	41,500	100%
LAKE NORMAN COMMUNITY HEALTH CLINIC (CSG)	0	0	CSG	139,867	139,867	100%
TEEN HEALTH CONNECTION, INC. (CSG)	0	0	CSG	50,000	50,000	100%
WINGS FOR KIDS, INC (CSG)	0	0	CSG	100,000	100,000	100%
YWCA OF THE CENTRAL CAROLINAS, INC.(CSG)	0	0	CSG	50,000	50,000	100%
100 BLACK MEN OF CHARLOTTE - MENTORING (CSG)	0	0	CSS	20,000	20,000	100%
ADA JENKINS FAMILIES AND CAREER DEVELOPMENT (CSG)	0	0	CSS	25,000	25,000	100%
ASC - STUDIO 345 (CSG)	0	0	CSS	350,000	350,000	100%
BIG BROTHERS BIG SISTERS (CSG)	0	0	CSS	50,000	50,000	100%
BIG BROTHERS BIG SISTERS MENTOR 2.0 (CSG)	0	0	CSS	25,000	25,000	100%
COMMUNITIES IN SCHOOLS (CSG)	0	0	CSS	900,000	900,000	100%
COMMUNITY SUPPORT SERVICES ADMINISTRATION (CSS)	7	0	CSS	936,021	936,021	100%
DOMESTIC VIOLENCE PERPETRATOR SERVICES (CSS)	6	0	CSS	696,986	786,986	89%
DV ADULT VICTIM SERVICES (CSS)	19	1	CSS	2,952,677	2,959,077	100%
DV CHILDREN SERVICES (CSS)	7	0	CSS	777,691	781,691	99%
HOMELESS HOUSING SERVICES MOORE PLACE (CSS)	12	0	CSS	987,797	987,797	100%
HOMELESS RESOURCE SERVICES (CSS)	16	0	CSS	2,809,271	2,809,271	100%
VETERAN SERVICES (CSS)	14	0	CSS	1,166,410	1,166,410	100%
ADMINISTRATIVE SUPPORT (DSS)	14	0	DSS	1,439,340	2,783,663	52%
COMMUNITY CULINARY SCHOOL (CSG)	0	0	DSS	80,000	80,000	100%
FACILITIES MANAGEMENT (DSS)	0	0	DSS	996,551	1,317,930	76%
FRAUD (DSS)	14	0	DSS	299,051	972,712	31%
GENERAL ASSISTANCE (DSS)	16	0	DSS	4,137,733	11,888,537	35%

## GREEN: DISCRETIONARY/DISCRETIONARY

Item	FTE	PTE	Agency	County Dollars	Total Dollars	County % of Total
IT RESOURCE MANAGEMENT (DSS)	0	0	DSS	309,563	613,821	50%
LATIN AMERICAN COALITION (CSG)	0	0	DSS	50,000	50,000	100%
RETIREE MEDICAL INSURANCE (HRS)	0	0	DSS	2,427,854	3,468,363	70%
SENIOR ADMINISTRATION (DSS)	1	0	DSS	114,149	239,156	48%
SENIOR CITIZENS NUTRITION PROGRAM (DSS)	29	1	DSS	2,077,821	3,233,720	64%
URBAN LEAGUE OF CENTRAL CAROLINAS - JOB TRAINING (CSG)	0	0	DSS	50,000	50,000	100%
DEFERRED MAINTENANCE PLAN	0	0	DSV	0	6,000,000	0%
PAY AS YOU GO CAPITAL FUNDING	0	0	DSV	31,290,800	37,540,800	83%
EMERGENCY MEDICAL SERVICES (EMS)	0	0	EMS	10,959,729	10,959,729	100%
CENTRAL FINANCIAL SERVICES (FIN)	40	0	FIN	4,893,357	4,893,357	100%
DEPARTMENT FINANCIAL SERVICES (FIN)	77	0	FIN	6,403,038	6,403,038	100%
PROCUREMENT (FIN)	22	0	FIN	2,165,198	2,165,198	100%
CHARLOTTE-MECKLENBURG HISTORIC PRESERVATION(HLC)	2	0	HLC	192,720	317,720	61%
ADMINISTRATIVE SUPPORT (HLT)	5	0	HLT	755,701	1,376,395	55%
BETHESDA - ACCESS TO CARE (CSG)	0	0	HLT	165,000	165,000	100%
CARE RING NURSE FAMILY PARTNERSHIP (CSG)	0	0	HLT	250,000	250,000	100%
CHARLOTTE COMMUNITY HEALTH CLINIC-HOMELESS (CSG)	0	0	HLT	270,919	270,919	100%
CHILD DEVELOPMENT - COMMUNITY POLICING (HLT)	28	0	HLT	2,481,792	2,481,792	100%
HEALTH CASE MANAGEMENT (HLT)	96	0	HLT	1,930,002	9,376,540	21%
MEDASSIST OF MECKLENBURG (CSG)	0	0	HLT	550,000	550,000	100%
PHYSICIANS REACH OUT (CSG)	0	0	HLT	250,000	250,000	100%
SHELTER HEALTH SERVICES (CSG)	0	0	HLT	69,000	69,000	100%
HUMAN RESOURCE MANAGEMENT (HRS)	54	1	HRS	6,150,023	6,150,023	100%
OFFSITE INMATE MEDICAL CARE	0	0	HSP	1,000,000	1,000,000	100%
IT BUSINESS OPERATIONS (IST)	9	0	IST	1,800,651	1,900,651	95%
IT QUALITY SERVICES (IST)	9	0	IST	1,057,763	1,057,763	100%
IT SECURITY SERVICES (IST)	7	0	IST	1,385,463	1,487,463	93%
SERVICE DEVELOPMENT (IST)	48	0	IST	6,937,077	6,937,077	100%
SERVICE STRATEGY & PLANNING (IST)	17	0	IST	2,187,125	2,187,125	100%
TECHNICAL SERVICES MANAGEMENT & DELIVERY (IST)	61	0	IST	11,173,342	11,291,342	99%
311 CALL CENTER (JCC)	0	0	JCC	1,417,143	1,417,143	100%
ADMINISTRATION & FISCAL MANAGEMENT (LIB)	11	0	LIB	1,435,315	1,435,315	100%
FUND DEVELOPMENT (LIB)	4	0	LIB	489,412	489,412	100%
IMAGINON (LIB)	22	4	LIB	1,881,979	1,881,979	100%
IT RESOURCE MANAGEMENT (LIB)	3	0	LIB	1,076,920	1,076,920	100%
PUBLIC INFORMATION (LIB)	4	0	LIB	394,192	394,192	100%
PUBLIC LIBRARY SERVICES (LIB)	307	53	LIB	28,375,615	28,875,615	98%
ADMINISTRATIVE SUPPORT (LUE)	8	0	LUE	0	1,090,693	0%
FISCAL ADMINISTRATION (LUE)	9	0	LUE	0	886,705	0%
GIS APPLICATIONS (LUE)	8	0	LUE	1,216,510	1,216,510	100%
LAKE NORMAN MARINE COMMISSION	0	0	LUE	0	2,077	0%
LAKE WYLIE MARINE COMMISSION	0	0	LUE	0	1,325	0%
LAND RECORDS (LUE)	20	0	LUE	1,448,448	1,448,448	100%
MAPPING AND PROJECT SERVICES (LUE)	7	0	LUE	1,065,281	1,070,281	100%
SENIOR ADMINISTRATION (LUE)	2	0	LUE	0	393,130	0%
STORM WATER DATABASE MAINTENANCE (LUE)	9	0	LUE	0	865,677	0%
ADMINISTRATIVE SUPPORT (MGR)	11	0	MGR	1,274,837	1,274,837	100%
BUSINESS PROCESS MANAGEMENT (MGR)	14	0	MGR	1,690,952	1,690,952	100%
ENTERPRISE PROJECT MANAGEMENT (MGR)	9	0	MGR	1,261,779	1,261,779	100%

## GREEN: DISCRETIONARY/DISCRETIONARY

Item	FTE	PTE	Agency	County Dollars	Total Dollars	County % of Total
MANAGEMENT & BUDGET SERVICES (MGR)	15	0	MGR	1,749,780	1,749,780	100%
SENIOR ADMINISTRATION (MGR)	5	0	MGR	1,628,765	1,628,765	100%
ACCOUNTING (FIN)	0	0	NDP	4,567,419	4,567,419	100%
ACS-LIBRARY & PARKS ORCHESTRA PROGRAMING (NDP)	0	0	NDP	675,000	675,000	100%
ASSOCIATION DUES (NDP)	0	0	NDP	273,361	273,361	100%
CAPITAL RESERVE (NDP)	0	0	NDP	0	8,000,000	0%
CENTRALINA COUNCIL OF GOVERNMENTS (NDP)	0	0	NDP	272,177	272,177	100%
EARLY CHILDHOOD EDUCATION (NDP)	0	0	NDP	6,000,000	6,000,000	100%
EMPLOYEE COMPENSATION (NDP)	0	0	NDP	5,657,375	5,657,375	100%
EMPLOYEE LEARNING SERVICES (HRS)	0	0	NDP	822,688	822,688	100%
EMPLOYEE MARKET ADJUSTMENT (NDP)	0	0	NDP	550,000	550,000	100%
LAKE NORMAN MARINE COMMISSION	0	0	NDP	24,923	24,923	100%
LAKE WYLIE MARINE COMMISSION	0	0	NDP	23,675	23,675	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%
READ CHARLOTTE (NDP)	0	0	NDP	0	300,000	0%
RETIREE MEDICAL INSURANCE (HRS)	0	0	NDP	11,959,915	11,959,915	100%
TECHNOLOGY RESERVE (NDP)	0	0	NDP	0	12,417,000	0%
TELEPHONE AND NETWORK INFRASTRUCTURE	0	0	NDP	2,329,408	2,329,408	100%
UNRESTRICTED CONTINGENCY (NDP)	0	0	NDP	125,000	125,000	100%
VEHICLE RESERVE (NDP)	0	0	NDP	0	1,832,000	0%
ACC FOOTBALL CHAMPIONSHIP (OED)	0	0	OED	275,000	275,000	100%
BELK BOWL (OED)	0	0	OED	275,000	275,000	100%
CHARLOTTE REGIONAL PARTNERSHIP (OED)	0	0	OED	155,111	155,111	100%
CRVA - FILM COMMISSION (OED)	0	0	OED	150,000	150,000	100%
CRVA - CIAA TOURNAMENT (OED)	0	0	OED	275,000	275,000	100%
ECONOMIC DEVELOPMENT (OED)	5	0	OED	756,483	756,483	100%
MWSBE (OED)	1	0	OED	132,177	132,177	100%
PUBLIC INFORMATION (PID)	14	0	PID	1,737,307	1,737,307	100%
WEB SERVICES (PID)	7	0	PID	884,519	884,519	100%
ATHLETIC SERVICES (PRK)	10	14	PRK	116,058	1,422,573	8%
COOPERATIVE EXTENSION SERVICES (PRK)	0	0	PRK	221,552	230,965	96%
FISCAL ADMINISTRATION (PRK)	9	1	PRK	856,073	856,073	100%
IT RESOURCE MANAGEMENT (PRK)	2	0	PRK	239,467	239,467	100%
PARK FACILITY PLANNING SERVICE (PRK)	6	0	PRK	699,875	699,875	100%
PARK OPERATIONS (PRK)	113	18	PRK	10,009,490	11,121,841	90%
PARK REPAIR AND MAINTENANCE (PRK)	47	4	PRK	6,178,146	6,834,646	90%
POOLS (PRK)	18	63	PRK	1,836,276	3,461,443	53%
RECREATION PROGRAMMING (PRK)	75	72	PRK	6,862,446	8,352,228	82%
SENIOR ACTIVITIES AND SERVICES (CSG)	0	0	PRK	95,000	95,000	100%
SENIOR MANAGEMENT & ADMINISTRATION (PRK)	5	1	PRK	1,120,743	1,120,743	100%
THERAPEUTIC RECREATION (PRK)	9	1	PRK	931,063	1,073,092	87%
VOLUNTEER COORDINATION (PRK)	2	1	PRK	681,335	681,335	100%
ADMINISTRATIVE SUPPORT (REG)	2	0	REG	115,131	115,131	100%
FISCAL ADMINISTRATION (REG)	2	0	REG	155,894	155,894	100%
SENIOR ADMINISTRATION (REG)	2	0	REG	335,143	335,143	100%
ADMINISTRATIVE SUPPORT (SHF)	3	0	SHF	385,402	385,402	100%
FISCAL ADMINISTRATION (SHF)	16	1	SHF	1,355,955	1,355,955	100%
HUMAN RESOURCES (SHF)	11	0	SHF	1,117,871	1,117,871	100%
INMATE FINANCE & SUPPORT (SHF)	34	0	SHF	2,226,532	2,226,532	100%
IT RESOURCE MANAGEMENT (SHF)	12	0	SHF	2,031,847	2,031,847	100%
LEGAL SERVICES (SHF)	3	0	SHF	428,162	428,162	100%
PUBLIC INFORMATION (SHF)	2	0	SHF	200,685	200,685	100%

**GREEN: DISCRETIONARY/DISCRETIONARY**

Item	FTE	PTE	Agency	County Dollars	Total Dollars	County % of Total
REHABILITATION SERVICES (SHF)	24	0	SHF	2,508,598	2,508,598	100%
RESEARCH & PLANNING (SHF)	2	0	SHF	176,431	176,431	100%
TRAINING DIVISION - NONMANDATED (SHF)	0	0	SHF	273,611	273,611	100%
ATTORNEY (TAX)	0	0	TAX	502,000	502,000	100%
BUSINESS TAX COLLECTIONS (TAX)	12	0	TAX	-114,343	1,641,152	-7%
TAX ADMINISTRATION (TAX)	1	0	TAX	196,380	196,380	100%
<b>TOTAL:</b>	<b>1,719</b>	<b>237</b>		<b>304,648,715</b>	<b>381,407,557</b>	<b>80%</b>
<b>GRAND TOTAL:</b>	<b>5,550</b>	<b>280</b>		<b>1,251,087,199</b>	<b>1,705,729,365</b>	<b>73%</b>

## FY2018 Adopted Budget by Agency and Service

Agency - Service	FTE	PTE	Federal Revenue	State Revenue	Other Revenue	County Cost	Total Cost	FY2017 Adopted Budget
<b>Asset and Facility Management</b>								
CORPORATE FLEET MANAGEMENT (AFM)	2	0	0	0	0	709,288	709,288	715,611
COURIER SERVICES (AFM)	3	0	0	0	0	173,086	173,086	149,492
DESIGN AND CONSTRUCTION PROJECT MANAGEMENT (AFM)	13	0	0	0	0	288,857	288,857	331,352
FACILITY MANAGEMENT (AFM)	11	0	0	0	225,500	22,417,521	22,643,021	22,059,677
FACILITY SECURITY (AFM)	4	0	0	0	0	3,640,743	3,640,743	3,264,797
REAL ESTATE MANAGEMENT (AFM)	3	0	0	0	0	450,849	450,849	439,269
SPIRIT SQUARE/FACILITY MAINTENANCE (AFM)	0	0	0	0	0	750,000	750,000	750,000
<b>Total:</b>	<b>36</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>225,500</b>	<b>28,430,344</b>	<b>28,655,844</b>	<b>27,710,198</b>
<b>Behavioral Health Division</b>								
ADMINISTRATION (BHD)	10	0	0	377,711	0	12,287,009	12,664,720	12,785,047
<b>Total:</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>377,711</b>	<b>0</b>	<b>12,287,009</b>	<b>12,664,720</b>	<b>12,785,047</b>
<b>Central Piedmont Community College</b>								
CPCC - DEBT	0	0	0	0	1,019,903	10,224,822	11,244,725	9,945,379
CPCC OPERATIONS FUNDING	0	0	0	0	0	35,149,940	35,149,940	34,529,949
<b>Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,019,903</b>	<b>45,374,762</b>	<b>46,394,665</b>	<b>44,475,328</b>
<b>Charlotte-Mecklenburg Schools</b>								
CMS - CAPITAL REPLACEMENT	0	0	0	0	0	4,960,000	4,960,000	4,960,000
CMS-DEBT	0	0	2,025,025	63,200,000	0	112,271,839	177,496,864	166,903,640
CMS OPERATIONAL FUNDING	0	0	0	0	2,300,000	426,444,699	428,744,699	413,493,792
<b>Total:</b>	<b>0</b>	<b>0</b>	<b>2,025,025</b>	<b>63,200,000</b>	<b>2,300,000</b>	<b>543,676,538</b>	<b>611,201,563</b>	<b>585,357,432</b>
<b>Child Support Enforcement</b>								
CHILD SPRT ENFORCEMENT CUSTOMER SPRT & CASE MGT (CSE)	106	0	6,129,942	303,505	19,444	2,779,770	9,232,661	8,550,811
CHILD SUPPORT COURT SERVICES (CSE)	6	0	447,745	36,394	0	171,992	656,131	627,990
CHILD SUPPORT ENFORCEMENT ADMINISTRATION (CSE)	5	0	322,972	36,394	0	178,457	537,823	537,861
<b>Total:</b>	<b>117</b>	<b>0</b>	<b>6,900,659</b>	<b>376,293</b>	<b>19,444</b>	<b>3,130,219</b>	<b>10,426,615</b>	<b>9,716,662</b>
<b>Commissioners</b>								
COMMISSIONERS (COM)	9	0	0	0	0	613,175	613,175	552,698
<b>Total:</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>613,175</b>	<b>613,175</b>	<b>552,698</b>
<b>Community Resources</b>								
SENIOR ADMINISTRATION (DCR)	5	0	138,418	0	0	300,480	438,898	0
<b>Total:</b>	<b>5</b>	<b>0</b>	<b>138,418</b>	<b>0</b>	<b>0</b>	<b>300,480</b>	<b>438,898</b>	<b>0</b>
<b>Community Service Grants</b>								
A CHILD'S PLACE (CSG)	0	0	0	0	0	50,000	50,000	50,000
BETHESDA - YOU ARE NOT ALONE (CSG)	0	0	0	0	0	150,000	150,000	0
CARE RING LOW COST CLINIC (CSG)	0	0	0	0	0	70,737	70,737	0
CHARLOTTE BRIDGE HOME (CSG)	0	0	0	0	0	200,000	200,000	0
CHARLOTTE COMMUNITY HEALTH CLINIC (CSG)	0	0	0	0	0	0	0	250,000
CITIZEN SCHOOLS (CSG)	0	0	0	0	0	0	0	50,000
CW WILLIAMS - HEALTHCARE FOR HOMELESS INITIATIVE (CSG)	0	0	0	0	0	390,000	390,000	390,000
FIRST BAPTIST CHURCH WEST (CSG)	0	0	0	0	0	0	0	100,000
FREEDEM SCHOOL PARTNERS (CSG)	0	0	0	0	0	50,000	50,000	50,000
HOPE HAVEN, INC (CSG)	0	0	0	0	0	41,500	41,500	41,500
INTERNATIONAL HOUSE (CSG)	0	0	0	0	0	0	0	50,000
JUNIOR ACHIEVEMENT (CSG)	0	0	0	0	0	0	0	20,000
LAKE NORMAN COMMUNITY HEALTH CLINIC (CSG)	0	0	0	0	0	139,867	139,867	0
TEEN HEALTH CONNECTION, INC. (CSG)	0	0	0	0	0	50,000	50,000	50,000
WINGS FOR KIDS, INC (CSG)	0	0	0	0	0	100,000	100,000	0
YMCA Y-READERS (CSG)	0	0	0	0	0	0	0	185,000
YWCA OF THE CENTRAL CAROLINAS, INC.(CSG)	0	0	0	0	0	50,000	50,000	50,000
<b>Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,292,104</b>	<b>1,292,104</b>	<b>1,286,500</b>

Agency - Service	FTE	PTE	Federal Revenue	State Revenue	Other Revenue	County Cost	Total Cost	FY2017 Adopted Budget
<b>Community Support Services</b>								
100 BLACK MEN OF CHARLOTTE - MENTORING (CSG)	0	0	0	0	0	20,000	20,000	20,000
ADA JENKINS FAMILIES AND CAREER DEVELOPMENT (CSG)	0	0	0	0	0	25,000	25,000	25,000
ADULT SUBSTANCE ABUSE TREATMENT CONTINUUM (CSS)	26	1	0	0	184,642	2,014,166	2,198,808	1,985,952
ASC - STUDIO 345 (CSG)	0	0	0	0	0	350,000	350,000	350,000
BIG BROTHERS BIG SISTERS (CSG)	0	0	0	0	0	50,000	50,000	50,000
BIG BROTHERS BIG SISTERS MENTOR 2.0 (CSG)	0	0	0	0	0	25,000	25,000	25,000
COMMUNITIES IN SCHOOLS (CSG)	0	0	0	0	0	900,000	900,000	1,063,000
COMMUNITY SUPPORT SERVICES ADMINISTRATION (CSS)	7	0	0	0	0	936,021	936,021	900,508
DOMESTIC VIOLENCE PERPETRATOR SERVICES (CSS)	6	0	0	0	90,000	696,986	786,986	682,972
DV ADULT VICTIM SERVICES (CSS)	19	1	0	0	6,400	2,952,677	2,959,077	2,912,431
DV CHILDREN SERVICES (CSS)	7	0	4,000	0	0	777,691	781,691	752,889
HOMELESS HOUSING SERVICES MOORE PLACE (CSS)	12	0	0	0	0	987,797	987,797	376,744
HOMELESS RESOURCE SERVICES (CSS)	16	0	0	0	0	2,809,271	2,809,271	2,730,537
SHELTER PLUS CARE SERVICES (CSS)	2	0	0	0	0	207,283	207,283	193,639
SUPPORTIVE HOUSING (CSS)	0	0	0	0	0	2,449,954	2,449,954	1,717,148
VETERAN SERVICES (CSS)	14	0	0	0	0	1,166,410	1,166,410	1,142,451
<b>Total:</b>	<b>109</b>	<b>1</b>	<b>4,000</b>	<b>0</b>	<b>281,042</b>	<b>16,368,256</b>	<b>16,653,298</b>	<b>14,928,271</b>
<b>County Assessor's Office</b>								
ADMINISTRATIVE SUPPORT (CAO)	7	0	0	0	0	1,056,769	1,056,769	927,101
BUSINESS PERSONAL PROPERTY AUDIT (CAO)	3	0	0	0	0	1,654,542	1,654,542	1,644,240
INFORMATION SYSTEM (CAO)	9	0	0	0	0	1,877,480	1,877,480	2,046,755
PROPERTY ASSESSMENT SERVICES (CAO)	35	0	0	0	0	2,567,696	2,567,696	2,357,624
REAL PROPERTY VALUATION (CAO)	64	0	0	0	0	5,679,333	5,679,333	4,751,761
SENIOR ADMINISTRATION (CAO)	3	0	0	0	0	568,223	568,223	548,028
<b>Total:</b>	<b>121</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,404,043</b>	<b>13,404,043</b>	<b>12,275,509</b>
<b>Criminal Justice Services</b>								
CLERK OF SUPERIOR COURT (CJS)	0	0	0	0	116,000	297,265	413,265	426,067
COURT CHILD CARE (CJS)	0	0	0	0	0	235,000	235,000	227,575
CRIMINAL JUSTICE SERVICES ADMINISTRATION (CJS)	4	0	0	0	0	537,278	537,278	0
DISTRICT ATTORNEY'S OFFICE (CJS)	2	0	0	0	0	3,425,563	3,425,563	2,966,753
DRUG TREATMENT COURT (CJS)	16	0	0	0	0	1,293,984	1,293,984	1,227,056
FINE COLLECTIONS/POST JUDGMENT SERVICES CENTER (CJS)	2	0	0	0	0	137,265	137,265	192,926
FORENSIC EVALUATIONS (CJS)	7	0	0	0	5,300	940,786	946,086	890,617
PRETRIAL SERVICES (CJS)	19	0	0	0	0	1,569,415	1,569,415	1,501,033
PUBLIC DEFENDER'S OFFICE (CJS)	0	0	0	0	0	1,516,719	1,516,719	1,153,260
REENTRY SERVICES (CJS)	6	0	0	0	0	555,410	555,410	522,737
RESEARCH AND PLANNING (CJS)	4	0	0	0	0	362,759	362,759	769,907
THE CENTER FOR COMMUNITY TRANSITIONS - LIFEWORKS! (CSG)	0	0	0	0	0	100,000	100,000	100,000
TRIAL COURT ADMINISTRATOR'S OFFICE (CJS)	0	0	0	0	65,000	689,995	754,995	536,166
<b>Total:</b>	<b>60</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>186,300</b>	<b>11,661,439</b>	<b>11,847,739</b>	<b>10,514,097</b>
<b>Debt Service</b>								
DEBT SERVICE	0	0	0	0	3,395,000	122,092,539	125,487,539	133,411,288
DEFERRED MAINTENANCE PLAN	0	0	0	0	6,000,000	0	6,000,000	6,000,000
PAY AS YOU GO CAPITAL FUNDING	0	0	0	0	6,250,000	31,290,800	37,540,800	36,117,180
<b>Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,645,000</b>	<b>153,383,339</b>	<b>169,028,339</b>	<b>175,528,468</b>
<b>Elections Office</b>								
DISTRICT & PRECINCT (ELE)	3	0	0	0	0	345,316	345,316	346,941
EARLY & ABSENTEE VOTING (ELE)	0	0	0	0	0	471,835	471,835	719,521
PRIMARY & GENERAL ELECTIONS (ELE)	7	0	0	0	1,820,137	694,646	2,514,783	864,731
VOTER EDUCATION OUTREACH (ELE)	6	0	0	0	361,727	988,453	1,350,180	1,257,652
VOTER REGISTRATION & MAINTENANCE (ELE)	7	1	0	0	551,077	547,721	1,098,798	1,061,324
<b>Total:</b>	<b>24</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>2,732,941</b>	<b>3,047,971</b>	<b>5,780,912</b>	<b>4,250,169</b>
<b>Emergency Medical Services</b>								
EMERGENCY MEDICAL SERVICES (EMS)	0	0	0	0	0	10,959,729	10,959,729	10,268,930
<b>Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,959,729</b>	<b>10,959,729</b>	<b>10,268,930</b>

Agency - Service	FTE	PTE	Federal Revenue	State Revenue	Other Revenue	County Cost	Total Cost	FY2017 Adopted Budget
<b>Finance</b>								
CENTRAL FINANCIAL SERVICES (FIN)	40	0	0	0	0	4,893,357	4,893,357	5,109,448
CHARLOTTE AREA TRANSIT SYSTEM (FIN)	0	0	0	51,500,000	0	0	51,500,000	48,000,000
DEPARTMENT FINANCIAL SERVICES (FIN)	77	0	0	0	0	6,403,038	6,403,038	6,211,570
PROCUREMENT (FIN)	22	0	0	0	0	2,165,198	2,165,198	1,828,227
<b>Total:</b>	<b>139</b>	<b>0</b>	<b>0</b>	<b>51,500,000</b>	<b>0</b>	<b>13,461,593</b>	<b>64,961,593</b>	<b>61,149,245</b>
<b>Historic Land Commission</b>								
CHARLOTTE-MECKLENBURG HISTORIC PRESERVATION(HLC)	2	0	0	0	125,000	192,720	317,720	314,209
<b>Total:</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>125,000</b>	<b>192,720</b>	<b>317,720</b>	<b>314,209</b>
<b>Hospitals</b>								
OFFSITE INMATE MEDICAL CARE	0	0	0	0	0	1,000,000	1,000,000	1,000,000
<b>Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>
<b>Human Resources</b>								
HUMAN RESOURCE MANAGEMENT (HRS)	54	1	0	0	0	6,150,023	6,150,023	6,034,550
<b>Total:</b>	<b>54</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,150,023</b>	<b>6,150,023</b>	<b>6,034,550</b>
<b>Information Technology</b>								
IT BUSINESS OPERATIONS (IST)	9	0	0	0	100,000	1,800,651	1,900,651	1,441,179
IT QUALITY SERVICES (IST)	9	0	0	0	0	1,057,763	1,057,763	420,933
IT SECURITY SERVICES (IST)	7	0	0	0	102,000	1,385,463	1,487,463	1,231,543
SERVICE DEVELOPMENT (IST)	48	0	0	0	0	6,937,077	6,937,077	5,984,922
SERVICE STRATEGY & PLANNING (IST)	17	0	0	0	0	2,187,125	2,187,125	783,740
TECHNICAL SERVICES MANAGEMENT & DELIVERY (IST)	61	0	0	0	118,000	11,173,342	11,291,342	11,946,296
<b>Total:</b>	<b>151</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>320,000</b>	<b>24,541,421</b>	<b>24,861,421</b>	<b>21,808,613</b>
<b>Internal Audit</b>								
AUDIT (AUD)	13	0	0	0	0	1,488,747	1,488,747	1,393,386
<b>Total:</b>	<b>13</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,488,747</b>	<b>1,488,747</b>	<b>1,393,386</b>
<b>Joint City County Agency</b>								
311 CALL CENTER (JCC)	0	0	0	0	0	1,417,143	1,417,143	1,417,143
FIRE SERVICE DISTRICT (JCC)	0	0	0	0	5,628,533	0	5,628,533	4,782,633
LESD (JCC)	0	0	0	0	17,681,060	680,000	18,361,060	16,876,793
<b>Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23,309,593</b>	<b>2,097,143</b>	<b>25,406,736</b>	<b>23,076,569</b>
<b>Land Use and Environmental Services Agency</b>								
ADMINISTRATIVE SUPPORT (LUE)	8	0	0	0	1,090,693	0	1,090,693	1,013,628
AIR QUALITY (LUE)	21	0	0	516,264	1,140,161	0	1,656,425	1,651,126
CODE ENFORCEMENT (LUE)	264	4	0	0	28,313,853	0	28,313,853	25,997,837
FIRE MARSHAL (LUE)	8	0	0	0	672,759	75,740	748,499	678,970
FISCAL ADMINISTRATION (LUE)	9	0	0	0	886,705	0	886,705	855,137
GIS APPLICATIONS (LUE)	8	0	0	0	0	1,216,510	1,216,510	1,178,803
LAKE NORMAN MARINE COMMISSION	0	0	0	0	2,077	0	2,077	2,077
LAKE WYLIE MARINE COMMISSION	0	0	0	0	1,325	0	1,325	1,325
LAND DEVELOPMENT (LUE)	19	0	0	0	1,802,470	108,855	1,911,325	1,798,118
LAND RECORDS (LUE)	20	0	0	0	0	1,448,448	1,448,448	1,356,108
MAPPING AND PROJECT SERVICES (LUE)	7	0	0	0	5,000	1,065,281	1,070,281	1,125,356
SENIOR ADMINISTRATION (LUE)	2	0	0	0	393,130	0	393,130	321,964
SOLID WASTE SERVICES (LUE)	79	1	0	1,709,541	24,139,955	0	25,849,496	20,936,896
STORM WATER DATABASE MAINTENANCE (LUE)	9	0	0	0	865,677	0	865,677	847,857
SURFACE WATER QUALITY AND FLOOD HAZARD MITIGATION (LUE)	54	0	0	0	15,941,750	0	15,941,750	15,246,854
<b>Total:</b>	<b>507</b>	<b>7</b>	<b>0</b>	<b>2,225,805</b>	<b>75,255,555</b>	<b>3,914,834</b>	<b>81,396,194</b>	<b>73,012,056</b>
<b>Manager's Office</b>								
ADMINISTRATIVE SUPPORT (MGR)	11	0	0	0	0	1,274,837	1,274,837	1,206,152
ATTORNEY (MGR)	10	0	0	0	0	2,112,402	2,112,402	1,877,142
BUSINESS PROCESS MANAGEMENT (MGR)	14	0	0	0	0	1,690,952	1,690,952	1,733,093
CLERK'S OFFICE (MGR)	4	0	0	0	0	410,568	410,568	399,828
ENTERPRISE PROJECT MANAGEMENT (MGR)	9	0	0	0	0	1,261,779	1,261,779	1,219,000
MANAGEMENT & BUDGET SERVICES (MGR)	15	0	0	0	0	1,749,780	1,749,780	1,639,449
SENIOR ADMINISTRATION (MGR)	5	0	0	0	0	1,628,765	1,628,765	1,564,802
<b>Total:</b>	<b>68</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,129,083</b>	<b>10,129,083</b>	<b>9,639,466</b>

Agency - Service	FTE	PTE	Federal Revenue	State Revenue	Other Revenue	County Cost	Total Cost	FY2017 Adopted Budget
<b>Medical Examiner</b>								
MEDICAL EXAMINER (MED)	20	1	0	914,715	746,785	767,023	2,428,523	2,361,343
<b>Total:</b>	<b>20</b>	<b>1</b>	<b>0</b>	<b>914,715</b>	<b>746,785</b>	<b>767,023</b>	<b>2,428,523</b>	<b>2,361,343</b>
<b>Non-Departmental</b>								
ABC PROFIT DISTRIBUTION	0	0	0	0	0	458,775	458,775	332,000
ACCOUNTING (FIN)	0	0	0	0	0	4,567,419	4,567,419	4,818,818
ACS-LIBRARY & PARKS ORCHESTRA	0	0	0	0	0	675,000	675,000	500,000
PROGRAMING (NDP)	0	0	0	0	0	273,361	273,361	277,876
ASSOCIATION DUES (NDP)	0	0	0	0	0	8,000,000	0	8,000,000
CAPITAL RESERVE (NDP)	0	0	0	0	0	272,177	272,177	332,740
CENTRALINA COUNCIL OF GOVERNMENTS (NDP)	0	0	0	0	0	6,000,000	6,000,000	0
EARLY CHILDHOOD EDUCATION (NDP)	0	0	0	0	0	5,657,375	5,657,375	6,407,223
EMPLOYEE COMPENSATION (NDP)	0	0	0	0	0	822,688	822,688	907,088
EMPLOYEE LEARNING SERVICES (HRS)	0	0	0	0	0	550,000	550,000	1,000,000
EMPLOYEE MARKET ADJUSTMENT (NDP)	0	0	0	0	0	24,923	24,923	24,923
LAKE NORMAN MARINE COMMISSION	0	0	0	0	0	23,675	23,675	23,675
LAKE WYLIE MARINE COMMISSION	0	0	0	0	0	8,000,000	0	8,000,000
OTHER POST EMPLOYMENT BENEFITS (HRS)	0	0	0	0	0	100,000	100,000	100,000
PROGRAM REVIEW & STUDIES (OMB)	0	0	0	0	0	300,000	0	300,000
READ CHARLOTTE (NDP)	0	0	0	0	0	11,959,915	11,959,915	11,834,809
RETIREE MEDICAL INSURANCE (HRS)	0	0	0	0	0	3,396,000	-3,396,000	0
REVENUES (NDP)	0	0	0	0	0	12,417,000	0	12,417,000
TECHNOLOGY RESERVE (NDP)	0	0	0	0	0	2,329,408	2,329,408	2,280,537
TELEPHONE AND NETWORK INFRASTRUCTURE	0	0	0	0	0	250,000	250,000	300,000
UNEMPLOYMENT INSURANCE (NDP)	0	0	0	0	0	125,000	125,000	125,000
UNRESTRICTED CONTINGENCY (NDP)	0	0	0	0	0	1,832,000	0	1,832,000
VEHICLE RESERVE (NDP)	0	0	0	0	0	0	0	1,000,000
<b>Total:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>33,945,000</b>	<b>30,693,716</b>	<b>64,638,716</b>	<b>61,264,689</b>
<b>Office of Economic Development</b>								
ACC FOOTBALL CHAMPIONSHIP (OED)	0	0	0	0	0	275,000	275,000	275,000
BELK BOWL (OED)	0	0	0	0	0	275,000	275,000	275,000
BUSINESS INVESTMENT GRANTS (OED)	0	0	0	0	0	4,330,506	4,330,506	4,445,485
CHARLOTTE REGIONAL PARTNERSHIP (OED)	0	0	0	0	0	155,111	155,111	151,881
CRVA - CIAA TOURNAMENT (OED)	0	0	0	0	0	275,000	275,000	275,000
CRVA - FILM COMMISSION (OED)	0	0	0	0	0	150,000	150,000	150,000
DEVELOPMENT AGREEMENTS (OED)	0	0	0	0	0	5,193,748	5,193,748	4,778,040
ECONOMIC DEVELOPMENT (OED)	5	0	0	0	0	756,483	756,483	593,219
MWSBE (OED)	1	0	0	0	0	132,177	132,177	125,618
NBA ALL-STAR GAME	0	0	0	0	0	0	0	600,000
<b>Total:</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,543,025</b>	<b>11,543,025</b>	<b>11,669,243</b>
<b>Park and Recreation</b>								
ATHLETIC SERVICES (PRK)	10	14	0	0	1,306,515	116,058	1,422,573	1,044,339
COOPERATIVE EXTENSION SERVICES (PRK)	0	0	0	0	9,413	221,552	230,965	203,343
FISCAL ADMINISTRATION (PRK)	9	1	0	0	0	856,073	856,073	787,843
IT RESOURCE MANAGEMENT (PRK)	2	0	0	0	0	239,467	239,467	290,969
NATURE PRESERVES & NATURAL RESOURCES (PRK)	39	11	0	0	352,374	3,390,212	3,742,586	3,476,150
PARK FACILITY PLANNING SERVICE (PRK)	6	0	0	0	0	699,875	699,875	781,298
PARK OPERATIONS (PRK)	113	18	0	0	1,112,351	10,009,490	11,121,841	10,601,231
PARK REPAIR AND MAINTENANCE (PRK)	47	4	0	0	656,500	6,178,146	6,834,646	5,810,098
POOLS (PRK)	18	63	0	0	1,625,167	1,836,276	3,461,443	3,348,259
RECREATION PROGRAMMING (PRK)	75	72	0	0	1,489,782	6,862,446	8,352,228	7,987,068
SENIOR ACTIVITIES AND SERVICES (CSG)	0	0	0	0	0	95,000	95,000	95,000
SENIOR MANAGEMENT & ADMINISTRATION (PRK)	5	1	0	0	0	1,120,743	1,120,743	1,027,263
THERAPEUTIC RECREATION (PRK)	9	1	0	0	142,029	931,063	1,073,092	965,311
VOLUNTEER COORDINATION (PRK)	2	1	0	0	0	681,335	681,335	640,982
<b>Total:</b>	<b>335</b>	<b>187</b>	<b>0</b>	<b>0</b>	<b>6,694,131</b>	<b>33,237,736</b>	<b>39,931,867</b>	<b>37,059,154</b>
<b>Public Health</b>								
ADMINISTRATIVE SUPPORT (HLT)	5	0	0	620,694	0	755,701	1,376,395	870,589
ADULT MENTAL HEALTH CONTINUUM (HLT)	3	0	35,978	2,520	0	249,415	287,913	253,723
BETHESDA - ACCESS TO CARE (CSG)	0	0	0	0	0	165,000	165,000	165,000
CARE RING NURSE FAMILY PARTNERSHIP (CSG)	0	0	0	0	0	250,000	250,000	250,000

Agency - Service	FTE	PTE	Federal Revenue	State Revenue	Other Revenue	County Cost	Total Cost	FY2017 Adopted Budget
CHARLOTTE COMMUNITY HEALTH CLINIC-HOMELESS (CSG)	0	0	0	0	0	270,919	270,919	270,919
CHILD DEVELOPMENT - COMMUNITY POLICING (HLT)	28	0	0	0	0	2,481,792	2,481,792	2,408,894
CILDREN'S DEVELOPMENTAL SERVICES (HLT)	101	1	0	2,398,575	1,762,058	4,849,752	9,010,385	8,586,125
COMMUNICABLE DISEASE (HLT)	50	0	0	565,344	210,690	3,792,865	4,568,899	3,973,318
FOOD & FACILITIES SANITATION (HLT)	60	0	0	229,838	165,530	4,933,468	5,328,836	4,896,904
GROUND WATER QUALITY (HLT)	12	0	0	19,591	284,200	1,003,409	1,307,200	1,351,500
HEALTH CASE MANAGEMENT (HLT)	96	0	420,793	6,082,523	943,222	1,930,002	9,376,540	8,606,034
HEALTH PLANNING (HLT)	27	0	108,256	18,871	280,000	2,680,518	3,087,645	3,005,195
HEALTH PROMOTION (HLT)	16	0	115,774	0	0	2,029,744	2,145,518	1,759,045
MEDASSIST OF MECKLENBURG (CSG)	0	0	0	0	0	550,000	550,000	550,000
PATIENT SERVICES (HLT)	56	2	0	0	853,500	2,935,511	3,789,011	3,043,972
PEST MANAGEMENT & ENVIRONMENTAL SERVICES (HLT)	7	0	0	19,722	442,913	399,087	861,722	804,181
PHYSICIANS REACH OUT (CSG)	0	0	0	0	0	250,000	250,000	250,000
PUBLIC HEALTH CLINICS (HLT)	85	3	1,086,452	628,386	1,943,100	5,902,717	9,560,655	9,108,208
SCHOOL HEALTH SERVICES (HLT)	199	6	20,426	65,322	5,500	15,802,856	15,894,104	14,977,140
SENIOR ADMINISTRATION (HLT)	6	0	0	0	0	1,372,406	1,372,406	1,461,896
SHELTER HEALTH SERVICES (CSG)	0	0	0	0	0	69,000	69,000	69,000
WOMEN, INFANTS, CHILDREN (HLT)	67	4	4,379,357	0	0	542,535	4,921,892	4,723,684
<b>Total:</b>	<b>817</b>	<b>15</b>	<b>6,167,036</b>	<b>10,651,386</b>	<b>6,890,713</b>	<b>53,216,697</b>	<b>76,925,832</b>	<b>71,385,327</b>

#### Public Information Department

PUBLIC INFORMATION (PID)	14	0	0	0	0	1,737,307	1,737,307	1,668,539
WEB SERVICES (PID)	7	0	0	0	0	884,519	884,519	799,328
<b>Total:</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,621,826</b>	<b>2,621,826</b>	<b>2,467,867</b>

#### Public Library

ADMINISTRATION & FISCAL MANAGEMENT (LIB)	11	0	0	0	0	1,435,315	1,435,315	1,362,636
FUND DEVELOPMENT (LIB)	4	0	0	0	0	489,412	489,412	464,672
IMAGINON (LIB)	22	4	0	0	0	1,881,979	1,881,979	1,880,981
IT RESOURCE MANAGEMENT (LIB)	3	0	0	0	0	1,076,920	1,076,920	1,013,025
PUBLIC INFORMATION (LIB)	4	0	0	0	0	394,192	394,192	381,408
PUBLIC LIBRARY SERVICES (LIB)	307	53	0	0	500,000	28,375,615	28,875,615	27,917,354
<b>Total:</b>	<b>351</b>	<b>56</b>	<b>0</b>	<b>0</b>	<b>500,000</b>	<b>33,653,433</b>	<b>34,153,433</b>	<b>33,020,076</b>

#### Register of Deeds

ADMINISTRATIVE SUPPORT (REG)	2	0	0	0	0	115,131	115,131	156,001
FISCAL ADMINISTRATION (REG)	2	0	0	0	0	155,894	155,894	129,478
REAL PROPERTY RECORDINGS & DOCUMENTATION (REG)	16	0	0	0	321,614	785,309	1,106,923	1,081,100
RECORDS RESEARCH & ASSISTANCE (REG)	9	0	0	0	230,050	391,938	621,988	689,600
SENIOR ADMINISTRATION (REG)	2	0	0	0	0	335,143	335,143	344,583
VITAL & MISCELLANEOUS RECORDS (REG)	7	0	0	0	0	517,683	517,683	369,807
<b>Total:</b>	<b>38</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>551,664</b>	<b>2,301,098</b>	<b>2,852,762</b>	<b>2,770,569</b>

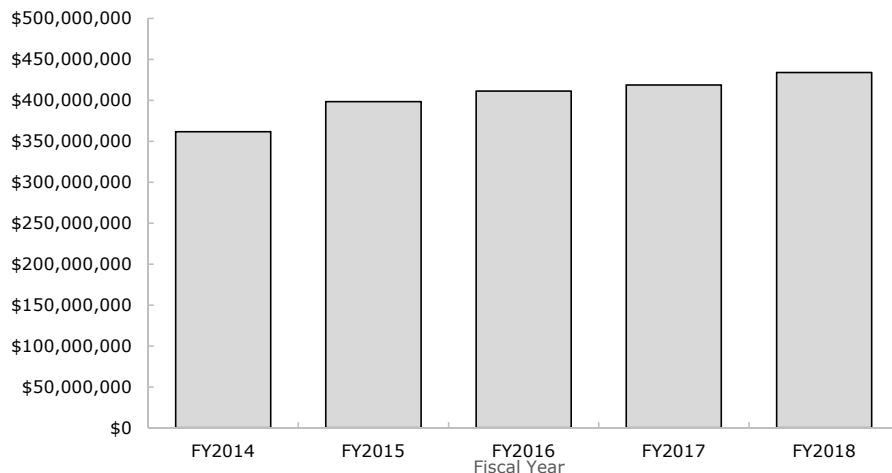
#### Sheriff

ADMINISTRATIVE SUPPORT (SHF)	3	0	0	0	0	385,402	385,402	385,909
CHILD SUPPORT ENFORCEMENT (SHF)	6	0	0	0	0	3,324	3,324	18,681
COURT SECURITY (SHF)	112	4	0	0	0	8,484,413	8,484,413	8,461,282
DETENTION SERVICES (SHF)	806	0	200,000	0	18,011,000	61,284,784	79,495,784	77,480,234
DV ENFORCEMENT & EDUCATION (SHF)	9	0	0	0	0	808,802	808,802	783,785
FACILITY MANAGEMENT (SHF)	0	0	0	0	0	6,941,057	6,941,057	6,755,187
FIELD OPERATIONS (SHF)	103	1	0	10,000	2,796,343	7,300,128	10,106,471	9,680,213
FISCAL ADMINISTRATION (SHF)	16	1	0	0	0	1,355,955	1,355,955	1,267,562
HUMAN RESOURCES (SHF)	11	0	0	0	0	1,117,871	1,117,871	913,959
INFORMATION SERVICES DIVISION (SHF)	0	0	0	0	0	0	0	587,187
INMATE FINANCE & SUPPORT (SHF)	34	0	0	0	0	2,226,532	2,226,532	2,176,426
INMATE LIBRARY SERVICE (SHF)	3	0	0	0	0	209,719	209,719	295,987
IT RESOURCE MANAGEMENT (SHF)	12	0	0	0	0	2,031,847	2,031,847	1,405,174
LEGAL SERVICES (SHF)	3	0	0	0	0	428,162	428,162	205,260
PUBLIC INFORMATION (SHF)	2	0	0	0	0	200,685	200,685	91,820
REGISTRATION DIVISION (SHF)	16	0	0	0	135,420	1,147,421	1,282,841	1,163,731
REHABILITATION SERVICES (SHF)	24	0	0	0	0	2,508,598	2,508,598	2,361,049
RESEARCH & PLANNING (SHF)	2	0	0	0	0	176,431	176,431	168,638
SENIOR ADMINISTRATION (SHF)	2	0	0	0	30,000	479,465	509,465	484,262
TRAINING DIVISION - MANDATED (SHF)	11	0	0	0	0	1,154,985	1,154,985	1,103,097
TRAINING DIVISION - NONMANDATED (SHF)	0	0	0	0	0	273,611	273,611	566,232
<b>Total:</b>	<b>1,175</b>	<b>7</b>	<b>200,000</b>	<b>10,000</b>	<b>20,972,763</b>	<b>98,519,192</b>	<b>119,701,955</b>	<b>116,355,675</b>

Agency - Service	FTE	PTE	Federal Revenue	State Revenue	Other Revenue	County Cost	Total Cost	FY2017 Adopted Budget
<b>Social Services</b>								
ADMINISTRATIVE SUPPORT (DSS)	14	0	1,344,323	0	0	1,439,340	2,783,663	2,437,457
ADULT SERVICES (DSS)	56	0	989,251	101,883	0	4,214,313	5,305,447	5,401,024
CHILDCARE SERVICES (DSS)	0	0	35,002,624	11,381,276	0	750,188	47,134,088	46,358,837
CHILDREN'S SERVICES (DSS)	422	0	16,297,333	4,186,872	24,977	24,954,987	45,464,169	43,985,741
COMMUNITY CULINARY SCHOOL (CSG)	0	0	0	0	0	80,000	80,000	80,000
COMMUNITY SOCIAL WORK (DSS)	42	0	2,229,786	86,367	0	1,421,744	3,737,897	3,463,784
FACILITIES MANAGEMENT (DSS)	0	0	321,379	0	0	996,551	1,317,930	1,310,168
FRAUD (DSS)	14	0	663,661	0	10,000	299,051	972,712	896,403
GENERAL ASSISTANCE (DSS)	16	0	7,521,311	229,493	0	4,137,733	11,888,537	12,449,613
IT RESOURCE MANAGEMENT (DSS)	0	0	304,258	0	0	309,563	613,821	613,821
LATIN AMERICAN COALITION (CSG)	0	0	0	0	0	50,000	50,000	50,000
LEGAL SERVICES (DSS)	13	0	267,807	0	0	1,526,613	1,794,420	1,602,533
MAINTAINING INDEPENDENCE SERVICES (DSS)	4	0	2,450,386	573,691	1,000	1,509,520	4,534,597	4,463,107
MECKLENBURG TRANSPORT (DSS)	36	1	707,101	463,567	137,159	2,245,175	3,553,002	3,123,670
MEDICAID RELATED PAYMENTS (DSS)	0	0	0	0	0	3,255,794	3,255,794	3,255,794
MEDICAID TRANSPORTATION (DSS)	0	0	792,000	308,000	0	18,000	1,118,000	5,100,000
PUBLIC ASSISTANCE (DSS)	601	2	24,750,330	95,689	692,343	14,859,890	40,398,252	39,029,127
QUALITY IMPROVEMENT (DSS)	13	0	338,490	0	0	808,329	1,146,819	1,079,043
RECORD & MAIL SERVICES (DSS)	8	0	769,229	0	0	726,215	1,495,444	1,886,264
RETIREE MEDICAL INSURANCE (HRS)	0	0	1,040,509	0	0	2,427,854	3,468,363	3,151,356
SENIOR ADMINISTRATION (DSS)	1	0	125,007	0	0	114,149	239,156	232,606
SENIOR CITIZENS NUTRITION PROGRAM (DSS)	29	1	1,034,299	0	121,600	2,077,821	3,233,720	3,010,518
URBAN LEAGUE OF CENTRAL CAROLINAS - JOB TRAINING (CSG)	0	0	0	0	0	50,000	50,000	50,000
WORK FIRST EMPLOYMENT SERVICE (DSS)	54	0	827,802	0	0	5,640,318	6,468,120	6,523,705
<b>Total:</b>	<b>1,323</b>	<b>4</b>	<b>97,776,886</b>	<b>17,426,838</b>	<b>987,079</b>	<b>73,913,148</b>	<b>190,103,951</b>	<b>189,554,571</b>
<b>Tax Collector</b>								
ATTORNEY (TAX)	0	0	0	0	0	502,000	502,000	502,000
BUSINESS TAX COLLECTIONS (TAX)	12	0	0	0	1,755,495	-114,343	1,641,152	1,602,616
PROPERTY TAX COLLECTIONS (TAX)	26	0	0	0	283,486	3,131,296	3,414,782	3,614,264
TAX ADMINISTRATION (TAX)	1	0	0	0	0	196,380	196,380	187,624
<b>Total:</b>	<b>39</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,038,981</b>	<b>3,715,333</b>	<b>5,754,314</b>	<b>5,906,504</b>
<b>GRAND TOTAL:</b>	<b>5,550</b>	<b>280</b>	<b>113,212,024</b>	<b>146,682,748</b>	<b>194,747,394</b>	<b>1,251,087,199</b>	<b>1,705,729,365</b>	<b>1,640,892,421</b>

FISCAL YEAR  
2018ADOPTED **BUDGET****Charlotte - Mecklenburg Schools Funding**

	FY2014 Adopted Budget	FY2015 Amended Budget <sup>1</sup>	FY2016 Adopted Budget	FY2017 Adopted Budget	FY2018 Adopted Budget
<b>Current Expense<sup>1</sup></b>	\$354,244,548	\$373,736,594	\$399,902,352	\$411,193,792	\$426,444,699
<b>Designated Salary Increase</b>	-	12,200,000	-	-	-
<b>Fines &amp; Forfeitures</b>	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000
<b>TOTAL</b>	<b>\$356,544,548</b>	<b>\$388,236,594</b>	<b>\$402,202,352</b>	<b>\$413,493,792</b>	<b>\$428,744,699</b>
<b>Capital Replacement</b>	4,960,000	4,960,000	4,960,000	4,960,000	4,960,000
<b>Deferred Maintenance<sup>2</sup></b>	-	-	-	18,000,000	18,000,000
<b>One-Time Funding<sup>3</sup></b>	-	5,040,000	4,000,000	-	-
<b>Debt Service (County)</b>	88,660,107	100,604,832	111,915,413	105,095,736	112,271,839
<b>TOTAL</b>	<b>\$93,620,107</b>	<b>\$110,604,832</b>	<b>\$120,875,413</b>	<b>\$128,055,736</b>	<b>\$135,231,839</b>
<b>% Change</b>	<b>-14.7%</b>	18.1%	9.3%	5.9%	5.6%
<b>TOTAL (w/out Debt Service)</b>	<b>\$361,504,548</b>	<b>\$398,236,594</b>	<b>\$411,162,352</b>	<b>\$418,453,792</b>	<b>\$433,704,699</b>
<b>% Change</b>	5.6%	10.2%	3.2%	1.8%	3.6%
<b>CMS Enrollment<sup>4</sup></b>	142,612	145,363	146,140	147,157	147,910
<b>Charter Enrollment<sup>5</sup></b>	10,823	13,144	15,736	18,408	20,995
<b>Combined Enrollment</b>	<b>153,435</b>	<b>158,507</b>	<b>161,876</b>	<b>165,565</b>	<b>168,905</b>
<b>% Change in Enrollment</b>	2.3%	3.3%	2.1%	2.3%	2.0%
<b>Operating Cost Per-Pupil</b>	<b>\$2,324</b>	<b>\$2,449</b>	<b>\$2,485</b>	<b>\$2,497</b>	<b>\$2,538</b>

<sup>1</sup>The FY15 Amended Budget includes \$4.9 million to CMS that was provided due to State funding decisions that occurred post adoption.<sup>2</sup>The funding sources for Deferred Maintenance will come from fund balance, pay-as-you-go (PAYGO) financing, the debt service fund and capital reserve fund.<sup>3</sup>CMS was given one-time funding for capital maintenance.<sup>4</sup>Average 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. FY14-FY17 figures reflect actual CMS enrollment numbers, therefore the % increase and cost per student figures will not match figures in the FY2017 Adopted Budget document.<sup>5</sup>Charter enrollments are provided by CMS and reflect students who reside in Mecklenburg County and attend a charter school.**Total County Funding for Charlotte-Mecklenburg Schools**

FISCAL YEAR  
2018ADOPTED **BUDGET****Central Piedmont Community College Funding**

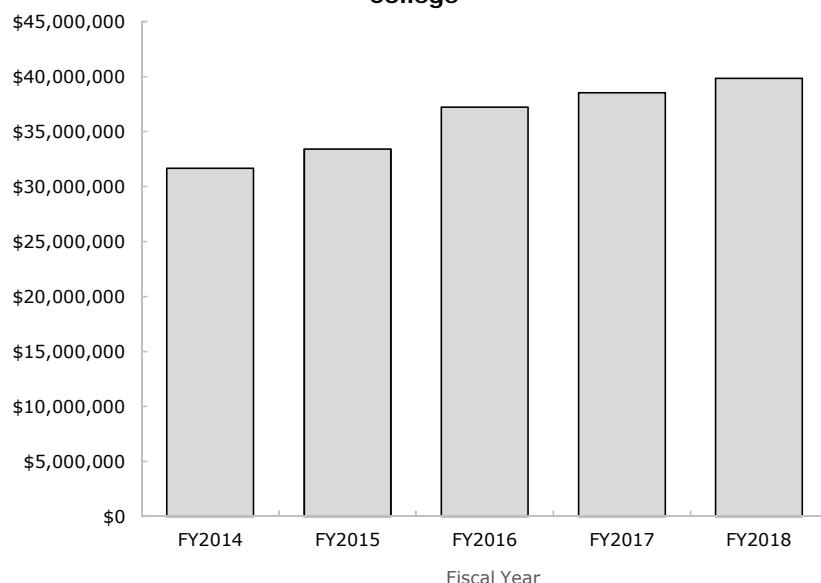
	FY2014 Adopted Budget	FY2015 Adopted Budget	FY2016 Adopted Budget	FY2017 Adopted Budget	FY2018 Adopted Budget
<b>Current Expense</b>	\$30,683,974	\$32,084,482	\$33,673,949	\$34,529,949	\$35,149,940
<b>CPCC-WTVI Merger</b>	200,000	200,000	200,000	-	-
<b>Deferred Maintenance<sup>1</sup></b>	-	-	-	4,000,000	4,000,000
<b>One-Time Funding<sup>2</sup></b>	-	800,000	1,555,134	-	-
<b>Capital Maintenance and Repairs<sup>3</sup></b>	770,000	335,000	1,800,000	-	700,000
<b>Debt Service (County)</b>	12,496,344	10,799,366	10,364,944	8,901,176	10,224,822
<b>TOTAL</b>	<b>\$44,150,318</b>	<b>\$44,218,848</b>	<b>\$47,594,027</b>	<b>\$47,431,125</b>	<b>\$50,074,762</b>
<b>% Change</b>	4.1%	0.2%	7.6%	-0.3%	5.6%
<b>TOTAL (w/out Debt Service)</b>	<b>\$31,653,974</b>	<b>\$33,419,482</b>	<b>\$37,229,083</b>	<b>\$38,529,949</b>	<b>\$39,849,940</b>
<b>% Change</b>	16.3%	5.6%	11.4%	3.5%	3.4%
<b>Annual Total Enrollment<sup>4</sup></b>	77,160	80,277	81,654	82,000	83,392
<b>% Change in Enrollment</b>	1.0%	4.0%	1.7%	0.4%	1.7%

<sup>1</sup> The funding sources for Deferred Maintenance will come from fund balance, pay-as-you-go (PAYGO) financing, the debt service fund and capital reserve fund.

<sup>2</sup> CPCC was given one-time funding for a telecommunications system.

<sup>3</sup> These appropriations are in the Capital Reserve Fund.

<sup>4</sup> CPCC supplies the total annual enrollment.

**Total County Funding for Central Piedmont Community College**

## Fiscal Year 2018 Community Service Grants Funding

### Community Service Grants

In Fiscal Year 2018, Mecklenburg County transitioned its Community Service Grants (CSG) funding categories from two of three target areas to seven key themes used in the County's strategic business plan. This will ensure consistency with the guiding principles that are used to make funding decisions in the operating budget. The third target area, Improve the High School Graduation Rate, will be phased out in FY2019. Any agency aligned to the Improve the High School Graduation target area in FY2018 will have to apply under the new key themes in FY2019.

On October 14, 2016, the County issued a request for grant proposals to nonprofit organizations contributing to the following key themes:

- Aging with Dignity
- Community Health & Wellness
- Economic Development
- Environmental Stewardship
- Greater Economic Independence for Residents
- Optimize Investments in Criminal Justice
- Strengthen Families

### Grant Proposal Review Process

Upon receipt of each grant 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 nonprofit 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 seven key themes,
7. Not have any current state revenue suspensions, or
8. Overdue taxes.

The County Manager's Office organized review panels based upon individual expertise. The review panels included community members, department directors and department designees and 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 CSG process. The Adopted Budget provides funding support for the following agencies:

## Community Service Grants

Comparison of FY2017 – FY2018 Funding

<b>Community Service Grants</b>	<b>FY2017 Amended*</b>	<b>FY2018 Adopted</b>
<b>Community Health &amp; Wellness</b>		
Bethesda Health Center (You Are Not Alone)	-	150,000
Care Ring, Incorporated (Low Cost Clinic)	-	70,737
CW Williams Community Health Clinic	390,000	390,000
Lake Norman Community Health Clinic	-	139,867
Teen Health Connection (Clinical Health Educator)	50,000	50,000
<b>Economic Independence</b>		
Citizen Schools	50,000	-
Hope Haven, Incorporated (Vocational Training)	41,500	41,500
<b>Improve the High School Graduation Rate</b>		
A Child's Place (Attendance Initiative)	50,000	50,000
Freedom School Partners	50,000	50,000
YWCA of the Central Carolinas (Youth Program)	50,000	50,000
<b>Strengthen Families</b>		
Charlotte Bridge Home (NC Serves – Metrolina)	-	200,000
Wings for Kids, Incorporated	-	100,000
<b>Subtotal (CSGs)</b>	<b>\$681,500</b>	<b>\$1,292,104</b>

\*There was a total of 28 non-profit organizations funded in FY2017 as Community Service Grants. Of the 28 agencies, 22 were evaluated for vendor status under the Sunset Policy. Refer to the following page for a complete list of agencies evaluated based on the new sunset provision in FY2018.

### Sunset Provision

Also, as part of the FY2018 Budget process, the Board of County Commissioners supported the implementation of a sunset provision. Any nonprofit agency that received funding for the three consecutive fiscal years is eligible for a vendor contract with a County department. In addition to receiving funding for three consecutive fiscal years, the service provided by the nonprofit must align to one of the seven strategic business plan key themes. Also, the service must have strong linkage to the goals and objectives outlined in a County department's strategic business plan. Programs that are sunset without receiving vendor agreements with a department are not eligible for funding as a grantee for a period of three fiscal years.

Although agencies that enter a vendor contractual agreement no longer have to compete for funding, performance will continue to be monitored by a County department to ensure all objective and goals outlined in the contract are met. The funding for nonprofits that received a vendor contract for FY2019 is listed in the chart below.

FISCAL YEAR  
2018ADOPTED **BUDGET****Sunset Vendor Contractual Agreement**

Comparison of FY2017 – FY2018 Funding

Sunset Vendor Contractual Agreement	FY2017 Amended	FY2018 Adopted
<b>Aging with Dignity</b>		
Senior Activities & Services (Self-Management for Seniors)	\$95,000	\$95,000
<b>Community Health &amp; Wellness</b>		
Bethesda Health Center (Access to Care)	165,000	165,000
Care Ring, Incorporated (Nurse Family Partnership)	250,000	250,000
Care Ring, Incorporated (Physicians Reach Out)	250,000	250,000
Charlotte Community Health Clinic (Homeless)	270,919	270,919
Charlotte Community Health Clinic (Low Income)	250,000	-
NC MedAssist (Free Pharmacy Program)	550,000	550,000
Shelter Health Services (Healthcare for Homeless)	69,000	69,000
<b>Economic Independence</b>		
Ada Jenkins Families (AJC Human Services)	25,000	25,000
Big Brothers Big Sisters (Mentoring 2.0)	25,000	25,000
Communities In Schools (Building Student Success)	1,063,000	900,000
Community Culinary School (Workforce Culinary Arts)	80,000	80,000
First Baptist West (Clara H. Jones Summer Institute)	100,000	-
International House (Rising Readers)	50,000	-
Junior Achievement (Programming In CMS)	20,000	-
Latin American Coalition (Economic Mobility Center)	50,000	50,000
Urban League (Continuum of Opportunity)	50,000	50,000
YMCA of Charlotte (Y Readers)	185,000	-
<b>Improve the High School Graduation Rate</b>		
100 Black Men (Movement of Youth)	20,000	20,000
Arts & Science Council (Studio 345)	350,000	350,000
<b>Optimize Investments in Criminal Justice</b>		
Center for Community Transitions (LifeWorks!)	100,000	100,000
<b>Strengthen Families</b>		
Big Brothers Big Sisters (School Based Mentoring)	50,000	50,000
<b>Subtotal (Vendors)</b>	<b>\$4,067,919</b>	<b>\$3,299,919</b>
<b>Subtotal (CSGs)</b>	<b>\$681,500</b>	<b>\$1,292,104</b>
<b>Grand Total</b>	<b>\$4,749,419</b>	<b>\$4,592,023</b>

FISCAL YEAR  
2018

# ADOPTED BUDGET

## FY2018 Staff Composition Changes by Agency

This chart displays staff changes for the FY2018 Adopted Budget

Agency	FY2017 Adopted Positions		Changes after FY2017 Budget		Transfers		Changes in FY2018 Budget		FY2018 Adopted Positions	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
<b>Asset and Facility Management</b> Security Coordinator	35						1		36	
1							1			
<b>Behavioral Health</b>	10								10	
<b>Child Support Enforcement</b> Legal Assistant	115	1			2	-1			117	
2			2	-1						
<b>Commissioners</b>	9								9	
<b>Community Resources</b> Administrative Support Assistant III Agency Director Assistant Agency Director Community Services Manager Social Work Supervisor					2		3		5	
1			1		1		1			
1			1		1		1			
<b>Community Support Services</b> Administrative Support Assistant II Clinical Supervisor Mental Health Clinicians Senior Social Worker	101	1	8						109	1
1			1							
1			1							
5			5							
1			1							
<b>County Assessor's Office</b> Administrative Support Assistant II Appraisal Technician Assessment Analyst Quality and Training Coordinator Real Property Appraiser Manager	107						14		121	
2							2			
5							5			
5							5			
1							1			
1							1			
<b>Criminal Justice Services</b> Management Analyst	59						1		60	
1							1			
<b>Elections Office</b> Senior Quality and Training Specialist	21	1					3		24	1
1							3			
<b>Finance</b> Procurement Analyst	141				-1		-1		139	
-1			-1		-1		-1			
<b>Historic Land Commission</b>	2								2	
<b>Human Resources</b> Administrative Support Assistant II	53	1					1		54	1
1							1			
1										
<b>Information Technology</b>	151								151	
<b>Internal Audit</b>	13								13	
<b>LUESA</b> Code Enforcement Positions Fiscal Support Assistant II GIS Technician	480	7	26				3		507	7
26							2			
1							1			
<b>Manager's Office</b> Legal Assistant	66						2		68	
2							2			
<b>Medical Examiner</b>	20	1							20	1
1										
<b>Office of Economic Development</b> Economic Development Specialist	4						2		6	
2							2			

FISCAL YEAR  
2018ADOPTED **BUDGET**

Agency	FY2017 Adopted Positions		Changes after FY2017 Budget		Transfers		Changes in FY2018 Budget		FY2018 Adopted Positions	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
<b>Park &amp; Recreation</b>	<b>324</b>	<b>177</b>		2			<b>11</b>	<b>8</b>	<b>335</b>	<b>187</b>
Maintenance and Operations Technician							5	1		
Park Ranger							3			
Recreation Specialist							1			
Recreation Assistant								6		
Sr Maintenance and Operations Technician							2			
<b>Public Health</b>	<b>800</b>	<b>10</b>	<b>10</b>	<b>1</b>			<b>7</b>	<b>4</b>	<b>817</b>	<b>15</b>
Administrative Support Assistant II				1						
Case Coordinator				1						
Environmental Health Specialist				1						
Environmental Manager				1						
Health Program Coordinator/Supervisor				4						
Information/Education Coordinator				2						
Nurse Case Manager				1						
School Health Nurse										
School Health Nurse Part Time Positions										
Senior Social Worker										
<b>Public Information Department</b>	<b>20</b>						<b>1</b>	<b>1</b>	<b>21</b>	
Web Content Editor										
<b>Public Library</b>	<b>351</b>	<b>56</b>							<b>351</b>	<b>56</b>
<b>Register of Deeds</b>	<b>38</b>								<b>38</b>	
<b>Sheriff's Office</b>	<b>1,175</b>	<b>7</b>							<b>1,175</b>	<b>7</b>
<b>Social Services</b>	<b>1,302</b>	<b>6</b>	<b>3</b>	<b>-2</b>	<b>-3</b>	<b>1</b>	<b>18</b>		<b>1,323</b>	<b>4</b>
Administrative Support Assistant III				2	<b>-2</b>					
Deputy Department Director				1						
Human Services Specialist I										
Human Services Specialist II										
Information/Education Coordinator										
Legal Assistant										
Management Analyst										
Social Service Assistant										
Social Service Program Coordinator										
Social Service Program Specialist										
Social Work Supervisor										
Social Worker										
Senior Social Worker										
<b>Tax Collector</b>	<b>40</b>						<b>-1</b>	<b>-1</b>	<b>39</b>	
Assistant Fiscal Analyst										
<b>TOTAL</b>	<b>5,437</b>	<b>268</b>	<b>47</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>65</b>	<b>12</b>	<b>5,550</b>	<b>280</b>

FTE - Full-time equivalent staff PTE - Part-time equivalent staff<sup>1</sup>

## Notes:

- Totals may differ due to rounding.
- 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.

<sup>1</sup> 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

### Asset and Facility Management

The following position is added in the FY2018 Adopted Budget:

- One (1) Security Coordinator position to oversee the security operations center and coordinate contracted security with county wide customers.

### Child Support Enforcement

The following positions were transferred after the FY2017 Adopted Budget:

- One (1) Procurement Analyst position transferred from Finance and reclassified as a Legal Assistant II position
- One (1) Social Worker position transferred from Social Services and reclassified as a Legal Assistant II position.
- One (1) Regular Part Time Legal Assistant transferred to Social Services

### Community Resources

The following positions are transferred in the FY2018 Adopted Budget:

- One (1) Administrative Support Assistant III position transferred from Social Services to assist with the creation of a new agency.
- One (1) Deputy Department Director position transferred from Social Services and reclassified to a Department Director for the creation of a new agency.

The following positions are added in the FY2018 Adopted Budget:

- One (1) Assistant Agency Director position to assist with the creation of a new agency.
- One (1) Community Services Manager position to assist with the creation of a new agency.
- One (1) Social Work Supervisor position to assist with the creation of a new agency.

### Community Support Services

The following positions were added after the FY2017 Adopted Budget:

- One (1) Administrative Support Assistant II position approved mid-year by the Board of County Commissioners.
- One (1) Clinical Supervisor position approved mid-year by the Board of County Commissioners.
- Five (5) Mental Health Clinician positions approved mid-year by the Board of County Commissioners.
- One (1) Senior Social Worker position approved mid-year by the Board of County Commissioners.

### County Assessor's Office

The following positions are added in the FY2018 Adopted Budget:

- Two (2) Administrative Support Assistant II positions to assist with customer support.

- Five (5) Real Property Appraiser Technician positions to canvas new parcels each year.
- Five (5) Assessment Analyst positions to support real property valuation.
- One (1) Quality and Training Coordinator position to improve assessment quality.
- One (1) Real Property Appraiser Manager position to oversee property appraisers.

## **Criminal Justice Services**

The following position is added in the FY2018 Adopted Budget:

- One (1) Management Analyst position added for Research and Planning.

## **Elections Office**

The following positions are added in the FY2018 Adopted Budget:

- Three (3) Senior Quality and Training Specialist positions to address growth with registered voters in Mecklenburg County and support staff training needs.

## **Finance**

The following position was transferred after the FY2017 Adopted Budget:

- One (1) Procurement Analyst position to Child Support Enforcement.

The following position is deleted in the FY2018 Adopted Budget:

- One (1) Procurement Analyst position.

## **Human Resources**

The following position is added in the FY2018 Adopted Budget:

- One (1) Administrative Support Assistant II position funded through Child Support Enforcement to conduct background checks.

## **Land Use and Environmental Services Agency**

The following positions were added after the FY2017 Adopted Budget:

- Twenty-six (26) positions for the creation of the Mega Multifamily Inspection Team

The following positions are added in the FY2018 Adopted Budget:

- One (1) GIS Technician position to maintain GIS systems and to support the County Assessor's Office by providing up-to-date land records.
- Two (2) Fiscal Support Assistant II positions to provide additional support for solid waste revenue collection.

## **Manager's Office**

The following positions are added in the FY2018 Adopted Budget:

- Two (2) Legal Assistant positions to assist with privacy notice matters.

## **Office of Economic Development**

The following positions were added in the FY2018 Adopted Budget:

- One (1) Economic Development Specialist to expand business retention efforts.
- One (1) Economic Development Specialist to support small business development.

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## Park & Recreation

The following positions are added in the FY2018 Adopted Budget:

- One (1) Maintenance and Operations Technician position for the opening of Abersham.
- One (1) Senior Maintenance and Operations Technician position for the opening of McDowell Creek Greenway.
- One (1) Maintenance and Operations Technician position for the opening of Hucks Road Community Park.
- One (1) Park Ranger position for the opening of Hucks Road Community Park.
- One (1) Park Ranger position for the opening of the Mecklenburg County Sportsplex.
- Three (3) Limited Part Time Recreation Assistant positions for the opening of the Mecklenburg County Sportsplex.
- One (1) Senior Maintenance and Operations Technician position for the opening of Little Sugar Creek Greenway between Tyvola and Huntingtowne Farms Park.
- One (1) Maintenance and Operations Technician position for the opening of Winget Regional Park expansion.
- One (1) Park Ranger position for the opening of Winget Regional Park expansion.
- One (1) Maintenance and Operations Technician position for the opening of Southwest Community Park.
- One (1) Maintenance and Operations Technician position for the opening of ISWA Nature Preserve.
- Two (2) Limited Part Time Maintenance and Operations Technician positions for the opening of Queens University Tennis Complex.
- Four (4) Limited Part Time Recreation Assistant positions for the opening of the Second Ward Gym.
- Two (2) Regular Part Time Recreation Assistant positions for the opening of the Second Ward Gym.
- Three (3) Limited Part Time Recreation Assistant positions for the opening of the Waymer Recreation Center.
- Two (2) Regular Part Time Recreation Assistant positions for the opening of the Waymer Recreation Center.
- One (1) Recreation Specialist position for the opening of the Waymer Recreation Center.

## Public Health

The following positions were added after the FY2017 Adopted Budget:

- Two (2) Regular Part Time Administrative Support II positions in the Call Center to support peak call periods.
- One (1) Case Coordinator position to support client services for improving the INREACH program.



- One (1) Environmental Manager position to improve process efficiency and state Food and Lodging compliance rates.
- One (1) Health Program Coordinator/Supervisor position to coordinate community outreach efforts for maternal and child health.
- One (1) Information/Education Coordinator positions to lead the implementation of the Positive Parenting Program across Cabarrus and Mecklenburg counties.
- Three (3) Information/Education Coordinator positions to address maternal and child health by improving birth outcomes and the overall health of children ages birth to five.
- One (1) Nurse Case Manager position to enhance maternity care and birth outcomes for the Pregnancy Care Management and Care Coordination for Children Services.
- One (1) Nurse Case Manager position to expand the Healthy Families Mecklenburg program designed to improve histories of mental health and overcome substance abuse.
- One (1) Senior Social Worker position to enhance maternity care and birth outcomes for the Pregnancy Care Management and Care Coordination for Children Services.

The following positions are added in the FY2018 Adopted Budget:

- One (1) Health Program Coordinator/Supervisor position to fulfill duties for the Ryan White program.
- Two (2) Health Program Coordinator/Supervisor positions to create lead positions for a Quality Assurance and Improvement Oversight Team.
- One (1) Environmental Health Specialist to improve on the current 85% compliance rate for food and lodging inspections.
- Three (3) School Health Nurse positions for three new Charlotte-Mecklenburg Schools scheduled to open during the 2017-2018 school year.
- Twelve (12) Limited Part Time School Health Nurse positions to create a float pool for Charlotte-Mecklenburg Schools in higher demand for services.

## **Public Information Department**

The following position is added in the FY2018 Adopted Budget:

- One (1) Web Content Editor position to optimize content and public engagement by ensuring ADA website accessibility compliance and regular website maintenance.

## **Social Services**

The following positions were added after the FY2017 Adopted Budget:

- Two (2) Part Time Human Services Specialist I positions converted to Full Time at Carolinas Medical Center, with gap funding provided by Carolinas Medical Center.
- One (1) Human Services Specialist II position to support Economic Service's Intake Unit.
- One (1) Legal Assistant position to support the DSS Fraud Unit.

The following positions were transferred after the FY2017 Adopted Budget:



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- One (1) Business Manager position from Child Support Enforcement to Community Resources Division.
- One (1) Social Worker position transferred to Child Support Enforcement and reclassified as a Legal Assistant II position.

The follow positions are transferred in the FY2018 Adopted Budget:

- One (1) Administrative Support Assistant III position to create new agency.
- One (1) Deputy Department Director position to create new agency.

The following positions are added in the FY2018 Adopted Budget:

- One (1) Information Coordinator position to improve internal and external communication in Youth Family Services. Casey Study recommendation.
- Two (2) Management Analyst positions in Youth Family Services division to absorb data analysis workload increases resulting from usage of Safe Measures and other data quality initiatives. Casey Study recommendation.
- Two (2) Social Service Assistant positions to assist with permanency planning. Casey Study recommendation.
- Two (2) Social Service Program Coordinator positions for child and family team meetings facilitations. Casey Study recommendation.
- One (1) Social Service Program Specialist position to provide additional Senior Nutrition Congregate Meal site at West Charlotte Community Center.
- Two (2) Social Work Supervisor positions recommendation oversee Policy and Practice Model Teams and Independent Living. Casey Study recommendation.
- Eight (8) Senior Social Workers positions with five (5) assigned to Practice Model Coach Team, and three (3) assigned to Policy Coach Team. Casey Study recommendation.

## Tax Collector

The following positions are deleted in the FY2018 Adopted Budget:

- One (1) Assistant Fiscal Analyst position to fund the contractual services.

# FINANCIAL SOURCES & USES



- Revenue Detail
- Expenditure Detail

# REVENUE DETAIL



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## FY2018 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 over which the Board has discretionary control. 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.



## 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 FY2018 is \$126.4 billion, a \$4.3 billion (3.5 percent) increase from the FY2017 values.

Assessed Valuation			
(In Millions)	FY2016 Budgeted	FY2017 Budgeted	FY2018 Budgeted
Real Property	\$97,070.60	\$99,265.60	\$102,050.00
Personal Property	9,286.00	9,418.80	9,780.00
Vehicles	8,729.50	8,969.10	9,590.00
State Certifications	4,436.90	4,446.5	4,980.00
<b>Total</b>	<b>\$119,523.00</b>	<b>\$122,100.00</b>	<b>\$126,400.00</b>
Percent Change	1.30%	2.16%	3.52%
<b>Net Yield of One Cent</b>	<b>\$11,725,206</b>	<b>\$12,057,375</b>	<b>\$12,513,600</b>
<b>Tax Rate</b>	<b>81.57¢</b>	<b>81.57¢</b>	<b>81.57¢</b>
<b>Collection Rate*</b>	<b>98.10%</b>	<b>98.75%</b>	<b>99.00%</b>

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

### FY2018 Property Tax

At the adopted tax rate of 81.57 cents, the property tax rate is projected to generate \$1 billion. Total property tax revenue, including prior year taxes, is \$1 billion. This is at a collection rate of 99 percent.

	FY2017 Adopted	FY2018 Adopted	Dollar Change	Percent Change
Net Property Taxes – Current	\$983,520,079	\$1,020,734,352	\$37,214,273	3.8%
Net Property Taxes – Prior	6,826,000	6,910,000	84,000	1.2%
<b>Total Property Tax Revenue</b>	<b>\$990,346,079</b>	<b>\$1,027,644,352</b>	<b>\$37,298,273</b>	<b>3.8%</b>

## Sales Tax

Sales tax revenue for the County is projected to be \$289.7 million for FY2018. This is a \$19.3 million or 7.1 percent increase from the FY2017 budget; of this total, \$53.7 million is dedicated to pay CMS debt service. An additional \$51.5 million is dedicated to transit. 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			\$51,500,000	\$51,500,000
Debt Service		13,100,000	40,600,000	53,700,000
Unclassified	127,028,000	30,500,000	27,000,000	184,528,000
<b>Total</b>	<b>\$127,028,000</b>	<b>\$43,600,000</b>	<b>\$119,100,000</b>	<b>\$289,728,000</b>

## North Carolina 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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<b>Distribution of Lottery Proceeds</b>	
<b>Education Program</b>	<b>Percent</b>
Pre-K and Class-Size Reduction Programs	50%
School Construction	40%
College Scholarships	10%
<b>Total</b>	<b>100%</b>

Note: Five percent is set aside for the lottery reserve. Remainder is apportioned as outlined above.

For FY2018, 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 \$7.6 million for FY2018, a \$1.7 million increase from the FY2017 Adopted Budget.

<b>Total Interest Earned</b>				
	<b>FY2015 Adopted</b>	<b>FY2016 Adopted</b>	<b>FY2017 Adopted</b>	<b>FY2018 Adopted</b>
General Fund	\$2,800,000	\$3,360,000	\$4,700,000	\$6,100,000
Enterprise Fund	25,000	25,000	25,000	25,000
Debt Service Fund	500,000	630,000	1,200,000	1,500,000
<b>Total</b>	<b>\$3,325,000</b>	<b>\$4,015,000</b>	<b>\$5,925,000</b>	<b>\$7,625,000</b>

### Fund Balance

In 2012, the County adopted a new fund balance policy. The policy, in accordance with Governmental Accounting Standards Board Statement No. 54, classifies general fund balance into five components: non-spendable, restricted, committed, assigned, and unassigned. The policy sets a target for total fund balance at 28 percent of prior year's general fund actual revenues, calculated by combining the general fund and debt service fund balances. In accordance with the Local Government Commission recommendations, the policy is intended to maintain 8 percent of the subsequent year's budget as unassigned fund balance to resource operating needs, 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 appropriation, 90 percent is allocated to specific projects. The balance will remain unallocated and placed in reserve for those fiscal years when fund balance is unavailable for appropriation.

The Adopted Budget utilizes \$44.8 million of available fund balance. Funding from this source includes \$21.8 million for Enterprise Reserves (capital, technology, and fleet), \$6 million for Deferred Maintenance, \$8 million for Other Post-Employment Benefits (OPEB), and \$6.25 million for Pay-As-You-Go (PAYGO) capital financing. All other items are listed below.

Fund Balance Allocation		
Reserve	Description	Amount
Technology	Technology upgrades	\$12,000,000
Capital	Replacement, renovation and repair	8,000,000
Deferred Maintenance Plan	Deferred maintenance	6,000,000
Fleet	Vehicle replacement	1,832,000
<b>Sub-total</b>		<b>\$27,832,000</b>
Agency	Description	Amount
OPEB	Other Post-Employment Benefits	\$8,000,000
PAYGO	Pay-As-You-Go Capital Financing	6,250,000
Public Library	Circulation materials	500,000
Park and Recreation	Electronic gates and vehicles for new facilities	656,500
Technology	One-time technology upgrades	417,000
Elections	One additional election	413,000
Read Charlotte	Partner collaboration	300,000
Information Technology	Cyber security and data loss prevention	320,000
Criminal Justice	Key court official and digital display boards	65,000
Health Department	Vehicle for inspection staff	16,500
<b>Sub-total</b>		<b>\$16,938,000</b>
<b>Grand Total</b>		<b>\$44,770,000</b>

## Charges for Service

Charging users for specific services is a method of providing services without resorting to general tax dollars. Those customers receiving the benefit pay for the service. For FY2018, fees in the Land Use and Environmental Services are adjusted reflect the cost of service. Refer to the *Other Related Information* section of this document for a detailed list of FY2018 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 FY2012, the County received permission from the North Carolina General Assembly for the towns in Mecklenburg County to patrol their Extra Territorial

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Jurisdictions (ETJs); which are the unincorporated areas surrounding each town. Each town has the option to contract and outsource this service to the City of Charlotte. After exploring these options, the Board instructed staff during the FY2012 Strategic Planning Conference to continue with the existing arrangements. The County has continued to negotiate the rate with the City of Charlotte since FY2013.

On April 18 2017, the Board asked the County Manager to give notice to the City of Charlotte to end the Police Services contract and to engage Sheriff Carmichael and the six towns to develop a strategy to police the current ETJ. Any changes to the Police Services contract with the City of Charlotte will go into effect in FY2019.

## FY2018 LESD Funding Summary

The methodology to calculate the annual cost of policing the LESD is based on the population percentage and the total cost of police services (see below). With this methodology, the total cost for police services in FY2018 is \$18,361,060, a \$1.5 million (8.8 percent) increase over FY2017. The FY2018 tax rate is 21.46 cents, a 0.32 cent increase over FY2017.

Law Enforcement Service District Cost				
Item	FY2015	FY2016	FY2017	FY2018
Unincorporated Area Population	53,227	55,572	58,159	60,910
Charlotte & Unincorporated Area Population	813,870	828,519	847,700	869,495
Unincorporated Area as a % of Charlotte & Unincorporated Area	6.54%	6.71%	6.86%	7.01%
CMPD total cost for police services	\$221,680,822	\$228,136,363	\$240,639,477	\$256,866,616
Increase in CMPD budget	7,592,222	6,455,541	12,503,114	16,227,139
CMPD LESD Cost	13,817,899	14,832,995	16,040,793	17,525,060
CMPD Lake Patrol Cost	680,000	469,000	469,000	469,000
Cornelius Lake Patrol Cost	-	367,000	367,000	367,000
<b>Total</b>	<b>\$14,497,899</b>	<b>\$15,668,995</b>	<b>\$16,876,793</b>	<b>\$18,361,060</b>

Based on this cost of service, the tax rate is calculated for the unincorporated areas 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.

For FY2018, the County will pay the City of Charlotte \$469,000 for all 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.

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<b>Law Enforcement Service District Assessed Value and Tax Levy</b>				
	<b>FY2015 Adopted</b>	<b>FY2016 Adopted</b>	<b>FY2017 Adopted</b>	<b>FY2018 Adopted</b>
LESD Assessed Valuation	\$6,896,577,887	\$7,158,257,036	\$7,413,329,069	\$7,835,970,921
LESD tax rate	19.37¢	21.14¢	21.14¢	21.46¢
Rate Increase	-	1.77¢	-	.32¢
Total Net Tax Levy	\$13,131,498	\$14,838,995	\$15,358,342	\$16,481,060
General Fund	680,000	680,000	680,000	680,000
LESD Fund Balance	686,401	150,000	838,451	1,200,000
<b>Total</b>	<b>\$14,497,899</b>	<b>\$15,668,995</b>	<b>\$16,876,793</b>	<b>\$18,361,060</b>

Lake Norman, Lake Wylie and Mountain Island Lake are community-wide assets used by the residents of Mecklenburg County. In FY2013, the Board concluded 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, \$680,000, will be paid from the General Fund.

### Fire Protection Service District

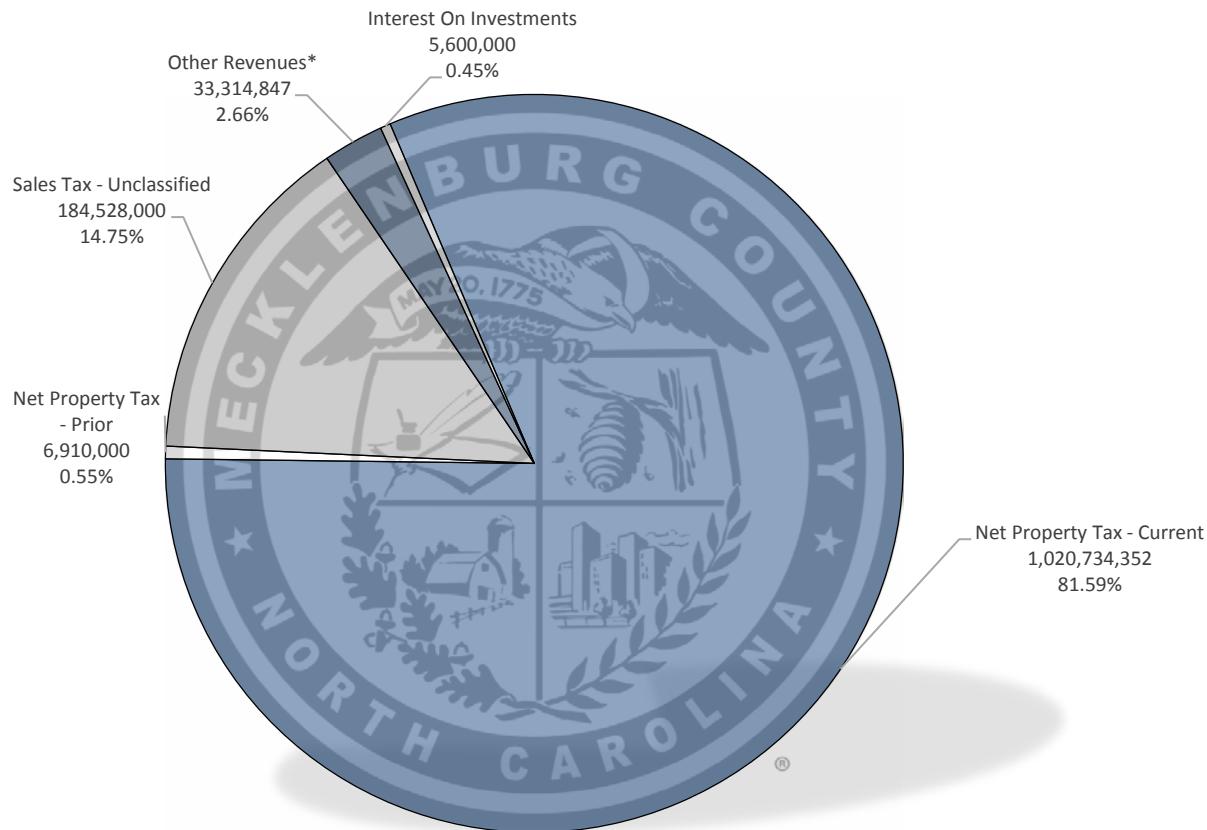
Prior to FY2013, the County provided individual subsidies or contracts to 15 volunteer and municipal fire departments operating within Mecklenburg County providing fire services to residents in some towns and the unincorporated areas. This subsidy cost \$2.5 million in FY2012.

Beginning 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 areas. A total of five service districts were created to service the Extra Territorial Jurisdictions (ETJs) in the county. The ETJs include areas outside the towns of Cornelius, Davidson, Huntersville, Mint Hill, and the City of Charlotte.

The County uses the funds raised by the Fire Protection Service District tax to contract with the City of Charlotte, the towns, or directly with volunteer fire departments, to provide fire protection services for these areas.

In FY2017 County staff met with representatives of each fire district to reassess the agreements and discuss capital needs. The results of these discussions were factored as part of the FY2018 budget process.

## Where the Money Comes From (County Dollars)



\* 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

	FY2017 Adopted	FY2018 Adopted	FY2018 Allocation % of Total Budget
1. Property Tax	\$990,346,079	\$1,027,644,352	60.25%
2. Sales Tax	270,400,129	289,728,000	16.99%
4. Federal Sources	115,050,401	113,212,024	6.64%
3. Charges For Services	90,920,266	96,183,958	5.64%
6. Other Revenues	77,463,619	73,915,746	4.33%
5. State Sources	41,139,801	41,712,748	2.45%
7. Licenses & Permits	25,434,397	28,263,944	1.66%
8. Law Enforcement Service District	15,358,342	16,481,060	0.97%
9. Investment Income	5,925,000	7,625,000	0.45%
10. Fire District	4,774,387	5,628,533	0.33%
11. Local ABC Profits	4,080,000	5,334,000	0.31%
	<b>\$ 1,640,892,421</b>	<b>\$ 1,705,729,365</b>	<b>100.00%</b>

1. Property taxes represent 60.25 percent of the total revenue for the Adopted Budget.
2. Sales tax revenue consists of taxes on retail sales and leases of tangible personal property.
3. Charges for Services are revenues from user fees such as parks, landfill, storm water, health user fees, and others.
4. Federal Sources consist of revenue from the Federal Government, which primarily funds health, mental health, and social services.
5. Similar to Federal Sources, State Sources consist of revenue from the State of North Carolina, which funds various health, mental and social services, and State lottery funds.
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 21.46 cents tax assessment in the unincorporated areas.
9. Investment Interest is revenue from funds invested by the County.
10. Fire District Tax is generated from the 5 to 8.5 cents tax for fire protection services in the unincorporated areas.
11. Local ABC Profits distribution revenues are net profits from local ABC stores. Mecklenburg County allocates 2 percent of the net profits to six municipalities and applies no less than 25 percent to the principle and interest on bond indebtedness.

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	FY2015 Adopted Budget	FY2016 Adopted Budget	FY2017 Adopted Budget	FY2018 Adopted Budget
<b>TAX RATE</b>	<b>81.57¢</b>	<b>81.57¢</b>	<b>81.57¢</b>	<b>81.57¢</b>
Net Property Tax - Current	943,155,572	956,425,078	983,520,079	1,020,734,352
Net Property Tax - Prior	14,951,000	6,826,000	6,826,000	6,910,000
Sales Tax - One cent	100,000,000	111,913,786	118,217,250	127,028,000
Sales Tax- Half cent	25,100,000	26,800,000	28,600,000	30,500,000
Sales Tax - Add'l half cent	21,800,000	23,700,000	25,300,000	27,000,000
Other Revenues <sup>1</sup>	27,161,835	35,319,658	30,935,573	33,314,847
Interest On Investments	2,800,000	3,360,000	4,200,000	5,600,000
<b>TOTALS</b>	<b>\$1,134,968,407</b>	<b>\$1,164,344,522</b>	<b>\$1,197,598,902</b>	<b>\$1,251,087,199</b>
Est. Assessed Valuation	117,985,000,000	119,523,000,000	122,100,000,000	126,400,000,000
Tax Levy	962,403,645	974,949,111	995,969,700	1,031,044,800
Less: Uncollectible	<b>-19,248,073</b>	<b>-18,524,033</b>	<b>-12,449,621</b>	<b>-10,310,448</b>
Net - Property Taxes	943,155,572	956,425,078	983,520,079	1,020,734,352
<b>NET YIELD ONE CENT</b>	<b>\$11,562,530</b>	<b>\$11,725,206</b>	<b>\$12,057,375</b>	<b>\$12,513,600</b>
<b>TAX RATE PER \$100</b>	<b>81.57¢</b>	<b>81.57¢</b>	<b>81.57¢</b>	<b>81.57¢</b>
<b>UNCOLLECTIBLE %</b>	<b>-2.00%</b>	<b>-1.90%</b>	<b>-1.25%</b>	<b>-1.00%</b>
<b>COLLECTION RATE</b>	98.00%	98.10%	98.75%	99.00%

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

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## ADOPTED BUDGET

## Allocation Comparison of County Revenues by Service Area\*

Fiscal Year 2015 - 2018

Fiscal Year	FY2015 <sup>1</sup>	Percent of Total	FY2016	Percent of Total	FY2017	Percent of Total	FY2018 Adopted	Percent of Total
<b>Summary</b>								
County Services	\$447,094,644	39.39%	\$458,789,481	39.40%	\$477,466,270	39.87%	\$508,652,560	40.66%
General Debt Service	158,192,978	13.94%	144,538,383	12.41%	155,451,979	12.98%	153,383,339	12.26%
Education Services	529,680,785	46.67%	561,016,658	48.18%	564,680,653	47.15%	589,051,300	47.08%
<b>Total</b>	<b>\$1,134,968,407</b>	<b>100.00%</b>	<b>\$1,164,344,522</b>	<b>100.00%</b>	<b>\$1,197,598,902</b>	<b>100.00%</b>	<b>\$1,251,087,199</b>	<b>100.00%</b>
<b>Education Details</b>								
CMS								
<i>Operating</i>	381,032,105	33.57%	399,902,352	34.35%	411,193,792	34.33%	426,444,699	34.09%
<i>Capital Replacement</i>	4,960,000	0.44%	4,960,000	0.43%	4,960,000	0.41%	4,960,000	0.40%
<i>Debt Service</i>	100,604,832	8.86%	111,915,413	9.61%	105,095,736	8.78%	112,271,839	8.97%
<b>Sub Total CMS</b>	<b>486,596,937</b>	<b>42.87%</b>	<b>516,777,765</b>	<b>44.38%</b>	<b>521,249,528</b>	<b>43.52%</b>	<b>543,676,538</b>	<b>43.46%</b>
CPCC								
<i>Operating</i>	32,284,482	2.84%	33,873,949	2.91%	34,529,949	2.88%	35,149,940	2.81%
<i>Debt Service</i>	10,799,366	0.95%	10,364,944	0.89%	8,901,176	0.74%	10,224,822	0.82%
<b>Sub Total CPCC</b>	<b>43,083,848</b>	<b>3.80%</b>	<b>44,238,893</b>	<b>3.80%</b>	<b>43,431,125</b>	<b>3.63%</b>	<b>45,374,762</b>	<b>3.63%</b>
Combined CMS & CPCC								
<i>Operating</i>	413,316,587	36.42%	433,776,301	37.25%	445,723,741	37.22%	461,594,639	36.90%
<i>Capital Replacement</i>	4,960,000	0.44%	4,960,000	0.43%	4,960,000	0.41%	4,960,000	0.40%
<i>Debt Service</i>	111,404,198	9.82%	122,280,357	10.50%	113,996,912	9.52%	122,496,661	9.79%
<b>Total Education</b>	<b>529,680,785</b>	<b>46.67%</b>	<b>561,016,658</b>	<b>48.18%</b>	<b>564,680,653</b>	<b>47.15%</b>	<b>589,051,300</b>	<b>47.08%</b>

\*Table excludes one-time funding allocation.

<sup>1</sup>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.)

**FY2018 Adopted Budget**  
**Budget Summary by Agency and Funding Source**

Agency	Total Budget	Federal	State	Other*	County
<b>County Services</b>					
Asset and Facility Management	\$28,655,844			\$225,500	\$28,430,344
Behavioral Health Division	12,664,720		377,711		12,287,009
Child Support Enforcement	10,426,615	6,900,659	376,293	19,444	3,130,219
Commissioners	613,175				613,175
Community Resources	438,898	138,418			300,480
Community Service Grants	1,292,104				1,292,104
Community Support Services	16,653,298	4,000		281,042	16,368,256
County Assessor's Office	13,404,043				13,404,043
Criminal Justice Services	11,847,739			186,300	11,661,439
Elections Office	5,780,912			2,732,941	3,047,971
Emergency Medical Services	10,959,729				10,959,729
Finance	13,461,593				13,461,593
Historic Land Commission	317,720			125,000	192,720
Hospitals	1,000,000				1,000,000
Human Resources	6,150,023				6,150,023
Information Technology	24,861,421			320,000	24,541,421
Internal Audit	1,488,747				1,488,747
Joint City County	7,045,676			5,628,533	1,417,143
Land Use & Environmental Services	81,396,194		2,225,805	75,255,555	3,914,834
Law Enforcement	18,361,060			17,681,060	680,000
Manager's Office	10,129,083				10,129,083
Medical Examiner	2,428,523		914,715	746,785	767,023
Non-Departmental	64,638,716			33,945,000	30,693,716
Office of Economic Development	11,543,025				11,543,025
Park and Recreation	39,931,867			6,694,131	33,237,736
Public Health	76,925,832	6,167,036	10,651,386	6,890,713	53,216,697
Public Information	2,621,826				2,621,826
Public Library	34,153,433			500,000	33,653,433
Register of Deeds	2,852,762			551,664	2,301,098
Sheriff	119,701,955	200,000	10,000	20,972,763	98,519,192
Social Services	190,103,951	97,776,886	17,426,838	987,079	73,913,148
Tax Collector	5,754,314			2,038,981	3,715,333
Transit Sales	51,500,000		51,500,000		
<b>Total County Services</b>	<b>879,104,798</b>	<b>111,186,999</b>	<b>83,482,748</b>	<b>175,782,491</b>	<b>508,652,560</b>
<b>General Debt Service &amp; PAYGO</b>	<b>169,028,339</b>	<b>-</b>	<b>-</b>	<b>15,645,000</b>	<b>153,383,339</b>
<b>Education Services</b>					
CMS Operating	428,744,699			2,300,000	426,444,699
CMS Capital Replacement	4,960,000				4,960,000
CMS Debt Service	177,496,864	2,025,025	63,200,000		112,271,839
CPCC Operating	35,149,940				35,149,940
CPCC Debt	11,244,725			1,019,903	10,224,822
<b>Total Education Services</b>	<b>657,596,228</b>	<b>2,025,025</b>	<b>63,200,000</b>	<b>3,319,903</b>	<b>589,051,300</b>
<b>Total Appropriation</b>	<b>\$1,705,729,365</b>	<b>\$113,212,024</b>	<b>\$146,682,748</b>	<b>\$194,747,394</b>	<b>\$1,251,087,199</b>

\*Fund Balance allocation is included in Other Revenue.

# EXPENDITURE DETAIL



## FY2018 Adopted Budget Expenditure Overview

### Appropriations

The Fiscal Year 2018 Adopted Budget anticipates \$1.25 billion in County expenditures and total expenditures of \$1.71 billion which is funded, in part, by a county-wide tax rate of 81.57 cents per \$100 valuation; no change from the FY2017 tax rate. A summary of the adopted funding by financial category is below.

<b>Financial Category</b>	<b>County Funding</b>	<b>Percent of County</b>	<b>Total Funding</b>	<b>Percent of Total</b>
Administrative Services	\$91,304,251	7.30%	\$125,794,751	7.37%
Business Partners	15,541,696	1.24%	38,976,289	2.29%
Business Partners - Education	589,051,300	47.08%	657,596,228	38.55%
Community Services	69,939,140	5.59%	79,866,212	4.68%
Customer Satisfaction & Management	24,907,109	1.99%	24,907,109	1.46%
Detention & Court Support Services	114,077,873	9.12%	144,404,832	8.47%
Financial Services	183,964,308	14.70%	253,148,289	14.84%
Health And Human Services	156,085,590	12.48%	296,786,699	17.40%
Land Use & Environmental Services	6,215,932	0.50%	84,248,956	4.94%
<b>Total</b>	<b>\$1,251,087,199</b>	<b>100.00%</b>	<b>\$1,705,729,365</b>	<b>100.00%</b>

The Adopted Budget can be viewed according to the three broad expenditure categories: Debt Service, Education Services, and County Services. The table below and the information that follows shows the County funding portion of the FY2018 Adopted Budget.

<b>Expenditure Categories</b>	<b>County Funding</b>	<b>Percent of County</b>	<b>Total Funding</b>	<b>Percent of Total</b>
County Services	\$508,652,560	40.66%	\$879,104,798	51.54%
Debt Service / PAYGO	153,383,339	12.26%	169,028,339	9.91%
Education Services*	589,051,300	47.08%	657,596,228	38.55%
<b>Total County</b>	<b>\$1,251,087,199</b>	<b>100.00%</b>	<b>\$1,705,729,365</b>	<b>100.00%</b>

\*Includes education debt service; PAYGO amount is \$31.3M, remaining \$122.1M 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 adopted a strategy to provide for capital projects using the Debt Service Fund. The model ensures debt service doesn't compete with other funding needs in the General Fund and provides a mechanism to determine debt capacity and generate fund balance.

The Debt Service Fund is used to provide a dedicated funding source for the County's principal and interest payments on debt, including debt service for Charlotte-Mecklenburg Schools (CMS) and Central Piedmont Community College (CPCC). The Debt Service Fund ensures compliance with recommended debt policies and ensures debt service is intentional and less likely to be a potential strain on the annual operating budget. A standard, structured method based on available funding capacity is used to manage debt issuance for capital projects. The Fund includes County revenues dedicated for debt service - lottery funds, a portion of the sales tax, and ABC and investment revenues. Property taxes equivalent to 19.5 cents on the tax rate provide the majority of Debt Service Fund revenue. The appropriation for the Debt Service Fund is as follows.

The adopted general debt service within the Debt Service Fund for FY2018 is \$49.2 million, a decrease of \$4.6 million (8.5 percent). Debt service for CMS is projected to be \$177.5 million, an increase of \$10.6 million (6.4 percent). CPCC debt service is projected to be \$11.2 million, an increase of \$1.3 million (13.1 percent). Consistent with the funding model, the Debt Service Fund includes a contribution to fund balance in the amount of \$66.3 million.

Debt Service Fund			
	Debt Service Revenue	County Funding	Total Funding
CMS Debt Service	\$65,225,025	\$112,271,839	\$177,496,864
CPCC Debt Service	1,019,903	10,224,822	11,244,725
General Debt Service	3,395,000	45,819,229	49,214,229
Budgeted Fund Balance	-	66,273,310	66,273,310
Debt Service Fund Balance to Deferred Maintenance Plan	-	10,000,000	10,000,000
<b>Total Debt Service Fund</b>	<b>\$69,639,928</b>	<b>\$244,589,200</b>	<b>\$314,229,128</b>

## Fund Balance

The Adopted Budget utilizes \$44.8 million of available fund balance. Funding from this source includes \$21.8 million for Enterprise Reserves (capital, technology, and fleet), \$8 million for Other Post-Employment Benefits (OPEB), \$6.3 million for Pay-As-You-Go (PAYGO) capital financing, \$6 million for Deferred Maintenance, \$993 thousand for strategic business plan items, \$500 thousand for electronic gates at County parks, \$413 thousand for one additional election, \$300 thousand for Read Charlotte over three years, and \$65 thousand for court house digital display boards and strategic planning. Of the \$993 thousand in strategic business plan items, \$500 thousand will be allocated for library books and materials, \$320 thousand for cyber security and data loss prevention, and \$173 thousand for new vehicles.

## Pay-As-You-Go Capital Funding

In compliance with the Debt policy, the Board of County Commissioners (BOCC) 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 reduces the impact of the capital program on future years by reducing the need for borrowing.

For FY2018, the Adopted Budget includes \$37.5 million for PAYGO, a 3.9 percent increase from FY2017. The value of a penny increased in FY2017 and requires an additional \$1.4 million to maintain 3 cents in the PAYGO fund. Of the 3 cents, roughly half a cent, \$6.3 million, will come from fund balance. The available fund balance is sufficient to fund a portion of PAYGO and remain well above policy thresholds.

Pay-As-You-Go Capital Funding				
	FY2017 Adopted	FY2018 Adopted	Dollar Change	Percent Change
Pay-As-You-Go	\$36,117,180	\$37,540,800	\$1,423,620	3.94%

## Deferred Maintenance

As part of the FY2017 Adopted Budget, the BOCC proposed a long-term strategy to provide dedicated funds to support maintenance for projects included in the County's capital investment plan. This strategy is designed to catch-up on deferred maintenance that was not addressed during the Great Recession.

The Deferred Maintenance Plan is funded by a combination of general fund & capital reserve fund balance, PAYGO funds, the debt service fund, and capital reserve revenue. This strategy will provide \$150 million for deferred maintenance over a five-year period that began in FY2017, with an annual appropriation of \$30 million. The FY2018 Adopted Budget allocates funds as follows:

Deferred Maintenance Plan	Funding Sources
General Fund Balance	\$6,000,000
Debt Service Fund Balance	10,000,000
Other Sources*	14,000,000
<b>Total</b>	<b>\$30,000,000</b>

\*Capital Reserve Fund Balance and Pay-As-You-Go

Deferred Maintenance Program	Funding
CMS	\$18,000,000
CPCC	4,000,000
Park and Recreation Deferred Maintenance	4,100,000
Park and Recreation Equipment	400,000
Other County and Library Facilities	3,500,000
<b>Total</b>	<b>\$30,000,000</b>

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# ADOPTED **BUDGET**

## **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 (BOCC), 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 \$657.6 million for operating, capital replacement, and debt service obligations. Net County revenues used for Education services are \$589 million. This represents 47 percent of available County revenue. This is a net increase of \$24.4 million (4.32 percent) from FY2017.

<b>Education Services (County Funds)</b>				
	<b>FY2017 Adopted</b>	<b>FY2018 Adopted</b>	<b>Dollar Change</b>	<b>Percent Change</b>
CMS Operating	\$411,193,792	\$426,444,699	\$15,250,907	3.71%
CMS Debt Service	105,095,736	112,271,839	7,176,103	6.83%
CMS Capital Replacement	4,960,000	4,960,000	-	-
CPCC Operating	34,529,949	35,149,940	619,991	1.80%
CPCC Debt Service	8,901,176	10,224,822	1,323,646	14.87%
<b>Education Services</b>	<b>\$564,680,653</b>	<b>\$589,051,300</b>	<b>\$24,370,647</b>	<b>4.32%</b>

Note: Table excludes the FY16 one-time fund balance allocation.

## **Charlotte-Mecklenburg Schools Funding**

The FY2018 Adopted Budget funds Charlotte-Mecklenburg Schools (CMS) operating budget in the amount of \$426.4 million; an increase of \$15.3 million (3.71 percent). In addition, \$2.3 million in fines and forfeitures are provided to CMS for operating funds. In FY2017, the County funded CMS at \$2,497 per-pupil (combined Charter and CMS enrollment). The adopted funding level increases the per-pupil funding to \$2,538. When combined with \$177.5 million in CMS debt service, \$5 million for capital replacement and \$18 million for deferred maintenance, the total adopted appropriation for FY2018 is \$629.2 million.

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CMS Funding (Total Funds)				
	FY2017 Adopted	FY2018 Adopted	Dollar Change	Percent Change
<b>Operating Funding</b>				
CMS Operating (County)	\$411,193,792	\$426,444,699	\$15,250,907	3.71%
Fines and Forfeitures	2,300,000	2,300,000	-	-
<b>Total CMS Operating</b>	<b>413,493,792</b>	<b>428,744,699</b>	<b>15,250,907</b>	<b>3.69%</b>
CMS Pupil <sup>1</sup>	147,157	147,910		
Charter Pupil <sup>2</sup>	18,408	20,995		
<b>Combined Per-Pupil</b>	<b>\$2,497</b>	<b>\$2,538</b>	<b>\$41</b>	<b>1.64%</b>
<b>Capital and Debt Funding</b>				
Capital Replacement	\$4,960,000	\$4,960,000	-	-
Debt Service	166,903,640	177,496,864	10,593,224	6.35%
Deferred Maintenance <sup>3</sup>	18,000,000	18,000,000	-	-
<b>Total Capital and Debt</b>	<b>189,863,640</b>	<b>200,456,864</b>	<b>10,593,224</b>	<b>5.58%</b>
<b>CMS Total Funding</b>	<b>\$603,357,432</b>	<b>\$629,201,563</b>	<b>\$25,844,131</b>	<b>4.28%</b>

<sup>1</sup> CMS pupil enrollment estimates are provided by CMS. FY2017 reflects actual enrollment figures.<sup>2</sup> Enrollments are provided by CMS and reflect Mecklenburg County students who attend charter schools.<sup>3</sup> The Deferred Maintenance Plan includes funding from Fund Balance, PAYGO, Debt Service and Capital Reserves.**Central Piedmont Community College Funding**

The FY2018 Central Piedmont Community College (CPCC) adopted operating funding is \$35.1 million, an increase of \$620 thousand (1.8 percent). The capital and debt funds include deferred maintenance (\$4 million), debt service (\$11.2 million) and Capital Maintenance and Repairs (\$700 thousand). The total FY2018 adopted appropriation for CPCC is \$51.1 million.

CPCC Funding (Total Funds)				
	FY2017 Adopted	FY2018 Adopted	Dollar Change	Percent Change
<b>Operating Funding</b>				
CPCC Operating	\$34,529,949	\$35,149,940	\$619,991	1.80%
<b>Capital and Debt Funding</b>				
Capital Maintenance & Repairs	-	\$700,000	\$700,000	-
Debt Service	9,945,379	11,244,725	1,299,346	13.06%
Deferred Maintenance <sup>1</sup>	4,000,000	4,000,000	-	-
<b>Total CPCC Capital &amp; Debt</b>	<b>13,945,379</b>	<b>15,944,725</b>	<b>1,999,346</b>	<b>14.34%</b>
<b>CPCC Total Funding</b>	<b>\$48,475,328</b>	<b>\$51,094,665</b>	<b>\$2,619,337</b>	<b>5.40%</b>

<sup>1</sup> The Deferred Maintenance Plan includes funding from sources other than the FY2018 operating budget.

## Three-Year Strategic Business Plans

The Adopted Budget reflects an unprecedented approach demonstrating the relationship between strategic planning and budgeting. Each County department created a three-year strategic business plan that guides funding decisions. The Adopted Budget includes \$7.6 million in new funding for year two of the three-year strategic business plans. Below is a table of the adopted funding by department.

<b>Department</b>	<b>Investment*</b>	<b>County Dollar</b>
Asset and Facility Management	Library cash pick-up services, park security, facility maintenance, (1) Security Operations Manager	\$881,505
Community Support Services	(5) Mental Health Clinicians and (1) Clinical Supervisor for Housing First Charlotte	555,226
County Assessor's Office	(11) positions, five vehicles and operating funding for the upcoming Fiscal Year 2019 Revaluation	576,968
Criminal Justice Services	(1) Planning and Research Analyst	75,350
Elections Office	(3) Sr. Q & T Specialist positions	152,318
Information Technology	Software maintenance and support for Single View of the Citizen initiative	1,169,452
Internal Audit	Reclassify positions to Senior Auditors	25,000
Land Use & Environmental Services	Staff software training and (1) GIS Technician	59,553
Medical Examiner	Overtime funding to sustain twenty-four hour operations	7,800
Office of Economic Development	(2) Economic Development Specialists for business retention and attraction	173,943
Park and Recreation	(11) full-time and (16) Part-time positions and operating funding for new facilities	1,763,376
Public Health	(4) full-time positions and reclassifying (12) temporary positions to part-time status	540,143
Public Information Department	(1) Web Content Editor to improve MeckNC.gov content	63,733
Public Library	Books, materials and other collection items	1,000,000
Register of Deeds	Training modules to facilitate the crossing-training of new and current employees	6,550
Social Services	(18) new positions and contractual increases	304,976
Tax Collector	Real estate service provider contract in support of the Comprehensive Foreclosure Strategy	225,000
<b>Total</b>		<b>\$7,580,893</b>

\* Represents major investments for each department

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# ADOPTED **BUDGET**

## 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 FY2018 Adopted Budget, County services receive the balance of available County revenue totaling \$508.7 million, which represents a \$31.2 million (6.5 percent) net increase from the FY2017 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 FY2018 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 on the next page.

The FY2018 Adopted Budget includes \$5.6 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 FY2018. 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 FY2018 Adopted Budget also includes a projected increase to medical and dental claims of \$6.3 million.

Item	Amount
Medical and Dental Increases	\$6,315,989
Pay-for-Performance	5,572,975
Law Enforcement Special Separation Allowance	714,188
Market Adjustment	550,000
Unemployment Insurance Funding	-50,000
<b>Total Increase</b>	<b>\$13,103,152</b>

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In addition to funding the pay-for-performance increase and projected medical and dental claims, an estimated \$553,840 is included in the FY2018 Adopted Budget for the health and dental costs of 46 new full-time, county-funded positions. Below is a table of the new position counts by department:

<b>New Positions with County-Funded Benefits*</b>		
<b>Agency</b>	<b>Full-Time Count</b>	<b>Part-Time Count</b>
Asset & Facility Management	1	
Community Resources	3	
County Assessor's Office	14	
Criminal Justice Services	1	
Elections	3	
Land Use and Environmental Services	1	
Manager's Office	2	
Office of Economic Development	2	
Park & Recreation	11	16
Public Health	7	12
Public Information	1	
<b>Total</b>	<b>46</b>	<b>28</b>

\*Does not include positions that aren't County-funded

## **Other Post Employee Benefits (OPEB)**

The FY2018 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 & Poor's) 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 FY2018 Adopted Budget provides funding for these reserves in the amount of \$21.8 million.

In addition to regular funding of the reserves, the Adopted Budget includes \$417,000 in one-time fund balance to fulfill multiple non-discretionary technology projects, which includes a public health employee immunization module in PeopleSoft as well as hardware refreshing. The FY2018 Adopted Budget allocates funds as follows:

	<b>FY2017 Adopted</b>		<b>FY2018 Adopted</b>		
<b>Reserve</b>	<b>Fund Balance</b>	<b>One-Time Fund Balance</b>	<b>Fund Balance</b>	<b>One-Time Fund Balance</b>	<b>Dollar Change</b>
Technology	\$12,000,000	\$3,000,000	\$12,000,000	\$417,000	-\$2,583,000
Fleet	1,000,000		1,832,000		832,000
Capital	8,000,000		8,000,000		-
<b>Total</b>	<b>\$21,000,000</b>	<b>\$3,000,000</b>	<b>\$21,832,000</b>	<b>\$417,000</b>	<b>-\$1,751,000</b>

### Technology Reserve

In FY2005, the Board of County Commissioners created a technology reserve. For FY2018, departments submitted technology requests totaling more than \$12.7 million. The Board of County Commissioners approved \$12.4 million for technology reserve funding in FY2018 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 FY2018, the Board of County Commissioners approved \$1.8 million for fleet reserve funding to replace approximately 53 vehicles. Vehicles scheduled for replacement have an average age of 5 years, and an average mileage of 112,000.

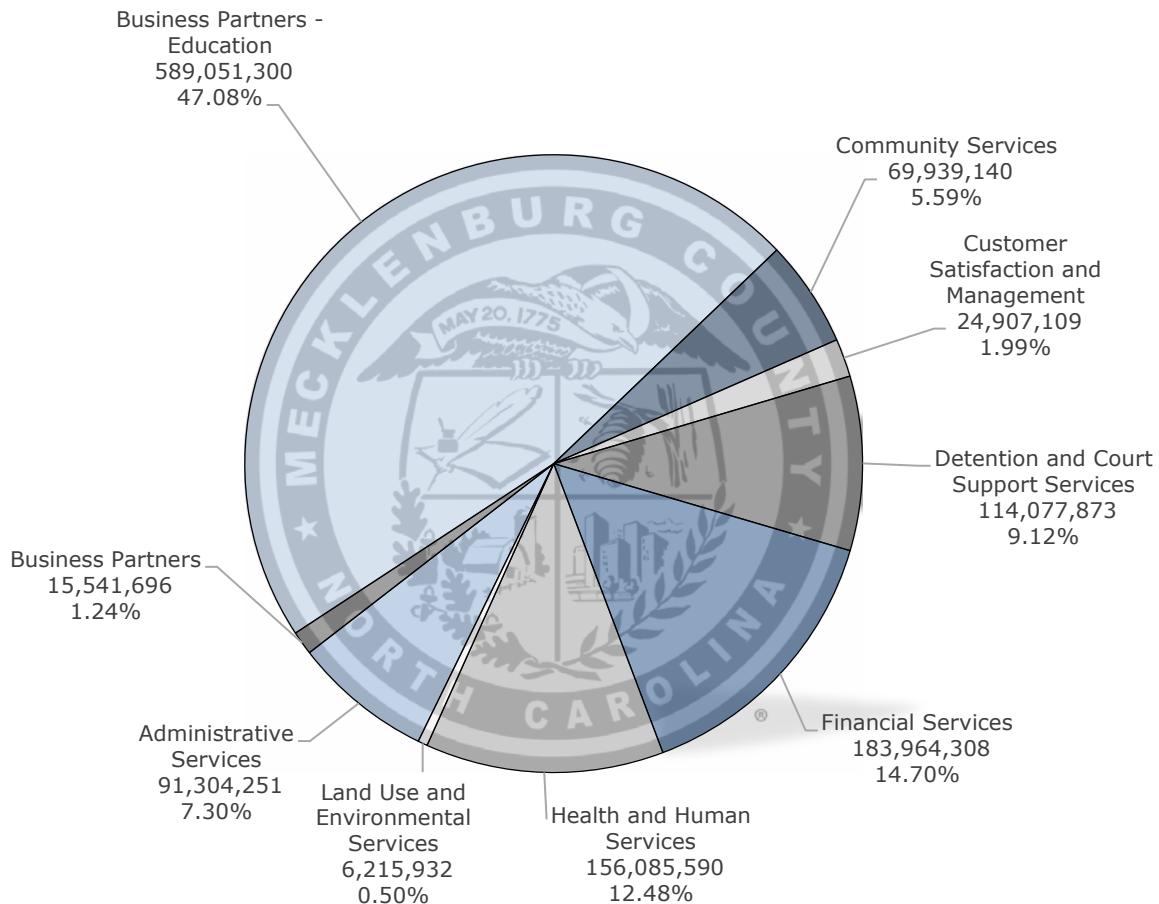
## Capital Facility Maintenance & Repair Reserve

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 2018 budget process, County departments and other County-funded agencies submitted more than \$24 million in capital reserve requests. The Adopted Budget includes \$8 million for capital reserve funding in FY2018 to address capital projects based on priority ranking. The \$8 million allocated through the budget will go to critical projects and an additional \$3.5 million will be allocated from the Deferred Capital Maintenance Plan.

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	\$12,150,000	71
Repair and Maintenance	\$10,045,000	
Renovations	\$685,000	
Finishes	\$1,020,000	
Paving	\$400,000	
Technology Reserve	\$12,687,056	85
Fleet Reserve	\$1,832,670	53

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

FISCAL YEAR  
2018ADOPTED **BUDGET****Where the Money Goes By Financial Category  
(County Dollars)**

FISCAL YEAR  
2018ADOPTED **BUDGET****FY2018 Adopted Budget**  
**All Funds Comparison Summary**

	FY2016 Adopted Budget	FY2017 Adopted Budget	FY2018 Adopted Budget
<b>General Fund</b>			
General Fund	\$1,160,778,548	\$1,191,884,496	\$1,240,424,517
Capital Outlay (CMS)	4,960,000	4,960,000	4,960,000
Sub-Total	1,165,738,548	1,196,844,496	1,245,384,517
<b>Enterprise Reserve Fund</b>			
Capital Outlay	8,000,000	8,000,000	8,000,000
Deferred Maintenance Plan		6,000,000	6,000,000
Technology Reserve Fund	6,000,000	15,000,000	12,417,000
Vehicle Reserve Fund	2,000,000	1,000,000	1,832,000
Sub-Total	16,000,000	30,000,000	28,249,000
<b>Debt Service Fund</b>			
Debt Service Fund	297,211,549	307,660,307	314,229,128
Sub-Total	297,211,549	307,660,307	314,229,128
<b>Law Enforcement Service District</b>			
Law Enforcement Services	14,988,995	16,196,793	17,681,060
Sub-Total	14,988,995	16,196,793	17,681,060
<b>Fire Protection Service Districts</b>			
Charlotte ETJ	3,145,359	3,569,446	4,225,915
Cornelius ETJ	51,778	51,869	56,386
Davidson ETJ	133,850	120,843	194,130
Huntersville ETJ	717,861	716,261	833,754
Mint Hill ETJ	314,812	324,214	318,348
Sub-Total	4,363,660	4,782,633	5,628,533
<b>Solid Waste Enterprise Fund</b>			
Solid Waste	18,177,146	19,813,605	23,755,601
White Goods	563,652	426,623	1,410,453
Scrap Tire	1,431,000	1,620,527	1,701,553
Sub-Total	20,171,798	21,860,755	26,867,607
<b>Storm Water Management Fund</b>			
Storm Water Management Fund	15,368,226	15,547,437	16,189,520
Sub-Total	15,368,226	15,547,437	16,189,520
<b>Transit</b>			
Transit	38,000,000	48,000,000	51,500,000
Sub-Total	38,000,000	48,000,000	51,500,000
<b>Total Appropriation</b>	<b>\$1,571,842,776</b>	<b>\$1,640,892,421</b>	<b>\$1,705,729,365</b>

**Budget Comparison Summary by Agency**

Agency	FY2016 Adopted Budget	FY2017 Adopted Budget	FY2018 Adopted Budget	FY2018 Difference	FY2018 % Difference
<b>County Services</b>					
Asset and Facility Management	\$26,279,439	\$27,710,198	\$28,655,844	\$945,646	3.41%
Behavioral Health Division	11,506,604	12,785,047	12,664,720	-120,327	-0.94%
Child Support Enforcement	8,878,126	9,716,662	10,426,615	709,953	7.31%
Commissioners	418,827	552,698	613,175	60,477	10.94%
Community Resources			438,898	438,898	-
Community Service Grants	4,064,919	4,359,419	1,292,104	-3,067,315	-70.36%
Community Support Services	14,160,068	13,395,271	16,653,298	3,258,027	24.32%
County Assessor's Office	12,063,649	12,275,509	13,404,043	1,128,534	9.19%
Criminal Justice Services	9,544,705	10,414,097	11,847,739	1,433,642	13.77%
Elections Office	5,219,953	4,250,169	5,780,912	1,530,743	36.02%
Emergency Medical Services	12,430,000	10,268,930	10,959,729	690,799	6.73%
Finance	13,111,420	13,149,245	13,461,593	312,348	2.38%
Historic Land Commission	256,724	314,209	317,720	3,511	1.12%
Hospitals	1,500,000	1,000,000	1,000,000	-	0.00%
Human Resources	5,519,634	6,034,550	6,150,023	115,473	1.91%
Information Technology	19,194,072	21,808,613	24,861,421	3,052,808	14.00%
Internal Audit	1,258,668	1,393,386	1,488,747	95,361	6.84%
Joint City County	7,619,917	6,199,776	7,045,676	845,900	13.64%
Land Use & Environmental Services	69,444,746	73,012,056	81,396,194	8,384,138	11.48%
Law Enforcement	15,668,995	16,876,793	18,361,060	1,484,267	8.79%
Manager's Office	8,993,218	9,639,466	10,129,083	489,617	5.08%
Medical Examiner	2,087,915	2,361,343	2,428,523	67,180	2.84%
Non-Departmental	49,158,083	61,654,689	64,638,716	2,984,027	4.84%
Office of Economic Development	10,274,680	11,669,243	11,543,025	-126,218	-1.08%
Park and Recreation	37,949,417	36,964,154	39,931,867	2,967,713	8.03%
Provided Services Organization	715,352	-	-	-	-
Public Health	65,704,831	69,830,408	76,925,832	7,095,424	10.16%
Public Information	2,365,409	2,467,867	2,621,826	153,959	6.24%
Public Library	31,419,942	33,020,076	34,153,433	1,133,357	3.43%
Register of Deeds	3,213,962	2,770,569	2,852,762	82,193	2.97%
Sheriff	113,663,314	116,355,675	119,701,955	3,346,280	2.88%
Social Services	183,667,324	189,374,571	190,103,951	729,380	0.39%
Tax Collector	4,975,019	5,906,504	5,754,314	-152,190	-2.58%
Transit Sales	38,000,000	48,000,000	51,500,000	3,500,000	7.29%
<b>Total County Services</b>	<b>\$ 790,328,932</b>	<b>\$ 835,531,193</b>	<b>\$ 879,104,798</b>	<b>\$ 43,573,605</b>	<b>5.22%</b>
<b>General Debt Service &amp; PAYGO</b>	<b>\$ 153,019,383</b>	<b>\$ 175,528,468</b>	<b>\$ 169,028,339</b>	<b>-\$6,500,129</b>	<b>-3.70%</b>
<b>Education Services</b>					
CMS Operating	406,202,352	413,493,792	428,744,699	15,250,907	3.69%
CMS Capital Replacement	4,960,000	4,960,000	4,960,000	-	0.00%
CMS Debt Service	170,468,438	166,903,640	177,496,864	10,593,224	6.35%
CPCC Operating	35,429,083	34,529,949	35,149,940	619,991	1.80%
CPCC Debt	11,434,588	9,945,379	11,244,725	1,299,346	13.06%
<b>Total Education Services</b>	<b>\$ 628,494,461</b>	<b>\$ 629,832,760</b>	<b>\$ 657,596,228</b>	<b>\$ 27,763,468</b>	<b>4.41%</b>
<b>Total Appropriation</b>	<b>\$ 1,571,842,776</b>	<b>\$ 1,640,892,421</b>	<b>\$ 1,705,729,365</b>	<b>\$ 64,836,944</b>	<b>3.95%</b>

# AGENCY PAGES



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

- Land Use and Environmental Services Agency
- Manager's Office
- Medical Examiner
- Office of Economic Development
- Park and Recreation
- 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	FY2018 Adopted	FY2017 Amended	FY2016 Adopted
Personnel Services & Employee Benefits	\$2,252,711	\$2,168,130	\$1,860,146
Contractual Services	25,914,622	25,186,962	23,921,673
Commodities	353,192	362,364	392,744
Other Charges	0	0	0
Interdepartmental	135,319	129,474	104,876
Capital Outlay	0	0	0
<b>Total Expense</b>	<b>\$28,655,844</b>	<b>\$27,846,930</b>	<b>\$26,279,439</b>
<b>Total Revenue</b>	<b>\$946,931</b>	<b>\$1,018,305</b>	<b>\$916,632</b>
<b>Net County Dollars</b>	<b>\$28,430,344</b>	<b>\$27,550,056</b>	<b>\$26,031,439</b>

Position Summary					
FY2018 Adopted		FY2017 Adopted		FY2016 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
36	0	35	0	33	0

## Asset & Facility Management

### Major Funding Adjustments

Here is a list of approved Fiscal Year 2018 operating budget requests to assist the department with meeting its goals and objectives as approved by the Board of County Commissioners.

<b>Adjustment</b>	<b>FTE</b>	<b>County</b>	<b>Total</b>	<b>Description</b>
<b>Strategic Business Plan Adjustments</b>				
Project Manager Reclassification	-	-	\$25,954	Reclassify Real Estate Coordinator to Project Manager to handle deferred maintenance projects
Security Manager	1.00	48,232	48,232	To coordinate security services throughout the County
Library Cash Pick-Up	-	70,000	70,000	Cash pick-up services for branch libraries
Park Security	-	227,000	227,000	Additional patrols for Park and Recreation facilities
Facility Maintenance	-	536,273	536,273	Increase in facility maintenance contracts to maintain County property
<b>Investing in Our Employees</b>				
Pay-For-Performance	-	66,599	66,599	Pay for performance adjustment is allocated after budget adoption

## Asset and Facility Management

Service Name	FTE	PTE	FY2018 County Funding	FY2018 Total Budget	FY2017 Total Budget
CORPORATE FLEET MANAGEMENT (AFM)	2	0	709,288	709,288	715,611
COURIER SERVICES (AFM)	3	0	173,086	173,086	149,492
DESIGN AND CONSTRUCTION PROJECT MANAGEMENT (AFM)	13	0	288,857	288,857	331,352
FACILITY MANAGEMENT (AFM)	11	0	22,417,521	22,643,021	22,059,677
FACILITY SECURITY (AFM)	4	0	3,640,743	3,640,743	3,264,797
REAL ESTATE MANAGEMENT (AFM)	3	0	450,849	450,849	439,269
SPIRIT SQUARE/FACILITY MAINTENANCE (AFM)	0	0	750,000	750,000	750,000
<b>Grand Totals:</b>	<b>36</b>	<b>0</b>	<b>28,430,344</b>	<b>28,655,844</b>	<b>27,710,198</b>
<b>Revenue Totals:</b>				<b>225,500</b>	<b>225,500</b>

## CORPORATE FLEET MANAGEMENT (AFM)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Customer satisfaction rating	Customer	84	98.93	97.9	117.8%
Fleet availability rate	Outcome	95	97.66	97.6	102.8%
Number of vehicles in County fleet	Output	0	1,133	1,109	0.00%
Vehicle repair/maintenance services received	Output	0	3,893	3,478	0.00%
Vehicles replaced during fiscal year	Output	0	86	166	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$198,150	\$187,276	\$71,072	5.8%
Contractual Services	\$108,475	\$105,736	\$100,400	2.6%
Commodities	\$289,668	\$291,349	\$315,723	-0.58%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$112,995	\$131,250	\$103,126	-13.91%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$709,288</b>	<b>\$715,611</b>	<b>\$590,321</b>	<b>-0.88%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$709,288</b>	<b>\$715,611</b>	<b>\$590,321</b>	<b>-0.88%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	2	0	2	0	1	0	0	0

## COURIER SERVICES (AFM)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Customer satisfaction rating	Customer	84	100	96.92	119.0%
Mail delivery rate	Efficiency	92	98.53	98.7	107.1%
# of pieces of mail processed for US mailing	Output	0	226,744	283,642	0.00%
Returned mail rate	Outcome	1.5	0.06	0.07	2,500.0%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$173,086	\$149,492	\$92,318	15.8%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$173,086</b>	<b>\$149,492</b>	<b>\$92,318</b>	<b>15.8%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$173,086</b>	<b>\$149,492</b>	<b>\$92,318</b>	<b>15.8%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	3	0	3	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, Park and Recreation, and Library facilities.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Construction & Capital projects completed on schedule	Efficiency	94	86.36	93.8	91.9%
Construction & Capital projects completed w/in org. budget	Outcome	94	86.36	100	91.9%
Customer satisfaction rating	Customer	84	97.92	98.3	116.6%
# of Projects Managed	Output	0	134	143	0.00%
Projects achieving annual goals	Outcome	84	86.67	86.8	103.2%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$116,848	\$150,189	\$1,087,747	-22.20%
Contractual Services	\$142,884	\$144,655	\$142,517	-1.22%
Commodities	\$29,125	\$36,508	\$33,928	-20.22%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$288,857</b>	<b>\$331,352</b>	<b>\$1,264,192</b>	<b>-12.82%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$288,857</b>	<b>\$331,352</b>	<b>\$1,264,192</b>	<b>-12.82%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	13	0	13	0	13	0	0	0

## FACILITY MANAGEMENT (AFM)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Capital reserve project completion rate	Outcome	92	56	93	60.9%
Capital reserve projects completed on schedule	Efficiency	94	92	93	97.9%
Capital reserve projects managed	Output	0	80	79	0.00%
Corrective work order completion rate	Outcome	85	90.71	87.71	106.7%
Customer satisfaction rating	Customer	84	93.75	94.03	111.6%
Work orders received	Output	0	61,786	55,356	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,280,629	\$1,222,343	\$-12,149	4.8%
Contractual Services	\$21,316,867	\$20,806,916	\$20,244,356	2.5%
Commodities	\$23,201	\$28,094	\$30,593	-17.42%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$22,324	\$2,324	\$1,750	860.6%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$22,643,021</b>	<b>\$22,059,677</b>	<b>\$20,264,550</b>	<b>2.6%</b>
<b>Total Revenue</b>	<b>\$693,500</b>	<b>\$693,500</b>	<b>\$678,000</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$22,417,521</b>	<b>\$21,834,177</b>	<b>\$20,016,550</b>	<b>2.7%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	11	0	11	0	11	0	0	0

## FACILITY SECURITY (AFM)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Cash pick-up rate	Outcome	98	98.88	98.41	100.9%
Customer satisfaction rating	Customer	84	99.79	98.5	118.8%
Employee security satisfaction rate	Outcome	82	83.4	81	101.7%
# security issues addressed	Output	0	1,277	1,292	0.00%
# successful cash pick-ups	Output	0	6,367	6,578	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$305,704	\$226,758	\$156,380	34.8%
Contractual Services	\$3,324,839	\$3,027,839	\$2,426,645	9.8%
Commodities	\$10,200	\$10,200	\$10,200	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$3,640,743</b>	<b>\$3,264,797</b>	<b>\$2,593,225</b>	<b>11.5%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$3,640,743</b>	<b>\$3,264,797</b>	<b>\$2,593,225</b>	<b>11.5%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	4	0	3	0	2	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Customer satisfaction rating	Customer	84	100	98.5	119.0%
Projects achieving annual goals	Outcome	94	96	93.7	102.1%
Total land acquisition	Output	0	138	408.5	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$178,294	\$166,714	\$464,778	6.9%
Contractual Services	\$271,557	\$271,557	\$257,755	0.00%
Commodities	\$998	\$998	\$2,300	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$450,849</b>	<b>\$439,269</b>	<b>\$724,833</b>	<b>2.6%</b>
<b>Total Revenue</b>	<b>\$253,431</b>	<b>\$253,431</b>	<b>\$238,632</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$450,849</b>	<b>\$439,269</b>	<b>\$724,833</b>	<b>2.6%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	3	0	3	0	4	0	0	0

## SPIRIT SQUARE/FACILITY MAINTENANCE (AFM)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures are not required	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$750,000	\$750,000	\$750,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$750,000</b>	<b>\$750,000</b>	<b>\$750,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$750,000</b>	<b>\$750,000</b>	<b>\$750,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

# Behavioral Health Division

## Mission

To develop action and improvement plans to address and resolve behavioral health issues and concerns identified by Health and Human Services Departments and by Criminal Justice Services.

## Responsibilities

\*Provide guidance, knowledge, and expertise to Health and Human Services Departments and to Criminal Justice Services 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, programmatic service reviews, and cross system collaboration.

Budget and Staff Resources				
Budget Overview		FY2018 Adopted	FY2017 Amended	FY2016 Adopted
Personnel Services & Employee Benefits		\$890,547	\$1,031,760	\$737,519
Contractual Services		11,766,623	11,764,954	10,766,785
Commodities		4,550	30,098	2,300
Other Charges		0	19,950	0
Interdepartmental		3,000	3,000	0
Capital Outlay		0	0	0
<b>Total Expense</b>		<b>\$12,664,720</b>	<b>\$12,849,762</b>	<b>\$11,506,604</b>
<b>Total Revenue</b>		<b>\$377,711</b>	<b>\$367,711</b>	<b>\$0</b>
<b>Net County Dollars</b>		<b>\$12,287,009</b>	<b>\$12,482,051</b>	<b>\$11,506,604</b>

Position Summary					
FY2018 Adopted		FY2017 Adopted		FY2016 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
10	0	10	0	6	0

## **Behavioral Health Division**

### **Major Funding Adjustments**

Here is a list of approved Fiscal Year 2018 operating budget requests to assist the department with meeting its goals and objectives as approved by the Board of County Commissioners.

<b>Adjustment</b>	<b>FTE</b>	<b>County</b>	<b>Total</b>	<b>Description</b>
<b>Investing in Our Employees</b>				
Pay-For-Performance	-	\$19,721	\$19,721	Pay for performance adjustment is allocated after budget adoption

## Behavioral Health Division

Service Name	FTE	PTE	FY2018 County Funding	FY2018 Total Budget	FY2017 Total Budget
ADMINISTRATION (BHD)	10	0	12,287,009	12,664,720	12,785,047
<b>Grand Totals:</b>	<b>10</b>	<b>0</b>	<b>12,287,009</b>	<b>12,664,720</b>	<b>12,785,047</b>
<b>Revenue Totals:</b>				<b>377,711</b>	<b>367,711</b>

## ADMINISTRATION (BHD)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures are not required	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$890,547	\$1,020,245	\$737,519	-12.71%
Contractual Services	\$11,766,623	\$11,742,804	\$10,766,785	0.2%
Commodities	\$4,550	\$21,998	\$2,300	-79.32%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$3,000	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$12,664,720</b>	<b>\$12,785,047</b>	<b>\$11,506,604</b>	<b>-0.94%</b>
<b>Total Revenue</b>	<b>\$377,711</b>	<b>\$367,711</b>	<b>\$0</b>	<b>2.7%</b>
<b>Net County Dollars</b>	<b>\$12,287,009</b>	<b>\$12,417,336</b>	<b>\$11,506,604</b>	<b>-1.05%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	10	0	10	0	6	0	0	0

# Child Support Enforcement

## Mission

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

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

## Responsibilities

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

Specific Services Include:

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

Budget and Staff Resources			
Budget Overview	FY2018 Adopted	FY2017 Amended	FY2016 Adopted
Personnel Services & Employee Benefits	\$8,896,094	\$8,337,104	\$7,597,482
Contractual Services	1,413,966	1,270,195	1,108,419
Commodities	110,473	151,442	161,548
Other Charges	0	0	0
Interdepartmental	6,082	6,082	10,677
Capital Outlay	0	0	0
<b>Total Expense</b>	<b>\$10,426,615</b>	<b>\$9,764,823</b>	<b>\$8,878,126</b>
<b>Total Revenue</b>	<b>\$7,296,396</b>	<b>\$6,918,840</b>	<b>\$6,331,358</b>
<b>Net County Dollars</b>	<b>\$3,130,219</b>	<b>\$2,845,983</b>	<b>\$2,546,768</b>

Position Summary					
FY2018 Adopted		FY2017 Adopted		FY2016 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
117	0	115	1	110	1

# Child Support Enforcement

## Major Funding Adjustments

Here is a list of approved Fiscal Year 2018 operating budget requests to assist the department with meeting its goals and objectives as approved by the Board of County Commissioners.

<b>Adjustment Other Adjustments</b>	<b>FTE</b>	<b>County</b>	<b>Total</b>	<b>Description</b>
Background Checks	-	\$13,541	\$39,827	Child Support Enforcement-funded position in Human Resources for background checks
Charlotte East Lease	-	4,389	12,908	Increase based upon scheduled price escalation
Genetic Testing Lab Analysis Fees	-	8,500	25,000	Additional funds to increase the number of genetic tests that assist with establishing paternity
Miscellaneous Requests	-	20,606	60,606	Increase for over-time, mileage and parking reimbursements.
Postage	-	6,800	20,000	Increase in court documents being mailed and implementation of Dual Notice Establishment and Enforcement.
Software Maintenance and Tech Support	-	25,683	75,538	Increases to QFLOW, TurboCourt and the NC State ACTS Reflections systems
<b>Investing in Our Employees</b>				
Pay-For-Performance	-	53,659	53,659	Pay for performance adjustment is allocated after budget adoption

## Child Support Enforcement

Service Name	FTE	PTE	FY2018 County Funding	FY2018 Total Budget	FY2017 Total Budget
CHILD SPRT ENFORCEMENT CUSTOMER SPRT & CASE MGT (CSE)	106	0	2,779,770	9,232,661	8,550,811
CHILD SUPPORT COURT SERVICES (CSE)	6	0	171,992	656,131	627,990
CHILD SUPPORT ENFORCEMENT ADMINISTRATION (CSE)	5	0	178,457	537,823	537,861
<b>Grand Totals:</b>	<b>117</b>	<b>0</b>	<b>3,130,219</b>	<b>10,426,615</b>	<b>9,716,662</b>
<b>Revenue Totals:</b>				<b>7,296,396</b>	<b>6,918,840</b>

## 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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Arrears Collection Rate	Efficiency	64.23	63.75	63.73	99.3%
Current Support Collection Rate	Impact	63.61	62.72	63.11	98.6%
Customer Satisfaction Rating	Customer	84	96.67	90.82	115.1%
Paternity Establishment Rate	Impact	94.48	94.51	93.48	100.0%
Support Order Establishment Rate	Impact	72.27	73.04	70.27	101.1%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$7,742,246	\$7,203,198	\$6,525,113	7.5%
Contractual Services	\$1,384,466	\$1,240,695	\$1,088,919	11.6%
Commodities	\$99,867	\$100,836	\$150,942	-0.96%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$6,082	\$6,082	\$10,677	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$9,232,661</b>	<b>\$8,550,811</b>	<b>\$7,775,651</b>	<b>8.0%</b>
<b>Total Revenue</b>	<b>\$6,452,891</b>	<b>\$6,047,636</b>	<b>\$5,539,613</b>	<b>6.7%</b>
<b>Net County Dollars</b>	<b>\$2,779,770</b>	<b>\$2,503,175</b>	<b>\$2,236,038</b>	<b>11.0%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	106	0	104	1	100	1	2	(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).

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Customer Satisfaction Rating	Impact	84	92.5	92.13	110.1%
Paternity established during the fiscal year	Output	0	3,616	2,860	0.00%
Service of process success rate	Impact	87	82.92	85.56	95.3%
Support orders established during the fiscal year	Output	0	2,187	2,087	0.00%
% Voluntary paternity agreements	Efficiency	0	85.23	94.96	0.00%
% Voluntary support orders	Efficiency	65	54.92	63.77	84.5%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$636,525	\$568,384	\$642,245	12.0%
Contractual Services	\$13,000	\$13,000	\$3,000	0.00%
Commodities	\$6,606	\$46,606	\$6,606	-85.83%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$656,131</b>	<b>\$627,990</b>	<b>\$651,851</b>	<b>4.5%</b>
<b>Total Revenue</b>	<b>\$484,139</b>	<b>\$511,838</b>	<b>\$425,738</b>	<b>-5.41%</b>
<b>Net County Dollars</b>	<b>\$171,992</b>	<b>\$116,152</b>	<b>\$226,113</b>	<b>48.1%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	6	0	6	0	6	0	0	0

## CHILD SUPPORT ENFORCEMENT ADMINISTRATION (CSE)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Cost-Effectiveness	Impact	4	5.35	5.9	133.8%
Customer Satisfaction Rating	Customer	84	95.32	91.63	113.5%
% Employee Motivation & Satisfaction	Impact	84	89	90	106.0%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$517,323	\$517,361	\$430,124	-0.01%
Contractual Services	\$16,500	\$16,500	\$16,500	0.00%
Commodities	\$4,000	\$4,000	\$4,000	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$537,823</b>	<b>\$537,861</b>	<b>\$450,624</b>	<b>-0.01%</b>
<b>Total Revenue</b>	<b>\$359,366</b>	<b>\$359,366</b>	<b>\$366,007</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$178,457</b>	<b>\$178,495</b>	<b>\$84,617</b>	<b>-0.02%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	5	0	5	0	4	0	0	0

# Commissioners

## Mission

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

## Responsibilities

Funding provides Commissioners' salaries, benefits and travel expenses.

Budget and Staff Resources				
Budget Overview		FY2018 Adopted	FY2017 Amended	FY2016 Adopted
Personnel Services & Employee Benefits		\$537,276	\$485,435	\$305,635
Contractual Services		70,399	70,399	107,692
Commodities		5,500	5,500	5,500
Other Charges		0	0	0
Interdepartmental		0	0	0
Capital Outlay		0	0	0
<b>Total Expense</b>		<b>\$613,175</b>	<b>\$561,334</b>	<b>\$418,827</b>
<b>Total Revenue</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net County Dollars</b>		<b>\$613,175</b>	<b>\$561,334</b>	<b>\$418,827</b>

Position Summary					
FY2018 Adopted		FY2017 Adopted		FY2016 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
9	0	9	0	9	0

## Commissioners

### **Major Funding Adjustments**

Here is a list of approved Fiscal Year 2018 operating budget requests to assist the department with meeting its goals and objectives as approved by the Board of County Commissioners.

<b>Adjustment</b>	<b>FTE</b>	<b>County</b>	<b>Total</b>	<b>Description</b>
<b>Other Adjustments</b>				
Allowances increase	-	\$4,515	\$4,515	Total increase for auto, technology and expenses allowances
<b>Investing in Our Employees</b>				
Pay-For-Performance	-	8,919	8,919	Pay for performance adjustment is allocated after budget adoption

## Commissioners

Service Name	FTE	PTE	FY2018 County Funding	FY2018 Total Budget	FY2017 Total Budget
COMMISSIONERS (COM)	9	0	613,175	613,175	552,698
<b>Grand Totals:</b>	<b>9</b>	<b>0</b>	<b>613,175</b>	<b>613,175</b>	<b>552,698</b>
<b>Revenue Totals:</b>					

## COMMISSIONERS (COM)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$537,276	\$476,799	\$305,635	12.7%
Contractual Services	\$70,399	\$70,399	\$107,692	0.00%
Commodities	\$5,500	\$5,500	\$5,500	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$613,175</b>	<b>\$552,698</b>	<b>\$418,827</b>	<b>10.9%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$613,175</b>	<b>\$552,698</b>	<b>\$418,827</b>	<b>10.9%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	9	0	9	0	9	0	0	0

# Community Resources

## Mission

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

## Responsibilities

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

Budget and Staff Resources				
Budget Overview		FY2018 Adopted	FY2017 Amended	FY2016 Adopted
Personnel Services & Employee Benefits		\$438,898	\$0	\$0
Contractual Services		0	0	0
Commodities		0	0	0
Other Charges		0	0	0
Interdepartmental		0	0	0
Capital Outlay		0	0	0
<b>Total Expense</b>		<b>\$438,898</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenue</b>		<b>\$138,418</b>	<b>\$0</b>	<b>\$0</b>
<b>Net County Dollars</b>		<b>\$300,480</b>	<b>\$0</b>	<b>\$0</b>

Position Summary					
FY2018 Adopted		FY2017 Adopted		FY2016 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
5	0	0	0	0	0

\*Funding for FY2018 includes Senior Administration for the Department of Community Resources. As the first Community Resource Center comes on-line in late FY2018, existing positions and operating costs will be transferred from Social Services, Child Support Enforcement, Public Health, and Community Support Services to integrate these services into the pilot location at the Valerie Woodward Center.

## Community Resources

### Major Funding Adjustments

Here is a list of approved Fiscal Year 2018 operating budget requests to assist the department with meeting its goals and objectives as approved by the Board of County Commissioners.

Adjustment	FTE	County	Total	Description
<b>Other Adjustments</b>				
(2) existing positions transferred to new department	2	\$149,724	\$213,892	Positions transferred from Social Services.
(3) new positions added for new department	3	\$150,756	\$225,006	Social Work Supervisor, Social Services Manager, and Admin Support Supervisor added to department
<b>Investing in Our Employees</b>				
Pay-For-Performance	-	\$3,016	\$3,016	Pay for performance adjustment is allocated after budget adoption

## Community Resources

Service Name	FTE	PTE	FY2018 County Funding	FY2018 Total Budget	FY2017 Total Budget
SENIOR ADMINISTRATION (DCR)	5	0	300,480	438,898	0
<b>Grand Totals:</b>	<b>5</b>	<b>0</b>	<b>300,480</b>	<b>438,898</b>	<b>0</b>
<b>Revenue Totals:</b>				<b>138,418</b>	

## SENIOR ADMINISTRATION (DCR)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures under development	No Indicator	0	0	0	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$438,898	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$438,898</b>	<b>\$0</b>	<b>\$0</b>	<b>100.0%</b>
<b>Total Revenue</b>	<b>\$138,418</b>	<b>\$0</b>	<b>\$0</b>	<b>100.0%</b>
<b>Net County Dollars</b>	<b>\$300,480</b>	<b>\$0</b>	<b>\$0</b>	<b>100.0%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	5	0	0	0	0	0	5	0

# Community Support Services

## Mission

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

## Responsibilities

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

Budget and Staff Resources			
Budget Overview	FY2018 Adopted**	FY2017 Amended	FY2016 Adopted*
Personnel Services & Employee Benefits	\$9,183,338	\$8,277,198	\$7,199,355
Contractual Services	7,267,099	5,823,020	6,721,283
Commodities	188,278	192,145	226,478
Other Charges	0	0	0
Interdepartmental	14,583	14,583	12,952
Capital Outlay	0	0	0
<b>Total Expense</b>	<b>\$16,653,298</b>	<b>\$14,306,946</b>	<b>\$14,160,068</b>
<b>Total Revenue</b>	<b>\$285,042</b>	<b>\$284,542</b>	<b>\$356,400</b>
<b>Net County Dollars</b>	<b>\$16,368,256</b>	<b>\$14,022,404</b>	<b>\$13,803,668</b>

Position Summary					
FY2018 Adopted		FY2017 Adopted		FY2016 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
109	1	100	2	94	1

\* Includes one-time fund balance allocation

\*\* Includes \$322,000 in Restricted Contingency

## Community Support Services

### **Major Funding Adjustments**

Here is a list of approved Fiscal Year 2018 operating budget requests to assist the department with meeting its goals and objectives as approved by the Board of County Commissioners.

<b>Adjustment</b>	<b>FTE</b>	<b>County</b>	<b>Total</b>	<b>Description</b>
<b>Strategic Business Plan Adjustments</b>				
Annualized funding for positions	6.00	\$555,226	\$555,226	For positions added in FY2017 by Board of County Commissioners
<b>Other Adjustments</b>				
Supportive Housing Contract Increases	-	322,000	322,000	Funding for additional Supportive Housing Contracts, placed in Restricted Contingency
100 Black Men of Charlotte – Mentoring	-	20,000	20,000	Sunset CSG approved as a vendor
ADA Jenkins Families and Career Development	-	25,000	25,000	Sunset CSG approved as a vendor
ASC – Studio 345	-	350,000	350,000	Sunset CSG approved as a vendor
Big Brothers Big Sisters	-	50,000	50,000	Sunset CSG approved as a vendor
Big Brothers Big Sisters Mentor 2.0	-	25,000	25,000	Sunset CSG approved as a vendor
Communities in Schools	-	900,000	900,000	Sunset CSG approved as a vendor
<b>Investing in Our Employees</b>				
Pay-For-Performance	-	166,082	166,082	Pay for performance adjustment is allocated after budget adoption

## Community Support Services

Service Name	FTE	PTE	FY2018 County Funding	FY2018 Total Budget*	FY2017 Total Budget
100 BLACK MEN OF CHARLOTTE - MENTORING (CSG)	0	0	20,000	20,000	20,000
ADA JENKINS FAMILIES AND CAREER DEVELOPMENT (CSG)	0	0	25,000	25,000	25,000
ADULT SUBSTANCE ABUSE TREATMENT CONTINUUM (CSS)	26	1	2,014,166	2,198,808	1,985,952
ASC - STUDIO 345 (CSG)	0	0	350,000	350,000	350,000
BIG BROTHERS BIG SISTERS (CSG)	0	0	50,000	50,000	50,000
BIG BROTHERS BIG SISTERS MENTOR 2.0 (CSG)	0	0	25,000	25,000	25,000
COMMUNITIES IN SCHOOLS (CSG)	0	0	900,000	900,000	1,063,000
COMMUNITY SUPPORT SERVICES ADMINISTRATION (CSS)	7	0	936,021	936,021	900,508
DOMESTIC VIOLENCE PERPETRATOR SERVICES (CSS)	6	0	696,986	786,986	682,972
DV ADULT VICTIM SERVICES (CSS)	19	1	2,952,677	2,959,077	2,912,431
DV CHILDREN SERVICES (CSS)	7	0	777,691	781,691	752,889
HOMELESS HOUSING SERVICES MOORE PLACE (CSS)	12	0	987,797	987,797	376,744
HOMELESS RESOURCE SERVICES (CSS)	16	0	2,809,271	2,809,271	2,730,537
SHELTER PLUS CARE SERVICES (CSS)	2	0	207,283	207,283	193,639
SUPPORTIVE HOUSING (CSS)	0	0	2,449,954	2,449,954	1,717,148
VETERANS SERVICES (CSS)	14	0	1,166,410	1,166,410	1,142,451
<b>Grand Totals:</b>	<b>109</b>	<b>1</b>	<b>16,368,256</b>	<b>16,368,298</b>	<b>13,395,271</b>
<b>Revenue Totals:</b>				<b>285,042</b>	<b>197,900</b>

\* Includes \$322,000 in Restricted Contingency

## 100 BLACK MEN OF CHARLOTTE - MENTORING (CSG)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
All high school seniors will graduate	Outcome	100	100	100	100.0%
Mentees will have no days of school suspension	Outcome	95	92	95	96.8%
Mentees will improve their grade point average	Outcome	50	44.29	25	88.6%
Movement of youth mentoring program mentees	Output	60	59	59	98.3%
Movement of youth parents association (# of parents)	Output	55	58	58	105.5%
Number of unduplicated individuals served	Output	115	117	117	101.7%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted*	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$20,000	\$20,000	\$20,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>0.00%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>0.00%</b>

\*Includes one-time fund balance allocation

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## ADA JENKINS FAMILIES AND CAREER DEVELOPMENT (CSG)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
# of client partners assisted by Lydia's Loft	Output	875	1,350	1,296	154.3%
# of client partners assisted through food pantry	Output	1,325	1,293	1,149	97.6%
# of client partners in the Life Compass program	Output	363	663	578	182.6%
# of individuals served by Meck Co CSG	Output	3,096	2,284	2,135	73.8%
% showing imp on Life Domain Rating Scale pre/post tests	Outcome	85	86	90	101.2%
% showing improvement on Employment pre/post tests	Outcome	85	98	84	115.3%
% showing improvement on Financial Literacy pre/post test	Outcome	85	85	85	100.0%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$25,000	\$25,000	\$25,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>0.00%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## ADULT SUBSTANCE ABUSE TREATMENT CONTINUUM (CSS)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% connected to comm resource within 3 days (shelters only)	Efficiency	0	100	0	0.00%
Customer satisfaction rating	Customer	84	98	97.09	116.7%
Percentage connected to community resource after treatment	Outcome	0	100	0	0.00%
Percentage successfully completing treatment	Outcome	0	76	0	0.00%
Recidivism rate for Jail Substance Abuse Program	Outcome	0	19	21	0.00%
Total discharge plans created	Output	0	1,703	0	0.00%
Total screenings per intake at all SU locations	Output	0	1,225	0	0.00%
Total served at all SU locations	Output	0	1,841	0	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,986,675	\$1,865,104	\$2,318,935	6.5%
Contractual Services	\$180,444	\$89,659	\$155,067	101.3%
Commodities	\$31,689	\$31,189	\$63,829	1.6%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$1,167	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$2,198,808</b>	<b>\$1,985,952</b>	<b>\$2,538,998</b>	<b>10.7%</b>
<b>Total Revenue</b>	<b>\$184,642</b>	<b>\$35,000</b>	<b>\$265,877</b>	<b>427.5%</b>
<b>Net County Dollars</b>	<b>\$2,014,166</b>	<b>\$1,950,952</b>	<b>\$2,273,121</b>	<b>3.2%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	26	1	25	1	90	1	1	(1)

## ASC - STUDIO 345 (CSG)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Decreased reports of in-school behavioral incidents	Outcome	25	12	0	48.0%
Students served in Studio 345 program	Output	160	205	207	128.1%
Studio 345 12th grade student graduation rate	Outcome	80	100	100	125.0%
Studio 345 student program attendance rate	Output	85	87	86	102.4%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$350,000	\$350,000	\$350,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$350,000</b>	<b>\$350,000</b>	<b>\$350,000</b>	<b>0.00%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$350,000</b>	<b>\$350,000</b>	<b>\$350,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## BIG BROTHERS BIG SISTERS (CSG)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Active Number of Matches at Fiscal Year-End	Output	1,107	1,589	1,012	143.5%
% Decrease in Truancy	Outcome	35	54	51	154.3%
% Increased Grades Overall	Outcome	45	38	40	84.4%
% Increased Scholastic Competency	Outcome	55	41	51	74.5%
Total Children Served School Based Programming	Output	543	552	614	101.7%
% With C or below average will improve grades	Outcome	84	77	74	91.7%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$50,000	\$50,000	\$50,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>0.00%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## BIG BROTHERS BIG SISTERS MENTOR 2.0 (CSG)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
# Active Mentor 2.0 matches at end of school year	Output	90	92	101	102.2%
% increase in education expectations	Outcome	45	33	23	73.3%
# of individuals served by Meck Co CSG	Output	100	152	125	152.0%
% with C or below average that improve grades	Outcome	84	62	77	73.8%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$25,000	\$25,000	\$25,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>0.00%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## COMMUNITIES IN SCHOOLS (CSG)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Academic/Attendance Monitoring & Assistance	Output	18,300	23,752	32,502	129.8%
Critical Needs (Basic Resources and Health Services)	Output	25,700	38,001	20,876	147.9%
% Graduation rate	Outcome	91	0	0	0.00%
Motivation and Behavior Interventions	Output	20,700	22,310	28,703	107.8%
# of college awareness and career exploration services	Output	9,000	8,665	10,660	96.3%
# of unduplicated individuals served	Output	1,500	1,623	1,538	108.2%
% participants with consistent daily school attendance	Outcome	86	84	86	97.7%
# receiving family support and involvement services	Output	6,300	8,272	16,389	131.3%
% stay in school	Outcome	98	0	0	0.00%
% student promotion rate	Outcome	85	0	0	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$900,000	\$1,063,000	\$1,063,000	-15.33%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$900,000</b>	<b>\$1,063,000</b>	<b>\$1,063,000</b>	<b>-15.33%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$900,000</b>	<b>\$1,063,000</b>	<b>\$1,063,000</b>	<b>-15.33%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## COMMUNITY SUPPORT SERVICES ADMINISTRATION (CSS)

### **Service Description:**

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Employee Motivation & Satisfaction	Impact	84		91	107.1%
% Key Performance Indicators achieved	Impact	0	0	90	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$789,851	\$767,363	\$721,684	2.9%
Contractual Services	\$127,839	\$113,914	\$111,634	12.2%
Commodities	\$18,331	\$19,231	\$21,250	-4.68%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$936,021</b>	<b>\$900,508</b>	<b>\$854,568</b>	<b>3.9%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$936,021</b>	<b>\$900,508</b>	<b>\$854,568</b>	<b>3.9%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	7	0	7	0	7	0	0	0

## DOMESTIC VIOLENCE PERPETRATOR SERVICES (CSS)

### **Service Description:**

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
# of active clients served	Output	0	828	787	0.00%
Recidivism Rate	Outcome	15	5.2	11.7	288.5%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$624,791	\$520,777	\$578,695	20.0%
Contractual Services	\$150,870	\$150,870	\$109,664	0.00%
Commodities	\$11,325	\$11,325	\$11,325	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$786,986</b>	<b>\$682,972</b>	<b>\$699,684</b>	<b>15.2%</b>
<b>Total Revenue</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$696,986</b>	<b>\$592,972</b>	<b>\$609,684</b>	<b>17.5%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	6	0	5	0	6	0	1	0

## DV ADULT VICTIM SERVICES (CSS)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	84	100	100	119.0%
DV Safety Rate	Impact	95	100	100	105.3%
Knowledge Improvement Rate	Impact	88	90.5	90.5	102.8%
# of active client cases	Output	0	1,155	1,100	0.00%
% of Employees Meeting Productivity Goals	Efficiency	85	88.2	86.7	103.8%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,641,979	\$1,580,460	\$1,173,782	3.9%
Contractual Services	\$1,260,540	\$1,280,170	\$1,288,220	-1.53%
Commodities	\$56,558	\$51,801	\$44,889	9.2%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$2,959,077</b>	<b>\$2,912,431</b>	<b>\$2,506,891</b>	<b>1.6%</b>
<b>Total Revenue</b>	<b>\$6,400</b>	<b>\$6,400</b>	<b>\$6,400</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$2,952,677</b>	<b>\$2,906,031</b>	<b>\$2,500,491</b>	<b>1.6%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	19	1	20	1	15	1	-1	(1)

## DV CHILDREN SERVICES (CSS)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer Satisfaction rating	Customer	84	100	100	119.0%
DV Safety Rate	Impact	95	100	100	105.3%
Knowledge Improvement Rate Index	Outcome	88	97	97	110.2%
# of active child/adolescent cases	Output	0	562	482	0.00%
% of Employees Meeting Productivity Goals	Efficiency	85	83	100	97.6%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$628,341	\$590,665	\$558,140	6.4%
Contractual Services	\$121,700	\$121,550	\$148,950	0.1%
Commodities	\$17,067	\$26,091	\$33,142	-34.59%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$14,583	\$14,583	\$12,952	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$781,691</b>	<b>\$752,889</b>	<b>\$753,184</b>	<b>3.8%</b>
<b>Total Revenue</b>	<b>\$4,000</b>	<b>\$3,500</b>	<b>\$0</b>	<b>14.3%</b>
<b>Net County Dollars</b>	<b>\$777,691</b>	<b>\$749,389</b>	<b>\$753,184</b>	<b>3.8%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	7	0	7	0	8	0	0	0

## HOMELESS HOUSING SERVICES MOORE PLACE (CSS)

### **Service Description:**

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Case management and clinical supports per resident	Output	0	4.17	3.9	0.00%
% clinical assessments completed timely	Efficiency	85	90.75	100	106.8%
% customer satisfaction	Customer	84	94	97.81	111.9%
% of caseload that remains stably housed.	Outcome	90	95.3	99.11	105.9%
% of days residents spend incarcerated or hospitalized	Outcome	5	1.6	1.46	312.5%
% residents who achieve 1 or more case plan goals	Outcome	80	80	75.4	100.0%
% service plans completed timely	Efficiency	88	90.75	100	103.1%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$987,797	\$376,744	\$353,317	162.2%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$987,797</b>	<b>\$376,744</b>	<b>\$353,317</b>	<b>162.2%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$987,797</b>	<b>\$376,744</b>	<b>\$353,317</b>	<b>162.2%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	12	0	5	0	5	0	7	0

## HOMELESS RESOURCE SERVICES (CSS)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% customer satisfaction	Customer	84	95	94.18	113.1%
# of coordinated assessments conducted	Output	0	4,461	5,224	0.00%
# of individuals diverted from the homeless shelter	Output	0	239	108	0.00%
# of meals provided	Output	0	20,852	25,341	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted*	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,344,475	\$1,245,322	\$1,035,584	8.0%
Contractual Services	\$1,432,176	\$1,390,995	\$1,608,495	3.0%
Commodities	\$32,620	\$94,220	\$44,145	-65.38%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$2,809,271</b>	<b>\$2,730,537</b>	<b>\$2,688,224</b>	<b>2.9%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$63,000</b>	<b>\$200,000</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$2,809,271</b>	<b>\$2,667,537</b>	<b>\$2,488,224</b>	<b>5.3%</b>

\*Includes on-time fund balance allocation

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	16	0	15	0	13	0	1	0

## SHELTER PLUS CARE SERVICES (CSS)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Average # of days to lease signing	Efficiency	90	55.6	72.7	161.9%
Avg households served by Shelter Plus Care per month	Output	245	283	242	115.5%
% Customer Satisfaction rating	Customer	84	99	99.58	117.9%
Employment and Income Growth for Homeless Persons	Outcome	65	74	79	113.8%
% of caseload that remains stably housed	Outcome	85	96.9	98.1	114.0%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$171,450	\$164,639	\$154,585	4.1%
Contractual Services	\$34,933	\$29,000	\$0	20.5%
Commodities	\$900	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$207,283</b>	<b>\$193,639</b>	<b>\$154,585</b>	<b>7.0%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$207,283</b>	<b>\$193,639</b>	<b>\$154,585</b>	<b>7.0%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	2	0	2	0	2	0	0	0

## SUPPORTIVE HOUSING (CSS)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Housing Stability	Outcome	85	87	0	102.4%
Number housed as of last day of reporting period	Output	0	45	0	0.00%
Number of arrests for year	Output	0	26	0	0.00%
Number of trips to the Emergency Room for year	Output	0	64	0	0.00%

Budget Overview	FY2018 Adopted*	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$2,127,954	\$1,717,148	\$3,246,148	23.9%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$322,000	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$2,449,954</b>	<b>\$1,717,148</b>	<b>\$3,246,148</b>	<b>42.7%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$2,449,954</b>	<b>\$1,717,148</b>	<b>\$3,246,148</b>	<b>42.7%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

\* Includes \$322,000 in Restricted Contingency

## VETERANS SERVICES (CSS)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	84	99.6	99.8	118.6%
Federal VA expenditures for Compensation and Pension	Outcome	0	207,379,000	0	0.00%
Number of outreach events for VSO	Output	0	228	0	0.00%
Number of participants at outreach events	Output	0	9,393	0	0.00%
% of claims scanned and indexed in database w/in 5 bus. days	Efficiency	85	86	85	101.2%
# of Customers Served (duplicated) at Main VSO Office	Output	0	12,147	10,381	0.00%
# of new claims filed	Output	2,650	3,607	3,361	136.1%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,007,979	\$983,770	\$918,365	2.5%
Contractual Services	\$138,643	\$139,893	\$139,893	-0.89%
Commodities	\$19,788	\$18,788	\$21,563	5.3%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,166,410</b>	<b>\$1,142,451</b>	<b>\$1,079,821</b>	<b>2.1%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,166,410</b>	<b>\$1,142,451</b>	<b>\$1,079,821</b>	<b>2.1%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	14	0	14	0	14	0	0	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		FY2018 Adopted	FY2017 Amended	FY2016 Adopted
Personnel Services & Employee Benefits		\$9,892,685	\$8,912,353	\$7,815,719
Contractual Services		3,236,717	3,308,365	3,300,870
Commodities		148,544	161,360	161,569
Other Charges		0	0	750,000
Interdepartmental		42,597	36,758	34,491
Capital Outlay		83,500	1,000	1,000
<b>Total Expense</b>		<b>\$13,404,043</b>	<b>\$12,419,836</b>	<b>\$12,063,649</b>
<b>Total Revenue</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net County Dollars</b>		<b>\$13,404,043</b>	<b>\$12,419,836</b>	<b>\$12,063,649</b>

Position Summary					
FY2018 Adopted		FY2017 Adopted		FY2016 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
121	0	107	0	99	0

## Major Funding Adjustments

Here is a list of approved Fiscal Year 2018 operating budget requests to assist the department with meeting its goals and objectives as approved by the Board of County Commissioners.

<b>Adjustment</b>	<b>FTE</b>	<b>County</b>	<b>Total</b>	<b>Description</b>
<b>Strategic Business Plan Adjustments</b>				
Appraiser Technicians	5.00	\$283,740	\$283,740	Staff to canvass additional property each year and decrease reliance on temporary labor
Assessment Analysts	5.00	239,749	239,749	Provide research, analysis and support for real property assessment
Assessment Manager	1.00	53,479	53,479	Provide oversight of appraisers and temporary staff
<b>Other Adjustments</b>				
Property Assessment Administrative Support	2.00	36,911	81,911	Support for customer walk-ins, inquires and other duties as needed (partially funded from realignments)
Property Assessment QC Coordinator	1.00	72,187	72,187	To test, review and improve assessment quality for personal property
<b>Investing in Our Employees</b>				
Pay-For-Performance	-	160,023	160,023	Pay for performance adjustment is allocated after budget adoption

## County Assessor's Office

Service Name	FTE	PTE	FY2018 County Funding	FY2018 Total Budget	FY2017 Total Budget
ADMINISTRATIVE SUPPORT (CAO)	7	0	1,056,769	1,056,769	927,101
BUSINESS PERSONAL PROPERTY AUDIT (CAO)	3	0	1,654,542	1,654,542	1,644,240
INFORMATION SYSTEM (CAO)	9	0	1,877,480	1,877,480	2,046,755
PROPERTY ASSESSMENT SERVICES (CAO)	35	0	2,567,696	2,567,696	2,357,624
REAL PROPERTY VALUATION (CAO)	64	0	5,679,333	5,679,333	4,751,761
SENIOR ADMINISTRATION (CAO)	3	0	568,223	568,223	548,028
<b>Grand Totals:</b>	<b>121</b>	<b>0</b>	<b>13,404,043</b>	<b>13,404,043</b>	<b>12,275,509</b>
<b>Revenue Totals:</b>					

## ADMINISTRATIVE SUPPORT (CAO)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Customer Satisfaction Rating	Customer	84	99	99	117.9%
Training/Certification	Efficiency	85	100	100	117.6%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$615,205	\$485,537	\$558,996	26.7%
Contractual Services	\$428,564	\$428,564	\$425,317	0.00%
Commodities	\$12,000	\$12,000	\$15,247	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$1,000	\$1,000	\$1,000	0.00%
<b>Total Expenses</b>	<b>\$1,056,769</b>	<b>\$927,101</b>	<b>\$1,000,560</b>	<b>14.0%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,056,769</b>	<b>\$927,101</b>	<b>\$1,000,560</b>	<b>14.0%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	7	0	6	0	7	0	1	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Customer Satisfaction Rating	Customer	84	100	100	119.0%
Outsourced BPP Audits	Efficiency	100	100	100	100.0%
Training/Certification	Efficiency	85	100	100	117.6%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$269,876	\$259,574	\$236,144	4.0%
Contractual Services	\$1,379,548	\$1,379,548	\$1,379,548	0.00%
Commodities	\$2,105	\$2,105	\$2,105	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$3,013	\$3,013	\$3,013	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,654,542</b>	<b>\$1,644,240</b>	<b>\$1,620,810</b>	<b>0.6%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,654,542</b>	<b>\$1,644,240</b>	<b>\$1,620,810</b>	<b>0.6%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Customer Satisfaction Rating	Customer	84	93	100	110.7%
Percentage of major tasks completed on time	Efficiency	85	91	100	107.1%
Software Upgrade and Patch Success Rate	Efficiency	85	100	100	117.6%
Training/Certification	Efficiency	85	100	100	117.6%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,019,053	\$1,136,928	\$990,568	-10.37%
Contractual Services	\$840,401	\$891,801	\$918,931	-5.76%
Commodities	\$18,026	\$18,026	\$18,026	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,877,480</b>	<b>\$2,046,755</b>	<b>\$1,927,525</b>	<b>-8.27%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,877,480</b>	<b>\$2,046,755</b>	<b>\$1,927,525</b>	<b>-8.27%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	9	0	10	0	9	0	-1	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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	84	97	98	115.5%
Number of motor vehicles appraised	Output	0	726,559	720,153	0.00%
Number of personal property appraisals	Output	0	61,217	61,752	0.00%
Personal Property Timely assessment rate	Efficiency	93	96.3	99.78	103.5%
Training/Certification	Output	85	100	100	117.6%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$2,412,022	\$2,162,069	\$2,082,248	11.6%
Contractual Services	\$120,509	\$160,390	\$160,690	-24.87%
Commodities	\$35,165	\$35,165	\$35,165	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$2,567,696</b>	<b>\$2,357,624</b>	<b>\$2,278,103</b>	<b>8.9%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$2,567,696</b>	<b>\$2,357,624</b>	<b>\$2,278,103</b>	<b>8.9%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	35	0	32	0	33	0	3	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Assessment quality index (Sales Ratio - DOR)	Impact	90	80.01	90	88.9%
Customer satisfaction rating	Impact	84	99	99	117.9%
Real Property Canvassing	Impact	16	15	14	93.8%
Training/Certification	Impact	85	100	100	117.6%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$5,032,996	\$4,200,580	\$3,450,709	19.8%
Contractual Services	\$448,495	\$434,734	\$397,184	3.2%
Commodities	\$75,758	\$82,702	\$85,536	-8.40%
Other Expenses	\$0	\$0	\$750,000	0.00%
Interdepartmental	\$39,584	\$33,745	\$31,478	17.3%
Capital	\$82,500	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$5,679,333</b>	<b>\$4,751,761</b>	<b>\$4,714,907</b>	<b>19.5%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$5,679,333</b>	<b>\$4,751,761</b>	<b>\$4,714,907</b>	<b>19.5%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	64	0	53	0	44	0	11	0

## SENIOR ADMINISTRATION (CAO)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Ad Valorem Revenue for Annual County Budget	Impact	94	100.55	102.58	107.0%
Customer Satisfaction Rating	Customer	84	98	99	116.7%
Employee Climate Survey: Motivation and Satisfaction Index	Impact	84	87	86	103.6%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$543,533	\$523,338	\$497,054	3.9%
Contractual Services	\$19,200	\$19,200	\$19,200	0.00%
Commodities	\$5,490	\$5,490	\$5,490	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$568,223</b>	<b>\$548,028</b>	<b>\$521,744</b>	<b>3.7%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$568,223</b>	<b>\$548,028</b>	<b>\$521,744</b>	<b>3.7%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	3	0	3	0	3	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	FY2018 Adopted*	FY2017 Amended	FY2016 Adopted
Personnel Services & Employee Benefits	\$4,673,694	\$4,501,000	\$4,121,829
Contractual Services	6,957,971	5,768,306	5,171,343
Commodities	215,874	249,014	251,533
Other Charges	0	0	0
Interdepartmental	200	1,000	0
Capital Outlay	0	0	0
<b>Total Expense</b>	<b>\$11,847,739</b>	<b>\$10,519,320</b>	<b>\$9,544,705</b>
<b>Total Revenue</b>	<b>\$1,266,300</b>	<b>\$1,366,300</b>	<b>\$1,554,838</b>
<b>Net County Dollars</b>	<b>\$11,661,439</b>	<b>\$10,353,020</b>	<b>\$9,189,867</b>

Position Summary					
FY2018 Adopted		FY2017 Adopted		FY2016 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
60	0	59	0	56	0

\* Includes one-time fund balance allocation

# Criminal Justice Services

## **Major Funding Adjustments**

Here is a list of approved Fiscal Year 2018 operating budget requests to assist the department with meeting its goals and objectives as approved by the Board of County Commissioners.

<b>Adjustment</b>	<b>FTE</b>	<b>County</b>	<b>Total</b>	<b>Description</b>
<b>Strategic Business Plan Adjustments</b>				
Management Analyst & CPC Training	1.00	\$75,350	\$75,350	To conduct research, evaluations and performance monitoring as well as certify employees in administering the Correctional Programs Checklist (CPC)
<b>Other Adjustments</b>				
Courthouse Wayfinding	-	-	30,000	Direct courtroom traffic by displaying dockets on digital board
Juvenile Case Coordinator	1.00	50,004	50,004	To manage juvenile abuse, neglect and dependency and delinquency cases for Social Services
Key Court Officials (KCO) Strategic Planning Effort	-	-	35,000	External consultant to conduct a 6-to-8-month strategic planning process for KCO
Patterson-Pope/Filesolv-software	-	115,000	115,000	To provide funds for the on-going portion of the scanning project
District Attorney's Office	-	329,154	329,154	Remaining 6-months funding for salary supplements to assist with recruiting and retaining qualified district attorneys
Public Defender's Office	-	239,029	239,029	Remaining 6-months funding for salary supplements to assist with recruiting and retaining qualified public defenders
Self-Serve Center Judicial Assistant	-	45,000	45,000	Full-time contract employee to staff the Self-Serve Center and extend the hours of operations
Center for Community Transitions	-	100,000	100,000	Sunset CSG approved as a vendor
<b>Investing in Our Employees</b>				
Pay-For-Performance	-	78,686	78,686	Pay for performance adjustment is allocated after budget adoption

## Criminal Justice Services

Service Name	FTE	PTE	FY2018 County Funding	FY2018 Total Budget*	FY2017 Total Budget
CLERK OF SUPERIOR COURT (CJS)	0	0	297,265	413,265	426,067
COURT CHILD CARE (CJS)	0	0	235,000	235,000	227,575
CRIMINAL JUSTICE SERVICES ADMINISTRATION (CJS)	4	0	537,278	537,278	0
DISTRICT ATTORNEY'S OFFICE (CJS)	2	0	3,425,563	3,425,563	2,966,753
DRUG TREATMENT COURT (CJS)	16	0	1,293,984	1,293,984	1,227,056
FINE COLLECTIONS/POST JUDGMENT SERVICES CENTER (CJS)	2	0	137,265	137,265	192,926
FORENSIC EVALUATIONS (CJS)	7	0	940,786	946,086	890,617
PRETRIAL SERVICES (CJS)	19	0	1,569,415	1,569,415	1,501,033
PUBLIC DEFENDER'S OFFICE (CJS)	0	0	1,516,719	1,516,719	1,153,260
REENTRY SERVICES (CJS)	6	0	555,410	555,410	522,737
RESEARCH AND PLANNING (CJS)	4	0	362,759	362,759	769,907
THE CENTER FOR COMMUNITY TRANSITIONS - LIFEWORKS! (CSG)	0	0	100,000	100,000	0
TRIAL COURT ADMINISTRATOR'S OFFICE (CJS)	0	0	689,995	754,995	536,166
<b>Grand Totals:</b>	<b>60</b>	<b>0</b>	<b>11,661,439</b>	<b>11,847,739</b>	<b>10,414,097</b>
<b>Revenue Totals:</b>				<b>186,300</b>	<b>121,300</b>

\*Includes one-time fund balance allocation

## CLERK OF SUPERIOR COURT (CJS)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Customer satisfaction rate	Customer	84	85.99		102.4%
Number of training attendees	Output	0	821		0.00%
Number of trainings held	Output	0	20		0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$370,265	\$380,067	\$0	-2.58%
Commodities	\$43,000	\$46,000	\$0	-6.52%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$413,265</b>	<b>\$426,067</b>	<b>\$0</b>	<b>(0)</b>
<b>Total Revenue</b>	<b>\$116,000</b>	<b>\$116,000</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$297,265</b>	<b>\$310,067</b>	<b>\$0</b>	<b>-4.13%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## COURT CHILD CARE (CJS)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Average attendance	Output	0	28.34	30.7	0.00%
Cost per customer served	Efficiency	0	33.43	29.87	0.00%
% Customer satisfaction rating	Customer	84	99.6	99.4	118.6%
Daily average number of children on wait list	Outcome	0	1.3	2.1	0.00%
% easier court experience	Outcome	85	100	100	117.6%
% Improved Court Experience	Outcome	85	98.7	92	116.1%
Median length of visit	Output	0	1.85	3.68	0.00%
Number of visits to Center	Output	0	7,029	7,620	0.00%
% of families for non-criminal courts	Output	0	55	51	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$235,000	\$227,575	\$227,575	3.3%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$235,000</b>	<b>\$227,575</b>	<b>\$227,575</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$235,000</b>	<b>\$227,575</b>	<b>\$227,575</b>	<b>3.3%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$388,539	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$388,539</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$388,539</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## CRIMINAL JUSTICE SERVICES ADMINISTRATION (CJS)

### **Service Description:**

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures are not required	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$436,056	\$0	\$0	0.00%
Contractual Services	\$84,659	\$0	\$0	0.00%
Commodities	\$16,563	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$537,278</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$537,278</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	4	0	0	0	0	0	4	0

## DISTRICT ATTORNEY'S OFFICE (CJS)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
District Court filings	Output	0	150,892	171,978	0.00%
# of district court cases per ADA	Efficiency	0	12,574	13,229	0.00%
# of Superior Court cases per ADA	Efficiency	0	248	257	0.00%
Superior Court Filings	Output	0	13,907	13,634	0.00%
Timely Disposition of District Court Cases	Outcome	100	86		86.0%
Timely Disposition of Superior Court Cases	Outcome	100	69		69.0%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$134,961	\$130,984	\$229,702	3.0%
Contractual Services	\$3,273,602	\$2,817,269	\$1,723,368	16.2%
Commodities	\$17,000	\$18,500	\$15,500	-8.11%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$3,425,563</b>	<b>\$2,966,753</b>	<b>\$1,968,570</b>	<b>15.5%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$3,425,563</b>	<b>\$2,966,753</b>	<b>\$1,968,570</b>	<b>15.5%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	2	0	2	0	4	0	0	0

## 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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$408,372	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$408,372</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$408,372</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Cost per customer Served	Efficiency	0	1,661.07	2,795.37	0.00%
Customer Satisfaction Rate	Customer	84	94.2	81.2	112.1%
Drug Treatment Courts Graduation Rate	Impact	60	37	57	61.7%
% in treatment greater than 6 months	Outcome	70	0	0	0.00%
# of individuals admitted to program	Output	0	253	158	0.00%
# of individuals served by program	Output	0	750	396	0.00%
Public Safety Rate	Outcome	0	92.3	0	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,130,781	\$1,071,981	\$927,885	5.5%
Contractual Services	\$103,781	\$96,525	\$107,778	7.5%
Commodities	\$59,422	\$58,550	\$54,100	1.5%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,293,984</b>	<b>\$1,227,056</b>	<b>\$1,089,763</b>	<b>5.5%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,293,984</b>	<b>\$1,227,056</b>	<b>\$1,089,763</b>	<b>5.5%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	16	0	16	0	14	0	0	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$104,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$104,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$66,391</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$37,609</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## 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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Fine Collection Rate	Efficiency	87	84.26	84	96.9%
Total # cases referred to Fine Collections	Output	0	737	1,002	0.00%
Total dollars collected	Output	0	564,482.95	552,850	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$115,940	\$164,960	\$212,107	-29.72%
Contractual Services	\$20,325	\$24,166	\$87,508	-15.89%
Commodities	\$1,000	\$3,800	\$5,000	-73.68%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$137,265</b>	<b>\$192,926</b>	<b>\$304,615</b>	<b>-28.85%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$137,265</b>	<b>\$192,926</b>	<b>\$304,615</b>	<b>-28.85%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	2	0	3	0	3	0	-1	0

## FORENSIC EVALUATIONS (CJS)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Diversionary Screenings/Eligibility Assessments	Output	240	390	0	162.5%
Forensic Evaluations # Clients Served	Output	0	289	309	0.00%
Forensic Evaluations completion rate	Outcome	85	82	92	96.5%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$651,991	\$596,601	\$0	9.3%
Contractual Services	\$274,157	\$270,457	\$0	1.4%
Commodities	\$19,938	\$23,559	\$0	-15.37%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$946,086</b>	<b>\$890,617</b>	<b>\$0</b>	<b>6.2%</b>
<b>Total Revenue</b>	<b>\$5,300</b>	<b>\$5,300</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$940,786</b>	<b>\$885,317</b>	<b>\$0</b>	<b>6.3%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	7	0	7	0	0	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).

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$47,155	0.00%
Commodities	\$0	\$0	\$78,850	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$126,005</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$1,080,000</b>	<b>\$1,200,000</b>	<b>\$1,316,000</b>	<b>-10.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,005</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$86,007	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$86,007</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$86,007</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## PRETRIAL SERVICES (CJS)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Average Active Caseload	Output	0	288	283	0.00%
Clients per administrative staff	Efficiency	50	44	61	88.0%
Clients per standard and intensive staff	Efficiency	100	251	234	251.0%
Court Appearance Rate	Outcome	90	98	97	108.9%
# of Assessments Conducted	Output	0	12,275	12,232	0.00%
% of information available for court	Efficiency	90	95	94	105.6%
Public Safety Rate	Outcome	90	95	95	105.6%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,444,729	\$1,372,787	\$1,419,442	5.2%
Contractual Services	\$106,159	\$106,196	\$96,334	-0.03%
Commodities	\$18,527	\$22,050	\$13,550	-15.98%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,569,415</b>	<b>\$1,501,033</b>	<b>\$1,529,326</b>	<b>4.6%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,750</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,569,415</b>	<b>\$1,501,033</b>	<b>\$1,515,576</b>	<b>4.6%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	19	0	18	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Average # of Felony cases per Public Defender	Efficiency	0	100	105	0.00%
Average # of Misdemeanor cases per Public Defender	Efficiency	0	169	189	0.00%
# of Assessments conducted	Output	0	28	34	0.00%
# of cases farmed out to private counsel	Output	0	8,015	6,572	0.00%
# of Felony cases assigned to Public Defender	Output	0	5,130	7,146	0.00%
% of Felony referrals	Output	0	25	30	0.00%
# of Misdemeanor cases assigned to Public Defender	Output	0	14,150	14,925	0.00%
% of Misdemeanors referrals	Output	0	75	70	0.00%
# of Referrals to Public Defender Social Workers	Output	0	281	641	0.00%
% Service connections established	Outcome	0	95	90	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$1,504,228	\$1,139,667	\$535,547	32.0%
Commodities	\$12,491	\$13,593	\$12,000	-8.11%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,516,719</b>	<b>\$1,153,260</b>	<b>\$547,547</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,516,719</b>	<b>\$1,153,260</b>	<b>\$547,547</b>	<b>31.5%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## REENTRY SERVICES (CJS)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Customer satisfaction rate	Customer	84	99.64	0	118.6%
Re-Entry Services 6-Month Employment Retention Rate	Outcome	0	54	39	0.00%
Re-Entry Services # Post-Release Offenders Served	Output	250	219	237	87.6%
Re-Entry Services Public Safety Rate	Outcome	70	88	82	125.7%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$431,091	\$395,277	\$0	9.1%
Contractual Services	\$117,181	\$109,868	\$0	6.7%
Commodities	\$6,938	\$17,592	\$0	-60.56%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$200	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$555,410</b>	<b>\$522,737</b>	<b>\$0</b>	<b>6.3%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$555,410</b>	<b>\$522,737</b>	<b>\$0</b>	<b>6.3%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	6	0	6	0	0	0	0	0

## RESEARCH AND PLANNING (CJS)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Collaboration Continuity Rate	Outcome	100	100		100.0%
Completion rate	Outcome	100	97.22		97.2%
County/criminal justice policies or procedures mod	Outcome	0	3		0.00%
Customer Satisfaction Rating	Customer	84	100	99.4	119.0%
Grant dollars awarded	Output	0	852,555	449,434	0.00%
Number of project requests	Output	0	37		0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$328,145	\$663,187	\$1,332,693	-50.52%
Contractual Services	\$27,369	\$75,700	\$646,278	-63.85%
Commodities	\$7,245	\$31,020	\$72,533	-76.64%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$362,759</b>	<b>\$769,907</b>	<b>\$2,051,504</b>	<b>-52.88%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$158,697</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$362,759</b>	<b>\$769,907</b>	<b>\$1,892,807</b>	<b>-52.88%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	4	0	7	0	15	0	-3	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$712,882	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$712,882</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$712,882</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% clients employment ready	Outcome	78	80	77	102.6%
% clients who become employed	Outcome	60	75	57	125.0%
% clients who become employed and are not rearrested	Outcome	88	96	94	109.1%
# of individuals served by Meck Co. CSG	Output	900	756	788	84.0%
# of LifeWorks graduates	Output	275	177	182	64.4%
# of Soft Skills graduates	Output	66	39	30	59.1%
# of Soft Skills participants	Output	90	150	111	166.7%
% participants who complete Soft Skills and maintain employment	Outcome	76	80	89	105.3%
# participating in LifeWorks! program	Output	350	241	241	68.9%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$100,000	\$100,000	\$50,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$50,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$50,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## TRIAL COURT ADMINISTRATOR'S OFFICE (CJS)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Clearance Rate for Felony cases	Efficiency	100	103.44		103.4%
Cost of unused jurors	Efficiency	0	70,500		0.00%
Customer Satisfaction	Customer	84	96		114.3%
Juror Attendance	Output	0	13,600		0.00%
Juror Utilization	Efficiency	30	26		86.7%
Juror Yield	Outcome	60	63		105.0%
# of felony criminal cases disposed	Output	0	10,400		0.00%
# of jurors participating in jury trials	Output	0	2,914		0.00%
# of panels requested	Output	0	488		0.00%
# of panels unused	Output	0	204		0.00%
# of summonses mailed	Output	0	50,007		0.00%
Timely disposition of felony cases	Outcome	66	65		98.5%

Budget Overview	FY2018 Adopted*	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$741,245	\$523,816	\$0	41.5%
Commodities	\$13,750	\$12,350	\$0	11.3%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$754,995</b>	<b>\$536,166</b>	<b>\$0</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$65,000</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$689,995</b>	<b>\$536,166</b>	<b>\$0</b>	<b>28.7%</b>

\*Includes one-time fund balance allocation

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	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 insure compliance to State Campaign Finance law to the selection of precincts including the outfitting, training and staffing of the voting locations for all elections and the tabulation of results make up the last of the major responsibilities of the Board of Elections.

Budget and Staff Resources			
Budget Overview	FY2018 Adopted*	FY2017 Amended*	FY2016 Adopted*
Personnel Services & Employee Benefits	\$2,519,430	\$2,200,127	\$2,542,574
Contractual Services	3,168,525	1,878,928	2,579,088
Commodities	90,012	189,370	89,604
Other Charges	0	0	0
Interdepartmental	2,945	1,159	8,687
Capital Outlay	0	0	0
<b>Total Expense</b>	<b>\$5,780,912</b>	<b>\$4,269,584</b>	<b>\$5,219,953</b>
<b>Total Revenue</b>	<b>\$2,732,941</b>	<b>\$1,606,235</b>	<b>\$2,888,816</b>
<b>Net County Dollars</b>	<b>\$3,047,971</b>	<b>\$2,663,349</b>	<b>\$2,331,137</b>

Position Summary					
FY2018 Adopted		FY2017 Adopted		FY2016 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
24	1	21	1	21	1

\*Includes one-time fund balance allocation

## Elections

### Major Funding Adjustments

Here is a list of approved Fiscal Year 2018 operating budget requests to assist the department with meeting its goals and objectives as approved by the Board of County Commissioners.

Adjustment	FTE	County	Total	Description
<b>Strategic Business Plan Adjustments</b>				
Senior Quality & Training Specialists	3.00	\$152,318	\$253,863	To respond to growth in registered voters
<b>Other Adjustments</b>				
Two Additional Elections	-	412,949	1,376,498	To provide two additional planned elections in FY2018
Condo Association Fee Increase	-	35,237	58,729	Increase in Condo Association Fee for Elections Office location
<b>Investing in Our Employees</b>				
Pay-For-Performance	-	20,563	20,563	Pay for performance adjustment is allocated after budget adoption

## Elections

Service Name	FTE	PTE	FY2018 County Funding	FY2018 Total Budget*	FY2017 Total Budget
DISTRICT & PRECINCT (ELE)	3	0	345,316	345,316	346,941
EARLY & ABSENTEE VOTING (ELE)	0	0	471,835	471,835	469,521
PRIMARY & GENERAL ELECTIONS (ELE)	7	0	694,646	2,514,783	1,277,731
VOTER EDUCATION OUTREACH (ELE)	6	0	988,453	1,350,180	1,257,652
VOTER REGISTRATION & MAINTENANCE (ELE)	7	1	547,721	1,098,798	1,061,324
<b>Grand Totals:</b>	<b>24</b>	<b>1</b>	<b>3,047,971</b>	<b>5,780,912</b>	<b>4,000,169</b>
<b>Revenue Totals:</b>				<b>2,732,941</b>	<b>1,606,235</b>

\*Includes one-time fund balance allocation

## DISTRICT & PRECINCT (ELE)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator	0	0	0	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted*	FY2016 Adopted*	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$280,016	\$281,641	\$254,019	-0.58%
Contractual Services	\$22,300	\$22,300	\$22,300	0.00%
Commodities	\$43,000	\$43,000	\$43,000	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$345,316</b>	<b>\$346,941</b>	<b>\$319,319</b>	<b>-0.47%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$345,316</b>	<b>\$346,941</b>	<b>\$319,319</b>	<b>-0.47%</b>

\*Includes one-time fund balance allocation

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	3	0	3	0	3	0	0	0

## EARLY & ABSENTEE VOTING (ELE)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator	0	0	0	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted*	FY2016 Adopted*	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$33,834	\$244,770	\$451,573	-86.18%
Contractual Services	\$438,001	\$468,001	\$438,001	-6.41%
Commodities	\$0	\$6,750	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$471,835</b>	<b>\$719,521</b>	<b>\$889,574</b>	<b>-34.42%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$451,573</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$471,835</b>	<b>\$469,521</b>	<b>\$438,001</b>	<b>0.5%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
# of election protests	Outcome	0	0	0	100.0%

Budget Overview	FY2018 Adopted*	FY2017 Adopted	FY2016 Adopted*	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$710,934	\$444,005	\$392,908	60.1%
Contractual Services	\$1,794,397	\$414,226	\$1,270,599	333.2%
Commodities	\$9,452	\$6,500	\$6,500	45.4%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$2,514,783</b>	<b>\$864,731</b>	<b>\$1,670,007</b>	<b>190.8%</b>
<b>Total Revenue</b>	<b>\$1,820,137</b>	<b>\$740,596</b>	<b>\$1,584,239</b>	<b>145.8%</b>
<b>Net County Dollars</b>	<b>\$694,646</b>	<b>\$124,135</b>	<b>\$85,768</b>	<b>459.6%</b>

\* Includes one-time fund balance allocation.

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	7	0	4	0	4	0	3	0

## VOTER EDUCATION OUTREACH (ELE)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Voter registration/education outreach - Customer Initiated	Outcome	15	4	157	26.7%
Voter registration/education outreach-Office Initiated	Outcome	15	28	22	186.7%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$587,678	\$553,355	\$489,695	6.2%
Contractual Services	\$721,997	\$663,268	\$663,540	8.9%
Commodities	\$37,560	\$39,870	\$40,104	-5.79%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$2,945	\$1,159	\$8,687	154.1%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,350,180</b>	<b>\$1,257,652</b>	<b>\$1,202,026</b>	<b>7.4%</b>
<b>Total Revenue</b>	<b>\$361,727</b>	<b>\$336,223</b>	<b>\$334,959</b>	<b>7.6%</b>
<b>Net County Dollars</b>	<b>\$988,453</b>	<b>\$921,429</b>	<b>\$867,067</b>	<b>7.3%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	6	0	6	0	6	0	0	0

## VOTER REGISTRATION & MAINTENANCE (ELE)

### Service Description:

This service is responsible for maintaining accurate voter registration information.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
# of Registered Voters	Output	0	698,409	671,979	0.00%
Time required to process voter registration applications	Efficiency	10	9.55	7.88	104.7%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$906,968	\$870,191	\$954,379	4.2%
Contractual Services	\$191,830	\$191,133	\$184,648	0.4%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,098,798</b>	<b>\$1,061,324</b>	<b>\$1,139,027</b>	<b>3.5%</b>
<b>Total Revenue</b>	<b>\$551,077</b>	<b>\$529,416</b>	<b>\$518,045</b>	<b>4.1%</b>
<b>Net County Dollars</b>	<b>\$547,721</b>	<b>\$531,908</b>	<b>\$620,982</b>	<b>3.0%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	7	1	7	1	8	1	0	0

# 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, 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	FY2018 Adopted	FY2017 Amended	FY2016 Adopted
Personnel Services & Employee Benefits	\$12,122,731	\$12,019,417	\$11,672,805
Contractual Services	1,206,765	1,191,298	1,291,747
Commodities	132,097	146,868	146,868
Other Charges	51,500,000	48,000,000	38,000,000
Interdepartmental	0	0	0
Capital Outlay	0	0	0
<b>Total Expense</b>	<b>\$64,961,593</b>	<b>\$61,357,583</b>	<b>\$51,111,420</b>
<b>Total Revenue</b>	<b>\$51,500,000</b>	<b>\$48,075,000</b>	<b>\$38,000,000</b>
<b>Net County Dollars</b>	<b>\$13,461,593</b>	<b>\$13,282,583</b>	<b>\$13,111,420</b>

Position Summary					
FY2018 Adopted		FY2017 Adopted		FY2016 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
139	0	141	0	148	0

## Finance

### Major Funding Adjustments

Here is a list of approved Fiscal Year 2018 operating budget requests to assist the department with meeting its goals and objectives as approved by the Board of County Commissioners.

Adjustment	FTE	County	Total	Description
<b>Other Adjustments</b>				
Procurement Specialist	- 1.00	-76,772	-76,772	Position deleted due to long-term vacancy status
<b>Investing in Our Employees</b>				
Pay-For-Performance	-	203,641	203,641	Pay for performance adjustment is allocated after budget adoption

## Finance

Service Name	FTE	PTE	FY2018 County Funding	FY2018 Total Budget	FY2017 Total Budget
CENTRAL FINANCIAL SERVICES (FIN)	40	0	4,893,357	4,893,357	5,109,448
CHARLOTTE AREA TRANSIT SYSTEM (FIN)	0	0	0	51,500,000	48,000,000
DEPARTMENT FINANCIAL SERVICES (FIN)	77	0	6,403,038	6,403,038	6,211,570
PROCUREMENT (FIN)	22	0	2,165,198	2,165,198	1,828,227
<b>Grand Totals:</b>	<b>139</b>	<b>0</b>	<b>13,461,593</b>	<b>64,961,593</b>	<b>61,149,245</b>
<b>Revenue Totals:</b>				<b>51,500,000</b>	<b>48,075,000</b>

## CENTRAL FINANCIAL SERVICES (FIN)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Advantage User Access requests processed with 3 bus days	Efficiency	85	100	100	117.6%
Customer satisfaction rating	Customer	84	89.71	90.08	106.8%
Daily Tax Disbursements are completed by the due date	Efficiency	95	99.6	97.6	104.8%
Grant applications reviewed	Output	0	29	0	0.00%
Maintain sufficient fund balance per current County policy	Outcome	28	46.02	42.27	164.4%
Number of travel P-cards issued	Output	0	768	0	0.00%
% of Financial Reports submitted by the Due Date	Efficiency	85	80	90.48	94.1%
% of Principal and Interest Payments Paid by the Due Date	Efficiency	100	100	100	100.0%
Percentage of Payroll Tax Deposits made by the Due Date	Efficiency	100	100	100	100.0%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$3,819,058	\$4,060,152	\$3,954,483	-5.94%
Contractual Services	\$1,013,931	\$988,928	\$893,432	2.5%
Commodities	\$60,368	\$60,368	\$60,368	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$4,893,357</b>	<b>\$5,109,448</b>	<b>\$4,908,283</b>	<b>-4.23%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$4,893,357</b>	<b>\$5,109,448</b>	<b>\$4,908,283</b>	<b>-4.23%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	40	0	46	0	47	0	-6	0

## CHARLOTTE AREA TRANSIT SYSTEM (FIN)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures are not required	No Indicator		0	0	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$51,500,000	\$48,000,000	\$38,000,000	7.3%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$51,500,000</b>	<b>\$48,000,000</b>	<b>\$38,000,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$51,500,000</b>	<b>\$48,000,000</b>	<b>\$38,000,000</b>	<b>7.3%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## DEPARTMENT FINANCIAL SERVICES (FIN)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Contract Processing Rate	Efficiency	85	89.69	93.85	105.5%
Customer satisfaction rating	Customer	84	89.24	97.74	106.2%
% of financial reports issued by the due date	Efficiency	83	100	91	120.5%
% of reimbursement requests filled by due date	Outcome	83	99.2	99.9	119.5%
Procurement transaction rate	Efficiency	85	96	98	112.9%
Reconciliation rate	Efficiency	85	100	100	117.6%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$6,200,804	\$5,984,797	\$5,881,345	3.6%
Contractual Services	\$137,705	\$147,473	\$147,473	-6.62%
Commodities	\$64,529	\$79,300	\$79,300	-18.63%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$6,403,038</b>	<b>\$6,211,570</b>	<b>\$6,108,118</b>	<b>3.1%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$6,403,038</b>	<b>\$6,211,570</b>	<b>\$6,108,118</b>	<b>3.1%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	77	0	76	0	79	0	1	0

## PROCUREMENT (FIN)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Customer satisfaction rate	Customer	84	96.02	95.21	114.3%
% purchases made on contract	Efficiency	80	77.22	79.47	96.5%
Purchases with Minority, Women, & Small Business Enterprises	Output	0	408	89	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$2,102,869	\$1,766,130	\$1,836,977	19.1%
Contractual Services	\$55,129	\$54,897	\$250,842	0.4%
Commodities	\$7,200	\$7,200	\$7,200	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$2,165,198</b>	<b>\$1,828,227</b>	<b>\$2,095,019</b>	<b>18.4%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$75,000</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$2,165,198</b>	<b>\$1,753,227</b>	<b>\$2,095,019</b>	<b>23.5%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	22	0	19	0	22	0	3	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		FY2018 Adopted	FY2017 Amended	FY2016 Adopted
Personnel Services & Employee Benefits		\$134,011	\$132,704	\$123,015
Contractual Services		182,159	181,659	132,409
Commodities		1,550	2,050	1,300
Other Charges		0	0	0
Interdepartmental		0	0	0
Capital Outlay		0	0	0
<b>Total Expense</b>		<b>\$317,720</b>	<b>\$316,413</b>	<b>\$256,724</b>
<b>Total Revenue</b>		<b>\$125,000</b>	<b>\$125,000</b>	<b>\$75,000</b>
<b>Net County Dollars</b>		<b>\$192,720</b>	<b>\$191,413</b>	<b>\$181,724</b>

Position Summary					
FY2018 Adopted		FY2017 Adopted		FY2016 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
2	0	2	0	2	0

## **Historic Land Commission**

### **Major Funding Adjustments**

Here is a list of approved Fiscal Year 2018 operating budget requests to assist the department with meeting its goals and objectives as approved by the Board of County Commissioners.

<b>Adjustment</b>	<b>FTE</b>	<b>County</b>	<b>Total</b>	<b>Description</b>
<b>Investing in Our Employees</b>				
Pay-For-Performance	-	\$2,198	\$2,198	Pay for performance adjustment is allocated after budget adoption

## Historic Land Commission

Service Name	FTE	PTE	FY2018 County Funding	FY2018 Total Budget	FY2017 Total Budget
CHARLOTTE-MECKLENBURG HISTORIC PRESERVATION (HLC)	2	0	192,720	317,720	314,209
<b>Grand Totals:</b>	<b>2</b>	<b>0</b>	<b>192,720</b>	<b>317,720</b>	<b>314,209</b>
<b>Revenue Totals:</b>				<b>125,000</b>	<b>125,000</b>

## CHARLOTTE-MECKLENBURG HISTORIC PRESERVATION (HLC)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$134,011	\$130,500	\$123,015	2.7%
Contractual Services	\$182,159	\$181,659	\$132,409	0.3%
Commodities	\$1,550	\$2,050	\$1,300	-24.39%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$317,720</b>	<b>\$314,209</b>	<b>\$256,724</b>	<b>1.1%</b>
<b>Total Revenue</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>\$75,000</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$192,720</b>	<b>\$189,209</b>	<b>\$181,724</b>	<b>1.9%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	2	0	2	0	2	0	0	0

# Human Resources

## Mission

To provide programs and services that enable the County to attract, develop and retain a qualified, diverse and high performing workforce.

## Responsibilities

- \* Provide executive leadership, development and administration of County human resources policies and procedures.
- \* Attract a pool of qualified job candidates to meet the County's staffing needs.
- \* Provide and administer employee benefits to current County employees and eligible retirees.
- \* Develop and administer the County's classification, compensation and recognition programs.
- \* Provide organizational learning and development opportunities.
- \* Administer the County's Human Resource Management Information System.
- \* Provide employee relations services to maintain cooperative relationships between the County and its employees.
- \* Ensure County compliance with all State and Federal employment laws.
- \* Ensure a safe, healthy and drug-free workplace for employees.
- \* Provide strategic leadership for diversity management

Budget and Staff Resources				
Budget Overview		FY2018 Adopted	FY2017 Amended	FY2016 Adopted*
Personnel Services & Employee Benefits		\$5,211,311	\$5,034,181	\$4,524,156
Contractual Services		903,839	1,012,312	958,478
Commodities		34,873	46,167	37,000
Other Charges		0	0	0
Interdepartmental		0	0	0
Capital Outlay		0	0	0
<b>Total Expense</b>		<b>\$6,150,023</b>	<b>\$6,092,660</b>	<b>\$5,519,634</b>
<b>Total Revenue</b>		<b>\$0</b>	<b>\$0</b>	<b>\$107,301</b>
<b>Net County Dollars</b>		<b>\$6,150,023</b>	<b>\$6,092,660</b>	<b>\$5,412,333</b>

Position Summary					
FY2018 Adopted		FY2017 Adopted		FY2016 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
54	1	53	1	49	2

\* Includes one-time fund balance allocation

## Human Resources

### Major Funding Adjustments

Here is a list of approved Fiscal Year 2018 operating budget requests to assist the department with meeting its goals and objectives as approved by the Board of County Commissioners.

Adjustment	FTE	County	Total	Description
<b>Other Adjustments</b>				
Administrative Assistant II	1.00	-	-	Child Support Enforcement-funded to conduct background checks
<b>Investing in Our Employees</b>				
Pay-For-Performance	-	92,108	92,108	Pay for performance adjustment is allocated after budget adoption

## Human Resources

Service Name	FTE	PTE	FY2018 County Funding	FY2018 Total Budget	FY2017 Total Budget
HUMAN RESOURCE MANAGEMENT (HRS)	54	1	6,150,023	6,150,023	6,034,550
<b>Grand Totals:</b>	<b>54</b>	<b>1</b>	<b>6,150,023</b>	<b>6,150,023</b>	<b>6,034,550</b>
<b>Revenue Totals:</b>					

## HUMAN RESOURCE MANAGEMENT (HRS)

### Service Description:

This service provides administration of the County's HR programs including benefits, compensation, recruitment and employee relations to ensure Mecklenburg County can attract and retain highly qualified candidates in a workplace free from harassment and discrimination. Additionally provides guidance, support and consultation to County leadership, management and staff on HR related issues and initiatives.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Admin Support Team customer satisfaction and responsiveness	Customer	84	100	100	119.0%
Benefits/Wellness customer satisfaction and responsiveness	Customer	84	97.7	100	116.3%
Class and Comp customer satisfaction and responsiveness	Customer	84	100	100	119.0%
Compliance Center customer satisfaction and responsiveness	Customer	84	98.1	100	116.8%
ERC customer satisfaction and responsiveness rating	Customer	84	97.3	95.2	115.8%
ESC & LOA team customer satisfaction and responsiveness	Customer	84	94.6	93.5	112.6%
HR Management customer satisfaction and responsiveness	Customer	84	97.3	100	115.8%
Learning and Dev. customer satisfaction and responsiveness	Customer	84	97.9	96	116.5%
Prohibited practice grievances resolved within 90 days	Efficiency	90	81.8	100	90.9%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted*	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$5,211,311	\$4,946,071	\$4,524,156	5.4%
Contractual Services	\$903,839	\$1,042,312	\$958,478	-13.29%
Commodities	\$34,873	\$46,167	\$37,000	-24.46%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$6,150,023</b>	<b>\$6,034,550</b>	<b>\$5,519,634</b>	<b>1.9%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$107,301</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$6,150,023</b>	<b>\$6,034,550</b>	<b>\$5,412,333</b>	<b>1.9%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	54	1	53	1	49	2	1	(0)

\*Includes one-time fund 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		FY2018 Adopted*	FY2017 Amended
		FY2016 Adopted	
Personnel Services & Employee Benefits		\$16,407,055	\$14,665,037
Contractual Services		7,791,970	6,264,963
Commodities		357,873	813,146
Other Charges		0	0
Interdepartmental		17,523	20,516
Capital Outlay		287,000	320,000
<b>Total Expense</b>		<b>\$24,861,421</b>	<b>\$22,083,662</b>
<b>Total Revenue</b>		<b>\$320,000</b>	<b>\$0</b>
<b>Net County Dollars</b>		<b>\$24,541,421</b>	<b>\$22,083,662</b>
			<b>\$19,194,072</b>

Position Summary					
FY2018 Adopted		FY2017 Adopted		FY2016 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
151	0	151	0	144	0

\* Includes one-time fund balance allocation

# Information Technology

## Major Funding Adjustments

Here is a list of approved Fiscal Year 2018 operating budget requests to assist the department with meeting its goals and objectives as approved by the Board of County Commissioners.

Adjustment	FTE	County	Total	Description
<b>Strategic Business Plan Adjustments</b>				
Cyber Security & Data Loss Prevention	-	-	\$320,000	To protect county technology against male ware, spyware and other technology threats
Security Information & Event Management (SIEM)	-	87,898	87,898	To allow security team to rapidly identify suspicious behavior and processes
Software Maintenance	-	1,081,554	1,081,554	Operating costs for technology investments
<b>Other Adjustments</b>				
Technology Reserve Positions	-	1,162,510	1,162,510	Transferring funding for technology reserve project positions to the operating budget
<b>Investing in Our Employees</b>				
Pay-For-Performance	-	288,241	288,241	Pay for performance adjustment is allocated after budget adoption

## Information Technology

Service Name	FTE	PTE	FY2018 County Funding	FY2018 Total Budget*	FY2017 Total Budget
IT BUSINESS OPERATIONS (IST)	9	0	1,800,651	1,900,651	1,441,179
IT QUALITY SERVICES (IST)	9	0	1,057,763	1,057,763	420,933
IT SECURITY SERVICES (IST)	7	0	1,385,463	1,487,463	1,231,543
SERVICE DEVELOPMENT (IST)	48	0	6,937,077	6,937,077	5,984,922
SERVICE STRATEGY & PLANNING (IST)	17	0	2,187,125	2,187,125	783,740
TECHNICAL SERVICES MANAGEMENT & DELIVERY (IST)	61	0	11,173,342	11,291,342	11,946,296
<b>Grand Totals:</b>	<b>151</b>	<b>0</b>	<b>24,541,421</b>	<b>24,861,421</b>	<b>21,808,613</b>
<b>Revenue Totals:</b>				<b>320,000</b>	

\* Includes one-time fund balance allocation

## 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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$951,797	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$2,259	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$954,056</b>	<b>0.00%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$954,056</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	13	0	0	0

## IT BUSINESS OPERATIONS (IST)

### Service Description:

This service enables management of IT as a business function and works to optimize financial and human resources and enable the operational execution of IT services.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Customer satisfaction rating	Customer	84	97.58	99.2	116.2%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$973,808	\$628,080	\$324,582	55.0%
Contractual Services	\$659,933	\$573,681	\$614,998	15.0%
Commodities	\$237,387	\$185,902	\$108,975	27.7%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$17,523	\$20,516	\$20,516	-14.59%
Capital	\$12,000	\$33,000	\$0	-63.64%
<b>Total Expenses</b>	<b>\$1,900,651</b>	<b>\$1,441,179</b>	<b>\$1,069,071</b>	<b>31.9%</b>
<b>Total Revenue</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,800,651</b>	<b>\$1,441,179</b>	<b>\$1,069,071</b>	<b>24.9%</b>

\* Includes one-time fund balance allocation

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	9	0	6	0	12	0	3	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$2,860,649	0.00%
Contractual Services	\$0	\$0	\$63,688	0.00%
Commodities	\$0	\$0	\$34,300	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,958,637</b>	<b>0.00%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,958,637</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	35	0	0	0

## IT QUALITY SERVICES (IST)

### Service Description:

This service drives process excellence by validation of engineered outcomes of IT systems, assuring that a computer system does exactly what it is designed to do in a consistent and reproducible manner

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Adoption of Quality Services Testing	Efficiency	0	115.38		0.00%
Customer satisfaction rating	Customer	84	100		119.0%
Post Production Defects	Outcome	0	38.71		0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,001,047	\$409,739	\$0	144.3%
Contractual Services	\$47,358	\$4,404	\$0	975.3%
Commodities	\$9,358	\$6,790	\$0	37.8%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,057,763</b>	<b>\$420,933</b>	<b>\$0</b>	<b>151.3%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,057,763</b>	<b>\$420,933</b>	<b>\$0</b>	<b>151.3%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	9	0	6	0	0	0	3	0

## IT SECURITY SERVICES (IST)

### Service Description:

The IT Security Service designs, implements and maintains the security systems and infrastructure necessary to protect and secure information and information systems, and provide integrity, confidentiality, and availability to Mecklenburg County's data assets.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Customer satisfaction rating	Customer	84	97.27		115.8%
Incidents resolved within SLA	Efficiency	97	89.27		92.0%

Budget Overview	FY2018 Adopted*	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$801,559	\$869,055	\$0	-7.77%
Contractual Services	\$685,258	\$361,546	\$0	89.5%
Commodities	\$646	\$942	\$0	-31.42%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,487,463</b>	<b>\$1,231,543</b>	<b>\$0</b>	<b>20.8%</b>
<b>Total Revenue</b>	<b>\$102,000</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,385,463</b>	<b>\$1,231,543</b>	<b>\$0</b>	<b>12.5%</b>

\* Includes one-time fund balance allocation

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	7	0	8	0	0	0	-1	0

## SERVICE DEVELOPMENT (IST)

### Service Description:

The IT Service Development service encompasses application solutions, database services, business intelligence, and vendor management, and provides end-to-end solutions that deliver value, efficiency and innovation by leveraging applications, data and systems integration expertise.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Customer satisfaction rating	Customer	84	98.83	99.5	117.7%
Incidents resolved within SLA	Efficiency	97	96.5	98.1	99.5%
Technology availability rate	Outcome	100	99.78	99.69	99.8%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$5,527,705	\$4,774,344	\$4,394,994	15.8%
Contractual Services	\$1,392,630	\$1,192,798	\$732,370	16.8%
Commodities	\$16,742	\$17,780	\$16,500	-5.84%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$6,937,077</b>	<b>\$5,984,922</b>	<b>\$5,143,864</b>	<b>15.9%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$6,937,077</b>	<b>\$5,984,922</b>	<b>\$5,143,864</b>	<b>15.9%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	48	0	46	0	39	0	2	0

## SERVICE STRATEGY & PLANNING (IST)

### Service Description:

This service is responsible for IT Portfolio Management and governance, driving alignment with County business partners through consistent communications and planning, and helping enable IT Services execution capacity through Business Systems Analysis and Technology Project Management.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Compliance with SDLC for Stagegates	Efficiency	95	100		105.3%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$2,183,425	\$782,440	\$0	179.1%
Contractual Services	\$2,400	\$0	\$0	0.00%
Commodities	\$1,300	\$1,300	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$2,187,125</b>	<b>\$783,740</b>	<b>\$0</b>	<b>179.1%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$2,187,125</b>	<b>\$783,740</b>	<b>\$0</b>	<b>179.1%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	17	0	10	0	0	0	7	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$4,709,129	0.00%
Contractual Services	\$0	\$0	\$2,081,340	0.00%
Commodities	\$0	\$0	\$2,048,975	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$229,000	0.00%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,068,444</b>	<b>0.00%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,068,444</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	45	0	0	0

## TECHNICAL SERVICES MANAGEMENT & DELIVERY (IST)

### Service Description:

This service is responsible for the engineering of available and scalable systems and Service Delivery and Management. The service provides: County-wide network architecture and infrastructure necessary to meet the County's data computing needs; Cloud and On-premise Server Management providing the requisite computing environment and storage necessary to meet the business needs of County software applications; Telecommunications Management including mobile devices, radio communications, and VoIP; End-user computing and Service Delivery and Management (ITSM) customer support to ensure County employees have reliable hardware and software; and research of emerging technology and development of end-user training on key County technologies.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Customer satisfaction rating	Customer	84	97.48		116.0%
First contact resolution rate	Outcome	70	75.6		108.0%
Incidents resolved within SLA	Efficiency	97	96.25		99.2%
Technology availability rate	Outcome	100	99.7		99.7%
Virtual server usage rate	Outcome	55	76.3		138.7%

Budget Overview	FY2018 Adopted*	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$5,919,511	\$6,926,330	\$0	-14.54%
Contractual Services	\$5,004,391	\$3,638,509	\$0	37.5%
Commodities	\$92,440	\$1,106,457	\$0	-91.65%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$275,000	\$275,000	\$0	0.00%
<b>Total Expenses</b>	<b>\$11,291,342</b>	<b>\$11,946,296</b>	<b>\$0</b>	<b>-5.48%</b>
<b>Total Revenue</b>	<b>\$118,000</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$11,173,342</b>	<b>\$11,946,296</b>	<b>\$0</b>	<b>-6.47%</b>

\* Includes one-time fund balance allocation

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	61	0	75	0	0	0	-14	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.

<b>Budget and Staff Resources</b>				
<b>Budget Overview</b>		<b>FY2018 Adopted</b>	<b>FY2017 Amended</b>	<b>FY2016 Adopted</b>
Personnel Services & Employee Benefits		\$1,399,257	\$1,317,711	\$1,174,575
Contractual Services		79,841	77,025	74,609
Commodities		9,649	12,393	9,484
Other Charges		0	0	0
Interdepartmental		0	0	0
Capital Outlay		0	9,033	0
<b>Total Expense</b>		<b>\$1,488,747</b>	<b>\$1,416,162</b>	<b>\$1,258,668</b>
<b>Total Revenue</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net County Dollars</b>		<b>\$1,488,747</b>	<b>\$1,416,162</b>	<b>\$1,258,668</b>

<b>Position Summary</b>					
<b>FY2018 Adopted</b>		<b>FY2017 Adopted</b>		<b>FY2016 Adopted</b>	
<b>FTE</b>	<b>PTE</b>	<b>FTE</b>	<b>PTE</b>	<b>FTE</b>	<b>PTE</b>
13	0	13	0	12	0

## **Internal Audit**

### **Major Funding Adjustments**

Here is a list of approved Fiscal Year 2018 operating budget requests to assist the department with meeting its goals and objectives as approved by the Board of County Commissioners.

<b>Adjustment</b>	<b>FTE</b>	<b>County</b>	<b>Total</b>	<b>Description</b>
<b>Strategic Business Plan Adjustments</b>				
Reclassification of existing positions to Senior Auditors	-	\$25,000	\$25,000	To allow for flexibility in assignments and improve response to emergent needs
<b>Investing in Our Employees</b>				
Pay-For-Performance	-	25,694	25,694	Pay for performance adjustment is allocated after budget adoption

## Internal Audit

Service Name	FTE	PTE	FY2018 County Funding	FY2018 Total Budget	FY2017 Total Budget
AUDIT (AUD)	13	0	1,488,747	1,488,747	1,393,386
<b>Grand Totals:</b>	<b>13</b>	<b>0</b>	<b>1,488,747</b>	<b>1,488,747</b>	<b>1,393,386</b>
<b>Revenue Totals:</b>					

## AUDIT (AUD)

### Service Description:

This service provides independent, objective audits and consulting services designed to add value, evaluate and improve the effectiveness of the organizations risk management, control, and governance processes.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Audits Completed Within Allotted Timeframe	Efficiency	80	89	83	111.3%
Customer Satisfaction Rating (4.0 Scale)	Customer	3	3.7	3.7	123.3%
Number of audits completed	Output	15	9	24	60.0%
% of recommendations implemented	Impact	94	100	100	106.4%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,399,257	\$1,294,935	\$1,174,575	8.1%
Contractual Services	\$79,841	\$80,025	\$74,609	-0.23%
Commodities	\$9,649	\$12,393	\$9,484	-22.14%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$6,033	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,488,747</b>	<b>\$1,393,386</b>	<b>\$1,258,668</b>	<b>6.8%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,488,747</b>	<b>\$1,393,386</b>	<b>\$1,258,668</b>	<b>6.8%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	13	0	13	0	12	0	0	0

# Land Use & Environmental Services Agency

## Mission

Works in partnership with the community to enhance the quality of life through environmental stewardship and economic vitality.

## Responsibilities

- \* Improving and maintaining healthy air quality.
- \* Preventing loss of life and property from flooding.
- \* Providing environmentally sound solutions for waste disposal.
- \* Ensuring building safety by enforcing State building codes.
- \* Protecting our surface waters.
- \* Identifying groundwater contamination sites.
- \* Administering zoning regulations.

Budget and Staff Resources				
Budget Overview		FY2018 Adopted	FY2017 Amended	FY2016 Adopted
Personnel Services & Employee Benefits		\$46,574,324	\$41,786,219	\$39,911,356
Contractual Services		13,427,878	11,559,249	11,756,955
Commodities		3,685,005	2,862,344	3,162,563
Other Charges		10,486,701	9,397,738	10,786,275
Interdepartmental		2,053,100	2,026,393	2,043,783
Capital Outlay		5,169,186	4,226,171.02	1,783,814
<b>Total Expense</b>		<b>\$81,396,194</b>	<b>\$71,858,114.02</b>	<b>\$69,444,746</b>
<b>Total Revenue</b>		<b>\$77,481,360</b>	<b>\$69,283,345.02</b>	<b>\$65,665,602</b>
<b>Net County Dollars</b>		<b>\$3,914,834</b>	<b>\$2,574,769</b>	<b>\$3,779,144</b>

Position Summary					
FY2018 Adopted		FY2017 Adopted		FY2016 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
507	7	481	3	454	6

# Land Use & Environmental Services Agency

## Major Funding Adjustments

Here is a list of approved Fiscal Year 2018 operating budget requests to assist the department with meeting its goals and objectives as approved by the Board of County Commissioners.

Adjustment	FTE	County	Total	Description
<b>Strategic Business Plan Adjustments</b>				
Address & Parcel Software Training	-	\$20,000	\$20,000	Additional training to leverage technology investments
GIS Technician	1.0	39,553	39,553	Assist the Assessor's Office with ensuring updated land records
<b>Other Adjustments</b>				
Off-site Collection Staff	2.0	-	88,934	Staff support for offsite revenue collection due to higher volume and sales
<b>Investing in Our Employees</b>				
Pay-For-Performance	-	58,411	58,411	Pay for performance adjustment is allocated after budget adoption

## Land Use & Environmental Services Agency

Service Name	FTE	PTE	FY2018 County Funding	FY2018 Total Budget	FY2017 Total Budget
ADMINISTRATIVE SUPPORT (LUE)	8	0	0	1,090,693	1,013,628
AIR QUALITY (LUE)	21	0	0	1,656,425	1,651,126
CODE ENFORCEMENT (LUE)	264	4	0	28,313,853	25,997,837
FIRE MARSHAL (LUE)	8	0	75,740	748,499	678,970
FISCAL ADMINISTRATION (LUE)	9	0	0	886,705	855,137
GIS APPLICATIONS (LUE)	8	0	1,216,510	1,216,510	1,178,803
LAKE NORMAN MARINE COMMISSION	0	0	0	2,077	2,077
LAKE WYLIE MARINE COMMISSION	0	0	0	1,325	1,325
LAND DEVELOPMENT (LUE)	19	0	108,855	1,911,325	1,798,118
LAND RECORDS (LUE)	20	0	1,448,448	1,448,448	1,356,108
MAPPING AND PROJECT SERVICES (LUE)	7	0	1,065,281	1,070,281	1,125,356
SENIOR ADMINISTRATION (LUE)	2	0	0	393,130	321,964
SOLID WASTE SERVICES (LUE)	79	1	0	25,849,496	20,936,896
STORM WATER DATABASE MAINTENANCE (LUE)	9	0	0	865,677	847,857
SURFACE WATER QUALITY AND FLOOD HAZARD MITIGATION (LUE)	54	0	0	15,941,750	15,246,854
<b>Grand Totals:</b>	<b>507</b>	<b>7</b>	<b>3,914,834</b>	<b>81,396,194</b>	<b>73,012,056</b>
<b>Revenue Totals:</b>				<b>77,481,360</b>	<b>69,189,873</b>

## ADMINISTRATIVE SUPPORT (LUE)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$737,162	\$714,355	\$792,663	3.2%
Contractual Services	\$260,025	\$209,835	\$279,469	23.9%
Commodities	\$126,728	\$87,761	\$49,956	44.4%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$-53,222	\$1,677	\$-157,647	-3,273.64%
Capital	\$20,000	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,090,693</b>	<b>\$1,013,628</b>	<b>\$964,441</b>	<b>7.6%</b>
<b>Total Revenue</b>	<b>\$1,090,693</b>	<b>\$1,013,628</b>	<b>\$874,354</b>	<b>7.6%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$90,087</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	8	0	8	0	9	0	0	0

## AIR QUALITY (LUE)

### Service Description:

This service provides State certified local air pollution program focused on improving and maintaining ambient air quality and reducing exposure to unhealthy air pollutants.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Ambient air data quality rating	Impact	90	95	91	105.6%
% Customer satisfaction rating	Customer	84	98.34	99.78	117.1%
NESHAP notifications	Output	0	449	456	0.00%
Number of monitoring data points	Output	0	126,987	117,686	0.00%
Number of permitted sources	Output	0	542	541	0.00%
Number of service requests processed	Output	0	99	94	0.00%
% Permits turnaround w/in 90 days	Efficiency	95	99	100	104.2%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,469,125	\$1,452,292	\$1,411,043	1.2%
Contractual Services	\$74,500	\$96,690	\$102,726	-22.95%
Commodities	\$48,000	\$39,344	\$38,000	22.0%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$64,800	\$62,800	\$62,800	3.2%
Capital	\$0	\$0	\$74,000	0.00%
<b>Total Expenses</b>	<b>\$1,656,425</b>	<b>\$1,651,126</b>	<b>\$1,688,569</b>	<b>0.3%</b>
<b>Total Revenue</b>	<b>\$1,656,425</b>	<b>\$1,651,126</b>	<b>\$1,688,569</b>	<b>0.3%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	21	0	22	0	22	0	-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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% B/M/E/P inspection failure rate	Impact	20	16	20	125.0%
% Customer satisfaction rating	Customer	3	3.7	3.48	123.3%
% Inspections responded w/in 3 days	Efficiency	90	98.68	67	109.6%
ISO Commercial Rating (range 1-9; 1=best)	Impact	3	1	1	300.0%
ISO Residential Rating (range 1-9; 1=best)	Impact	3	1	2	300.0%
Number of inspections conducted	Output	0	302,693	265,520	0.00%
Number of permits issued	Output	0	96,723	90,198	0.00%
% On Schedule commercial reviews	Efficiency	90	89	90.33	98.9%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$24,693,092	\$22,300,616	\$20,223,543	10.7%
Contractual Services	\$1,766,113	\$1,526,348	\$1,761,786	15.7%
Commodities	\$614,714	\$567,089	\$526,023	8.4%
Other Expenses	\$0	\$271,000	\$155,000	0.00%
Interdepartmental	\$1,239,934	\$1,200,784	\$1,211,444	3.3%
Capital	\$0	\$132,000	\$512,200	0.00%
<b>Total Expenses</b>	<b>\$28,313,853</b>	<b>\$25,997,837</b>	<b>\$24,389,996</b>	<b>8.9%</b>
<b>Total Revenue</b>	<b>\$28,313,853</b>	<b>\$25,997,837</b>	<b>\$24,389,996</b>	<b>8.9%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	264	4	238	3	219	4	26	1

## FIRE MARSHAL (LUE)

### Service Description:

This service administers and enforces the various ordinances, codes and standards that apply to all buildings, structures, premises and conditions that pose danger of fires, explosions, or related hazards within Mecklenburg County.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Average ISO Fire Score	Impact	5	5	5.15	100.0%
Educational Opportunity Survey	Customer	84	85	95	101.2%
Fire Investigation Response Time	Efficiency	90	90	100	100.0%
# of Educational Attendees Reached	Output	0	5,500	5,880	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$699,999	\$641,478	\$565,944	9.1%
Contractual Services	\$16,770	\$22,220	\$24,285	-24.53%
Commodities	\$31,730	\$15,272	\$11,875	107.8%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$748,499</b>	<b>\$678,970</b>	<b>\$602,104</b>	<b>10.2%</b>
<b>Total Revenue</b>	<b>\$672,759</b>	<b>\$620,909</b>	<b>\$547,181</b>	<b>8.4%</b>
<b>Net County Dollars</b>	<b>\$75,740</b>	<b>\$58,061</b>	<b>\$54,923</b>	<b>30.4%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	8	0	8	0	7	0	0	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
# Accounting transactions	Output	0	32,969	33,954	0.00%
Department expenditures w/in budget	Outcome	0	91	90.7	0.00%
% Internal customer service satisfaction	Customer	84	96.43	0	114.8%
Invoice Processing Rate	Efficiency	84	0*	75.6	0.00%

\*Data not available at time of publication.

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$823,870	\$796,159	\$745,095	3.5%
Contractual Services	\$24,599	\$24,599	\$24,599	0.00%
Commodities	\$34,380	\$34,380	\$34,380	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$3,856	-\$1	-\$7,335	-385,700.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$886,705</b>	<b>\$855,137</b>	<b>\$796,739</b>	<b>3.7%</b>
<b>Total Revenue</b>	<b>\$886,705</b>	<b>\$855,137</b>	<b>\$796,739</b>	<b>3.7%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	9	0	9	0	9	0	0	0

## GIS APPLICATIONS (LUE)

### Service Description:

This service designs, develops, and supports desktop, Intranet, and Internet geographic data mapping applications/systems for County departments, City of Charlotte, Charlotte-Mecklenburg Schools, and local businesses.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Application uptime	Impact	97	99	99.7	102.1%
% Customer satisfaction	Customer	84	96	100	114.3%
# Hits on GIS application	Output	0	1,875,745	1,786,441	0.00%
Project work timeliness(projects over 300 hours)	Efficiency	85	0	0	0.00%
Project work timeliness (projects under 300 hours)	Efficiency	85	93	93.4	109.4%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,073,630	\$1,035,923	\$982,977	3.6%
Contractual Services	\$131,945	\$131,945	\$130,945	0.00%
Commodities	\$10,935	\$10,935	\$11,935	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,216,510</b>	<b>\$1,178,803</b>	<b>\$1,125,857</b>	<b>3.2%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,216,510</b>	<b>\$1,178,803</b>	<b>\$1,125,857</b>	<b>3.2%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	8	0	8	0	8	0	0	0

## LAKE NORMAN MARINE COMMISSION

### Service Description:

This service provides information to Lake Norman residents, marinas, boaters and lake organizations regarding boater safety and maintains 140 navigational aids on the lake.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$2,077	\$2,077	\$2,077	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$2,077</b>	<b>\$2,077</b>	<b>\$2,077</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$2,077</b>	<b>\$2,077</b>	<b>\$2,077</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## LAKE WYLIE MARINE COMMISSION

### Service Description:

This service facilitates law enforcement protection, collaboration and coordination on the lake in both NC and SC, enacts safety regulations (including boater regulations) in conjunction with the NC and SC General Statutes and is responsible for maintaining buoys and promoting boater safety.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$1,325	\$1,325	\$1,325	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,325</b>	<b>\$1,325</b>	<b>\$1,325</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$1,325</b>	<b>\$1,325</b>	<b>\$1,325</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## LAND DEVELOPMENT (LUE)

### Service Description:

This service is responsible for plan review and construction inspection for erosion control, flood prevention, and transportation access and signage within the County.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Number plan reviews performed	Output	0	608	560	0.00%
% of stream miles suitable for human contact	Impact	80.7	86.61	79	107.3%
Plan review turnaround - % reviewed within 21 calendar days	Efficiency	94	98.2	99	104.5%
Town manager satisfaction rating	Customer	84	96.7	93.1	115.1%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,340,715	\$1,220,355	\$1,268,418	9.9%
Contractual Services	\$100,820	\$211,820	\$196,640	-52.40%
Commodities	\$40,475	\$39,505	\$54,300	2.5%
Other Expenses	\$53,821	\$0	\$0	0.00%
Interdepartmental	\$60,494	\$41,564	\$67,123	45.5%
Capital	\$315,000	\$284,874	\$267,574	10.6%
<b>Total Expenses</b>	<b>\$1,911,325</b>	<b>\$1,798,118</b>	<b>\$1,854,055</b>	<b>6.3%</b>
<b>Total Revenue</b>	<b>\$1,802,470</b>	<b>\$1,689,263</b>	<b>\$1,749,300</b>	<b>6.7%</b>
<b>Net County Dollars</b>	<b>\$108,855</b>	<b>\$108,855</b>	<b>\$104,755</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	19	0	19	0	21	0	0	0

## LAND RECORDS (LUE)

### Service Description:

This service is responsible for developing and managing property assessment maps and maintaining records of real property in Mecklenburg County.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	84	100	98	119.0%
% Deeds processed within 30 days	Efficiency	47	83.3	82	177.2%
Number of address point locations	Output	0	536,413	525,571	0.00%
Number of parcels maintained	Output	0	393,592	392,893	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,367,231	\$1,294,878	\$1,207,178	5.6%
Contractual Services	\$63,047	\$43,047	\$56,769	46.5%
Commodities	\$18,170	\$18,183	\$20,431	-0.07%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,448,448</b>	<b>\$1,356,108</b>	<b>\$1,284,378</b>	<b>6.8%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,448,448</b>	<b>\$1,356,108</b>	<b>\$1,284,378</b>	<b>6.8%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	20	0	19	0	19	0	1	0

## MAPPING AND PROJECT SERVICES (LUE)

### Service Description:

This service is responsible for maintaining the County's GIS Base Mapping program and for managing projects related to GIS data dissemination and analysis.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	84	100	98	119.0%
Number of GIS maps and projects completed	Output	0	3,504	2,961	0.00%
Project Work Timeliness	Efficiency	87	100	100	114.9%
Total amount of GIS data distributed	Output	0	1.6	1.76	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$838,757	\$797,468	\$765,798	5.2%
Contractual Services	\$197,000	\$293,364	\$323,822	-32.85%
Commodities	\$32,552	\$32,552	\$32,552	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$1,972	\$1,972	\$1,972	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,070,281</b>	<b>\$1,125,356</b>	<b>\$1,124,144</b>	<b>-4.89%</b>
<b>Total Revenue</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,065,281</b>	<b>\$1,120,356</b>	<b>\$1,119,144</b>	<b>-4.92%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	7	0	7	0	7	0	0	0

## SENIOR ADMINISTRATION (LUE)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer Satisfaction rating	Customer	84	96.74	94.8	115.2%
% Employee Motivation & Satisfaction	Impact	84	93	93.4	110.7%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$329,251	\$308,529	\$292,427	6.7%
Contractual Services	\$8,000	\$8,000	\$5,000	0.00%
Commodities	\$5,436	\$5,436	\$3,900	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$50,443	\$-1	\$169,817	-5,044,400.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$393,130</b>	<b>\$321,964</b>	<b>\$471,144</b>	<b>22.1%</b>
<b>Total Revenue</b>	<b>\$393,130</b>	<b>\$321,964</b>	<b>\$471,144</b>	<b>22.1%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	2	0	2	0	2	0	0	0

## SOLID WASTE SERVICES (LUE)

### Service Description:

This Service provides for the planning and management of all solid waste, scrap tires and discarded white goods generated in Mecklenburg County. Waste reduction opportunities are provided through the operation of recycling convenience centers, technical assistance to businesses and residents, and recycling education programs. County also provides, through Interlocal Agreements, for the management of all residential recyclables, yard waste and solid waste collected by the seven (7) municipalities in the County.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Aggregate Customer Satisfaction Rating	Customer	84	97.2	96.5	115.7%
Container service cost	Efficiency	96.16	91.48	91.18	95.1%
% Facilities in compliance	Impact	95	100	100	105.3%
Foxhole revenue contribution	Efficiency	35	22.3	20.6	157.0%
Keep Mecklenburg Beautiful Index	Impact	2	1.16	1.22	172.4%
Per capita landfill disposal rate	Impact	1.25	1.24	1.14	99.2%
Tons of yard waste handled	Output	0	129,740	108,839	0.00%
Tons processed at Metrolina facility	Output	0	76,404	75,839	0.00%
Tons processed for County at BFI	Output	0	384,195	382,677	0.00%
Yard waste net operating cost	Efficiency	21	21.06	18.3	100.3%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$6,519,738	\$6,036,999	\$5,353,858	8.0%
Contractual Services	\$9,170,449	\$7,392,993	\$7,351,867	24.0%
Commodities	\$2,311,827	\$1,599,455	\$1,860,936	44.5%
Other Expenses	\$3,470,300	\$2,821,148	\$4,143,977	23.0%
Interdepartmental	\$210,246	\$220,261	\$225,261	-4.55%
Capital	\$4,166,936	\$2,866,040	\$312,040	45.4%
<b>Total Expenses</b>	<b>\$25,849,496</b>	<b>\$20,936,896</b>	<b>\$19,247,939</b>	<b>23.5%</b>
<b>Total Revenue</b>	<b>\$25,849,496</b>	<b>\$20,936,896</b>	<b>\$19,247,939</b>	<b>23.5%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	79	1	77	0	68	1	2	1

## STORM WATER DATABASE MAINTENANCE (LUE)

### Service Description:

This service manages the impervious mapping information (functions) used in the billing of storm water accounts for Mecklenburg County, The City of Charlotte and the surrounding 6 towns.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Avg land development site plan reviews prior to approval	Efficiency	2.5	2.14	0	116.8%
% customer satisfaction rating	Customer	84	90	100	107.1%
Increase in impervious area	Outcome	0	40,472,224	33,372,540	0.00%
# of customer complaints resolved	Output	0	3,869	3,080	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$748,414	\$730,537	\$689,765	2.4%
Contractual Services	\$111,120	\$111,120	\$111,120	0.00%
Commodities	\$6,143	\$6,200	\$6,200	-0.92%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$865,677</b>	<b>\$847,857</b>	<b>\$807,085</b>	<b>2.1%</b>
<b>Total Revenue</b>	<b>\$865,677</b>	<b>\$847,857</b>	<b>\$807,085</b>	<b>2.1%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	9	0	9	0	9	0	0	0

## SURFACE WATER QUALITY AND FLOOD HAZARD MITIGATION (LUE)

### Service Description:

This service protects and improves water quality, as well as, reduces the chances for the loss of life and damage to property while returning the floodplain to its natural condition. At a minimum, through interlocal agreements with the municipalities and the State this service performs watershed planning and stream monitoring and maintenance consistent with conditions in our EPA - National Pollutant Discharge Elimination System Permit (NPDES) and regulatory activities as required by the National Flood Insurance Program (NFIP). However, additional services well beyond NPDES and NFIP conditions are provided to reach the goal of the County's streams being fishable and swimmable and the mitigation of flood losses. These additional services include, but are not limited to, monitoring water quality in the lakes, preserving buffers next to streams, acquiring floodprone property and restoring streams back to their natural condition.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Blockages removal customer satisfaction rating	Customer	84	100	100	119.0%
Buyout customer satisfaction rating	Customer	84	100	100	119.0%
Community insurance rating	Impact	5	4	5	125.0%
% Floodland Development Plans reviewed w/in 14 calendar days	Efficiency	85	91	79	107.1%
% Flood studies completed w/in 21 calendar days	Efficiency	85	98	79	115.3%
% of stream miles suitable for human contact	Impact	80.7	86.61	79	107.3%
Permitting and compliance customer satisfaction rating	Customer	84	96.7	100	115.1%
% Service request response rate within 30 days	Efficiency	84.5	91.99	91.9	108.9%
# storm water requests received	Output	0	500	560	0.00%
Water quality customer satisfaction	Customer	84	100	99.8	119.0%
# water quality requests received	Output	0	667	456	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$5,933,340	\$5,845,750	\$5,612,647	1.5%
Contractual Services	\$1,500,088	\$1,515,362	\$1,384,525	-1.01%
Commodities	\$403,915	\$509,815	\$512,075	-20.77%
Other Expenses	\$6,962,580	\$6,305,590	\$6,487,298	10.4%
Interdepartmental	\$474,577	\$497,337	\$470,348	-4.58%
Capital	\$667,250	\$573,000	\$618,000	16.4%
<b>Total Expenses</b>	<b>\$15,941,750</b>	<b>\$15,246,854</b>	<b>\$15,084,893</b>	<b>4.6%</b>
<b>Total Revenue</b>	<b>\$15,941,750</b>	<b>\$15,246,854</b>	<b>\$15,084,893</b>	<b>4.6%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	54	0	55	0	55	0	-1	0

# Manager's Office

## Mission

To direct the operations of County departments by administering and implementing policies, regulations and the annual budget adopted by the Board of County Commissioners. In addition, the Manager's Office develops strategies to achieve the Board's 2020 Vision for the community.

## Responsibilities

The County Manager interprets/executes the Board's policies, procedures and regulations and oversees administration of County departments. Assistant County Managers work with focus area leadership teams and 42 advisory boards. Clerical support is available to the Commissioners, management and staff.

Additionally, the Manager's Office includes the Office of Management and Budget. This office is responsible for preparing the annual budget, developing policies and procedures for on-going fiscal management, strategic planning and evaluation activities.

Budget and Staff Resources				
Budget Overview		FY2018 Adopted	FY2017 Amended	FY2016 Adopted
Personnel Services & Employee Benefits		\$8,465,689	\$8,137,164	\$7,503,739
Contractual Services		1,502,808	1,477,099	1,341,094
Commodities		159,972	169,505	146,090
Other Charges		0	0	0
Interdepartmental		614	614	2,295
Capital Outlay		0	0	0
<b>Total Expense</b>		<b>\$10,129,083</b>	<b>\$9,784,382</b>	<b>\$8,993,218</b>
<b>Total Revenue</b>		<b>\$0</b>	<b>\$0</b>	<b>\$28,000</b>
<b>Net County Dollars</b>		<b>\$10,129,083</b>	<b>\$9,784,382</b>	<b>\$8,965,218</b>

Position Summary					
FY2018 Adopted		FY2017 Adopted		FY2016 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
68	0	66	0	66	0

## Manager's Office

### Major Funding Adjustments

Here is a list of approved Fiscal Year 2018 operating budget requests to assist the department with meeting its goals and objectives as approved by the Board of County Commissioners.

Adjustment	FTE	County	Total	Description
<b>Other Adjustments</b>				
Family Law Facilitator Program	-	\$18,800	\$18,800	To improve family law case loads
Legal Assistant	2.00	144,161	144,161	To assist with requests for information
<b>Investing in Our Employees</b>				
Pay-For-Performance	-	133,697	133,697	Pay for performance adjustment is allocated after budget adoption

## Manager's Office

Service Name	FTE	PTE	FY2018 County Funding	FY2018 Total Budget	FY2017 Total Budget
ADMINISTRATIVE SUPPORT (MGR)	11	0	1,274,837	1,274,837	1,206,152
ATTORNEY (MGR)	10	0	2,112,402	2,112,402	1,877,142
BUSINESS PROCESS MANAGEMENT (MGR)	14	0	1,690,952	1,690,952	1,733,093
CLERK'S OFFICE (MGR)	4	0	410,568	410,568	399,828
ENTERPRISE PROJECT MANAGEMENT (MGR)	9	0	1,261,779	1,261,779	1,219,000
MANAGEMENT & BUDGET SERVICES (MGR)	15	0	1,749,780	1,749,780	1,639,449
SENIOR ADMINISTRATION (MGR)	5	0	1,628,765	1,628,765	1,564,802
<b>Grand Totals:</b>	<b>68</b>	<b>0</b>	<b>10,129,083</b>	<b>10,129,083</b>	<b>9,639,466</b>
<b>Revenue Totals:</b>				<b>0</b>	<b>0</b>

## ADMINISTRATIVE SUPPORT (MGR)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,046,617	\$974,398	\$898,391	7.4%
Contractual Services	\$218,889	\$218,889	\$40,108	0.00%
Commodities	\$9,331	\$12,865	\$12,865	-27.47%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,274,837</b>	<b>\$1,206,152</b>	<b>\$951,364</b>	<b>5.7%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,274,837</b>	<b>\$1,206,152</b>	<b>\$951,364</b>	<b>5.7%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	11	0	10	0	11	0	1	0

## ATTORNEY (MGR)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,185,945	\$969,485	\$862,069	22.3%
Contractual Services	\$900,957	\$882,157	\$762,657	2.1%
Commodities	\$25,500	\$25,500	\$25,500	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$2,112,402</b>	<b>\$1,877,142</b>	<b>\$1,650,226</b>	<b>12.5%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$2,112,402</b>	<b>\$1,877,142</b>	<b>\$1,650,226</b>	<b>12.5%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	10	0	8	0	7	0	2	0

## BUSINESS PROCESS MANAGEMENT (MGR)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Customer satisfaction rating	Customer	84	99.3	97	118.2%
# of projects managed	Output	0	27	28	0.00%
Project Deliverables Success Rate	Outcome	88	96.2	95	109.3%
Project leadership success rate	Outcome	88	98.2	96	111.6%
Projects completed within 20% of schedule	Efficiency	100	100	100	100.0%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,616,755	\$1,658,896	\$1,466,402	-2.54%
Contractual Services	\$67,197	\$67,197	\$79,597	0.00%
Commodities	\$7,000	\$7,000	\$7,000	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,690,952</b>	<b>\$1,733,093</b>	<b>\$1,552,999</b>	<b>-2.43%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$28,000</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,690,952</b>	<b>\$1,733,093</b>	<b>\$1,524,999</b>	<b>-2.43%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	14	0	15	0	15	0	-1	0

## CLERK'S OFFICE (MGR)

### Service Description:

This service provides clerical and administrative assistance in support of BOCC activities and functions including preparing the minutes and agendas.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$364,918	\$354,178	\$343,860	3.0%
Contractual Services	\$20,900	\$16,900	\$17,900	23.7%
Commodities	\$24,750	\$28,750	\$24,350	-13.91%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$410,568</b>	<b>\$399,828</b>	<b>\$386,110</b>	<b>2.7%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$410,568</b>	<b>\$399,828</b>	<b>\$386,110</b>	<b>2.7%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$120,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$120,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$120,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Customer satisfaction rating	Customer	84	97.96	98.2	116.6%
# of projects managed	Output	0	38	24	0.00%
Projects completed within budget (w/in 20%)	Output	92	100	93.75	108.7%
Projects completed within schedule (w/in 20%)	Efficiency	96	93.33	93.75	97.2%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,144,579	\$1,101,800	\$1,142,687	3.9%
Contractual Services	\$114,500	\$114,500	\$114,500	0.00%
Commodities	\$2,700	\$2,700	\$2,700	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,261,779</b>	<b>\$1,219,000</b>	<b>\$1,259,887</b>	<b>3.5%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,261,779</b>	<b>\$1,219,000</b>	<b>\$1,259,887</b>	<b>3.5%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	9	0	9	0	10	0	0	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$105,147	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$105,147</b>	<b>0.00%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$105,147</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## MANAGEMENT & BUDGET SERVICES (MGR)

### Service Description:

This service provides transformational leadership to increase service value throughout the organization focusing on planning, evaluation and resource allocation to achieve results.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	84	88	88.28	104.8%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,652,682	\$1,542,351	\$1,426,016	7.2%
Contractual Services	\$65,408	\$63,408	\$72,408	3.2%
Commodities	\$31,690	\$33,690	\$24,690	-5.94%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,749,780</b>	<b>\$1,639,449</b>	<b>\$1,523,114</b>	<b>6.7%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,749,780</b>	<b>\$1,639,449</b>	<b>\$1,523,114</b>	<b>6.7%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	15	0	15	0	14	0	0	0

## SENIOR ADMINISTRATION (MGR)

### Service Description:

This service provides executive leadership for the County, which includes the County Manager and General Managers.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,454,193	\$1,390,864	\$1,259,167	4.6%
Contractual Services	\$114,957	\$114,324	\$133,924	0.6%
Commodities	\$59,001	\$59,000	\$48,985	0.0%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$614	\$614	\$2,295	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,628,765</b>	<b>\$1,564,802</b>	<b>\$1,444,371</b>	<b>4.1%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,628,765</b>	<b>\$1,564,802</b>	<b>\$1,444,371</b>	<b>4.1%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	5	0	5	0	5	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	FY2018 Adopted	FY2017 Amended	FY2016 Adopted
Personnel Services & Employee Benefits	\$2,185,572	\$2,198,992	\$1,944,689
Contractual Services	145,609	126,257	78,112
Commodities	94,158	66,133	63,981
Other Charges	0	0	0
Interdepartmental	3,184	1,133	1,133
Capital Outlay	0	0	0
<b>Total Expense</b>	<b>\$2,428,523</b>	<b>\$2,392,515</b>	<b>\$2,087,915</b>
<b>Total Revenue</b>	<b>\$1,661,500</b>	<b>\$1,261,500</b>	<b>\$603,657</b>
<b>Net County Dollars</b>	<b>\$767,023</b>	<b>\$1,131,015</b>	<b>\$1,484,258</b>

Position Summary					
FY2018 Adopted		FY2017 Adopted		FY2016 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
20	1	20	1	17	4

# Medical Examiner

## **Major Funding Adjustments**

Here is a list of approved Fiscal Year 2018 operating budget requests to assist the department with meeting its goals and objectives as approved by the Board of County Commissioners.

<b>Adjustment</b>	<b>FTE</b>	<b>County</b>	<b>Total</b>	<b>Description</b>
<b>Strategic Business Plan Adjustments</b>				
Overtime Budget Increase	-	\$7,800	\$7,800	To support prior-year trends
<b>Other Adjustments</b>				
Server Storage Fees	-	3,000	3,000	To address enterprise risk management
Lodox Digital X-Ray System Warranty	-	19,305	19,305	To protect department asset
Conference Room and Autopsy Suite Technology Upgrade	-	25,000	25,000	To leverage department investments
<b>Investing in Our Employees</b>				
Pay-For-Performance	-	25,604	25,604	Pay for performance adjustment is allocated after budget adoption

## Medical Examiner

Service Name	FTE	PTE	FY2018 County Funding	FY2018 Total Budget	FY2017 Total Budget
MEDICAL EXAMINER (MED)	20	1	767,023	2,428,523	2,361,343
<b>Grand Totals:</b>	<b>20</b>	<b>1</b>	<b>767,023</b>	<b>2,428,523</b>	<b>2,361,343</b>
<b>Revenue Totals:</b>				<b>1,661,500</b>	<b>1,261,500</b>

## 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, Cleveland, and Gaston.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Accurate determination of cause and manner of death	Efficiency	90	100	100	111.1%
Accurate release of personal effects	Efficiency	90	95	100	105.6%
Timely initiation of autopsy	Efficiency	90	100	100	111.1%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$2,185,572	\$2,167,820	\$1,944,689	0.8%
Contractual Services	\$145,609	\$126,257	\$78,112	15.3%
Commodities	\$94,158	\$66,133	\$63,981	42.4%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$3,184	\$1,133	\$1,133	181.0%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$2,428,523</b>	<b>\$2,361,343</b>	<b>\$2,087,915</b>	<b>2.8%</b>
<b>Total Revenue</b>	<b>\$1,661,500</b>	<b>\$1,261,500</b>	<b>\$603,657</b>	<b>31.7%</b>
<b>Net County Dollars</b>	<b>\$767,023</b>	<b>\$1,099,843</b>	<b>\$1,484,258</b>	<b>-30.26%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	20	1	20	1	17	4	0	0

# Office of Economic Development

## Mission

Facilitate private sector job growth and investment in Mecklenburg County.

## Responsibilities

- \*Manage the County's participation in the Business Investment Program and other economic development grants
- \*Assist with the redevelopment of County-owned real estate
- \*Work closely with partner organizations such as the NC Department of Commerce, City of Charlotte, Charlotte Regional 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	FY2018 Adopted	FY2017 Amended*	FY2016 Adopted
Personnel Services & Employee Benefits	\$595,252	\$450,827	\$324,525
Contractual Services	553,608	541,036	301,050
Commodities	169,911	161,789	230,580
Other Charges	10,224,254	10,523,525	9,418,525
Interdepartmental	0	0	0
Capital Outlay	0	0	0
<b>Total Expense</b>	<b>\$11,543,025</b>	<b>\$11,677,177</b>	<b>\$10,274,680</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$600,000</b>	<b>\$0</b>
<b>Net County Dollars</b>	<b>\$11,543,025</b>	<b>\$11,077,177</b>	<b>\$10,274,680</b>

Position Summary					
FY2018 Adopted		FY2017 Adopted		FY2016 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
6	0	4	0	3	0

\* Includes one-time fund balance allocation

# Office of Economic Development

## **Major Funding Adjustments**

Here is a list of approved Fiscal Year 2018 operating budget requests to assist the department with meeting its goals and objectives as approved by the Board of County Commissioners.

<b>Adjustment</b>	<b>FTE</b>	<b>County</b>	<b>Total</b>	<b>Description</b>
<b>Strategic Business Plan Adjustments</b>				
Economic Development Specialist	1.00	\$85,671	\$85,671	One full-time position to focus on business retention and attraction
Industry Roundtable	-	10,500	10,500	Provides funding to host meetings and round tables aimed at business retention
Economic Development Specialist	1.00	77,772	77,772	One full-time position to focus on small business consulting
<b>Other Adjustments</b>				
Economic Development Agreements	-	415,708	415,708	Contractual increase for new grants coming online
<b>Investing in Our Employees</b>				
Pay-For-Performance	-	9,888	9,888	Pay for performance adjustment is allocated after budget adoption

## Office of Economic Development

Service Name	FTE	PTE	FY2018 County Funding	FY2018 Total Budget	FY2017 Total Budget*
ACC FOOTBALL CHAMPIONSHIP (OED)	0	0	275,000	275,000	275,000
BELK BOWL (OED)	0	0	275,000	275,000	275,000
BUSINESS INVESTMENT GRANTS (OED)	0	0	4,330,506	4,330,506	4,445,485
CHARLOTTE REGIONAL PARTNERSHIP (OED)	0	0	155,111	155,111	151,881
CRVA-CIAA TOURNAMENT (OED)	0	0	275,000	275,000	275,000
CRVA- FILM COMMISSION (OED)	0	0	150,000	150,000	150,000
DEVELOPMENT AGREEMENTS (OED)	0	0	5,193,748	5,193,748	4,778,040
ECONOMIC DEVELOPMENT (OED)	5	0	756,483	756,483	593,219
MWSBE (OED)	1	0	132,177	132,177	125,618
NBA ALL-STAR GAME (OED)	0	0	0	0	600,000
<b>Grand Totals:</b>	<b>6</b>	<b>0</b>	<b>11,543,025</b>	<b>11,543,025</b>	<b>11,669,243</b>
<b>Revenue Totals:</b>					<b>600,000</b>

\*Includes one-time fund balance allocation

## ACC FOOTBALL CHAMPIONSHIP (OED)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Direct Spending by out-of-town attendees	Output	0	0	167,000,000	0.00%
Sales, hotel & occupancy taxes collected	Output	0	0	961,000	0.00%
Total estimated economic impact	Impact	0	0	32,400,000	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$275,000	\$275,000	\$260,000	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$275,000</b>	<b>\$275,000</b>	<b>\$260,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$275,000</b>	<b>\$275,000</b>	<b>\$260,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## BELK BOWL (OED)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Direct Spending by out-of-town attendees	Output	0	11,969,121	8,400,000	0.00%
Sales, hotel & occupancy taxes collected	Output	0	709,633	421,000	0.00%
Total estimated economic impact	Impact	0	23,122,352	16,300,000	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$275,000	\$275,000	\$260,000	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$275,000</b>	<b>\$275,000</b>	<b>\$260,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$275,000</b>	<b>\$275,000</b>	<b>\$260,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## BUSINESS INVESTMENT GRANTS (OED)

### Service Description:

This program encourages the creation, retention and/or expansion of new or existing business and jobs in identified investment zones within the community. The program provides grants to companies based upon the amount of property tax generated by the business investment being made.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
# of grant applications that reach closed session	Output	0	10	7	0.00%
# of grants approved in closed session	Output	0	8	7	0.00%
# of grants executed post closed session	Output	0	2	1	0.00%
# of "Invitations to Apply" issued	Output	0	26	20	0.00%
Total # of active grants	Output	0	34	26	0.00%
Total # of potential projects	Output	0	26	41	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$4,330,506	\$4,445,485	\$4,445,485	-2.59%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$4,330,506</b>	<b>\$4,445,485</b>	<b>\$4,445,485</b>	<b>(0)</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$4,330,506</b>	<b>\$4,445,485</b>	<b>\$4,445,485</b>	<b>-2.59%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## CHARLOTTE REGIONAL PARTNERSHIP (OED)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Financial Performance	Output	0	1,721,566	1,637,479	0.00%
# of projects generated	Output	0	68	79	0.00%
#of projects visited	Output	0	34	36	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$155,111	\$151,881	\$223,780	2.1%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$155,111</b>	<b>\$151,881</b>	<b>\$223,780</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$155,111</b>	<b>\$151,881</b>	<b>\$223,780</b>	<b>2.1%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## CRVA-CIAA TOURNAMENT (OED)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Dollar amount of Hotel/Motel tax generated (estimated)	Outcome	0	31,617,032	1,600,000	0.00%
Dollar amount of Prepared Food/Beverage tax generated (est)	Outcome	0	41,205	163,000	0.00%
# of room nights generated (estimated)	Output	0	33,895	34,000	0.00%
Total Attendance (estimate data available August)	Output	0	27,183	28,000	0.00%
Total Economic Impact (estimated)	Outcome	0	57,390,479	57,400,000	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$275,000	\$275,000	\$260,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$275,000</b>	<b>\$275,000</b>	<b>\$260,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$275,000</b>	<b>\$275,000</b>	<b>\$260,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## CRVA- FILM COMMISSION (OED)

### Service Description:

This service provides funding to the Charlotte Regional Film Commission in order to increase the impact of film and television production for the County.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Film crew positions filled locally	Output	0	2,097	2,924	0.00%
# of hotel nights generated by industry	Output	0	5,997	7,400	0.00%
Total budget for film/shows	Output	0	43,816,959	83,747,376	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$150,000	\$150,000	\$75,000	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$75,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$75,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## DEVELOPMENT AGREEMENTS (OED)

### Service Description:

This service provides county assistance for large real estate development projects. The amount of County funding is based on the level of private investment, and is typically used to offset infrastructure costs such as roads, utilities or parking decks.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Contract management	Impact	100	100	100	100.0%
New outreaches established with partners	Output	0	3	36	0.00%
# of active agreements	Output	0	5	4	0.00%
Total grants/payments per agreement	Output	0	5	3	0.00%
Total investment in Meck County by recipient	Impact	0	0	362,116,000	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$5,193,748	\$4,778,040	\$4,378,040	8.7%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$5,193,748</b>	<b>\$4,778,040</b>	<b>\$4,378,040</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$5,193,748</b>	<b>\$4,778,040</b>	<b>\$4,378,040</b>	<b>8.7%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## ECONOMIC DEVELOPMENT (OED)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures are under development	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$473,907	\$328,096	\$212,386	44.4%
Contractual Services	\$270,776	\$258,215	\$30,975	4.9%
Commodities	\$11,800	\$6,908	\$5,300	70.8%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$756,483</b>	<b>\$593,219</b>	<b>\$248,661</b>	<b>27.5%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$756,483</b>	<b>\$593,219</b>	<b>\$248,661</b>	<b>27.5%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	5	0	3	0	2	0	2	0

## MWSBE (OED)

### Service Description:

This service assists minority and women owned businesses and small businesses in bidding for County construction and service contracts, and tracks and reports the percentage of minority and women business enterprise and small business enterprise (MWSBE) contracts awarded.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Customer Satisfaction Index	Outcome	84	100	100	119.0%
Percent of goals attained	Outcome	0	98	95	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$121,345	\$114,797	\$112,139	5.7%
Contractual Services	\$7,832	\$7,821	\$10,075	0.1%
Commodities	\$3,000	\$3,000	\$1,500	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$132,177</b>	<b>\$125,618</b>	<b>\$123,714</b>	<b>5.2%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$132,177</b>	<b>\$125,618</b>	<b>\$123,714</b>	<b>5.2%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	1	0	1	0	1	0	0	0

## NBA ALL-STAR GAME (OED)

### Service Description:

This service provides funding to support the NBA All-Star game in Charlotte.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted*	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$600,000	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$600,000</b>	<b>\$0</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$600,000</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

\* Includes one-time fund balance allocation

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

# Park & Recreation

## Mission

To enrich the lives of citizens by providing quality leisure opportunities, experiences and partnerships. To offer recreation for people of all ages, and to act as stewards of our natural resources.

## Responsibilities

This agency provides the administration, facilities, programs and fiscal support for the Park and Recreation Department and the Park and Recreation Commission. Park and Recreation is responsible for operations, maintenance and programming of more than 210 facilities. It manages the County's 17,700 +/- acres of parks, greenways, golf courses, recreation centers, swimming pools, special facilities and nature preserves.

Additional services include:

- \* Coordination and planning of neighborhood and community recreational opportunities and special events.
- \* Strategic analysis to support facility, park and greenway planning, design and development.
- \* Programming/activities for therapeutic recreation (to serve both special and select populations).
- \* Environmental education and stewardship of nature preserves.
- \* Privatized management of five golf courses, and an equestrian center.
- \* Marketing and public information about facilities programs.

Budget and Staff Resources			
Budget Overview		FY2018 Adopted*	FY2017 Amended
Personnel Services & Employee Benefits		\$28,591,459	\$27,294,107
Contractual Services		6,597,200	6,193,311
Commodities		3,039,473	2,900,627.5
Other Charges		104,967	104,967
Interdepartmental		455,068	478,750
Capital Outlay		1,143,700	509,239
<b>Total Expense</b>		<b>\$39,931,867</b>	<b>\$37,481,001.5</b>
<b>Total Revenue</b>		<b>\$6,694,131</b>	<b>\$5,538,483</b>
<b>Net County Dollars</b>		<b>\$33,237,736</b>	<b>\$31,942,518.5</b>

Position Summary					
FY2018 Adopted		FY2017 Adopted		FY2016 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
335	187	324	177	307	173

\* Includes one-time fund balance allocation

## Park & Recreation

### Major Funding Adjustments

Here is a list of approved Fiscal Year 2018 operating budget requests to assist the department with meeting its goals and objectives as approved by the Board of County Commissioners.

Adjustment	FTE	County	Total	Description
<b>Strategic Business Plan Adjustments</b>				
Annualized Operating Funds for New FY2017 Facilities	2.00	\$294,915	\$294,915	1 Park Ranger and 3 limited part-time Recreation Assistants
Operating for New FY2018 Facilities	10.00	1,468,461	1,736,961	7 maintenance positions, 2 Park Rangers and 1 Recreation Specialist
<b>Investing in Our Employees</b>				
Pay-For-Performance	-	515,352	515,352	Pay for performance adjustment is allocated after budget adoption

## Park & Recreation

Service Name	FTE	PTE	FY2018 County Funding	FY2018 Total Budget*	FY2017 Total Budget
ATHLETIC SERVICES (PRK)	10	14	116,058	1,422,573	1,044,339
COOPERATIVE EXTENSION SERVICES (PRK)	0	0	221,552	230,965	203,343
FISCAL ADMINISTRATION (PRK)	9	1	856,073	856,073	787,843
IT RESOURCE MANAGEMENT (PRK)	2	0	239,467	239,467	290,969
NATURE PRESERVES & NATURAL RESOURCES (PRK)	39	11	3,390,212	3,742,586	3,476,150
PARK FACILITY PLANNING SERVICE (PRK)	6	0	699,875	699,875	781,298
PARK OPERATIONS (PRK)	113	18	10,009,490	11,121,841	10,601,231
PARK REPAIR AND MAINTENANCE (PRK)	47	4	6,178,146	6,834,646	5,810,098
POOLS (PRK)	18	63	1,836,276	3,461,443	3,348,259
RECREATION PROGRAMMING (PRK)	75	72	6,862,446	8,352,228	7,987,068
SENIOR ACTIVITIES AND SERVICES (CSG)	0	0	95,000	95,000	0
SENIOR MANAGEMENT & ADMINISTRATION (PRK)	5	1	1,120,743	1,120,743	1,027,263
THERAPEUTIC RECREATION (PRK)	9	1	931,063	1,073,092	965,311
VOLUNTEER COORDINATION (PRK)	2	1	681,335	681,335	640,982
<b>Grand Totals:</b>	<b>335</b>	<b>187</b>	<b>33,237,736</b>	<b>39,931,867</b>	<b>36,964,154</b>
<b>Revenue Totals:</b>				<b>6,694,131</b>	<b>5,530,951</b>

\*Includes one-time fund balance allocation

## ADMINISTRATIVE SUPPORT (PRK)

### Service Description:

This service is responsible for customer service, clerical duties, and basic administrative support.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$319,861	0.00%
Contractual Services	\$0	\$0	\$94,227	0.00%
Commodities	\$0	\$0	\$21,508	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$7,884	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$443,480</b>	<b>0.00%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$443,480</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	3	2	0	0

## ATHLETIC SERVICES (PRK)

### Service Description:

This service provides coordination of athletic and sporting events on Park and Recreation Department parks and sports facilities.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	84	99.3	99.6	118.2%
Revenue per participant and visitor	Efficiency	0.7	0.58	0.79	82.9%
Total number athletic participants and visitors	Output	0	1,700,000	1,551,478	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,020,960	\$725,306	\$687,103	40.8%
Contractual Services	\$154,558	\$175,936	\$32,215	-12.15%
Commodities	\$247,055	\$133,097	\$26,364	85.6%
Other Expenses	\$0	\$0	\$10,000	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$10,000	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,422,573</b>	<b>\$1,044,339</b>	<b>\$755,682</b>	<b>36.2%</b>
<b>Total Revenue</b>	<b>\$1,306,515</b>	<b>\$1,598,600</b>	<b>\$698,600</b>	<b>-18.27%</b>
<b>Net County Dollars</b>	<b>\$116,058</b>	<b>\$-554,261</b>	<b>\$57,082</b>	<b>-120.94%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	10	14	7	12	3	14	3	2

## COOPERATIVE EXTENSION SERVICES (PRK)

### **Service Description:**

This service partners with communities to deliver programming that empowers citizens by providing viable solutions for daily life. 4-H youth programs build life skills and subject matter educational interest in out-of-school time for young people ages 5-18. Horticulture programs provide citizen education on home and commercial horticulture in addition to supporting community gardening efforts. Family Consumer Science and Local Foods coordinates local food producers with farmer's market organizations and provides public programming on food handling, safety, and preservation.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Cost efficiency of Cooperative Extension Services programs	Efficiency	14	13.13	75.1	93.8%
Customer Satisfaction Index	Customer	84	97.5	96.7	116.1%
Knowledge Index	Outcome	100	96	93.1	96.0%
Total number of participants	Output	0	14,779	14,326	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$208,651	\$183,641	\$184,391	13.6%
Commodities	\$22,314	\$19,702	\$20,452	13.3%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$230,965</b>	<b>\$203,343</b>	<b>\$204,843</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$9,413</b>	<b>\$13,500</b>	<b>\$13,500</b>	<b>-30.27%</b>
<b>Net County Dollars</b>	<b>\$221,552</b>	<b>\$189,843</b>	<b>\$191,343</b>	<b>16.7%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Cost per financial transaction	Efficiency	6.15	11.25	9	54.7%
% Customer satisfaction rating	Customer	84	98.5	100	117.3%
Number of transactions processed	Output	0	73,863	82,863	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$844,958	\$771,323	\$819,168	9.5%
Contractual Services	\$7,705	\$7,554	\$7,554	2.0%
Commodities	\$3,410	\$8,966	\$8,966	-61.97%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$856,073</b>	<b>\$787,843</b>	<b>\$835,688</b>	<b>8.7%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$856,073</b>	<b>\$787,843</b>	<b>\$835,688</b>	<b>8.7%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	9	1	9	1	10	1	0	0

## IT RESOURCE MANAGEMENT (PRK)

### Service Description:

This service selects and deploys advanced technology for the efficiency and reliability for the departments day to day operations including communications, audio-visual, website content, class reservations system, and security monitoring of the facilities.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measure not required	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$193,291	\$220,669	\$208,576	-12.41%
Contractual Services	\$20,800	\$25,300	\$25,300	-17.79%
Commodities	\$25,376	\$45,000	\$45,000	-43.61%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$239,467</b>	<b>\$290,969</b>	<b>\$278,876</b>	<b>-17.70%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$239,467</b>	<b>\$290,969</b>	<b>\$278,876</b>	<b>-17.70%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Cost per Visitor and Participant	Efficiency	2.6	2.72	2.51	95.6%
% Customer satisfaction rating	Customer	84	99.1	99.7	118.0%
% Customer satisfaction rating (Natural Resources Services)	Customer	84	100	100	119.0%
Total nature preserve acres	Output	0	7,661	265.52	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$3,200,180	\$3,013,962	\$2,909,389	6.2%
Contractual Services	\$250,271	\$182,806	\$178,056	36.9%
Commodities	\$248,876	\$253,453	\$279,111	-1.81%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$28,259	\$25,929	\$22,192	9.0%
Capital	\$15,000	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$3,742,586</b>	<b>\$3,476,150</b>	<b>\$3,388,748</b>	<b>7.7%</b>
<b>Total Revenue</b>	<b>\$352,374</b>	<b>\$205,201</b>	<b>\$205,201</b>	<b>71.7%</b>
<b>Net County Dollars</b>	<b>\$3,390,212</b>	<b>\$3,270,949</b>	<b>\$3,183,547</b>	<b>3.6%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	39	11	38	10	38	10	1	1

## OUTDOOR POOLS (PRK)

### Service Description:

This service manages operations and routine maintenance for outdoor aquatic facilities.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$230,658	0.00%
Contractual Services	\$0	\$0	\$3,500	0.00%
Commodities	\$0	\$0	\$9,375	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$243,533</b>	<b>0.00%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$243,533</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	2	0	0

## PARK FACILITY PLANNING SERVICE (PRK)

### Service Description:

This service provides parks master planning and management of the design and construction phases of parks and recreation facilities, in addition to managing the planning development and design of new greenways and trails and design improvements to existing trails in the greenway system.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	84	97.2	100	115.7%
Service Cost as a % of total cost of new improvement	Efficiency	3.2	1.2	3.6	266.7%
Total park expansion funding	Output	0	49,297,677	41,347,000	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$621,787	\$701,498	\$584,249	-11.36%
Contractual Services	\$72,388	\$69,300	\$59,300	4.5%
Commodities	\$5,700	\$10,500	\$500	-45.71%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$699,875</b>	<b>\$781,298</b>	<b>\$644,049</b>	<b>-10.42%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$699,875</b>	<b>\$781,298</b>	<b>\$644,049</b>	<b>-10.42%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	6	0	6	1	5	1	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Cost per park visitor	Efficiency	1.15	0.91	0.84	126.4%
% Customer satisfaction rating	Customer	84	99.8	99.6	118.8%
Total number of park visitors	Output	0	10,000,239	9,331,508	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted*	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$7,127,279	\$6,305,617	\$6,209,009	13.0%
Contractual Services	\$2,647,259	\$2,816,539	\$4,088,780	-6.01%
Commodities	\$1,065,085	\$1,105,354	\$943,679	-3.64%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$204,718	\$269,182	\$239,438	-23.95%
Capital	\$77,500	\$104,539	\$301,041	-25.86%
<b>Total Expenses</b>	<b>\$11,121,841</b>	<b>\$10,601,231</b>	<b>\$11,781,947</b>	<b>4.9%</b>
<b>Total Revenue</b>	<b>\$1,112,351</b>	<b>\$725,000</b>	<b>\$1,935,041</b>	<b>53.4%</b>
<b>Net County Dollars</b>	<b>\$10,009,490</b>	<b>\$9,876,231</b>	<b>\$9,846,906</b>	<b>1.3%</b>

\* Includes one-time fund balance allocation

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	113	18	106	17	104	18	7	1

## PARK REPAIR AND MAINTENANCE (PRK)

### Service Description:

This service improves the preventative and rehabilitative maintenance of County assets which encompass all the parks and all the special facilities within the County's over 17,000+ acres of park land.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Acres of New Landscaped Park Land	Output	0	2	1,216,630	0.00%
Cost per acre ratio	Efficiency	4,747	5,538	12,840	85.7%
% Customer satisfaction rating	Customer	84	98	98.3	116.7%
% Emergency work order response (w/24 hours)	Impact	90	98.5	98.2	109.4%
Total acres maintained	Output	0	1,076.53	1,051.53	0.00%
Total greenway maintenance effort in miles	Output	0	48.4	46	0.00%

Budget Overview	FY2018 Adopted*	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$3,534,000	\$3,388,205	\$2,713,004	4.3%
Contractual Services	\$1,290,443	\$1,141,294	\$1,132,475	13.1%
Commodities	\$636,608	\$620,177	\$687,473	2.6%
Other Expenses	\$104,967	\$104,967	\$104,967	0.00%
Interdepartmental	\$217,428	\$175,755	\$156,335	23.7%
Capital	\$1,051,200	\$379,700	\$0	176.9%
<b>Total Expenses</b>	<b>\$6,834,646</b>	<b>\$5,810,098</b>	<b>\$4,794,254</b>	<b>17.6%</b>
<b>Total Revenue</b>	<b>\$656,500</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$6,178,146</b>	<b>\$5,810,098</b>	<b>\$4,794,254</b>	<b>6.3%</b>

\* Includes one-time fund balance allocation

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	47	4	49	3	39	2	-2	1

## POOLS (PRK)

### Service Description:

This service manages operations and routine maintenance for indoor and outdoor aquatic facilities.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Cost per user	Efficiency	1.57	4.17	7.07	37.6%
% Customer satisfaction rating	Customer	84	98.8	98.9	117.6%
Indoor Aquatic Skills Index	Impact	90	0	74	0.00%
Total number of pool users	Output	0	360,968	139,596	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$2,957,978	\$2,908,728	\$2,636,486	1.7%
Contractual Services	\$267,529	\$288,944	\$150,008	-7.41%
Commodities	\$235,936	\$150,587	\$79,661	56.7%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$3,461,443</b>	<b>\$3,348,259</b>	<b>\$2,866,155</b>	<b>3.4%</b>
<b>Total Revenue</b>	<b>\$1,625,167</b>	<b>\$1,307,590</b>	<b>\$783,250</b>	<b>24.3%</b>
<b>Net County Dollars</b>	<b>\$1,836,276</b>	<b>\$2,040,669</b>	<b>\$2,082,905</b>	<b>-10.02%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	18	63	19	61	14	56	-1	2

## RECREATION PROGRAMMING (PRK)

### Service Description:

This service provides active and passive leisure opportunities for County residents and visitors through recreation programs offered at recreation centers.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Cost per participants served	Efficiency	6.12	5.76	5.13	106.3%
% Customer satisfaction rating	Customer	84	99.5	98.3	118.5%
Number of participants and visitors	Output	0	1,043,062	1,129,053	0.00%
Recreation Center Facility Utilization Rate	Outcome	55	30	37.1	54.5%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$7,229,783	\$6,870,736	\$8,275,553	5.2%
Contractual Services	\$679,980	\$569,904	\$499,243	19.3%
Commodities	\$442,465	\$546,428	\$614,289	-19.03%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$8,352,228</b>	<b>\$7,987,068</b>	<b>\$9,389,085</b>	<b>4.6%</b>
<b>Total Revenue</b>	<b>\$1,489,782</b>	<b>\$1,556,560</b>	<b>\$1,727,110</b>	<b>-4.29%</b>
<b>Net County Dollars</b>	<b>\$6,862,446</b>	<b>\$6,430,508</b>	<b>\$7,661,975</b>	<b>6.7%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	75	72	72	70	75	64	3	2

## SENIOR ACTIVITIES AND SERVICES (CSG)

### Service Description:

This service provides activities to help keep seniors healthy, improve their fitness and help them to do the tasks needed to maintain independent living.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
# of endurance class participants	Output	200	270	310	135.0%
# of flexibility class participants	Output	75	209	137	278.7%
# of health management class participants	Output	90	96	83	106.7%
# of health seminars	Output	780	858	1,068	110.0%
# of strengthening class participants	Output	120	195	149	162.5%
# of unduplicated individuals served	Output	1,664	1,305	1,420	78.4%
% srs at risk for diab, str, high bp, high chol, & falls	Outcome	58	0	53	0.00%
% srs reporting reduced falls & mngmt of chronic disease	Outcome	76	94	86	123.7%
% srs w/ increased end, str, flex, and bal	Outcome	88	0	104	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$95,000	\$95,000	\$70,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$95,000</b>	<b>\$95,000</b>	<b>\$70,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$95,000</b>	<b>\$95,000</b>	<b>\$70,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## SENIOR MANAGEMENT & ADMINISTRATION (PRK)

### Service Description:

This service provides strategic leadership and management of all business operations and financial transactions conducted by the Department.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer Satisfaction Rating	Customer	84	99.3	98.3	118.2%
% Employee Motivation & Satisfaction	Impact	84	90	91	107.1%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$746,808	\$751,591	\$404,580	-0.64%
Contractual Services	\$337,316	\$220,757	\$42,800	52.8%
Commodities	\$31,956	\$47,031	\$20,381	-32.05%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$4,663	\$7,884	\$0	-40.85%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,120,743</b>	<b>\$1,027,263</b>	<b>\$467,761</b>	<b>9.1%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,120,743</b>	<b>\$1,027,263</b>	<b>\$467,761</b>	<b>9.1%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	5	1	5	1	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$138,496	0.00%
Contractual Services	\$0	\$0	\$128,320	0.00%
Commodities	\$0	\$0	\$11,871	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$278,687</b>	<b>0.00%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$71,000</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$207,687</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	1	3	0	0

## THERAPEUTIC RECREATION (PRK)

### Service Description:

This service provides recreation and leisure services to members of the community who are underserved or need additional support for full participation including citizens who have disabilities, youth/teens who experience peer pressure, homeless children/teens/families, and members of culturally diverse groups.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
County Cost per Program Participant	Efficiency	43.5	33.5	36.19	129.9%
% Customer satisfaction rating	Customer	84	99.5	99.5	118.5%
Number of Participant Contacts	Output	0	25,067	22,942	0.00%
TR Participant Improvement Index	Outcome	100	84	78	84.0%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$950,932	\$836,079	\$796,329	13.7%
Contractual Services	\$59,622	\$61,111	\$61,111	-2.44%
Commodities	\$62,538	\$68,121	\$72,050	-8.20%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,073,092</b>	<b>\$965,311</b>	<b>\$929,490</b>	<b>11.2%</b>
<b>Total Revenue</b>	<b>\$142,029</b>	<b>\$124,500</b>	<b>\$124,500</b>	<b>14.1%</b>
<b>Net County Dollars</b>	<b>\$931,063</b>	<b>\$840,811</b>	<b>\$804,990</b>	<b>10.7%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	9	1	9	0	9	0	0	1

## VOLUNTEER COORDINATION (PRK)

### Service Description:

This service enhances provision of alternative workforce resources and provision of worthwhile opportunities for citizen involvement within the park system.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Participant Satisfaction with the Volunteer Program	Customer	174	0	99.5	0.00%
Percentage of Volunteer Requests Filled	Outcome	95	0*	96.3	0.00%
Program Cost per Volunteer Hour	Efficiency	1.21	1.81	1.13	66.9%
Volunteer Program Participants	Output	17,330	6,958	7,403	40.2%

\*Data no longer available for this measure.

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$163,503	\$188,150	\$175,557	-13.10%
Contractual Services	\$505,678	\$430,555	\$392,793	17.4%
Commodities	\$12,154	\$22,277	\$78,789	-45.44%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$681,335</b>	<b>\$640,982</b>	<b>\$647,139</b>	<b>6.3%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$681,335</b>	<b>\$640,982</b>	<b>\$647,139</b>	<b>6.3%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	2	1	2	1	2	1	0	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.

Budget and Staff Resources			
Budget Overview	FY2018 Adopted*	FY2017 Amended	FY2016 Adopted
Personnel Services & Employee Benefits	\$65,595,294	\$63,309,850	\$58,202,088
Contractual Services	8,039,995	6,383,843	5,172,794
Commodities	2,611,428	2,372,850	2,190,271
Other Charges	0	0	0
Interdepartmental	156,615	141,381	139,678
Capital Outlay	16,500	0	0
<b>Total Expense</b>	<b>\$76,419,832</b>	<b>\$72,207,924</b>	<b>\$65,704,831</b>
<b>Total Revenue</b>	<b>\$23,709,135</b>	<b>\$23,254,051</b>	<b>\$21,467,096</b>
<b>Net County Dollars</b>	<b>\$52,710,697</b>	<b>\$48,953,873</b>	<b>\$44,237,735</b>

Position Summary					
FY2018 Adopted		FY2017 Adopted		FY2016 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
817	15	800	11	793	10

\*Includes one-time fund balance allocation and \$506,000 in restricted contingency

# Public Health

## Major Funding Adjustments

Here is a list of approved Fiscal Year 2018 operating budget requests to assist the department with meeting its goals and objectives as approved by the Board of County Commissioners.

<b>Adjustment</b>	<b>FTE</b>	<b>County</b>	<b>Total</b>	<b>Description</b>
<b>Strategic Business Plan Adjustments</b>				
Environmental Health Specialist	1.00	\$57,916	\$74,416	To improve on compliance rate for health inspections
School Health Nurses	3.00	183,364	183,364	To support three new Charlotte-Mecklenburg schools
School Health Nurses Limited Part-time	5.70	298,863	298,863	To improve workload of School Health Nurses
<b>Other Adjustments</b>				
Health Program Coordinator/Supervisor	1.00	69,891	69,891	To improve Ryan White program
Health Program Coordinator/Supervisor	2.00	145,186	145,186	To create lead positions for Quality Assurance and Improvement Oversight Team
Bethesda Health Center Access to Care	-	165,000	165,000	Sunset CSG approved as a vendor
NC MedAssist Free Pharmacy Program	-	550,000	550,000	Sunset CSG approved as a vendor
Care Ring, Inc. Physicians Reach Out	-	250,000	250,000	Sunset CSG approved as a vendor
Charlotte Community Health Clinic Homeless	-	270,919	270,919	Sunset CSG approved as a vendor
Shelter Health Services Healthcare	-	69,000	69,000	Sunset CSG approved as a vendor
Care Ring, Inc. Nurse Family Partnership	-	250,000	250,000	Sunset CSG approved as a vendor
<b>Investing in Our Employees</b>				
Pay-For-Performance	-	876,361	876,361	Pay for performance adjustment is allocated after budget adoption

## Public Health

Service Name	FTE	PTE	FY2018 County Funding	FY2018 Total Budget*	FY2017 Total Budget
ADMINISTRATIVE SUPPORT (HLT)	5	0	755,701	1,376,395	870,589
ADULT MENTAL HEALTH CONTINUUM (HLT)	3	0	249,415	287,913	253,723
BETHESDA - ACCESS TO CARE (CSG)	0	0	165,000	165,000	0
CARE RING NURSE FAMILY PARTNERSHIP (CSG)	0	0	250,000	250,000	0
CHARLOTTE COMMUNITY HEALTH CLINIC-HOMELESS (CSG)	0	0	270,919	270,919	0
CHILD DEVELOPMENT - COMMUNITY POLICING (HLT)	28	0	2,481,792	2,481,792	2,408,894
CHILDREN'S DEVELOPMENTAL SERVICES (HLT)	101	1	4,849,752	9,010,385	8,586,125
COMMUNICABLE DISEASE (HLT)	50	0	3,792,865	4,568,899	3,973,318
FOOD & FACILITIES SANITATION (HLT)	60	0	4,933,468	5,328,836	4,896,904
GROUND WATER QUALITY (HLT)	12	0	1,003,409	1,307,200	1,351,500
HEALTH CASE MANAGEMENT (HLT)	96	0	1,930,002	9,376,540	8,606,034
HEALTH PLANNING (HLT)	27	0	2,680,518	3,087,645	3,005,195
HEALTH PROMOTION (HLT)	16	0	2,029,744	2,145,518	1,759,045
MEDASSIST OF MECKLENBURG (CSG)	0	0	550,000	550,000	0
PATIENT SERVICES (HLT)	56	2	2,935,511	3,789,011	3,043,972
PEST MANAGEMENT & ENVIRONMENTAL SERVICES (HLT)	7	0	399,087	861,722	804,181
PHYSICIANS REACH OUT (CSG)	0	0	250,000	250,000	0
PUBLIC HEALTH CLINICS (HLT)	85	3	5,902,717	9,560,655	9,108,208
SCHOOL HEALTH SERVICES (HLT)	199	6	15,802,856	15,894,104	14,977,140
SENIOR ADMINISTRATION (HLT)	6	0	1,372,406	1,372,406	1,461,896
SHELTER HEALTH SERVICES (CSG)	0	0	69,000	69,000	0
WOMEN, INFANTS, CHILDREN (HLT)	67	4	542,535	4,921,892	4,723,684
<b>Grand Totals:</b>	<b>817</b>	<b>15</b>	<b>53,216,697</b>	<b>76,925,832</b>	<b>69,830,408</b>
<b>Revenue Totals:</b>				<b>23,709,135</b>	<b>21,811,442</b>

\*Includes one-time fund balance allocation and \$506,00 in restricted contingency

## ADMINISTRATIVE SUPPORT (HLT)

### Service Description:

This service provides day-to-day administrative/clerical support for the departments Health Director and Deputy Director (special project support also provided to program managers as needed).

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance Measures Not Required	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$395,274	\$328,410	\$148,672	20.4%
Contractual Services	\$838,701	\$459,768	\$361,963	82.4%
Commodities	\$142,420	\$82,411	\$71,305	72.8%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,376,395</b>	<b>\$870,589</b>	<b>\$581,940</b>	<b>58.1%</b>
<b>Total Revenue</b>	<b>\$620,694</b>	<b>\$261,593</b>	<b>\$261,593</b>	<b>137.3%</b>
<b>Net County Dollars</b>	<b>\$755,701</b>	<b>\$608,996</b>	<b>\$320,347</b>	<b>24.1%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	5	0	4	0	2	0	1	0

## ADULT MENTAL HEALTH CONTINUUM (HLT)

### Service Description:

This service provides a continuum of care for adults with severe and persistent mental health illnesses including case management, outpatient treatment, day programming, vocational training, residential placement and crisis intervention.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance Measures Not Required	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$281,014	\$248,781	\$134,927	13.0%
Contractual Services	\$4,587	\$2,067	\$0	121.9%
Commodities	\$2,312	\$2,875	\$0	-19.58%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$287,913</b>	<b>\$253,723</b>	<b>\$134,927</b>	<b>13.5%</b>
<b>Total Revenue</b>	<b>\$38,498</b>	<b>\$75,309</b>	<b>\$0</b>	<b>-48.88%</b>
<b>Net County Dollars</b>	<b>\$249,415</b>	<b>\$178,414</b>	<b>\$134,927</b>	<b>39.8%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	3	0	3	0	2	0	0	0

## BETHESDA - ACCESS TO CARE (CSG)

### Service Description:

This service provides quality and culturally primary care and health education to uninsured and low-income population in Mecklenburg County.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Diabetic patients with Hemoglobin A1C less than 7	Outcome	50	63	35	126.0%
Hypertensive patients with chol reading of 200	Outcome	65	42	35	64.6%
Hypertensive patients with reading of 140/90	Outcome	55	59	35	107.3%
# of doctor visits provided to established patient	Output	3,200	4,003	2,885	125.1%
# of individuals served by Meck Co CSG	Output	1,100	1,187	1,540	107.9%
# of Monthly Health and Wellness activities	Output	22	25	31	113.6%
# of screening diagnostic mammograms provided	Output	225	181	317	80.4%
# of uninsured new patients enrolled	Output	350	327	504	93.4%
Referral to specialty care that received complete service	Outcome	65	56	80	86.2%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$165,000	\$165,000	\$165,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$165,000</b>	<b>\$165,000</b>	<b>\$165,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$165,000</b>	<b>\$165,000</b>	<b>\$165,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## CARE RING NURSE FAMILY PARTNERSHIP (CSG)

### Service Description:

The service provides health education and support to first-time, low income moms in Mecklenburg County through an evidence based, intensive home visitation program.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% of Care Ring Children current with immunizations (age 2)	Outcome	90	94	94	104.4%
% of Care Ring NFP babies born at healthy weight	Outcome	85	86	89	101.2%
% of Care Ring NFP moms who choose to breastfeed their child	Outcome	80	87	88	108.8%
# of individuals served by Mecklenburg County CSG	Output	25	70	29	280.0%
Total # of nurse home visits completed	Output	2,000	2,921	2,340	146.1%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$250,000	\$250,000	\$125,500	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$125,500</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$125,500</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## CHARLOTTE COMMUNITY HEALTH CLINIC-HOMELESS (CSG)

### Service Description:

This service provides health care services - medical and preventive care, laboratory services, diagnostics, prescription medications, and access to specialists - to clients of the Men's Shelter and Urban Ministry.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
# Individuals served by Meck Co CSG	Output	451	523	678	116.0%
% of diabetic decrease A1c	Outcome	25	54	33	216.0%
# of health care visits with homeless individuals	Output	2,705	5,007	3,077	185.1%
% of hypertensive decrease BP	Outcome	25	52	36.5	208.0%
# seen within 1 week of triage	Output	1,352	696	931	51.5%
% will attend follow up appointments	Outcome	40	55	33.5	137.5%
% will receive flu vaccine	Outcome	10	24	10	240.0%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$270,919	\$270,919	\$270,919	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$270,919</b>	<b>\$270,919</b>	<b>\$270,919</b>	<b>0.00%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$270,919</b>	<b>\$270,919</b>	<b>\$270,919</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## CHILD DEVELOPMENT - COMMUNITY POLICING (HLT)

### Service Description:

This service provides immediate crisis intervention to children and families experiencing violence, abuse, neglect, and other trauma in 4 high-risk crime districts in partnership with Social Services and Charlotte-Mecklenburg Police Department.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Assessments completed	Efficiency	75	88	90	117.3%
% Clients contacted w/in 72 hours	Efficiency	70	85	89	121.4%
% Customer satisfaction rating	Customer	84	94	97	111.9%
% Families that receive a child trauma intervention	Impact	85	94	94	110.6%
Number of consumers served	Output	0	5,156	7,658	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$2,366,386	\$2,293,488	\$2,042,638	3.2%
Contractual Services	\$84,398	\$87,898	\$81,745	-3.98%
Commodities	\$23,508	\$20,008	\$35,793	17.5%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$7,500	\$7,500	\$1,000	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$2,481,792</b>	<b>\$2,408,894</b>	<b>\$2,161,176</b>	<b>3.0%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$2,481,792</b>	<b>\$2,408,894</b>	<b>\$2,161,176</b>	<b>3.0%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	28	0	27	1	26	1	1	(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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	84	96	98	114.3%
% of children in the NC Infant-Toddler Prog, birth - 1	Outcome	1.45	1.62	1.54	111.7%
% of children in the NC Infant-Toddler Prog, birth - 3	Outcome	2.65	2.76	2.65	104.2%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$7,890,105	\$7,525,567	\$7,092,801	4.8%
Contractual Services	\$1,014,994	\$867,522	\$780,176	17.0%
Commodities	\$67,108	\$154,858	\$97,746	-56.66%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$38,178	\$38,178	\$42,135	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$9,010,385</b>	<b>\$8,586,125</b>	<b>\$8,012,858</b>	<b>4.9%</b>
<b>Total Revenue</b>	<b>\$4,160,633</b>	<b>\$4,040,633</b>	<b>\$3,904,719</b>	<b>3.0%</b>
<b>Net County Dollars</b>	<b>\$4,849,752</b>	<b>\$4,545,492</b>	<b>\$4,108,139</b>	<b>6.7%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	101	1	101	0	100	0	-1	1

## COMMUNICABLE DISEASE (HLT)

### Service Description:

This level provides mandated investigations of communicable diseases and enforces control measures to prevent the spread of communicable diseases through the utilization of early detection and preventive measures, enforcement and case management of individuals (and their contacts) diagnosed with reportable diseases and public education.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	84	99.47	99.26	118.4%
% HIV/Syphilis investigations started within 2 days	Efficiency	85	97	94	114.1%
Number communicable disease and animal bite investigations	Output	0	3,548	3,816	0.00%
Number of HIV cases investigated as new	Output	0	280	340	0.00%
% of at risk HIV contacts notified and counseled	Outcome	75	86	78	114.7%
% of CD reports investigated	Outcome	100	100	100	100.0%
% of clients adhering to treatment	Efficiency	85	90	85	105.9%
% of targeted HIV testing reaching at-risk population	Outcome	90	96	93	106.7%
% virally suppressed (HIV Case Management)	Outcome	75	72	0	96.0%

Budget Overview	FY2018 Adopted*	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$4,014,747	\$3,676,554	\$3,291,077	9.2%
Contractual Services	\$193,571	\$191,974	\$187,665	0.8%
Commodities	\$98,819	\$96,028	\$98,174	2.9%
Other Expenses	\$248,000	\$0	\$0	0.00%
Interdepartmental	\$13,762	\$8,762	\$8,762	57.1%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$4,568,899</b>	<b>\$3,973,318</b>	<b>\$3,585,678</b>	<b>15.0%</b>
<b>Total Revenue</b>	<b>\$776,034</b>	<b>\$780,969</b>	<b>\$728,937</b>	<b>-0.63%</b>
<b>Net County Dollars</b>	<b>\$3,792,865</b>	<b>\$3,192,349</b>	<b>\$2,856,741</b>	<b>18.8%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	50	0	49	0	46	0	1	0

\*Includes \$248,000 in restricted contingency

## 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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance Measures Not Required	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$25,600	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,600</b>	<b>0.00%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,600</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## FOOD & FACILITIES SANITATION (HLT)

### Service Description:

This service conducts mandatory inspections for restaurants, childcare facilities, school buildings, meat markets, and hotels, as well as reviews plans for new construction and issues operating permits as agent of the State.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Citizen complaint response rate (w/7 days)	Outcome	90	96.5	97	107.2%
% Customer satisfaction rating	Customer	84	96	95.93	114.3%
% food, lodging and institutional inspections completed	Efficiency	85	90	89	105.9%
# of food, lodging and institutional inspections completed	Output	0	12,199	11,749	0.00%

Budget Overview	FY2018 Adopted*	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$4,899,227	\$4,471,137	\$4,229,153	9.6%
Contractual Services	\$255,035	\$250,480	\$247,594	1.8%
Commodities	\$111,399	\$128,612	\$142,999	-13.38%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$46,675	\$46,675	\$46,675	0.00%
Capital	\$16,500	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$5,328,836</b>	<b>\$4,896,904</b>	<b>\$4,666,421</b>	<b>8.8%</b>
<b>Total Revenue</b>	<b>\$395,368</b>	<b>\$312,696</b>	<b>\$318,397</b>	<b>26.4%</b>
<b>Net County Dollars</b>	<b>\$4,933,468</b>	<b>\$4,584,208</b>	<b>\$4,348,024</b>	<b>7.6%</b>

\*Includes one-time fund balance allocation

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	60	0	57	0	57	0	3	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual*	FY2016 Actual*	% of Actual to Target
% Contaminated wells resolved	Outcome	80	0	0	0.00%
% Customer satisfaction rating	Customer	84	91.49	93.86	108.9%
% MPL investigation backlog rate	Efficiency	3	1.87	1.57	160.4%
# of septic and well applications processed	Output	0	120	414	0.00%
% Onsite Wastewater Violations resolved	Outcome	85	88.64	71	104.3%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,106,242	\$1,150,792	\$1,011,909	-3.87%
Contractual Services	\$126,198	\$125,948	\$120,284	0.2%
Commodities	\$62,179	\$62,179	\$66,758	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$12,581	\$12,581	\$12,581	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,307,200</b>	<b>\$1,351,500</b>	<b>\$1,211,532</b>	<b>-3.28%</b>
<b>Total Revenue</b>	<b>\$303,791</b>	<b>\$303,791</b>	<b>\$299,641</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,003,409</b>	<b>\$1,047,709</b>	<b>\$911,891</b>	<b>-4.23%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	12	0	13	0	12	0	-1	0

\* There were no wells in FY2016 or FY2017 that required treatment or remediation

## HEALTH CASE MANAGEMENT (HLT)

### Service Description:

This service provides funding for Maternal Child Health Services which includes programs whose goals are reducing health and safety risks, removing barriers to accessing health care and maximizing health outcomes for pregnant/postpartum women and children and preventing institutionalization for elderly/disabled adults and children. Strategies include case management, education, collaboration with community resources, the healthcare community, and the client, and other evidence based best practices to promote and protect the public's health.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% CAP Customer Satisfaction Rating	Customer	84	98.54	95.38	117.3%
Care Coordination for Children Enrollment Rate	Efficiency	55	64	62.34	116.4%
% MCH Customer Satisfaction Rating	Customer	84	99.99	99.64	119.0%
# of admissions to the CC4C and PCM programs	Output	0	6,250	5,191	0.00%
% of families without substantiated reports of child abuse	Outcome	95	100	97	105.3%
% of health and safety deficiencies that show improvement	Outcome	80	96	96	120.0%
# practitioners trained in positive parenting curriculum	Output	0	82	0	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$8,172,262	\$7,616,475	\$6,768,677	7.3%
Contractual Services	\$1,060,425	\$877,875	\$1,072,645	20.8%
Commodities	\$124,703	\$97,534	\$167,171	27.9%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$19,150	\$14,150	\$13,380	35.3%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$9,376,540</b>	<b>\$8,606,034</b>	<b>\$8,021,873</b>	<b>9.0%</b>
<b>Total Revenue</b>	<b>\$7,446,538</b>	<b>\$6,207,525</b>	<b>\$6,516,843</b>	<b>20.0%</b>
<b>Net County Dollars</b>	<b>\$1,930,002</b>	<b>\$2,398,509</b>	<b>\$1,505,030</b>	<b>-19.53%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	96	0	88	0	89	0	8	0

## HEALTH PLANNING (HLT)

### Service Description:

This service manages the department strategic planning, compliance, quality improvement and training initiatives. Within this service, the Epidemiology Program organizes, analyzes, and distributes health indicator data to staff, other county agencies, nonprofit agencies, the media and the general public; the Triple P Positive Parenting Program is a public health approach to mental health prevention and intervention using evidence-based education and support for parents and caregivers of children and adolescents designed to increase parenting skills and parenting confidence to address common problems; and the Preparedness program supports the National Response Framework and the National Incident Management System by continual enhancement of all hazards planning and direction, coordination and assessment, surveillance and detection capacities, risk communication.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% customer satisfaction rating	Customer	84	99	100	117.9%
Meet targeted # of staff receiving QI trainings	Efficiency	50	66	54	132.0%
# of cases audited	Output	0	5,933	1,959	0.00%
% of staff completing required accreditation trainings	Efficiency	100	99	90.98	99.0%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$2,567,306	\$2,470,047	\$2,349,820	3.9%
Contractual Services	\$482,925	\$497,651	\$495,002	-2.96%
Commodities	\$37,414	\$37,497	\$26,414	-0.22%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$3,087,645</b>	<b>\$3,005,195</b>	<b>\$2,871,236</b>	<b>2.7%</b>
<b>Total Revenue</b>	<b>\$407,127</b>	<b>\$587,494</b>	<b>\$619,413</b>	<b>-30.70%</b>
<b>Net County Dollars</b>	<b>\$2,680,518</b>	<b>\$2,417,701</b>	<b>\$2,251,823</b>	<b>10.9%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	27	0	27	0	27	0	0	0

## HEALTH PROMOTION (HLT)

### Service Description:

This service provides population based programs aimed at reducing disease risks, using evidence-based best practices to impact major preventable causes of morbidity and mortality. Focus areas and strategies include nutrition, physical activity, obesity prevention, tobacco control, healthy youth development, male responsibility, breast cancer, child abuse prevention, providing access and referral to early detection and treatment services, and improving management of chronic diseases.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% customer satisfaction rating	Customer	84	98.66	100	117.5%
Policy & Prevention reach	Output	0	1,100,000	1,100,000	0.00%
reduce smoking prevalence in individuals > 17 years of age	Outcome	16.5	13.8	16.2	119.6%

Budget Overview	FY2018 Adopted*	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,436,109	\$1,315,916	\$1,158,126	9.1%
Contractual Services	\$391,437	\$402,918	\$258,558	-2.85%
Commodities	\$59,972	\$40,211	\$44,198	49.1%
Other Expenses	\$258,000	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$1,610	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$2,145,518</b>	<b>\$1,759,045</b>	<b>\$1,462,492</b>	<b>22.0%</b>
<b>Total Revenue</b>	<b>\$115,774</b>	<b>\$106,438</b>	<b>\$107,953</b>	<b>8.8%</b>
<b>Net County Dollars</b>	<b>\$2,029,744</b>	<b>\$1,652,607</b>	<b>\$1,354,539</b>	<b>22.8%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	16	0	15	0	15	0	1	0

\*Includes \$258,000 in restricted contingency

## MEDASSIST OF MECKLENBURG (CSG)

### Service Description:

This service provides subsidized prescription medications to qualifying low-income seniors and advocates for healthcare education and counseling.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Clients compliant w/doctor's order for medication	Impact	92	97	97	105.4%
% Clients w/reduced hospital adm iss. due to chronic diseases	Impact	70	76	79	108.6%
% Clients w/reduced visits to ER for chronic diseases	Impact	55	48	48	87.3%
Cost per client	Output	85	98	80	115.3%
Healthcare costs avoided for the top four diseases	Output	10,800,000	17,000,000	17,600,000	157.4%
# of patients served through the mail (Meck Co. only)	Output	15,455	13,326	14,181	86.2%
# of prescriptions dispensed (30 days/Meck Co.)	Output	70,909	78,828	68,266	111.2%
# of unduplicated individuals served (Meck Co.)	Output	9,545	3,645	14,230	38.2%
Pharmacy costs avoided (AWP Meck Co.)	Output	10,000,000	11,943,601	11,511,543	119.4%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$550,000	\$550,000	\$500,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$550,000</b>	<b>\$550,000</b>	<b>\$500,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$550,000</b>	<b>\$550,000</b>	<b>\$500,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## PATIENT SERVICES (HLT)

### Service Description:

This service manages the department switchboard. This service collects and validates demographic and eligibility information through registration and appointment scheduling. We assure accuracy and integrity of patient record information through record management in various forms such as paper and electronic media. This service manages all birth and death certificate activities for the County through appropriate registration and adoption deletions as authorized and instructed by the State.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
abandonment rate of appointment line calls	Efficiency	16	1.38	11	1,159.4%
% budget funded by operational revenue	Efficiency	100	145	136	145.0%
% customer satisfaction rating	Customer	84	98.7	98.09	117.5%
% records released within 4 days	Efficiency	95	100	98	105.3%
% state filing timeliness rate (Vital Records)	Outcome	86	97	96	112.8%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$3,471,222	\$2,715,713	\$3,219,982	27.8%
Contractual Services	\$283,978	\$288,948	\$263,196	-1.72%
Commodities	\$31,911	\$38,411	\$34,520	-16.92%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$1,900	\$900	\$400	111.1%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$3,789,011</b>	<b>\$3,043,972</b>	<b>\$3,518,098</b>	<b>24.5%</b>
<b>Total Revenue</b>	<b>\$853,500</b>	<b>\$838,000</b>	<b>\$790,063</b>	<b>1.8%</b>
<b>Net County Dollars</b>	<b>\$2,935,511</b>	<b>\$2,205,972</b>	<b>\$2,728,035</b>	<b>33.1%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	56	2	56	0	57	0	0	2

## PEST MANAGEMENT & ENVIRONMENTAL SERVICES (HLT)

### Service Description:

This service conducts mandatory inspections as an agent of the State; enforces local regulations addressing rat and mosquito control, structure demolition, and carbon monoxide; provides surveillance, identification, and control of known and suspected disease vectors (rodents, mosquitos) and their habitats.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Citizen Complaint Response Rate (w/in 7 days)	Efficiency	90	98.12	97	109.0%
% Customer satisfaction rating	Customer	84	94.86	92.4	112.9%
% mosquito inspections and treated as required	Outcome	90	100	97	111.1%
# public pools inspected	Output	0	1,542	1,591	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$664,676	\$685,091	\$605,564	-2.98%
Contractual Services	\$77,695	\$39,973	\$44,121	94.4%
Commodities	\$106,362	\$67,862	\$43,177	56.7%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$12,989	\$11,255	\$11,255	15.4%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$861,722</b>	<b>\$804,181</b>	<b>\$704,117</b>	<b>7.2%</b>
<b>Total Revenue</b>	<b>\$462,635</b>	<b>\$356,025</b>	<b>\$327,019</b>	<b>29.9%</b>
<b>Net County Dollars</b>	<b>\$399,087</b>	<b>\$448,156</b>	<b>\$377,098</b>	<b>-10.95%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	7	0	7	0	7	0	0	0

## PHYSICIANS REACH OUT (CSG)

### Service Description:

This service coordinates care for uninsured persons in Mecklenburg County who do not have a current relationship with a healthcare provider, have household incomes less than 200% of Federal Poverty Level, not eligible for public programs and who cannot become established with existing community sliding scale clinics.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
# clients established with medical home	Output	2,985	3,533	3,230	118.4%
Emergency dept visits per 1000 clients per month	Outcome	30	22	11	73.3%
Service value not billed (\$ millions)	Outcome	11.2	13.2	12,600,000	117.9%
# unduplicated individuals served by Meck Co. CSG	Output	1,100	1,369	1,215	124.5%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$250,000	\$250,000	\$250,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## PUBLIC HEALTH CLINICS (HLT)

### Service Description:

This service provides funding for Dental Clinical services; Immunization programs; Refugee Health programs; Breast and Cervical Cancer Control programs; Family Planning programs; HIV Early Intervention Clinic services; and Sexually Transmitted Disease programs. All clinical services are supported by the Public Health Laboratory providing some in-house testing, collection and transport of specimens to reference laboratories.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
CD assessment w/in 30 days	Efficiency	85	67	61	78.8%
% children seen by dental clinic w/completed treatment plans	Outcome	88	91.7	89.91	104.2%
% Customer Satisfaction Rating	Customer	84	98.15	98.79	116.8%
% eligible 2 yr olds served by HD w/required immunizations	Outcome	78	79	81	101.3%
% FP clients receiving method specific training & counseling	Outcome	80	0	88	0.00%
% high priority close contacts completion of TB treatment	Outcome	85	70	89	82.4%
Meet targeted # of women that receive BCCCP services	Efficiency	90	79	108	87.8%
NCIR inventory error rate	Efficiency	5	0	2.29	100.0%
# of adult health clinic visits	Output	0	20,790	20,729	0.00%
# of immunization clinic visits	Output	0	13,080	12,464	0.00%
% of patients seen by STD services one day of request	Efficiency	85	87	96	102.4%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$7,295,667	\$7,229,475	\$7,244,559	0.9%
Contractual Services	\$706,854	\$636,314	\$568,017	11.1%
Commodities	\$1,554,254	\$1,241,039	\$1,005,663	25.2%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$3,880	\$1,380	\$1,380	181.2%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$9,560,655</b>	<b>\$9,108,208</b>	<b>\$8,819,619</b>	<b>5.0%</b>
<b>Total Revenue</b>	<b>\$3,657,938</b>	<b>\$3,496,082</b>	<b>\$3,312,108</b>	<b>4.6%</b>
<b>Net County Dollars</b>	<b>\$5,902,717</b>	<b>\$5,612,126</b>	<b>\$5,507,511</b>	<b>5.2%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	85	3	85	5	86	4	0	(2)

## SCHOOL HEALTH SERVICES (HLT)

### Service Description:

The service manages, promotes and coordinates public health services and health education to school aged children enrolled in Charlotte-Mecklenburg Schools (CMS). Service delivery includes nursing services, dental screening, health education, nutrition counseling, and health screening services for 158 Charlotte Mecklenburg Schools. The school health program along with other MCHD health professionals supports health and learning every day so that students remain in class, on task, and ready to learn.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% customer satisfaction rating	Customer	84	99.01	97.88	117.9%
% of asthma contacts made within 7 days	Efficiency	90	90	92	100.0%
# of School Health Room Visits	Output	0	380,511	342,954	0.00%
% of students referred for dental care that receive care	Outcome	70	82	78	117.1%
% of students referred for health care that receive care	Outcome	70	92	95	131.4%
% of students referred for vision care that receive care	Outcome	70	78	73	111.4%
% of students w/chronic disease w/improvement in 1+ domains	Outcome	94	95	95	101.1%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$15,347,382	\$14,455,204	\$13,643,232	6.2%
Contractual Services	\$429,549	\$402,916	\$235,696	6.6%
Commodities	\$117,173	\$119,020	\$290,011	-1.55%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$15,894,104</b>	<b>\$14,977,140</b>	<b>\$14,168,939</b>	<b>6.1%</b>
<b>Total Revenue</b>	<b>\$91,248</b>	<b>\$55,750</b>	<b>\$55,750</b>	<b>63.7%</b>
<b>Net County Dollars</b>	<b>\$15,802,856</b>	<b>\$14,921,390</b>	<b>\$14,113,189</b>	<b>5.9%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	199	6	194	0	194	0	5	6

## SENIOR ADMINISTRATION (HLT)

### Service Description:

This service provides statutory and administrative oversight and leadership of health department services as well as direct the contract with Carolinas HealthCare System.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	84	98.39	98.43	117.1%
% Employee Motivation & Satisfaction	Impact	80	88	89	110.0%
% of VHB participants that have an imp in at least 1 outcome	Outcome	95	96	95	101.1%
% response w/in 1 hour to public health incident	Efficiency	80	100	100	125.0%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,335,906	\$1,333,055	\$1,347,231	0.2%
Contractual Services	\$36,500	\$57,041	\$77,511	-36.01%
Commodities	\$0	\$71,800	\$9,510	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,372,406</b>	<b>\$1,461,896</b>	<b>\$1,434,252</b>	<b>-6.12%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,372,406</b>	<b>\$1,461,896</b>	<b>\$1,434,252</b>	<b>-6.12%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	6	0	7	0	7	0	-1	0

## SHELTER HEALTH SERVICES (CSG)

### Service Description:

Shelter Health Services provides free healthcare and health education to homeless women and children through its walk-in clinic located within Mecklenburg County's largest women's shelter. Women and children represent 1/3 of the County's homeless, and is the fastest growing group. Lacking money and Medicaid, they rely on the free clinic for their healthcare.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Days a "gap" Primary Care Provider will be present	Output	140	189	160	135.0%
% of adult clients who are pre-diabetic	Outcome	20	52.8	41	264.0%
% of children 0-5 assessed for missing immunizations	Outcome	70	88.52	87	126.5%
% of clients with diabetes with acceptable readings	Outcome	40	59.7	42	149.3%
% of clients with hypertension with acceptable readings	Outcome	63	78.18	70	124.1%
# of clients with prescription assistance	Output	450	576	490	128.0%
# of clinic visits served by Meck Co. CSG	Output	1,304	2,348	1,432	180.1%
# of provider visits	Output	815	1,142	853	140.1%
# of total clinic visits	Output	4,701	0	5,169	0.00%
# of unduplicated individuals served	Output	602	581	594	96.5%
# of unique client provider visits	Output	421	606	509	143.9%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$69,000	\$69,000	\$69,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$69,000</b>	<b>\$69,000</b>	<b>\$69,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$69,000</b>	<b>\$69,000</b>	<b>\$69,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## WOMEN, INFANTS, CHILDREN (HLT)

### Service Description:

This Service provides basic nutrition services to eligible pregnant, breastfeeding, and postpartum women, infants and children up to age five. Services include nutrition education and issuance of monthly healthy food package (baby formula, milk, cheese, eggs, juice, cereal, dried beans or peanut butter, fruits, vegetables, brown rice, whole wheat bread, tortillas, tofu and jar baby food). The Breastfeeding Program provides support for breastfeeding WIC clients through education, peer counseling and educational material.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer Satisfaction Rating	Customer	84	99.17	98.69	118.1%
% of women who participated in WIC + initiated breastfeeding	Outcome	75	67.23	73.39	89.6%
% pregnant women in Medicaid + prenatal WIC services	Efficiency	72	63.64	64.47	88.4%
WIC active participation rate	Efficiency	97	94.9	102.4	97.8%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$4,351,769	\$4,149,855	\$3,913,720	4.9%
Contractual Services	\$498,229	\$500,283	\$353,021	-0.41%
Commodities	\$71,894	\$73,546	\$56,832	-2.25%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$500	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$4,921,892</b>	<b>\$4,723,684</b>	<b>\$4,324,073</b>	<b>4.2%</b>
<b>Total Revenue</b>	<b>\$4,379,357</b>	<b>\$4,389,137</b>	<b>\$4,224,660</b>	<b>-0.22%</b>
<b>Net County Dollars</b>	<b>\$542,535</b>	<b>\$334,547</b>	<b>\$99,413</b>	<b>62.2%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	67	4	67	6	67	6	0	(2)

# 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	FY2018 Adopted	FY2017 Amended*	FY2016 Adopted
Personnel Services & Employee Benefits	\$2,100,922	\$1,945,466	\$1,789,696
Contractual Services	482,569	530,768	531,238
Commodities	37,564	27,860	44,075
Other Charges	0	0	0
Interdepartmental	771	771	400
Capital Outlay	0	0	0
<b>Total Expense</b>	<b>\$2,621,826</b>	<b>\$2,504,865</b>	<b>\$2,365,409</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net County Dollars</b>	<b>\$2,621,826</b>	<b>\$2,504,865</b>	<b>\$2,365,409</b>

Position Summary					
FY2018 Adopted		FY2017 Adopted		FY2016 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
21	0	20	0	19	0

\* Includes \$31,000 in restricted contingency

## Public Information

### Major Funding Adjustments

Here is a list of approved Fiscal Year 2018 operating budget requests to assist the department with meeting its goals and objectives as approved by the Board of County Commissioners.

Adjustment	FTE	County	Total	Description
<b>Strategic Business Plan Adjustments</b>				
Web Content Editor	1.00	\$63,733	\$73,733	To ensure county websites maintain ADA web compliant
<b>Investing in Our Employees</b>				
Pay-For-Performance	-	38,764	38,764	Pay for performance adjustment is allocated after budget adoption

## Public Information

Service Name	FTE	PTE	FY2018 County Funding	FY2018 Total Budget	FY2017 Total Budget
PUBLIC INFORMATION (PID)	14	0	1,737,307	1,737,307	1,668,539
WEB SERVICES (PID)	7	0	884,519	884,519	799,328
<b>Grand Totals:</b>	<b>21</b>	<b>0</b>	<b>2,621,826</b>	<b>2,621,826</b>	<b>2,467,867</b>
<b>Revenue Totals:</b>					

## PUBLIC INFORMATION (PID)

### Service Description:

This service provides internal/external communication planning and products, media relations, community relations, and marketing for the County.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Ad value from covered news story [reported in \$mil]	Outcome	20	45	35	225.0%
Customer satisfaction rating	Customer	84	98.82	99.9	117.6%
Products/services completed within agreed upon timeframe	Efficiency	88	98.68	100	112.1%
Social media reach	Output	0	5,053,294	16,976	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,425,598	\$1,325,840	\$1,232,456	7.5%
Contractual Services	\$275,028	\$321,668	\$333,238	-14.50%
Commodities	\$35,910	\$20,260	\$23,175	77.2%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$771	\$771	\$400	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,737,307</b>	<b>\$1,668,539</b>	<b>\$1,589,269</b>	<b>4.1%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,737,307</b>	<b>\$1,668,539</b>	<b>\$1,589,269</b>	<b>4.1%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	14	0	14	0	13	0	0	0

## WEB SERVICES (PID)

### Service Description:

This service supports and distributes communication and information via the County's internal and external websites.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Customer satisfaction rating	Customer	84	96.52	99.63	114.9%
Social Media Engagement Rate	Outcome	0	0.05	69.7	0.00%
Website Engagement Rate	Outcome	25	68.7	62.5	274.8%
Website Visitors Satisfaction Survey	Customer	84	99	0	117.9%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$675,324	\$582,628	\$557,240	15.9%
Contractual Services	\$207,541	\$209,100	\$198,000	-0.75%
Commodities	\$1,654	\$7,600	\$20,900	-78.24%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$884,519</b>	<b>\$799,328</b>	<b>\$776,140</b>	<b>10.7%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$884,519</b>	<b>\$799,328</b>	<b>\$776,140</b>	<b>10.7%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	7	0	6	0	6	0	1	0

# Public Library

## Mission

To improve lives and build a stronger community.

## Responsibilities

The Charlotte Mecklenburg Library is one of America's leading urban public libraries, serving a community of more than one million citizens in Mecklenburg County. Through 20 locations, targeted outreach and online, the Library delivers exceptional services and programs to hundreds of thousands of residents, while also responding to the needs of individual customers. In short, the Library strives to be essential to the community. Focusing on three key narratives and four key roles, the Library serves our customers and the community within in the following framework:

Three Narratives:

- \* Improve Lives
- \* Build a Stronger Community
- \* Build a Sustainable Organization

Four Roles:

- \* Library as Trusted Source
- \* Library as Welcoming Place
- \* Library as Community Partner
- \* Library as Essential Leader

Budget and Staff Resources			
Budget Overview	FY2018 Adopted*	FY2017 Amended*	FY2016 Adopted*
Personnel Services & Employee Benefits	\$27,761,339	\$27,058,399	\$25,581,119
Contractual Services	3,026,329	3,064,123	3,394,227
Commodities	3,298,689	3,298,417	2,423,036
Other Charges	0	0	0
Interdepartmental	17,177	21,296	21,560
Capital Outlay	49,899	0	0
<b>Total Expense</b>	<b>\$34,153,433</b>	<b>\$33,442,235</b>	<b>\$31,419,942</b>
<b>Total Revenue</b>	<b>\$500,000</b>	<b>\$1,500,000</b>	<b>\$1,099,000</b>
<b>Net County Dollars</b>	<b>\$33,653,433</b>	<b>\$31,942,235</b>	<b>\$30,320,942</b>

Position Summary					
FY2018 Adopted		FY2017 Adopted		FY2016 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
351	56	351	57	353	56

\* Includes one-time fund balance allocation

# Public Library

## Major Funding Adjustments

Here is a list of approved Fiscal Year 2018 operating budget requests to assist the department with meeting its goals and objectives as approved by the Board of County Commissioners.

Adjustment	FTE	County	Total	Description
<b>Strategic Business Plan Adjustments</b>				
Collections Funding	-	\$1,000,000	\$1,500,000	For additional circulation materials and subscriptions
<b>Other Adjustments</b>				
Mathews Rent	-	79,835	79,835	Temporary funding for one-year rental increase
<b>Investing in Our Employees</b>				
Pay-For-Performance	-	480,801	480,801	Pay for performance adjustment is allocated after budget adoption

## Public Library

Service Name	FTE	PTE	FY2018 County Funding	FY2018 Total Budget*	FY2017 Total Budget *
ADMINISTRATION & FISCAL MANAGEMENT (LIB)	11	0	1,435,315	1,435,315	1,362,636
FUND DEVELOPMENT (LIB)	4	0	489,412	489,412	464,672
IMAGINON (LIB)	22	4	1,881,979	1,881,979	1,880,981
IT RESOURCE MANAGEMENT (LIB)	3	0	1,076,920	1,076,920	1,013,025
PUBLIC INFORMATION (LIB)	4	0	394,192	394,192	381,408
PUBLIC LIBRARY SERVICES (LIB)	307	53	28,375,615	28,875,615	27,917,354
<b>Grand Totals:</b>	<b>351</b>	<b>56</b>	<b>33,653,433</b>	<b>34,153,433</b>	<b>33,020,076</b>
<b>Revenue Totals:</b>				<b>500,000</b>	<b>1,500,000</b>

\* Includes one-time fund balance allocation

## ADMINISTRATION & FISCAL MANAGEMENT (LIB)

### Service Description:

This service provides leadership and management oversight for the business operations.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer measures achieved	Customer	80	100	100	125.0%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,414,071	\$1,341,392	\$1,262,690	5.4%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$21,244	\$21,244	\$21,244	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,435,315</b>	<b>\$1,362,636</b>	<b>\$1,283,934</b>	<b>5.3%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,435,315</b>	<b>\$1,362,636</b>	<b>\$1,283,934</b>	<b>5.3%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	11	0	11	0	11	0	0	0

## FUND DEVELOPMENT (LIB)

### Service Description:

This service generates supplemental revenue from private sources including individuals, corporations and foundations to enhance Library services, collections and programs.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Total gifts, grants and endowment earnings	Output	1,400,000	1,754,317	1,475,752	125.3%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$489,412	\$464,672	\$443,308	5.3%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$489,412</b>	<b>\$464,672</b>	<b>\$443,308</b>	<b>5.3%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$489,412</b>	<b>\$464,672</b>	<b>\$443,308</b>	<b>5.3%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	4	0	4	0	4	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Customer satisfaction rating	Customer	84	100	100	119.0%
Year-Over-Year Growth in Program Attendance Ages 0-8	Outcome	2.5	-4.6	13.2	-184.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,527,091	\$1,530,266	\$1,457,112	-0.21%
Contractual Services	\$354,888	\$350,715	\$348,252	1.2%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,881,979</b>	<b>\$1,880,981</b>	<b>\$1,805,364</b>	<b>0.1%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,881,979</b>	<b>\$1,880,981</b>	<b>\$1,805,364</b>	<b>0.1%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	22	4	22	4	22	4	0	(0)

## IT RESOURCE MANAGEMENT (LIB)

### Service Description:

This service provides help desk support and manages the hardware, software and applications that provide public access to electronic resources and library materials.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Percentage Growth in WiFi Usage	Efficiency	20	44.1	53.5	220.5%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$324,051	\$310,055	\$297,798	4.5%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$702,970	\$702,970	\$702,970	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$49,899	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,076,920</b>	<b>\$1,013,025</b>	<b>\$1,000,768</b>	<b>6.3%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,076,920</b>	<b>\$1,013,025</b>	<b>\$1,000,768</b>	<b>6.3%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	3	0	3	0	3	0	0	0

## PUBLIC INFORMATION (LIB)

### Service Description:

This service promotes and publicizes to the Public Library's services, collections and programs.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$394,192	\$381,408	\$353,210	3.4%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$394,192</b>	<b>\$381,408</b>	<b>\$353,210</b>	<b>3.4%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$394,192</b>	<b>\$381,408</b>	<b>\$353,210</b>	<b>3.4%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Customer satisfaction rating	Customer	84	93.7	95	111.5%
Volunteer Staffing	Efficiency	5	7.03	7.03	140.6%
Year-Over-Year Growth in Active Cardholders	Outcome	2.5	5.5	47.8	220.0%
Year-Over-Year Growth in Digital Circulation	Outcome	25	37	88	148.0%
Year-Over-Year Growth in Program Attendance Ages 0-8	Outcome	2.5	11.1	20.7	444.0%
Year-Over-Year Growth in Total Circulation	Outcome	1	-3.84	3.59	-384.00%

Budget Overview	FY2018 Adopted*	FY2017 Adopted*	FY2016 Adopted*	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$23,612,522	\$22,608,447	\$21,767,001	4.4%
Contractual Services	\$2,671,441	\$2,713,408	\$3,045,975	-1.55%
Commodities	\$2,574,475	\$2,574,203	\$1,698,822	0.0%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$17,177	\$21,296	\$21,560	-19.34%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$28,875,615</b>	<b>\$27,917,354</b>	<b>\$26,533,358</b>	<b>3.4%</b>
<b>Total Revenue</b>	<b>\$500,000</b>	<b>\$1,500,000</b>	<b>\$1,099,000</b>	<b>-66.67%</b>
<b>Net County Dollars</b>	<b>\$28,375,615</b>	<b>\$26,417,354</b>	<b>\$25,434,358</b>	<b>7.4%</b>

\*Includes one-time fund balance allocation

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	307	53	307	53	309	52	0	0

# 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		FY2018 Adopted	FY2017 Amended	FY2016 Adopted
Personnel Services & Employee Benefits		\$2,558,690	\$2,495,864	\$2,310,361
Contractual Services		201,815	215,347	785,682
Commodities		92,257	96,497	99,919
Other Charges		0	0	0
Interdepartmental		0	0	0
Capital Outlay		0	1,108	18,000
<b>Total Expense</b>		<b>\$2,852,762</b>	<b>\$2,808,816</b>	<b>\$3,213,962</b>
<b>Total Revenue</b>		<b>\$16,824,679</b>	<b>\$15,873,548</b>	<b>\$16,603,245</b>
<b>Net County Dollars</b>		<b>\$2,301,098</b>	<b>\$2,373,009</b>	<b>\$2,776,492</b>

Position Summary					
FY2018 Adopted		FY2017 Adopted		FY2016 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
38	0	39	0	38	0

# Register of Deeds

## Major Funding Adjustments

Here is a list of approved Fiscal Year 2018 operating budget requests to assist the department with meeting its goals and objectives as approved by the Board of County Commissioners.

Adjustment	FTE	County	Total	Description
<b>Strategic Business Plan Adjustments</b>				
Training Modules	-	\$6,550	\$6,550	To provide cross training to new and existing employees
<b>Investing in Our Employees</b>				
Pay-For-Performance	-	41,264	41,264	Pay for performance adjustment is allocated after budget adoption

## Register of Deeds

Service Name	FTE	PTE	FY2018 County Funding	FY2018 Total Budget	FY2017 Total Budget
ADMINISTRATIVE SUPPORT (REG)	2	0	115,131	115,131	156,001
FISCAL ADMINISTRATION (REG)	2	0	155,894	155,894	129,478
REAL PROPERTY RECORDINGS & DOCUMENTATION (REG)	16	0	785,309	1,106,923	1,081,100
RECORDS RESEARCH & ASSISTANCE (REG)	9	0	391,938	621,988	689,600
SENIOR ADMINISTRATION (REG)	2	0	335,143	335,143	344,583
VITAL & MISCELLANEOUS RECORDS (REG)	7	0	517,683	517,683	369,807
<b>Grand Totals:</b>	<b>38</b>	<b>0</b>	<b>2,301,098</b>	<b>2,852,762</b>	<b>2,770,569</b>
<b>Revenue Totals:</b>				<b>551,664</b>	<b>435,807</b>

## ADMINISTRATIVE SUPPORT (REG)

### Service Description:

This service provides a wide range of administrative support services necessary for conducting daily business.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$108,392	\$151,321	\$40,803	-28.37%
Contractual Services	\$1,795	\$1,403	\$650	27.9%
Commodities	\$4,944	\$3,277	\$6,600	50.9%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$115,131</b>	<b>\$156,001</b>	<b>\$48,053</b>	<b>-26.20%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$115,131</b>	<b>\$156,001</b>	<b>\$48,053</b>	<b>-26.20%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	2	0	3	0	1	0	-1	0

## FISCAL ADMINISTRATION (REG)

### Service Description:

This service manages the department's financial services, execution of sound fiscal activities, and accountability for all fiscal reporting.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance Measures Under Development	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$150,334	\$128,878	\$151,696	16.6%
Contractual Services	\$3,895	\$600	\$1,020	549.2%
Commodities	\$1,665	\$0	\$450	#DIV/0
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$155,894</b>	<b>\$129,478</b>	<b>\$153,166</b>	<b>20.4%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$155,894</b>	<b>\$129,478</b>	<b>\$153,166</b>	<b>20.4%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	2	0	2	0	2	0	0	0

## REAL PROPERTY RECORDINGS & DOCUMENTATION (REG)

### Service Description:

This service maintains public records of land transactions.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	84	95.3	93.42	113.5%
Daily Real Estate Processing Index within 24 hours	Impact	96	96.59	99.97	100.6%
Real Estate Processing Days to Permanent Index	Efficiency	3	0*	1	100.0%
Total real estate documents indexed	Output	0	183,860	169,290	0.00%

\*Data not available at time of publication.

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$989,493	\$959,173	\$969,920	3.2%
Contractual Services	\$99,496	\$107,484	\$413,229	-7.43%
Commodities	\$17,934	\$13,335	\$32,969	34.5%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$1,108	\$18,000	0.00%
<b>Total Expenses</b>	<b>\$1,106,923</b>	<b>\$1,081,100</b>	<b>\$1,434,118</b>	<b>2.4%</b>
<b>Total Revenue</b>	<b>\$16,380,679</b>	<b>\$15,452,228</b>	<b>\$16,163,109</b>	<b>6.0%</b>
<b>Net County Dollars</b>	<b>\$785,309</b>	<b>\$847,244</b>	<b>\$1,212,148</b>	<b>-7.31%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	16	0	16	0	17	0	0	0

## RECORDS RESEARCH & ASSISTANCE (REG)

### Service Description:

This service provides direct customer service to those requesting access to and/or copies of public records.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	84	96.9	95.51	115.4%
% Document digital conversion	Efficiency	95	99	99	104.2%
% Document preservation	Impact	70	98	98	140.0%
% Electronic documents available	Impact	90	99	99	110.0%
Total number of documents maintained	Output	0	183,860	169,291	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$544,075	\$542,007	\$523,798	0.4%
Contractual Services	\$39,044	\$100,088	\$261,712	-60.99%
Commodities	\$38,869	\$47,505	\$43,100	-18.18%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$621,988</b>	<b>\$689,600</b>	<b>\$828,610</b>	<b>-9.80%</b>
<b>Total Revenue</b>	<b>\$270,000</b>	<b>\$244,048</b>	<b>\$258,933</b>	<b>10.6%</b>
<b>Net County Dollars</b>	<b>\$391,938</b>	<b>\$487,649</b>	<b>\$613,110</b>	<b>-19.63%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	9	0	10	0	10	0	-1	0

## SENIOR ADMINISTRATION (REG)

### Service Description:

This service provides comprehensive management and oversight of all business imperatives essential for the successful operation of the department.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Customer Satisfaction Rating	Customer	84	0*	93.8	0.00%

\*Data not available at time of publication.

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$315,428	\$329,376	\$323,824	-4.23%
Contractual Services	\$14,948	\$10,439	\$15,300	43.2%
Commodities	\$4,767	\$4,768	\$3,300	-0.02%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$335,143</b>	<b>\$344,583</b>	<b>\$342,424</b>	<b>-2.74%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$335,143</b>	<b>\$344,583</b>	<b>\$342,424</b>	<b>-2.74%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	2	0	2	0	2	0	0	0

## VITAL & MISCELLANEOUS RECORDS (REG)

### Service Description:

This service issues and maintains marriage licenses and maintains public records of birth, death, armed forces discharges, notary public commissions, assumed-name certificates, historic landmarks, waste disposal, exemption orders, jury lists, etc.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	84	100	94.46	119.0%
% One day indexing rate	Impact	80	99.6	99	124.5%
Processing rate	Efficiency	7	0*	1	0.00%
Total vital and other documents indexed	Output	0	0*	10,660	0.00%

\*Data not available at time of publication.

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$450,968	\$346,862	\$300,320	30.0%
Contractual Services	\$42,637	\$8,578	\$93,771	397.1%
Commodities	\$24,078	\$14,367	\$13,500	67.6%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$517,683</b>	<b>\$369,807</b>	<b>\$407,591</b>	<b>40.0%</b>
<b>Total Revenue</b>	<b>\$174,000</b>	<b>\$177,272</b>	<b>\$181,203</b>	<b>-1.85%</b>
<b>Net County Dollars</b>	<b>\$517,683</b>	<b>\$369,807</b>	<b>\$407,591</b>	<b>40.0%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	7	0	6	0	6	0	1	0

# Sheriff

## Mission

To protect the residents of Mecklenburg County by operating secure and professional rehabilitative detention facilities, enforcing civic and criminal laws, providing outstanding public service with integrity and upholding the constitutionality of the Sheriff's Office.

## Responsibilities

The Mecklenburg County Sheriff's Office is responsible for the operation of all county funded detention facilities in Mecklenburg County. Detention services include jail based rehabilitative and community based programming such as the Work Release and Restitution Center. In addition, Sheriff's Office employees provide security for judges, jurors, defendants, and witnesses and carry out orders of the court by serving criminal and civic process.

Budget and Staff Resources			
Budget Overview	FY2018 Adopted	FY2017 Amended	FY2016 Adopted
Personnel Services & Employee Benefits	\$93,016,072	\$91,364,709	\$87,792,295
Contractual Services	22,124,709	21,743,070	21,519,352
Commodities	3,416,517	3,378,436	3,188,645
Other Charges	678,907	665,590	652,535
Interdepartmental	465,750	479,995	479,995
Capital Outlay	0	0	30,492
<b>Total Expense</b>	<b>\$119,701,955</b>	<b>\$117,631,800</b>	<b>\$113,663,314</b>
<b>Total Revenue</b>	<b>\$21,182,763</b>	<b>\$21,156,240</b>	<b>\$21,262,500</b>
<b>Net County Dollars</b>	<b>\$98,519,192</b>	<b>\$96,475,560</b>	<b>\$92,400,814</b>

Position Summary					
FY2018 Adopted		FY2017 Adopted		FY2016 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
1,175	7	1,176	5	1,243	0

# Sheriff

## **Major Funding Adjustments**

Here is a list of approved Fiscal Year 2018 operating budget requests to assist the department with meeting its goals and objectives as approved by the Board of County Commissioners.

<b>Adjustment</b>	<b>FTE</b>	<b>County</b>	<b>Total</b>	<b>Description</b>
<b>Other Adjustments</b>				
Medical Services Contract	-	\$317,017	\$317,017	Scheduled 3.8% increase for medical services contract based on Consumer Price Index
Maintenance Contract	-	161,430	161,430	Increase to TKC maintenance contract for biohazard cleanup
Mental Health (MH) Clinicians	-	200,000	200,000	Two contracted Mental Health Clinicians to provide group and individual counseling for youthful offender population
Taser Replacements	-	98,098	98,098	Lease agreement to replace 350 Tasers in year-one of a five-year agreement
<b>Investing in Our Employees</b>				
Pay-For-Performance	-	1,113,995	1,113,995	Pay for performance adjustment is allocated after budget adoption

## Sheriff

Service Name	FTE	PTE	FY2018 County Funding	FY2018 Total Budget	FY2017 Total Budget
ADMINISTRATIVE SUPPORT (SHF)	3	0	385,402	385,402	385,909
CHILD SUPPORT ENFORCEMENT (SHF)	6	0	3,324	3,324	18,681
COURT SECURITY (SHF)	112	4	8,484,413	8,484,413	8,461,282
DETENTION SERVICES (SHF)	806	0	61,284,784	79,495,784	77,480,234
DV ENFORCEMENT & EDUCATION (SHF)	9	0	808,802	808,802	783,785
FACILITY MANAGEMENT (SHF)	0	0	6,941,057	6,941,057	6,755,187
FIELD OPERATIONS (SHF)	103	1	7,300,128	10,106,471	9,680,213
FISCAL ADMINISTRATION (SHF)	16	1	1,355,955	1,355,955	1,267,562
HUMAN RESOURCES (SHF)	11	0	1,117,871	1,117,871	913,959
INFORMATION SERVICES DIVISION (SHF)	0	0	0	0	587,187
INMATE FINANCE & SUPPORT (SHF)	34	0	2,226,532	2,226,532	2,176,426
INMATE LIBRARY SERVICE (SHF)	3	0	209,719	209,719	295,987
IT RESOURCE MANAGEMENT (SHF)	12	0	2,031,847	2,031,847	1,405,174
LEGAL SERVICES (SHF)	3	0	428,162	428,162	205,260
PUBLIC INFORMATION (SHF)	2	0	200,685	200,685	91,820
REGISTRATION DIVISION (SHF)	16	0	1,147,421	1,282,841	1,163,731
REHABILITATION SERVICES (SHF)	24	0	2,508,598	2,508,598	2,361,049
RESEARCH & PLANNING (SHF)	2	0	176,431	176,431	168,638
SENIOR ADMINISTRATION (SHF)	2	0	479,465	509,465	484,262
TRAINING DIVISION - MANDATED (SHF)	11	0	1,154,985	1,154,985	1,103,097
TRAINING DIVISION - NONMANDATED (SHF)	0	0	273,611	273,611	566,232
<b>Grand Totals:</b>	<b>1,175</b>	<b>7</b>	<b>98,519,192</b>	<b>119,701,955</b>	<b>116,355,675</b>
<b>Revenue Totals:</b>				<b>21,182,763</b>	<b>21,146,558</b>

## ADMINISTRATIVE SUPPORT (SHF)

### Service Description:

This service provides executive administrative support for the Sheriff; assists the Sheriff with the organizational challenges of an agency with approximately 1,100 staff and maintains the flow of communications to the appropriate divisions within the Sheriff's Office.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Number of requests received	Output	0	3,968	0	0.00%
Response rate	Outcome	100	100	0	100.0%
Response rate (w/in 24 hours)	Efficiency	95	100	0	105.3%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$266,357	\$255,852	\$333,708	4.1%
Contractual Services	\$2,372	\$2,372	\$5,375	0.00%
Commodities	\$116,673	\$127,685	\$53,685	-8.62%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$30,492	0.00%
<b>Total Expenses</b>	<b>\$385,402</b>	<b>\$385,909</b>	<b>\$423,260</b>	<b>-0.13%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$385,402</b>	<b>\$385,909</b>	<b>\$423,260</b>	<b>-0.13%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	3	0	3	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	Output				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$15,357	\$108,116	0.00%
Contractual Services	\$3,324	\$3,324	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$3,324</b>	<b>\$18,681</b>	<b>\$108,116</b>	<b>-82.21%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$3,324</b>	<b>\$18,681</b>	<b>\$108,116</b>	<b>-82.21%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	6	0	6	0	0	0	0	0

## COURT SECURITY (SHF)

### Service Description:

This service provides security in and around the court facilities, judges, jurors, defendants, and witnesses; serving subpoenas; and assuming custody of prisoners scheduled for court and sentenced by the court.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Contraband Recovery Rate	Output	0	14.04	13.36	0.00%
Court Security Staff per Post	Efficiency	1.35	0.92	1.02	146.7%
Number of contraband recovered	Output	0	14,784	15,335	0.00%
Security cost per court session	Output	0	566	571	0.00%
% Use of force incident rate	Outcome	0	0	0	100.0%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$8,404,317	\$8,381,186	\$7,172,440	0.3%
Contractual Services	\$53,056	\$53,056	\$53,056	0.00%
Commodities	\$27,040	\$27,040	\$44,960	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$8,484,413</b>	<b>\$8,461,282</b>	<b>\$7,270,456</b>	<b>0.3%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$8,484,413</b>	<b>\$8,461,282</b>	<b>\$7,270,456</b>	<b>0.3%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	112	4	117	4	105	0	-5	0

## DETENTION SERVICES (SHF)

### Service Description:

This service provides a comprehensive delivery of detention related services including arrest processing, classification, housing, medical, food service and administration.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Average daily population	Output	0	1,525	1,444	0.00%
Cost per inmate served	Output	0	202.25	198.23	0.00%
Erroneous release rate (per 100 released)	Efficiency	0.02	0.01	0.01	200.0%
Inmate escape rate (per 100 bed days)	Outcome	0	0	0	100.0%
Number of booked inmates	Output	0	25,835	27,096	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$63,770,707	\$62,126,325	\$60,936,463	2.6%
Contractual Services	\$14,259,553	\$13,734,788	\$13,564,526	3.8%
Commodities	\$1,308,081	\$1,461,678	\$1,335,119	-10.51%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$157,443	\$157,443	\$157,443	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$79,495,784</b>	<b>\$77,480,234</b>	<b>\$75,993,551</b>	<b>2.6%</b>
<b>Total Revenue</b>	<b>\$18,211,000</b>	<b>\$18,211,000</b>	<b>\$18,111,000</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$61,284,784</b>	<b>\$59,269,234</b>	<b>\$57,882,551</b>	<b>3.4%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	806	0	805	0	869	0	1	0

## DV ENFORCEMENT & EDUCATION (SHF)

### Service Description:

This service carries out domestic violence orders of the Courts and State including the removal of children from the home, the seizure of all weapons and the arrests of subjects as well as provides educational opportunities to both the victims and offenders through a partnership with the Battered Women's Shelter.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Domestic Violence Paper Service Rate	Outcome	80	79	79	98.8%
Number of DV papers per staff	Efficiency	375	542	507	144.5%
Number of protection orders served	Output	0	3,421	3,208	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$753,658	\$731,736	\$675,257	3.0%
Contractual Services	\$52,969	\$49,874	\$49,532	6.2%
Commodities	\$2,175	\$2,175	\$2,425	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$808,802</b>	<b>\$783,785</b>	<b>\$727,214</b>	<b>3.2%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$808,802</b>	<b>\$783,785</b>	<b>\$727,214</b>	<b>3.2%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Cost per square foot	Output	0	6.05	5.9	0.00%
% Customer satisfaction rating	Customer	84	94	94	111.9%
Monthly labor cost savings for in-house inmate labor: superv	Efficiency	10,000	14,533.6	17,423.67	145.3%
Number of service requests	Output	0	14,217	13,422	0.00%
% Work order completion rate	Impact	87	96	96	110.3%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$630,553	0.00%
Contractual Services	\$5,494,392	\$5,446,641	\$5,800,807	0.9%
Commodities	\$767,758	\$642,956	\$491,556	19.4%
Other Expenses	\$678,907	\$665,590	\$652,535	2.0%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$6,941,057</b>	<b>\$6,755,187</b>	<b>\$7,575,451</b>	<b>2.8%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$6,941,057</b>	<b>\$6,755,187</b>	<b>\$7,575,451</b>	<b>2.8%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	9	0	0	0

## FIELD OPERATIONS (SHF)

### Service Description:

This service enforces an array of civil and criminal laws including serving civil and criminal process documents, serving orders for arrest, serving warrants and mental custody orders, apprehending fugitives, and seizing property.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Civil Paper Service Rate	Outcome	77	83	79	107.8%
Daily service attempt rate	Efficiency	1.3	1.3	1.69	100.0%
Number of civil processes served	Output	0	81,299	89,479	0.00%
Number of serviceable papers	Output	0	98,429	85,764	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$8,657,936	\$8,379,743	\$8,050,296	3.3%
Contractual Services	\$547,009	\$489,809	\$542,471	11.7%
Commodities	\$593,219	\$488,109	\$794,538	21.5%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$308,307	\$322,552	\$322,552	-4.42%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$10,106,471</b>	<b>\$9,680,213</b>	<b>\$9,709,857</b>	<b>4.4%</b>
<b>Total Revenue</b>	<b>\$2,806,343</b>	<b>\$2,797,558</b>	<b>\$3,010,000</b>	<b>0.3%</b>
<b>Net County Dollars</b>	<b>\$7,300,128</b>	<b>\$6,882,655</b>	<b>\$6,699,857</b>	<b>6.1%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	103	1	103	1	114	0	0	(0)

## FISCAL ADMINISTRATION (SHF)

### Service Description:

This service provides accounting support services for all divisions of the Sheriff's Office including payroll, accounts payable and receivable, procurement, travel, contract administration and budgeting; performs general accounting operations to ensure accurate accounting of all transactions.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Actual expenditure rate	Output	0	96.79	96.98	0.00%
% Customer satisfaction rating	Customer	84	96	95	114.3%
Number of transactions	Output	0	21,805	13,966	0.00%
Payroll error rate	Efficiency	0.05	0	0	100.0%
Transaction error rate (non-payroll)	Outcome	0.45	0.22	0.26	204.5%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,269,613	\$1,148,206	\$1,112,250	10.6%
Contractual Services	\$74,092	\$107,106	\$35,091	-30.82%
Commodities	\$12,250	\$12,250	\$9,145	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,355,955</b>	<b>\$1,267,562</b>	<b>\$1,156,486</b>	<b>7.0%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,355,955</b>	<b>\$1,267,562</b>	<b>\$1,156,486</b>	<b>7.0%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	16	1	15	0	15	0	1	1

## HUMAN RESOURCES (SHF)

### Service Description:

This service assists the department with human resource related activities such as recruiting and hiring, performance appraisals, and processing payroll.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	84	94	94	111.9%
Number of employees per HR staff	Efficiency	362	358	380	98.9%
Number of vacancies	Output	0	30	22	0.00%
Vacancy fill rate	Outcome	75	40	73	53.3%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$906,783	\$702,871	\$702,545	29.0%
Contractual Services	\$190,628	\$190,628	\$190,628	0.00%
Commodities	\$20,460	\$20,460	\$20,460	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,117,871</b>	<b>\$913,959</b>	<b>\$913,633</b>	<b>22.3%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,117,871</b>	<b>\$913,959</b>	<b>\$913,633</b>	<b>22.3%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	11	0	9	0	9	0	2	0

## INFORMATION SERVICES DIVISION (SHF)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Applications availability	Impact	98	98	98	100.0%
% Customer satisfaction rating	Customer	84	98	95	116.7%
Number of work order requests	Output	0	3,682	3,820	0.00%
% Server Availability	Outcome	98	98	98	100.0%
Work order completion rate	Outcome	85	93	94	109.4%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$260,596	0.00%
Contractual Services	\$0	\$587,187	\$541,046	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$587,187</b>	<b>\$801,642</b>	<b>0.00%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$587,187</b>	<b>\$801,642</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	2	0	0	0

## INMATE FINANCE & SUPPORT (SHF)

### Service Description:

This service is responsible for all financial transactions for inmates at all detention facilities as well as all inmate property; also delivers commissary orders to inmates four days a week.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Commissary fill rate	Efficiency	52	50.67	50.4	97.4%
Dress out error rate (per 100)	Efficiency	5	1.2	1.1	416.7%
# of commissary orders	Output	0	81,692	77,428	0.00%
Sustained property claims (per 1000)	Outcome	0.5	0.04	0	1,250.0%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$2,220,903	\$2,170,797	\$2,049,131	2.3%
Contractual Services	\$5,629	\$5,629	\$5,629	0.00%
Commodities	\$0	\$0	\$13,000	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$2,226,532</b>	<b>\$2,176,426</b>	<b>\$2,067,760</b>	<b>2.3%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$2,226,532</b>	<b>\$2,176,426</b>	<b>\$2,067,760</b>	<b>2.3%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	34	0	34	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Borrow Rate per 1,000 inmates	Outcome	340	445	486.32	130.9%
Law library request rate per 1000 inmates	Outcome	100	239	240.81	239.0%
Law library service rate	Efficiency	62	73	75	117.7%
Number of customers served	Output	0	11,779	12,652	0.00%
Number of customers served per staff	Output	0	3,926	2,812	0.00%
Transaction rate per 1000 inmates	Outcome	807	979	1,118.27	121.3%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$209,719	\$295,987	\$1,884,382	-29.15%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$209,719</b>	<b>\$295,987</b>	<b>\$1,884,382</b>	<b>-29.15%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$209,719</b>	<b>\$295,987</b>	<b>\$1,884,382</b>	<b>-29.15%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	3	0	4	0	24	0	-1	0

## IT RESOURCE MANAGEMENT (SHF)

### Service Description:

This service provides information technology support for computer-related equipment utilized in the Sheriff's Office.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	Output				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,287,641	\$1,247,630	\$984,442	3.2%
Contractual Services	\$623,173	\$0	\$0	0.00%
Commodities	\$121,033	\$157,544	\$10,360	-23.18%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$2,031,847</b>	<b>\$1,405,174</b>	<b>\$994,802</b>	<b>44.6%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$2,031,847</b>	<b>\$1,405,174</b>	<b>\$994,802</b>	<b>44.6%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	12	0	14	0	11	0	-2	0

## LEGAL SERVICES (SHF)

### Service Description:

This service provides legal advice and representation, warrant preparation and review, contract review, and training to the Sheriff and his employees.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	84	100	100	119.0%
% Legal service resolution rate	Outcome	98	97	97	99.0%
Number of legal requests	Output	0	3,459	3,714	0.00%
Number of legal requests per staff	Efficiency	3,700	3,459	3,714	93.5%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$370,674	\$172,772	\$164,479	114.5%
Contractual Services	\$49,100	\$24,100	\$0	103.7%
Commodities	\$8,388	\$8,388	\$7,388	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$428,162</b>	<b>\$205,260</b>	<b>\$171,867</b>	<b>108.6%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$428,162</b>	<b>\$205,260</b>	<b>\$171,867</b>	<b>108.6%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	3	0	2	0	2	0	1	0

## PUBLIC INFORMATION (SHF)

### Service Description:

This service provides internal and external communications to increase awareness about the Sheriff's Office.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	Output				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$200,685	\$91,820	\$0	118.6%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$200,685</b>	<b>\$91,820</b>	<b>\$0</b>	<b>118.6%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$200,685</b>	<b>\$91,820</b>	<b>\$0</b>	<b>118.6%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	2	0	1	0	0	0	1	0

## REGISTRATION DIVISION (SHF)

### Service Description:

This service issues concealed handgun and gun permits; registers sex offenders who reside in the County; fingerprints all daycare workers in the County as well as miscellaneous fingerprinting for employment, and adoptions and naturalization.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Average of sex offenders monitored	Output	0	1,040	1,037	0.00%
Conceal Carry Handgun Permit appeal rate	Outcome	0	16	0	0.00%
% Gun Permit Proces Rate (w/14 days)	Efficiency	100	46	0.47	46.0%
Number of applications received	Output	0	34,782	29,652	0.00%
Number of fingerprinting requests	Output	0	20,182	18,953	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,113,540	\$1,008,605	\$926,253	10.4%
Contractual Services	\$117,490	\$103,315	\$107,068	13.7%
Commodities	\$51,811	\$51,811	\$51,811	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,282,841</b>	<b>\$1,163,731</b>	<b>\$1,085,132</b>	<b>10.2%</b>
<b>Total Revenue</b>	<b>\$135,420</b>	<b>\$108,000</b>	<b>\$108,000</b>	<b>25.4%</b>
<b>Net County Dollars</b>	<b>\$1,147,421</b>	<b>\$1,055,731</b>	<b>\$977,132</b>	<b>8.7%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	16	0	16	0	16	0	0	0

## REHABILITATION SERVICES (SHF)

### Service Description:

This service provides rehabilitative, educational, literacy programming and substance abuse rehabilitation to individuals while incarcerated.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Actual number of participants (individual PIDs)	Output	0	2,168	2,309	0.00%
Cost per participant	Output	0	218.23	243.36	0.00%
Inmate Programs Class Completion Rate	Outcome	71	75	70	105.6%
Requests per staff	Efficiency	1,800	3,117	3,026	173.2%
Substance Abuse Treatment Recidivism Rate	Outcome	51	34	48	150.0%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$2,073,959	\$1,926,410	\$402,177	7.7%
Contractual Services	\$410,544	\$410,544	\$393,531	0.00%
Commodities	\$24,095	\$24,095	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$2,508,598</b>	<b>\$2,361,049</b>	<b>\$795,708</b>	<b>6.2%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$2,508,598</b>	<b>\$2,361,049</b>	<b>\$795,708</b>	<b>6.2%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	24	0	23	0	5	0	1	0

## RESEARCH & PLANNING (SHF)

### Service Description:

This service collects, analyzes, disseminates and presents data and information for the purpose of planning, decision-making, and policy formulation within the Mecklenburg County Sheriff's Office.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	84	93	96	110.7%
% of completed required reports in FY	Outcome	95	97	97	102.1%
# of official completed reports	Output	0	38	32	0.00%
Request for information response rate	Efficiency	99	100	99	101.0%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$174,786	\$166,993	\$0	4.7%
Contractual Services	\$645	\$645	\$645	0.00%
Commodities	\$1,000	\$1,000	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$176,431</b>	<b>\$168,638</b>	<b>\$645</b>	<b>4.6%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$176,431</b>	<b>\$168,638</b>	<b>\$645</b>	<b>4.6%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	2	0	2	0	0	0	0	0

## SENIOR ADMINISTRATION (SHF)

### Service Description:

This service provides leadership and logistical support to the Sheriff's Office by establishing and enforcing policy; also serve as liaisons with county government, other agencies and citizens.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Customer Satisfaction Index(%)	Customer	84	96	95	114.3%
% Employee Motivation & Satisfaction	Outcome	84	85	85	101.2%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$414,457	\$404,114	\$536,518	2.6%
Contractual Services	\$28,885	\$20,561	\$20,256	40.5%
Commodities	\$66,123	\$59,587	\$57,787	11.0%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$509,465</b>	<b>\$484,262</b>	<b>\$614,561</b>	<b>5.2%</b>
<b>Total Revenue</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$479,465</b>	<b>\$454,262</b>	<b>\$584,561</b>	<b>5.5%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	2	0	2	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 specifically, required training mandated by the North Carolina Sheriff's Training and Education Standards Commission for initial and continued certification as a Justice Officer (Deputy Sheriff, Detention Officer, or Telecommunicator), required training mandated by the American Correctional Association in order to maintain national accreditation, and required training mandated by the Mecklenburg County Sheriff's Office and Mecklenburg County determined to be an operational or business necessity.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Average number of training hours per month	Efficiency	6,800	11,346	9,647	166.9%
Completion rate	Outcome	90	99	99.3	110.0%
% Customer satisfaction rating	Customer	84	96	96	114.3%
Number enrolled in training	Output	0	37,205	32,133	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$920,337	\$589,841	\$813,752	56.0%
Contractual Services	\$210,098	\$488,706	\$207,941	-57.01%
Commodities	\$24,550	\$24,550	\$24,550	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,154,985</b>	<b>\$1,103,097</b>	<b>\$1,046,243</b>	<b>4.7%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,154,985</b>	<b>\$1,103,097</b>	<b>\$1,046,243</b>	<b>4.7%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	11	0	7	0	11	0	4	0

## TRAINING DIVISION - NONMANDATED (SHF)

### Service Description:

All open or individually requested training opportunities are provided for employees to attend programs relevant and beneficial to their job assignments. Internal and external resources are utilized to find appropriate training courses and seminars in order to enhance employees' professional development as well as their collective abilities to perform job responsibilities.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Average number of training hours per month	Efficiency	160	846	872	528.8%
Completion rate	Outcome	87	85	98	97.7%
% Customer satisfaction rating	Customer	84	96	96	114.3%
Number enrolled in training	Output	0	735	341	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$292,621	\$0	0.00%
Contractual Services	\$1,750	\$1,750	\$1,750	0.00%
Commodities	\$271,861	\$271,861	\$271,861	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$273,611</b>	<b>\$566,232</b>	<b>\$273,611</b>	<b>-51.68%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$273,611</b>	<b>\$566,232</b>	<b>\$273,611</b>	<b>-51.68%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	4	0	0	0	-4	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$48,937	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$48,937</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,500</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$45,437</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

# Social Services

## Mission

To provide economic and social services to sustain and/or improve the quality of life for its citizens.

## Responsibilities

- \* The Economic Services Division administers federal and state-mandated programs 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		FY2018 Adopted	FY2017 Amended
			FY2016 Adopted
Personnel Services & Employee Benefits		\$99,516,535	\$96,456,330
Contractual Services		89,085,991	96,097,305
Commodities		1,020,085	971,900
Other Charges		5,000	5,000
Interdepartmental		363,858	383,858
Capital Outlay		112,482	309,927
<b>Total Expense</b>		<b>\$190,103,951</b>	<b>\$194,224,320</b>
<b>Total Revenue</b>		<b>\$116,190,803</b>	<b>\$123,863,119</b>
<b>Net County Dollars</b>		<b>\$73,913,148</b>	<b>\$70,361,201</b>
			<b>\$65,658,480</b>

Position Summary					
FY2018 Adopted		FY2017 Adopted		FY2016 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
1,323	4	1,302	6	1,304	5

# Social Services

## Major Funding Adjustments

Here is a list of approved Fiscal Year 2018 operating budget requests to assist the department with meeting its goals and objectives as approved by the Board of County Commissioners.

Adjustment	FTE	County	Total	Description
<b>Strategic Business Plan Adjustments</b>				
Casey Study Implementation	17.00	\$93,985	\$93,985	To implement recommendations from Casey Study to Youth and Family Services
Senior Nutrition Program Specialist & Kiosk Licensing	1.00	18,480	18,480	To provide additional Congregate Meal Site at West Charlotte Community Center
'Route Match' Software Maintenance	-	62,000	62,000	Ongoing costs for 'Route Match' transit system software maintenance
Adult Guardianship contractual increase	-	108,000	108,000	To serve additional adult guardianship clients and improve staff ratio per State recommendation
<b>Other Adjustments</b>				
Safe Measures	-	186,000	186,000	Data Reporting System
Security for Youth Family Services facilities	-	160,000	160,000	To provide security at all YFS facilities based on Employee Climate Survey data
Community Culinary School	-	80,000	80,000	Sunset CSG approved as a vendor
Latin American Coalition	-	50,000	50,000	Sunset CSG approved as a vendor
Urban League	-	50,000	50,000	Sunset CSG approved as a vendor
Contractual Savings	-	<b>-250,000</b>	<b>-250,000</b>	Efficiencies from contract savings from Youth Family Services
Position Transfer	<b>-2.00</b>	<b>-149,724</b>	<b>-213,892</b>	Movement of two positions to the Department of Community Resources
<b>Investing in Our Employees</b>				
Pay-For-Performance	-	811,973	811,973	Pay for performance adjustment is allocated after budget adoption

## Social Services

Service Name	FTE	PTE	FY2018 County Funding	FY2018 Total Budget	FY2017 Total Budget
ADMINISTRATIVE SUPPORT (DSS)	14	0	1,439,340	2,783,663	2,437,457
ADULT SERVICES (DSS)	56	0	4,214,313	5,305,447	5,401,024
CHILDCARE SERVICES (DSS)	0	0	750,188	47,134,088	46,358,837
CHILDREN'S SERVICES (DSS)	422	0	24,954,987	45,464,169	43,985,741
COMMUNITY CULINARY SCHOOL (CSG)	0	0	80,000	80,000	0
COMMUNITY SOCIAL WORK (DSS)	42	0	1,421,744	3,737,897	3,463,784
FACILITIES MANAGEMENT (DSS)	0	0	996,551	1,317,930	1,310,168
FRAUD (DSS)	14	0	299,051	972,712	896,403
GENERAL ASSISTANCE (DSS)	16	0	4,137,733	11,888,537	12,449,613
IT RESOURCE MANAGEMENT (DSS)	0	0	309,563	613,821	613,821
LATIN AMERICAN COALITION (CSG)	0	0	50,000	50,000	0
LEGAL SERVICES (DSS)	13	0	1,526,613	1,794,420	1,602,533
MAINTAINING INDEPENDENCE SERVICES (DSS)	4	0	1,509,520	4,534,597	4,463,107
MECKLENBURG TRANSPORT (DSS)	36	1	2,245,175	3,553,002	3,123,670
MEDICAID RELATED PAYMENTS (DSS)	0	0	3,255,794	3,255,794	3,255,794
MEDICAID TRANSPORTATION (DSS)	0	0	18,000	1,118,000	5,100,000
PUBLIC ASSISTANCE (DSS)	601	2	14,859,890	40,398,252	39,029,127
QUALITY IMPROVEMENT (DSS)	13	0	808,329	1,146,819	1,079,043
RECORD & MAIL SERVICES (DSS)	8	0	726,215	1,495,444	1,886,264
RETIREE MEDICAL INSURANCE (HRS)	0	0	2,427,854	3,468,363	3,151,356
SENIOR ADMINISTRATION (DSS)	1	0	114,149	239,156	232,606
SENIOR CITIZENS NUTRITION PROGRAM (DSS)	29	1	2,077,821	3,233,720	3,010,518
URBAN LEAGUE OF CENTRAL CAROLINAS - JOB TRAINING (CSG)	0	0	50,000	50,000	0
WORK FIRST EMPLOYMENT SERVICE (DSS)	54	0	5,640,318	6,468,120	6,523,705
<b>Grand Totals:</b>	<b>1,323</b>	<b>4</b>	<b>73,913,148</b>	<b>190,103,951</b>	<b>189,374,571</b>
<b>Revenue Totals:</b>				<b>116,190,803</b>	<b>119,813,958</b>

## ADMINISTRATIVE SUPPORT (DSS)

### Service Description:

This service provides administrative, professional and operational support across all staff and programs within the Department of Social Services.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures are not required	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,192,584	\$1,227,259	\$1,206,495	-2.83%
Contractual Services	\$1,437,100	\$1,048,242	\$864,532	37.1%
Commodities	\$133,979	\$141,956	\$158,333	-5.62%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$20,000	\$20,000	\$0	0.00%
<b>Total Expenses</b>	<b>\$2,783,663</b>	<b>\$2,437,457</b>	<b>\$2,229,360</b>	<b>14.2%</b>
<b>Total Revenue</b>	<b>\$1,344,323</b>	<b>\$1,408,491</b>	<b>\$1,408,491</b>	<b>-4.56%</b>
<b>Net County Dollars</b>	<b>\$1,439,340</b>	<b>\$1,028,966</b>	<b>\$820,869</b>	<b>39.9%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	14	0	14	0	15	0	0	0

## ADULT SERVICES (DSS)

### Service Description:

This service provides a full array of social work services to seniors and adults with disabilities, caregivers, community partners and other professionals, including information and assistance, intake for all agency-administered services for seniors and adults with disabilities, protective services, guardianship, and monitoring of adult care home and family care home facilities.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Annual % of APS clients not repeat victims of maltreatment	Impact	88	95.11	94.57	108.1%
% Customer satisfaction rating	Customer	84	96.74	99.09	115.2%
# of customers served	Output	0	1,652	1,582	0.00%
% of substantiated allegations at facilities within 12 month	Impact	0	9.82	6.5	0.00%
% of wards restored to capacity or successor GDN found	Impact	7.5	6.29	9.73	83.9%
Percentage of Adult Services referrals initiated timely	Efficiency	0	98	0	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$5,026,309	\$5,200,730	\$5,008,515	-3.35%
Contractual Services	\$258,777	\$179,409	\$154,316	44.2%
Commodities	\$20,361	\$20,885	\$21,485	-2.51%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$5,305,447</b>	<b>\$5,401,024</b>	<b>\$5,184,316</b>	<b>-1.77%</b>
<b>Total Revenue</b>	<b>\$1,091,134</b>	<b>\$1,093,290</b>	<b>\$1,095,797</b>	<b>-0.20%</b>
<b>Net County Dollars</b>	<b>\$4,214,313</b>	<b>\$4,307,734</b>	<b>\$4,088,519</b>	<b>-2.17%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	56	0	57	0	58	0	-1	0

## CHILDCARE SERVICES (DSS)

### Service Description:

This service provides subsidized childcare for low-income working parents, parents engaged in workforce preparedness training, participants in WorkFirst, Child Protective Services cases, and Smart Start parents (working poor and teens).

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Average # of children receiving service per month	Output	0	6,616	6,359	0.00%
% Customer satisfaction rating (parents)	Customer	84	96.32	98.7	114.7%
% eligibility renewed timely	Efficiency	100	100	100	100.0%
% of Child Care Centers satisfied with service from CCRI	Customer	84	91.3	89.57	108.7%
% of families correctly determined eligible for subsidies	Impact	99	100	100	101.0%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$47,134,088	\$46,358,837	\$44,820,212	1.7%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$47,134,088</b>	<b>\$46,358,837</b>	<b>\$44,820,212</b>	<b>1.7%</b>
<b>Total Revenue</b>	<b>\$46,383,900</b>	<b>\$45,567,266</b>	<b>\$44,028,641</b>	<b>1.8%</b>
<b>Net County Dollars</b>	<b>\$750,188</b>	<b>\$791,571</b>	<b>\$791,571</b>	<b>-5.23%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## CHILDREN'S SERVICES (DSS)

### Service Description:

This service includes child protective services, CPS, as defined by the state of North Carolina and as such includes prevention services, intake screening, family support services, family preservation services, intensive family preservation services, family reunification services, including placement and adoption services.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Absence of maltreatment in foster care	Impact	99.68	99.57	99.62	99.9%
Annual % of children adopted within 24 months of custody	Efficiency	36.6	41.38	22.22	113.1%
% Customer satisfaction rating	Customer	84	84.7	80.05	100.8%
% investi. & family assessment decision made w/n mand. time	Impact	60	58.83	55.26	98.1%
# of children in active investigations	Output	0	19,460	20,452	0.00%
% of CPS clients who are not repeat victims	Impact	94.6	97.26	97.84	102.8%
% youth permanency by reunification w/n 12 months	Efficiency	55	48.39	55.96	88.0%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$32,305,029	\$30,925,201	\$29,600,410	4.5%
Contractual Services	\$12,779,428	\$12,951,803	\$13,074,846	-1.33%
Commodities	\$369,712	\$88,737	\$152,983	316.6%
Other Expenses	\$5,000	\$5,000	\$5,000	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$5,000	\$15,000	\$15,000	-66.67%
<b>Total Expenses</b>	<b>\$45,464,169</b>	<b>\$43,985,741</b>	<b>\$42,848,239</b>	<b>3.4%</b>
<b>Total Revenue</b>	<b>\$20,509,182</b>	<b>\$20,617,809</b>	<b>\$22,295,640</b>	<b>-0.53%</b>
<b>Net County Dollars</b>	<b>\$24,954,987</b>	<b>\$23,367,932</b>	<b>\$20,552,599</b>	<b>6.8%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	422	0	405	0	407	0	17	0

## COMMUNITY CULINARY SCHOOL (CSG)

### Service Description:

This service provides training and placement assistance in the food service industry for adults who have experienced barriers to successful long-term employment.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Number of applicants to the program	Output	99	179	188	180.8%
Number of donated meals prepared and served to those in need	Output	2,763	3,951	5,726	143.0%
Number of students enrolled	Output	47	76	71	161.7%
# of alumni continuing RPS	Output	20	91	93	455.0%
# of individuals served by Meck Co CSG	Output	47	76	71	161.7%
Percentage of students completed Serv/Safe certification	Outcome	90	69	81	76.7%
Percentage of students graduated	Outcome	80	75	73	93.8%
Percentage of students hired upon graduation	Outcome	80	95	83	118.8%
Percentage of students working 6 mos. after graduation	Outcome	70	81	80	115.7%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$80,000	\$80,000	\$60,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$60,000</b>	<b>0.00%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$60,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## COMMUNITY SOCIAL WORK (DSS)

### Service Description:

This service provides services and programs for at risk families, seniors and disabled citizens who fall outside of protective services and public assistance services. Staff provide services to address social problems for low income citizens and to delay or eliminate the need for placement in a long-term care facility.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% CSW cases initiated timely	Efficiency	94.05	96.6	94.27	102.7%
% CSW customers living in a safe environment	Impact	95	99.38	99.7	104.6%
% Customer satisfaction rating	Customer	84	97.57	95.61	116.2%
Number of Community Social Work Clients	Output	0	1,424	2,693	0.00%
% target population served (Community Social Work)	Outcome	94	97.28	94.86	103.5%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$3,583,710	\$3,335,097	\$3,136,330	7.5%
Contractual Services	\$145,721	\$120,221	\$162,496	21.2%
Commodities	\$8,466	\$8,466	\$13,257	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$3,737,897</b>	<b>\$3,463,784</b>	<b>\$3,312,083</b>	<b>7.9%</b>
<b>Total Revenue</b>	<b>\$2,316,153</b>	<b>\$2,330,951</b>	<b>\$2,341,149</b>	<b>-0.63%</b>
<b>Net County Dollars</b>	<b>\$1,421,744</b>	<b>\$1,132,833</b>	<b>\$970,934</b>	<b>25.5%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	42	0	39	0	39	0	3	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures are not required	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$766,316	\$742,937	\$751,377	3.1%
Commodities	\$187,756	\$183,373	\$429,016	2.4%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$363,858	\$383,858	\$383,858	-5.21%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,317,930</b>	<b>\$1,310,168</b>	<b>\$1,564,251</b>	<b>0.6%</b>
<b>Total Revenue</b>	<b>\$321,379</b>	<b>\$321,379</b>	<b>\$321,379</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$996,551</b>	<b>\$988,789</b>	<b>\$1,242,872</b>	<b>0.8%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## FRAUD (DSS)

### Service Description:

Responsible for preventing, discovering, and recovering overpayments in public assistance programs. This service seeks to maintain the integrity of the public assistance programs by deterring fraud through education, early detection, and prosecution.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	84	92.19	93.33	109.8%
% FNS main investigations completed timely	Efficiency	90	94.58	91.37	105.1%
Incentive funds received	Impact	240,000	160,512	225,917	66.9%
Number of completed fraud investigations	Output	0	3,255	4,530	0.00%
Overissued Collection rate	Impact	16	11.96	15.64	74.8%
% Preventive investigations completed timely	Efficiency	97	94.07	96.59	97.0%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$947,152	\$880,843	\$835,637	7.5%
Contractual Services	\$23,460	\$14,060	\$0	66.9%
Commodities	\$2,100	\$1,500	\$0	40.0%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$972,712</b>	<b>\$896,403</b>	<b>\$835,637</b>	<b>8.5%</b>
<b>Total Revenue</b>	<b>\$673,661</b>	<b>\$663,661</b>	<b>\$663,661</b>	<b>1.5%</b>
<b>Net County Dollars</b>	<b>\$299,051</b>	<b>\$232,742</b>	<b>\$171,976</b>	<b>28.5%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	14	0	13	0	13	0	1	0

## GENERAL ASSISTANCE (DSS)

### Service Description:

This service offers aid through community referrals and financial assistance to residents with emergency needs such as: prescription drugs, rent and utility payments, pauper burials and transportation.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Case Quality Index (Crisis Assistance Ministries)	Impact	95	93	100	97.9%
Case Quality Index (Partnership Services)	Impact	95	94.4	93.51	99.4%
% customer satisfaction with Crisis Assistance Ministries	Customer	84	84.4	95.32	100.5%
% customer satisfaction with Partnership Services	Customer	84	88.6	88.92	105.5%
Number of households receiving community/emergency services	Output	0	6,029	0	0.00%
% of AM line customers w/immediate need seen same day	Efficiency	97	100	98.7	103.1%
# receiving energy service	Output	0	23,726	23,825	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,293,237	\$1,144,101	\$1,202,595	13.0%
Contractual Services	\$10,595,300	\$11,305,512	\$11,334,592	-6.28%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$11,888,537</b>	<b>\$12,449,613</b>	<b>\$12,537,187</b>	<b>-4.51%</b>
<b>Total Revenue</b>	<b>\$7,750,804</b>	<b>\$8,456,218</b>	<b>\$8,531,944</b>	<b>-8.34%</b>
<b>Net County Dollars</b>	<b>\$4,137,733</b>	<b>\$3,993,395</b>	<b>\$4,005,243</b>	<b>3.6%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	16	0	16	0	17	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures are not required	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$613,821	\$613,821	\$596,032	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$613,821</b>	<b>\$613,821</b>	<b>\$596,032</b>	<b>0.00%</b>
<b>Total Revenue</b>	<b>\$304,258</b>	<b>\$304,258</b>	<b>\$298,921</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$309,563</b>	<b>\$309,563</b>	<b>\$297,111</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## LATIN AMERICAN COALITION (CSG)

### Service Description:

This service provides vocational and educational initiatives, information and referral services, and English-as-a-Second Language opportunities to the Hispanic/Latino community in the county.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% clients att service to ability to find work	Outcome	75	0	0	0.00%
% clients att service to their ability to start a business	Outcome	75	0	0	0.00%
% clients express capacity to perform well through new skill	Outcome	95	0	0	0.00%
% clients id as victim of labor abuse att. Labor Rights Wshp	Outcome	95	0	0	0.00%
# of clients receiving small business develop. support	Output	100	0	0	0.00%
# of clients that have found employment due to LAC services	Output	75	0	0	0.00%
# of labor rights cases managed	Output	160	0	0	0.00%
# of new job postings in the Job Bank	Output	400	0	0	0.00%
# of unduplicated individuals served	Output	552	0	0	0.00%
# of visits to the Job Bank	Output	1,000	0	0	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$50,000	\$50,000	\$50,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>0.00%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## LEGAL SERVICES (DSS)

### Service Description:

This service is responsible for providing legal advice and representation on youth custody cases, abuse/neglect cases, and investigating public assistance fraud.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer satisfaction with legal services	Customer	84	93.41	96.3	111.2%
% IPV Cases Returned Timely	Efficiency	95	100	100	105.3%
% of TPR petitions filed within 60 days of goal change to Ad	Impact	0	11.4	25.81	0.00%
Total cases handled	Output	0	481	535	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,733,208	\$1,541,346	\$1,453,548	12.4%
Contractual Services	\$31,212	\$31,187	\$27,749	0.1%
Commodities	\$30,000	\$30,000	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,794,420</b>	<b>\$1,602,533</b>	<b>\$1,481,297</b>	<b>12.0%</b>
<b>Total Revenue</b>	<b>\$267,807</b>	<b>\$267,807</b>	<b>\$267,807</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,526,613</b>	<b>\$1,334,726</b>	<b>\$1,213,490</b>	<b>14.4%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	13	0	13	0	13	0	0	0

## MAINTAINING INDEPENDENCE SERVICES (DSS)

### Service Description:

This service provides in home aide and adult day care services to elderly and disabled social service customers to help them maintain their independence and stay in their home community.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	84	95.5	96.34	113.7%
% Customers remaining in home for at least 12 months	Impact	98	98.22	97.91	100.2%
# of clients served	Output	0	520	548	0.00%
Percentage Application timeliness rate (IHA & ADC)	Efficiency	90.25	100	0	110.8%
% Targeted population served	Impact	47.5	47.3	46.32	99.6%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$358,848	\$375,115	\$354,625	-4.34%
Contractual Services	\$4,175,749	\$4,087,992	\$3,974,328	2.1%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$4,534,597</b>	<b>\$4,463,107</b>	<b>\$4,328,953</b>	<b>1.6%</b>
<b>Total Revenue</b>	<b>\$3,025,077</b>	<b>\$2,873,472</b>	<b>\$2,854,030</b>	<b>5.3%</b>
<b>Net County Dollars</b>	<b>\$1,509,520</b>	<b>\$1,589,635</b>	<b>\$1,474,923</b>	<b>-5.04%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	84	87.96	88.09	104.7%
MTS cost per trip	Efficiency	27	0*	27.42	100.0%
# of clients served	Output	0	1,055	1,037	0.00%
% of Mecklenburg Transport trips without injury	Impact	100	100	100	100.0%
# of trips provided	Output	0	99,288	94,896	0.00%
Vendor cost per trip	Efficiency	23.1	0*	23.07	100.0%

\*Data not available at time of publication.

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$2,442,363	\$2,035,849	\$1,976,662	20.0%
Contractual Services	\$1,005,865	\$931,343	\$1,036,731	8.0%
Commodities	\$34,274	\$25,960	\$25,373	32.0%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$70,500	\$130,518	\$421,996	-45.98%
<b>Total Expenses</b>	<b>\$3,553,002</b>	<b>\$3,123,670</b>	<b>\$3,460,762</b>	<b>13.7%</b>
<b>Total Revenue</b>	<b>\$1,307,827</b>	<b>\$1,354,677</b>	<b>\$1,771,313</b>	<b>-3.46%</b>
<b>Net County Dollars</b>	<b>\$2,245,175</b>	<b>\$1,768,993</b>	<b>\$1,689,449</b>	<b>26.9%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	36	1	36	1	36	1	0	0

## MEDICAID RELATED PAYMENTS (DSS)

### Service Description:

This service which is federally and state mandated provides Special Assistance to Aged, Blind, and Disabled County residents.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures are not required	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$3,255,794	\$3,255,794	\$3,299,178	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$3,255,794</b>	<b>\$3,255,794</b>	<b>\$3,299,178</b>	<b>0.00%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$3,255,794</b>	<b>\$3,255,794</b>	<b>\$3,299,178</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## MEDICAID TRANSPORTATION (DSS)

### Service Description:

This service provides transportation to eligible County Medicaid residents who need access to medical care but have no other means to reach their destination.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	84	92.22	92.59	109.8%
# of clients served	Output	0	4,425	7,616	0.00%
# of trips provided	Output	0	375,180	353,992	0.00%
% of trips without injury	Efficiency	100	100	100	100.0%
Vendor cost per trip	Efficiency	21	0	19.05	100.0%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$1,118,000	\$5,100,000	\$5,000,000	-78.08%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,118,000</b>	<b>\$5,100,000</b>	<b>\$5,000,000</b>	<b>-78.1%</b>
<b>Total Revenue</b>	<b>\$1,100,000</b>	<b>\$5,074,332</b>	<b>\$4,974,332</b>	<b>-78.32%</b>
<b>Net County Dollars</b>	<b>\$18,000</b>	<b>\$25,668</b>	<b>\$25,668</b>	<b>-29.87%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## PUBLIC ASSISTANCE (DSS)

### Service Description:

This service provides assistance necessary to enable County residents to maintain self-sufficiency through programs such as Work First Family Assistance, Medicaid for Families and Adults, North Carolina Health Choice, and Food and Nutrition Services (formerly Food Stamps).

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	84	88.48	85.63	105.3%
% FNS processing rate (normal)	Efficiency	95	95.33	93.02	100.3%
FNS Program Access Index	Impact	0	71.23	80.73	0.00%
% FNS Recertifications processed within mandated timeframe	Efficiency	85	86.89	65.97	102.2%
% Medicaid and NCHC processing rate	Efficiency	80	77.81	77.56	97.3%
% Medicaid for pregnant women app processed w/in mand. time	Efficiency	90	89.06	85.04	99.0%
% of FNS 'Expedited' applications processed within mandated	Efficiency	95	96.39	91.36	101.5%
# receiving Public Assistance	Output	0	220,134	238,130	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$38,830,321	\$37,428,196	\$36,249,317	3.7%
Contractual Services	\$1,392,878	\$1,427,547	\$968,862	-2.43%
Commodities	\$165,508	\$163,839	\$168,299	1.0%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$9,545	\$9,545	\$9,545	0.00%
<b>Total Expenses</b>	<b>\$40,398,252</b>	<b>\$39,029,127</b>	<b>\$37,396,023</b>	<b>3.5%</b>
<b>Total Revenue</b>	<b>\$25,538,362</b>	<b>\$25,422,401</b>	<b>\$23,183,012</b>	<b>0.5%</b>
<b>Net County Dollars</b>	<b>\$14,859,890</b>	<b>\$13,606,726</b>	<b>\$14,213,011</b>	<b>9.2%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	601	2	596	4	596	3	5	(3)

## QUALITY IMPROVEMENT (DSS)

### Service Description:

This service coordinates mandated federal and state compliance proceedings, including audits, local hearings, reviews, monitoring, and policy changes in partnership with federal and state program policy representatives and legislative liaisons; delivers new hire, annual, refresher and policy change trainings, conducts and computes statistical and trend analyses related to comprehensive quality control processes designed to ensure compliance with mandated state policies, maximize financial benefits to consumers, determine fiscal and operational impacts to the department and customers, improve program performance, worker productivity, staff policy knowledge, and customer satisfaction.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	84	92.45	95.46	110.1%
% Mandated training provided to DSS staff timely	Efficiency	95	98.9	100	104.1%
# of case actions quality sampled	Output	0	1,722	1,661	0.00%
# of local hearings officiated by CSIS team	Output	0	232	262	0.00%
% of local hearings successfully resolved w/o further appeal	Impact	92	92.87	94.23	100.9%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,132,659	\$1,073,983	\$910,320	5.5%
Contractual Services	\$10,961	\$3,160	\$2,380	246.9%
Commodities	\$3,199	\$1,900	\$1,900	68.4%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,146,819</b>	<b>\$1,079,043</b>	<b>\$914,600</b>	<b>6.3%</b>
<b>Total Revenue</b>	<b>\$338,490</b>	<b>\$338,490</b>	<b>\$338,490</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$808,329</b>	<b>\$740,553</b>	<b>\$576,110</b>	<b>9.2%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	13	0	13	0	11	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Customer Satisfaction Rating (Attorneys/Managers)	Customer	0	79.4	87.5	0.00%
% Customer satisfaction rating (mail)	Customer	84	97.36	95.83	115.9%
Customer Satisfaction Rating (Nurses/Adoption Unit)	Customer	0	97.6	77.4	0.00%
% Customer satisfaction rating (records)	Customer	0	79.17	78.49	0.00%
Legal Discovery Timeliness Rate	Efficiency	93	99.51	90.64	107.0%
Mail volume	Output	0	1,202,464	1,331,461	0.00%
Out-of-County CPS History Timeliness	Efficiency	97	97.82	97	100.8%
Redacted Adoption Medical History Timeliness Rate	Efficiency	97	97.92	89.61	100.9%
% Returned mail rate	Efficiency	0	0.98	1.47	0.00%
Subpoena Timeliness Rate	Efficiency	95	100	100	105.3%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$469,449	\$440,772	\$411,432	6.5%
Contractual Services	\$1,007,984	\$1,425,681	\$1,441,918	-29.30%
Commodities	\$10,574	\$12,374	\$3,574	-14.55%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$7,437	\$7,437	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,495,444</b>	<b>\$1,886,264</b>	<b>\$1,856,924</b>	<b>-20.72%</b>
<b>Total Revenue</b>	<b>\$769,229</b>	<b>\$769,229</b>	<b>\$769,229</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$726,215</b>	<b>\$1,117,035</b>	<b>\$1,087,695</b>	<b>-34.99%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	8	0	8	0	8	0	0	0

## RETIREE MEDICAL INSURANCE (HRS)

### Service Description:

This service provides funding to pay for the current year's projected retiree medical insurance cost.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures are not required	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$3,468,363	\$3,151,356	\$2,573,250	10.1%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$3,468,363</b>	<b>\$3,151,356</b>	<b>\$2,573,250</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$1,040,509</b>	<b>\$906,330</b>	<b>\$732,900</b>	<b>14.8%</b>
<b>Net County Dollars</b>	<b>\$2,427,854</b>	<b>\$2,245,026</b>	<b>\$1,840,350</b>	<b>8.1%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	84	91.12	90	108.5%
% Employee satisfaction rating	Impact	80	86	88	107.5%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$231,327	\$223,206	\$213,374	3.6%
Contractual Services	\$7,829	\$9,400	\$9,400	-16.71%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$239,156</b>	<b>\$232,606</b>	<b>\$222,774</b>	<b>2.8%</b>
<b>Total Revenue</b>	<b>\$125,007</b>	<b>\$125,007</b>	<b>\$125,007</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$114,149</b>	<b>\$107,599</b>	<b>\$97,767</b>	<b>6.1%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Cost per meal served	Efficiency	9	9.3	6.36	96.8%
% Customer satisfaction rating	Customer	84	98.63	98.28	117.4%
# of customers served	Output	0	1,956	2,840	0.00%
% of homebound part. reporting prog helps them stay in home	Impact	90	96.1	96.88	106.8%
% of meals served	Efficiency	98	97.48	97.4	99.5%
Total # of Meals Served	Output	0	323,656	294,748	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$1,833,016	\$1,640,343	\$1,623,171	11.7%
Contractual Services	\$1,351,498	\$1,274,724	\$1,304,703	6.0%
Commodities	\$49,206	\$95,451	\$48,200	-48.45%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$3,233,720</b>	<b>\$3,010,518</b>	<b>\$2,976,074</b>	<b>7.4%</b>
<b>Total Revenue</b>	<b>\$1,155,899</b>	<b>\$1,113,099</b>	<b>\$1,101,221</b>	<b>3.8%</b>
<b>Net County Dollars</b>	<b>\$2,077,821</b>	<b>\$1,897,419</b>	<b>\$1,874,853</b>	<b>9.5%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	29	1	27	1	27	1	2	0

## URBAN LEAGUE OF CENTRAL CAROLINAS - JOB TRAINING (CSG)

### Service Description:

The ULCC's adult programs are designed to meet the training needs of all adults and young adults accessing services. Participants can take advantage of the full spectrum of workforce development services including pre-GED and GED preparation, adult literacy, technology training (Microsoft Office 2007, HVAC, BPI Energy Audit and Weatherization, and Broadband Fiber Optic), life skills, financial literacy and homeownership workshops. Programming is person-centered.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
# engaged in lifeskills training (incl. fin lit)	Output	220	280	268	127.3%
% in life skills training incl. financial literacy	Outcome	90	93	96	103.3%
Number of unduplicated individuals served	Output	275	300	276	109.1%
% of individuals achieve certification and are in placement	Outcome	80	85	90	106.3%
# of individuals enrolled in the 21st Century program	Output	275	300	276	109.1%
% of individuals who complete 21st Century and pass exam	Outcome	80	92	90	115.0%
# of participants who complete 21st Century program	Output	275	300	266	109.1%
# of participants who complete training and are employed	Output	115	234	161	203.5%
# of participants who pass certifying exams	Output	176	239	235	135.8%
% participants who complete training who will be employed	Outcome	65	77	69	118.5%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$50,000	\$50,000	\$50,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>0.00%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## WORK FIRST EMPLOYMENT SERVICE (DSS)

### Service Description:

This service provides social work services for Work First participants to remove barriers to self sufficiency, while improving the economic security and well being of the entire family through focus on employment, education, housing, health, and life skills development.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Adults to Work	Efficiency	0	936	1,118	0.00%
% Customer satisfaction rating	Customer	84	97.9	0	116.5%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$4,055,139	\$4,363,599	\$4,145,066	-7.07%
Contractual Services	\$2,408,031	\$2,155,156	\$2,080,156	11.7%
Commodities	\$4,950	\$4,950	\$4,950	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$6,468,120</b>	<b>\$6,523,705</b>	<b>\$6,230,172</b>	<b>-0.85%</b>
<b>Total Revenue</b>	<b>\$827,802</b>	<b>\$805,791</b>	<b>\$905,880</b>	<b>2.7%</b>
<b>Net County Dollars</b>	<b>\$5,640,318</b>	<b>\$5,717,914</b>	<b>\$5,324,292</b>	<b>-1.36%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	54	0	60	0	59	0	-6	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	FY2018 Adopted	FY2017 Amended*	FY2016 Adopted
Personnel Services & Employee Benefits	\$3,129,842	\$3,122,641	\$2,777,310
Contractual Services	2,555,728	2,755,948	2,123,008
Commodities	57,723	55,613	65,895
Other Charges	0	0	0
Interdepartmental	11,021	16,319	8,806
Capital Outlay	0	0	0
<b>Total Expense</b>	<b>\$5,754,314</b>	<b>\$5,950,521</b>	<b>\$4,975,019</b>
<b>Total Revenue</b>	<b>\$2,038,981</b>	<b>\$2,511,922</b>	<b>\$2,092,835</b>
<b>Net County Dollars</b>	<b>\$3,715,333</b>	<b>\$3,438,599</b>	<b>\$2,882,184</b>

Position Summary					
FY2018 Adopted		FY2017 Adopted		FY2016 Adopted	
FTE	PTE	FTE	PTE	FTE	PTE
39	0	40	0	40	0

\* Includes one-time fund balance allocation

## Tax Collector

### Major Funding Adjustments

Here is a list of approved Fiscal Year 2018 operating budget requests to assist the department with meeting its goals and objectives as approved by the Board of County Commissioners.

Adjustment	FTE	County	Total	Description
<b>Strategic Business Plan Adjustments</b>				
Comprehensive Foreclosure Strategy	-	\$225,000	\$225,000	Contract for real estate services provider to advertise delinquent properties
<b>Other Adjustments</b>				
Audit Services Contract	-1.00	-	-	Repurpose vacant position for contractual increase
<b>Investing in Our Employees</b>				
Pay-For-Performance	-	41,345	41,345	Pay for performance adjustment is allocated after budget adoption

## Tax Collector

Service Name	FTE	PTE	FY2018 County Funding	FY2018 Total Budget	FY2017 Total Budget*
ATTORNEY (TAX)	0	0	502,000	502,000	502,000
BUSINESS TAX COLLECTIONS (TAX)	12	0	(114,343)	1,641,152	1,602,616
PROPERTY TAX COLLECTIONS (TAX)	26	0	3,131,296	3,414,782	3,614,264
TAX ADMINISTRATION (TAX)	1	0	196,380	196,380	187,624
<b>Grand Totals:</b>	<b>39</b>	<b>0</b>	<b>3,715,333</b>	<b>5,754,314</b>	<b>5,906,504</b>
<b>Revenue Totals:</b>				<b>2,038,981</b>	<b>2,911,922</b>

\*Includes one-time fund balance allocation

## ATTORNEY (TAX)

### Service Description:

This service provides legal advice to the Tax Collector on foreclosures, bankruptcies, wage and bank account garnishments, and levy or seizure of personal property and registered motor vehicles. Legal advice relates to property taxes, sales receipt taxes, and various regulatory license and permit fees.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Average Response Time	Efficiency	85	91	92	107.1%
Bankruptcy proceedings	Output	0	412	254	0.00%
Fee as a % of Amount Collected	Efficiency	6	4.4	3.9	136.4%
Foreclosures filed	Output	0	66	63	0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$502,000	\$502,000	\$342,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$502,000</b>	<b>\$502,000</b>	<b>\$342,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$502,000</b>	<b>\$502,000</b>	<b>\$342,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## BUSINESS TAX COLLECTIONS (TAX)

### Service Description:

This service assesses and collects gross sales tax receipts including room occupancy, prepared food & beverage, privilege licenses, vehicle rental taxes and other fees.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% Customer satisfaction rating	Customer	84	98	98	116.7%
Gross Receipts Tax Returns	Output	0	49,550	47,654	0.00%
Heavy Equipment Collection Rate	Output	86	100	100	116.3%
PF Collection Rate	Outcome	94	96.88	95.98	103.1%
RO Collection Rate	Outcome	98	99.96	96.63	102.0%
% Telephone response rate (w/in 30 secs.)	Efficiency	85	96.92	96.14	114.0%
VR/UDI Collection Rate	Outcome	98	99.95	99.58	102.0%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$876,196	\$907,474	\$764,998	-3.45%
Contractual Services	\$736,853	\$668,073	\$681,933	10.3%
Commodities	\$19,992	\$18,958	\$18,007	5.5%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$8,111	\$8,111	\$4,611	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,641,152</b>	<b>\$1,602,616</b>	<b>\$1,469,549</b>	<b>2.4%</b>
<b>Total Revenue</b>	<b>\$1,755,495</b>	<b>\$1,732,982</b>	<b>\$1,835,027</b>	<b>1.3%</b>
<b>Net County Dollars</b>	<b>\$-114,343</b>	<b>\$-130,366</b>	<b>\$-365,478</b>	<b>-12.29%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	12	0	13	0	13	0	-1	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures not required	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$1,256,710	0.00%
Contractual Services	\$0	\$0	\$748,985	0.00%
Commodities	\$0	\$0	\$31,888	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$4,195	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,041,778</b>	<b>0.00%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$148,174</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,893,604</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	17	0	0	0

## PROPERTY TAX COLLECTIONS (TAX)

### Service Description:

This Office of the Tax Collector service is responsible for administering North Carolina tax law by collecting taxes based on value including real estate, business personal property, individual personal property, registered motor vehicle taxes and other fees. This service processes payments, provides customer service, manages bankruptcy claims, and initiates legal actions.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Balancing Error Rate	Efficiency	3	1.86	0	161.3%
Calls handled	Output	0	22,656	0	0.00%
% Customer satisfaction rating	Customer	84	98	0	116.7%
Payments processed	Output	0	60,550	0	0.00%
Prior Year REI/PP Collection Rate	Efficiency	23	18.18	0	79.0%
Real Estate & Personal Property Collection Rate	Outcome	98	99.43	0	101.5%
% Telephone response rate (w/in 30 secs.)	Efficiency	80	85.86	0	107.3%

Budget Overview	FY2018 Adopted	FY2017 Adopted*	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$2,057,641	\$1,983,901	\$0	3.7%
Contractual Services	\$1,316,500	\$1,585,500	\$0	-16.97%
Commodities	\$37,731	\$36,655	\$0	2.9%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$2,910	\$8,208	\$0	-64.55%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$3,414,782</b>	<b>\$3,614,264</b>	<b>\$0</b>	<b>-5.52%</b>
<b>Total Revenue</b>	<b>\$283,486</b>	<b>\$778,940</b>	<b>\$0</b>	<b>-63.61%</b>
<b>Net County Dollars</b>	<b>\$3,131,296</b>	<b>\$2,835,324</b>	<b>\$0</b>	<b>10.4%</b>

\*Includes one-time fund balance allocation

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	26	0	26	0	0	0	0	0

## TAX ADMINISTRATION (TAX)

### Service Description:

This service provides strategic leadership and administrative oversight for all business decisions, activities, and duties associated with tax collections as required by North Carolina Statute.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Customer satisfaction rating	Customer	84	95	97	113.1%
% Employee Motivation & Satisfaction	Outcome	84	95	91	113.1%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$196,005	\$187,249	\$172,015	4.7%
Contractual Services	\$375	\$375	\$375	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$196,380</b>	<b>\$187,624</b>	<b>\$172,390</b>	<b>4.7%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$196,380</b>	<b>\$187,624</b>	<b>\$172,390</b>	<b>4.7%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures not required	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$583,587	0.00%
Contractual Services	\$0	\$0	\$349,715	0.00%
Commodities	\$0	\$0	\$16,000	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$949,302</b>	<b>0.00%</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$109,634</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$839,668</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	9	0	0	0

# NON-DEPARTMENTAL PAGES



## 311 CALL CENTER (JCC)

### Service Description:

This service is a non-emergency call center initiative that seeks to simplify access to information and improve customer service by providing the public with access to a variety of local government services through one call center.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$1,417,143	\$1,417,143	\$2,483,090	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,417,143</b>	<b>\$1,417,143</b>	<b>\$2,483,090</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,417,143</b>	<b>\$1,417,143</b>	<b>\$2,483,090</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	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 is experiencing homelessness.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% of students maintaining or improving attendance	Outcome	65	56	65	86.2%
# of students served by Mecklenburg County grant	Output	100	100	100	100.0%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$50,000	\$50,000	\$50,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## ABC PROFIT DISTRIBUTION

### Service Description:

This service provides local municipality profit share distribution of ABC store revenue.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$458,775	\$332,000	\$332,000	38.2%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$458,775</b>	<b>\$332,000</b>	<b>\$332,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$458,775</b>	<b>\$332,000</b>	<b>\$332,000</b>	<b>38.2%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## ACCOUNTING (FIN)

### Service Description:

This service manages and oversees all county accounting functions including accounts payable, accounts receivable, payroll, bank statement reconciliation, and cash receipts.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$3,574,974	\$3,758,035	\$2,407,062	-4.87%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$992,445	\$1,060,783	\$1,060,783	-6.44%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$4,567,419</b>	<b>\$4,818,818</b>	<b>\$3,467,845</b>	<b>(0)</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$4,567,419</b>	<b>\$4,818,818</b>	<b>\$3,467,845</b>	<b>-5.22%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## ACS-LIBRARY & PARKS ORCHESTRA PROGRAMING (NDP)

### Service Description:

This service provides funding to the Arts & Science Council for cultural programming in parks, recreation centers and libraries across the County.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$675,000	\$500,000	\$300,000	35.0%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$675,000</b>	<b>\$500,000</b>	<b>\$300,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$675,000</b>	<b>\$500,000</b>	<b>\$300,000</b>	<b>35.0%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## ASSOCIATION DUES (NDP)

### Service Description:

This service provides funding for County affiliate professional association fees.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$240,181	\$244,696	\$259,906	-1.85%
Commodities	\$33,180	\$33,180	\$33,180	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$273,361</b>	<b>\$277,876</b>	<b>\$293,086</b>	<b>(0)</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$273,361</b>	<b>\$277,876</b>	<b>\$293,086</b>	<b>-1.62%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## BETHESDA - YOU ARE NOT ALONE (CSG)

### Service Description:

This service provides quality and culturally primary care and health education to uninsured and low-income population in Mecklenburg County.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures under development	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$150,000	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$0</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## CAPITAL RESERVE (NDP)

### Service Description:

This service provides a means of financing the cost of necessary capital projects ranging from \$25,000 to \$100,000 each, and/or having a useful life of less than 20 years; projects include construction, purchase or major renovation of buildings or other physical structures, and the acquisition of, or addition to, a fixed asset.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$8,000,000	\$8,000,000	\$8,000,000	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$8,000,000</b>	<b>\$8,000,000</b>	<b>\$8,000,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$8,000,000</b>	<b>\$8,000,000</b>	<b>\$8,000,000</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## CARE RING LOW COST CLINIC (CSG)

### Service Description:

The service provides health coverage to uninsured persons not covered under the Affordable Care Act.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures under development	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$70,737	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$70,737</b>	<b>\$0</b>	<b>\$0</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$70,737</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## CENTRALINA COUNCIL OF GOVERNMENTS (NDP)

### Service Description:

This service serves as the state-designated regional planning organization for the 9 counties & 62 municipalities within the region and includes activities provided by the NC 73 Council on Planning. County contracted with the CCOG to process and manage the Block Grant Funds after the Community Development Office was eliminated from the County.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$272,177	\$332,740	\$251,530	-18.20%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$66,000	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$272,177</b>	<b>\$332,740</b>	<b>\$317,530</b>	<b>(0)</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$272,177</b>	<b>\$332,740</b>	<b>\$317,530</b>	<b>-18.20%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## CHARLOTTE BRIDGE HOME (CSG)

### Service Description:

The service provides coordination of veterans and veteran services throughout Mecklenburg County.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures under development	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$200,000	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## CHARLOTTE COMMUNITY HEALTH CLINIC (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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Cardiovas. patients with blood pres. = or less than 140/90	Outcome	42	42	59	100.0%
Diabetic mgmt. patients will have A1C = or less than 8.5%	Outcome	55	48	61.5	87.3%
Increase in healthcare access for low-income	Outcome	25	-48	17	-192.00%
# of chronic disease management-cardiovascular disease	Output	182	937	1,375	514.8%
# of chronic disease management-diabetes	Output	182	626	1,736	344.0%
# of flu shots and immunizations	Output	1,939	1,740	2,714	89.7%
% of mental health patients showing improvement	Outcome	50	51	56.5	102.0%
# of mental health visits	Output	727	433	787	59.6%
# of pap smears and clinic breast exams	Output	565	900	682	159.3%
# of unduplicated individuals served	Output	1,254	862	1,647	68.7%
% women receiving pap smears/clinical breast exams	Outcome	95	54	95	56.8%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$250,000	\$250,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
# apprenticeships offered to Meck Co middle school students	Output	54	32	50	59.3%
% Apprenticeship volunteer experiences rated healthy	Outcome	80	100	83	125.0%
% attendance rate	Outcome	90	87	90	96.7%
# individuals served by Meck Co CSG	Output	295	185	291	62.7%
# of Mecklenburg County volunteers engaged	Output	116	118	108	101.7%
% school partnerships rated healthy	Outcome	100	0	100	0.00%
% student demonstrating master of 21st century skills	Outcome	70	77	64	110.0%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$50,000	\$50,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## CMS - CAPITAL REPLACEMENT

### Service Description:

This service provides pay-as-you-go funding for systematic and scheduled repair and replacement of the school systems major assets.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$4,960,000	\$4,960,000	\$4,960,000	0.00%
<b>Total Expenses</b>	<b>\$4,960,000</b>	<b>\$4,960,000</b>	<b>\$4,960,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$4,960,000</b>	<b>\$4,960,000</b>	<b>\$4,960,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## CMS-DEBT

### Service Description:

This service accounts for the payment of interest, principal and related fees on general obligation and long-term debt associated with CMS due in the fiscal year.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$177,496,864	\$166,903,640	\$170,468,438	6.3%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$177,496,864</b>	<b>\$166,903,640</b>	<b>\$170,468,438</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$65,225,025</b>	<b>\$61,807,904</b>	<b>\$58,553,025</b>	<b>5.5%</b>
<b>Net County Dollars</b>	<b>\$112,271,839</b>	<b>\$105,095,736</b>	<b>\$111,915,413</b>	<b>6.8%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## CMS OPERATIONAL FUNDING

### Service Description:

This service funds a portion of the operational costs for Charlotte-Mecklenburg Schools.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$428,744,699	\$413,493,792	\$406,202,352	3.7%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$428,744,699</b>	<b>\$413,493,792</b>	<b>\$406,202,352</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$2,300,000</b>	<b>\$2,300,000</b>	<b>\$6,300,000</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$426,444,699</b>	<b>\$411,193,792</b>	<b>\$399,902,352</b>	<b>3.7%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## CPCC - DEBT

### Service Description:

This service accounts for the payment of interest, principal and related fees on general obligation and long-term debt associated with CPCC due in the fiscal year.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$11,244,725	\$9,945,379	\$11,434,588	13.1%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$11,244,725</b>	<b>\$9,945,379</b>	<b>\$11,434,588</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$1,019,903</b>	<b>\$1,044,203</b>	<b>\$1,069,644</b>	<b>-2.33%</b>
<b>Net County Dollars</b>	<b>\$10,224,822</b>	<b>\$8,901,176</b>	<b>\$10,364,944</b>	<b>14.9%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## CPCC OPERATIONS FUNDING

### Service Description:

This service funds a portion of the operational costs for the community college.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$35,149,940	\$34,529,949	\$35,229,083	1.8%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$35,149,940</b>	<b>\$34,529,949</b>	<b>\$35,229,083</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,555,134</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$35,149,940</b>	<b>\$34,529,949</b>	<b>\$33,673,949</b>	<b>1.8%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## CPCC-WTVI MERGER (CPC)

### Service Description:

This service provides transitional funding for equipment and technology expenses associated with the CPCC-WTVI merger.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$200,000	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Approximate hospital ER cost savings	Outcome	1,200,000	1,600,000		133.3%
% CAD patients prescribed a lipid lowering therapy	Outcome	20	100		500.0%
% diabetic patients seen 2x a year with HgbA1C less than 9	Outcome	20	65		325.0%
% hypertension patients seen 2x a year with BP < than 140/90	Outcome	20	58		290.0%
Number of dental assessments	Output	100	100		100.0%
Number of doctor visits	Output	3,000	4,573		152.4%
Number of individuals screened for HIV - 0% Positive	Output	100	261		261.0%
Number of individuals served by Meck Co CSG	Output	1,200	3,167		263.9%
Number of patients provided Behavioral Health Assessment	Output	100	300		300.0%
Number of patients that are referred to dentist	Output	100	97		97.0%
% of HIV positive patients with a viral load every 6 months	Outcome	85	91		107.1%
% older male patients screened for prostate cancer	Outcome	50	16		32.0%

Budget Overview	FY2018 Adopted	FY2017 Adopted*	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$390,000	\$390,000	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$390,000</b>	<b>\$390,000</b>	<b>\$0</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$390,000</b>	<b>\$390,000</b>	<b>\$0</b>	<b>0.00%</b>

\* Funded in Restricted Contingency

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## DEBT SERVICE

### Service Description:

This service accounts for the payment of interest, principal and related fees on general obligation and long-term debt associated with general County operations due in the fiscal year.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$66,273,310	\$67,018,968	\$53,333,894	-1.11%
Other Expenses	\$59,214,229	\$66,392,320	\$64,574,629	-10.81%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$125,487,539</b>	<b>\$133,411,288</b>	<b>\$117,908,523</b>	<b>(0)</b>
<b>Total Revenue</b>	<b>\$247,984,200</b>	<b>\$249,737,689</b>	<b>\$237,588,880</b>	<b>-0.70%</b>
<b>Net County Dollars</b>	<b>\$122,092,539</b>	<b>\$125,334,799</b>	<b>\$115,278,523</b>	<b>-2.59%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## DEFERRED MAINTANCE PLAN

### Service Description:

A multi-year plan utilizing funding from various sources for deferred capital repairs, maintenance, and replacements.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$6,000,000	\$6,000,000	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$6,000,000</b>	<b>\$6,000,000</b>	<b>\$0</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$6,000,000</b>	<b>\$6,000,000</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## EARLY CHILDHOOD EDUCATION (NDP)

### Service Description:

This service provides funding for Early Childhood Education.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$6,000,000	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$6,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$6,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## EMERGENCY MEDICAL SERVICES (EMS)

### Service Description:

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

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$10,959,729	\$10,268,930	\$12,430,000	6.7%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$10,959,729</b>	<b>\$10,268,930</b>	<b>\$12,430,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$10,959,729</b>	<b>\$10,268,930</b>	<b>\$12,430,000</b>	<b>6.7%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## EMPLOYEE COMPENSATION (NDP)

### Service Description:

This service provides funding for a competitive compensation and benefits package that assists Mecklenburg County with recruitment and retaining a qualified workforce.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$5,572,975	\$6,357,223	\$5,893,013	-12.34%
Contractual Services	\$54,400	\$20,000	\$20,000	172.0%
Commodities	\$30,000	\$30,000	\$30,000	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$5,657,375</b>	<b>\$6,407,223</b>	<b>\$5,943,013</b>	<b>(0)</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$5,657,375</b>	<b>\$6,407,223</b>	<b>\$5,943,013</b>	<b>-11.70%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## EMPLOYEE LEARNING SERVICES (HRS)

### Service Description:

This service provides county-wide training and development services, including organizational development, skill development and required organizational training programs.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures are not required	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$822,688	\$907,088	\$916,088	-9.30%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$822,688</b>	<b>\$907,088</b>	<b>\$916,088</b>	<b>(0)</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$822,688</b>	<b>\$907,088</b>	<b>\$916,088</b>	<b>-9.30%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$550,000	\$1,000,000	\$230,000	-45.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$550,000</b>	<b>\$1,000,000</b>	<b>\$230,000</b>	<b>(0)</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$550,000</b>	<b>\$1,000,000</b>	<b>\$230,000</b>	<b>-45.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## FIRE SERVICE DISTRICT (JCC)

### Service Description:

This service, under the authority of N.C.G.S. 153-A-301 et. seq., levies a Fire Protection Service district tax to pay for Fire Services in the towns and unincorporated areas.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$5,628,533	\$4,782,633	\$4,363,660	17.7%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$5,628,533</b>	<b>\$4,782,633</b>	<b>\$4,363,660</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$5,628,533</b>	<b>\$4,782,633</b>	<b>\$4,363,660</b>	<b>17.7%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## FIRST BAPTIST CHURCH WEST (CSG)

### Service Description:

This service provides structured academic and fine arts programming for mostly at-risk students attending high poverty schools through the Clara H. Jones Summer Institute.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Number of individuals served by Meck Co CSG	Output	83	131		157.8%
Students will achieve a increase in grade-level math	Outcome	20	91		455.0%
Students will achieve an increase in grade-level literacy	Outcome	20	91		455.0%
Students will demo. proficiency/progress in fine arts	Outcome	75	83		110.7%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$100,000	\$75,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$75,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$75,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## FREEDOM SCHOOL PARTNERS (CSG)

### Service Description:

The service provides a six week summer learning program for grades K-8 to combat summer learning loss.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Improve or maintain reading ability in 80% of scholars	Outcome	80	80		100.0%
Number of individuals served by Meck Co CSG	Output	50	50		100.0%
# of K-8 Students Served with high quality summer program	Output	1,000	1,263		126.3%
% of parents will report they are likely to volunteer	Outcome	80	87		108.8%
% with increase in reading ability	Outcome	90	92		102.2%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$50,000	\$50,000	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$0</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$0</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
# of residents employed after completing vocational training	Output	159	92	96	57.9%
% of residents who increase their vocational skills	Outcome	180	80	77	44.4%
# of residents who partake in financial literacy activities	Output	208	190	148	91.3%
% of residents who set and met employment goals	Outcome	140	77	83	55.0%
# of unduplicated individuals served by Meck Co CSG	Output	250	180	148	72.0%
% participants who increase their financial knowledge/skills	Outcome	180	94	100	52.2%
# residents who complete vocational training	Output	228	119	115	52.2%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$41,500	\$41,500	\$41,500	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$41,500</b>	<b>\$41,500</b>	<b>\$41,500</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$41,500</b>	<b>\$41,500</b>	<b>\$41,500</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
# of individuals served by Meck Co CSG	Output	450	302	314	67.1%
# of school sites	Output	6	5	6	83.3%
% students maintain English fluency	Outcome	95	97	92	102.1%
% students showing exemplary growth	Outcome	30	19.4	32	64.7%
% students showing significant growth	Outcome	65	44.83	66	69.0%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$50,000	\$50,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## JUNIOR ACHIEVEMENT (CSG)

### Service Description:

This service provides money management skills for students K-12th grade.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Average Student Knowledge Gain	Outcome	25	0	0	0.00%
Educator Review of Classes as Positive Addition	Outcome	90	0	0	0.00%
Elementary Students Served	Output	6,705	20,132	61,502	300.3%
High School Students Served	Output	263	4,041	5,543	1,536.5%
Mecklenburg County Students Served	Output	4,820	18,202	42,429	377.6%
Middle Grades Students Served	Output	352	1,146	9,881	325.6%
# of individuals served by Meck Co CSG	Output	213	234	1,015	109.9%
# of participating volunteers	Output	553	2,586	6,435	467.6%
% of student knowledge gain in Mecklenburg	Outcome	25	0	0	0.00%
Positive Answers on Self-Esteem/Efficacy Questions	Outcome	75	0	0	0.00%
Total student contact hours	Output	65,938	190,912	555,119	289.5%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$20,000	\$20,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## LAKE NORMAN COMMUNITY HEALTH CLINIC (CSG)

### Service Description:

The service provides preventive health care to individuals that are low income or uninsured.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures under development	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$139,867	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$139,867</b>	<b>\$0</b>	<b>\$0</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$139,867</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## LAKE NORMAN MARINE COMMISSION

### Service Description:

This service provides information to Lake Norman residents, marinas, boaters and lake organizations regarding boater safety and maintains 140 navigational aids on the lake.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$24,923	\$24,923	\$24,923	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$24,923</b>	<b>\$24,923</b>	<b>\$24,923</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$24,923</b>	<b>\$24,923</b>	<b>\$24,923</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## LAKE WYLIE MARINE COMMISSION

### Service Description:

This service facilitates law enforcement protection, collaboration and coordination on the lake in both NC and SC, enacts safety regulations (including boater regulations) in conjunction with the NC and SC General Statutes and is responsible for maintaining buoys and promoting boater safety.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$23,675	\$23,675	\$23,675	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$23,675</b>	<b>\$23,675</b>	<b>\$23,675</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$23,675</b>	<b>\$23,675</b>	<b>\$23,675</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## LESD (JCC)

### Service Description:

This service finances law enforcement services to the unincorporated areas of the County.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$18,361,060	\$16,876,793	\$15,668,995	8.8%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$18,361,060</b>	<b>\$16,876,793</b>	<b>\$15,668,995</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$17,681,060</b>	<b>\$16,196,793</b>	<b>\$14,988,995</b>	<b>9.2%</b>
<b>Net County Dollars</b>	<b>\$680,000</b>	<b>\$680,000</b>	<b>\$680,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## OFFSITE INMATE MEDICAL CARE

### Service Description:

This service defrays a portion of the costs for care provided to indigent residents of the County who do not qualify for assistance under Medicaid or any of the other federal and state programs.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$1,000,000	\$1,000,000	\$1,500,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,500,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,500,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## OTHER POST EMPLOYMENT BENEFITS (HRS)

### Service Description:

This service provides funding that addresses the liability associated with providing health benefits to retirees.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures are not required	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$8,000,000	\$8,000,000	\$8,000,000	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$8,000,000</b>	<b>\$8,000,000</b>	<b>\$8,000,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$8,000,000</b>	<b>\$8,000,000</b>	<b>\$8,000,000</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## PAY AS YOU GO CAPITAL FUNDING

### Service Description:

This service sets aside funds to pay for capital projects for the current Fiscal Year; this new initiative decreases future debt payments by the County associated with interests and principals on obligations resulting from the issuance of bonds.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$37,540,800	\$36,117,180	\$35,110,860	3.9%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$37,540,800</b>	<b>\$36,117,180</b>	<b>\$35,110,860</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$6,250,000</b>	<b>\$6,000,000</b>	<b>\$5,851,000</b>	<b>4.2%</b>
<b>Net County Dollars</b>	<b>\$31,290,800</b>	<b>\$30,117,180</b>	<b>\$29,259,860</b>	<b>3.9%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$773,167	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$773,167</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$773,167</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## PROGRAM REVIEW & STUDIES (OMB)

### Service Description:

This service provides additional resources for program evaluation, benchmarking and process assessment of County services at the request of the Board of County Commissioners.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$100,000	\$100,000	\$100,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$300,000	\$0	\$500,000	#DIV/0
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$300,000</b>	<b>\$0</b>	<b>\$500,000</b>	<b>#DIV/0</b>
<b>Total Revenue</b>	<b>\$300,000</b>	<b>\$0</b>	<b>\$500,000</b>	<b>#DIV/0</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## RETIREE MEDICAL INSURANCE (HRS)

### Service Description:

This service provides funding to pay for the current year's projected retiree medical insurance cost.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures are not required	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$11,959,915	\$11,834,809	\$9,549,814	1.1%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$11,959,915</b>	<b>\$11,834,809</b>	<b>\$9,549,814</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$11,959,915</b>	<b>\$11,834,809</b>	<b>\$9,549,814</b>	<b>1.1%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## REVENUES (NDP)

### Service Description:

This service provides non-departmental revenue such as franchise and parking fees.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Total Expenses	\$0	\$0	\$0	0
Total Revenue	\$987,659,553	\$938,774,530	\$911,547,235	5.2%
Net County Dollars	\$-3,396,000	\$-3,396,000	\$-2,896,000	0.00%

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## TECHNOLOGY RESERVE (NDP)

### Service Description:

This service allocates up to the equivalent of 1 penny of property tax revenue each fiscal year, creating a sustainable funding source for needed eGovernment/technology investments, particularly projects requiring funding over multiple years.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$12,417,000	\$15,000,000	\$6,000,000	-17.22%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$12,417,000</b>	<b>\$15,000,000</b>	<b>\$6,000,000</b>	<b>(0)</b>
<b>Total Revenue</b>	<b>\$12,417,000</b>	<b>\$15,000,000</b>	<b>\$6,000,000</b>	<b>-17.22%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## TEEN HEALTH CONNECTION, INC. (CSG)

### Service Description:

This service provides comprehensive, individualized clinical health education services to teens and caregivers in Mecklenburg County. Each participant undergoes an assessment to determine the services provided.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
% acceptance of Expedited Partner Treatment	Outcome	40	19	31.71	47.5%
% adol in 1-on-1 hlthy sexuality sessions rec useful info	Outcome	90	100	96	111.1%
# adol participating in hlthy sexuality 1-on-1 ed sessions	Output	25	22	23	88.0%
% adol rec hlth ed during primary care rec useful info	Outcome	90	98	96	108.9%
% adol with STIs offered Exp Partner Treatment	Outcome	100	0	95.58	0.00%
# primary care patients served through health ed triage	Output	1,000	709	995	70.9%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$50,000	\$50,000	\$50,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$2,207,808	\$2,207,808	\$2,635,109	0.00%
Commodities	\$121,600	\$72,729	\$0	67.2%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$2,329,408</b>	<b>\$2,280,537</b>	<b>\$2,635,109</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$2,329,408</b>	<b>\$2,280,537</b>	<b>\$2,635,109</b>	<b>2.1%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## UNEMPLOYMENT INSURANCE (NDP)

### Service Description:

This service provides funding to cover unemployment payments to eligible former County employees.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$250,000	\$300,000	\$400,000	-16.67%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$250,000</b>	<b>\$300,000</b>	<b>\$400,000</b>	<b>(0)</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$250,000</b>	<b>\$300,000</b>	<b>\$400,000</b>	<b>-16.67%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## UNRESTRICTED CONTINGENCY (NDP)

### Service Description:

This service provides discretionary funds set aside for the Manager and the Board to propose funding for unbudgeted expenses throughout the Fiscal Year; funds must be approved by the Board before they can be appropriated to any specific budgetary item.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$125,000	\$125,000	\$125,000	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## VEHICLE RESERVE (NDP)

### Service Description:

This service provides a stable funding source for fleet replacement.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures do not exist	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$1,832,000	\$1,000,000	\$2,000,000	83.2%
<b>Total Expenses</b>	<b>\$1,832,000</b>	<b>\$1,000,000</b>	<b>\$2,000,000</b>	<b>1</b>
<b>Total Revenue</b>	<b>\$1,832,000</b>	<b>\$1,000,000</b>	<b>\$2,000,000</b>	<b>83.2%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## WINGS FOR KIDS, INC (CSG)

### Service Description:

The service provides developmental services for improving social and emotional skills for grades K-5 in its after-school program.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
Performance measures under development	No Indicator				0.00%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$100,000	\$0	\$0	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## 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.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
# of K-3 students served during after school lit. instruct	Output	94	233	184	247.9%
# of K-3 students served during summer literacy instruction	Output	453	662	598	146.1%
# of students represented by a parent at a workshop	Output	411	258	485	62.8%
# of unduplicated individuals served	Output	128	128	128	100.0%
% parents reporting enhanced family well-being	Outcome	94	100	90	106.4%
% students will maintain/increase reading - after school	Outcome	90	97	96	107.8%
% students will maintain/raise reading score - summer	Outcome	85	79	81	92.9%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$0	\$185,000	\$185,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$0</b>	<b>\$185,000</b>	<b>\$185,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$0</b>	<b>\$185,000</b>	<b>\$185,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

## YWCA OF THE CENTRAL CAROLINAS, INC.(CSG)

### Service Description:

The service provides a year-round reading program for children in grades K-5.

Measurable Goals	Measure Type	FY2017 Target	FY2017 Actual	FY2016 Actual	% of Actual to Target
# Accelerated Reader tests passed	Output	6,000	13,310	11,108	221.8%
# Accelerated Reader tests taken	Output	7,000	14,750	12,952	210.7%
% average daily attendance	Outcome	80	85	85	106.3%
# Family referrals to community organizations	Output	200	172	178	86.0%
# individuals served by Meck Co. CSG funding	Output	255	0	386	0.00%
# of parent meetings held in a year	Output	96	92	91	95.8%
# of parent volunteer hours	Output	1,200	661	1,085	55.1%
% parents attending monthly parent meetings	Outcome	80	81	76	101.3%
% youth improved reading level by 4 months	Outcome	57	70.65	69	123.9%
% youth reading at grade level per Accelerated Reader	Outcome	67	63.05	53	94.1%

Budget Overview	FY2018 Adopted	FY2017 Adopted	FY2016 Adopted	% Change (FY2017 to FY2018)
Employee Salaries & Benefits	\$0	\$0	\$0	0.00%
Contractual Services	\$50,000	\$50,000	\$50,000	0.00%
Commodities	\$0	\$0	\$0	0.00%
Other Expenses	\$0	\$0	\$0	0.00%
Interdepartmental	\$0	\$0	\$0	0.00%
Capital	\$0	\$0	\$0	0.00%
<b>Total Expenses</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>0</b>
<b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>
<b>Net County Dollars</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>0.00%</b>

Position Summary	FY2018 Adopted		FY2017 Adopted		FY2016 Adopted		Change (FY2017 to FY2018)	
	FTE	PTE	FTE	PTE	FTE	PTE	FTE	PTE
Position Count	0	0	0	0	0	0	0	0

# CAPITAL IMPROVEMENT PROGRAM



Capital Improvement Program

- Executive Summary
- Comprehensive Capital Information
- Capital Projects

## Mecklenburg County Executive Summary Capital Improvement Plan

### Overview of the Upcoming Capital Improvement Plan (FY2019-FY2023)

Mecklenburg County during the FY2018 budget cycle approved a new Capital Improvement Plan (CIP) that will begin officially in FY2019. The CIP allows the County to complete prioritized projects and authorize new projects. The total cost for the FY2019-FY2023 CIP is approximately \$1.54 billion, a \$478 million (45 percent) increase from the last approved CIP (FY2014-FY2018). The Plan includes a bond referendum of \$922 million to finance Charlotte-Mecklenburg School projects that will be placed on the ballot for voter approval on November 7, 2017.

The County defines the Capital Improvement Plan as a five-year strategic plan. The CIP effectively coordinates the addition, renovation or replacement of County-owned facilities, infrastructure, equipment, and land acquisition. Additionally, the County has the responsibility of funding capital 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 June 2017. The upcoming CIP includes a total of 72 capital projects. The projects are classified into five capital purposes or categories:

Capital Category	Capital Projects	Capital Cost
Charlotte-Mecklenburg Schools	29	\$922,084,548
Central Piedmont Community College	2	151,116,542
Government Facilities	13	170,787,970
Library Facilities	1	65,000,000
Park & Recreation	27	229,016,827
<b>Total</b>	<b>72</b>	<b>\$1,538,005,887</b>

### FY2019–FY2023 Strategy

The County's strategy for FY2019-FY2023 utilizes a project phasing approach; where applicable, such as, funding design and land acquisition in FY2018 to improve project implementation. This approach focuses on the annual planned project expenses to determine total annual CIP funding. The strategy allows the initiation of more projects across capital categories that will be completed over multiple fiscal years. The County used a Long-Range

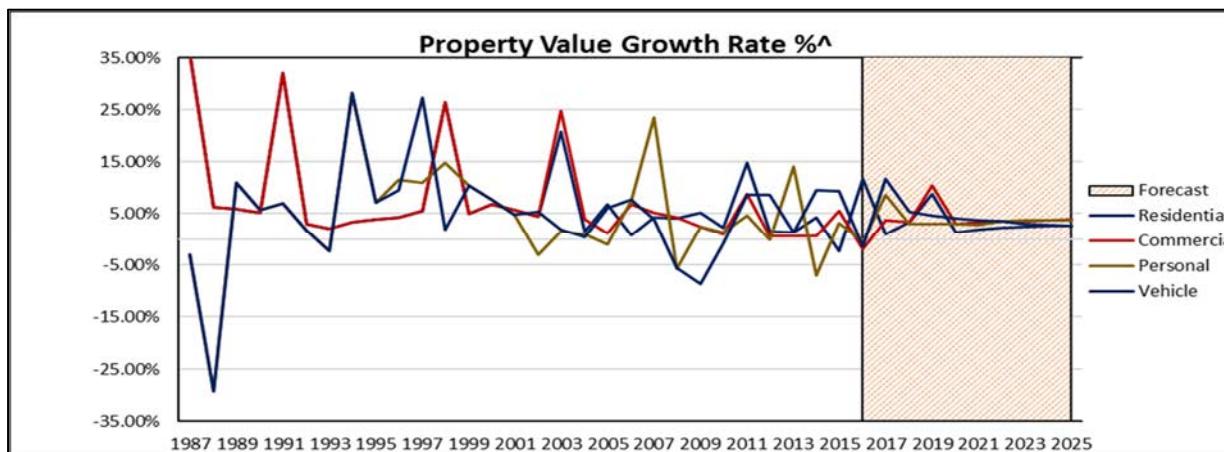
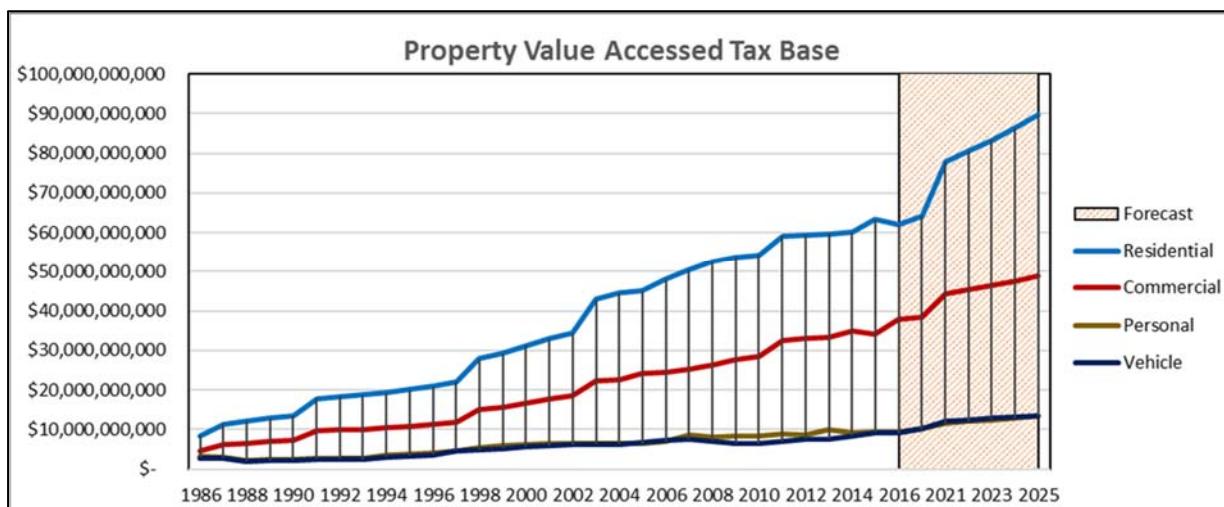
Planning Model to evaluate CIP debt capacity and to, where possible, accelerate the delivery of projects.

### Long Range Planning Model (LRP)

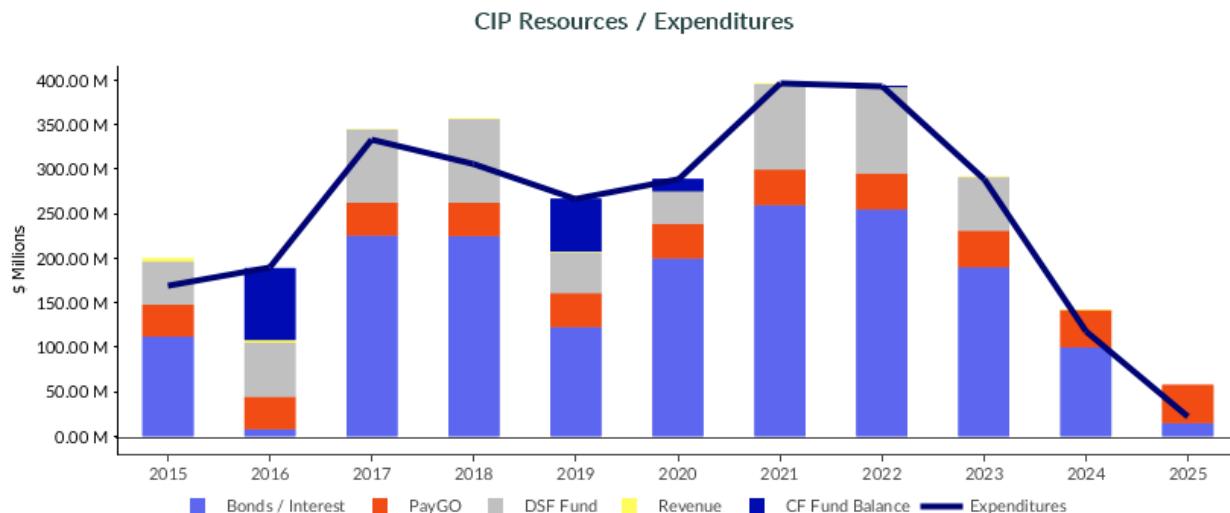
Mecklenburg County developed a long-range planning model (LRP) to analyze the capital needs of the County. This model was developed using Quantrix, a cutting edge financial modeling platform designed to address the limitations and risks inherent to traditional spreadsheets.

The LRP works by creating a snapshot of the historic revenues, expenses, and committed capital and debt obligations. These historic figures create an accurate representation of the past and form the base for future forecasts. The future forecast is started by inputting growth rates for revenues and expenses.

Growth rates for property and sales revenues are estimated using econometric modeling techniques. Factors such as population growth, revaluations, case schiller index, and other indexes are used to generate forecasts.



The debt section of the model incorporates the past bond issuances and amortizes them into the future. The model allows for projects to be paid for through debt, pay-as-you-go (PAYGO), and excess fund balance and tracks the source of the funding.



The LRP model is used to optimize the cash flow timing and debt/PAYGO mix to meet capital funding requirements and stay within the debt policy.

## CIP Funding

The FY2019-FY2023 CIP will cost the County approximately \$1.54 billion. The FY2019-FY2023 projects have been approved; however, complete funding for each fiscal year will be appropriated when the County Manager presents the capital project ordinances at the beginning of each fiscal year. The County Manager presented capital ordinances to appropriate \$33.2 million in FY2017 and \$50 million in FY2018 for the CIP starting in FY2019.

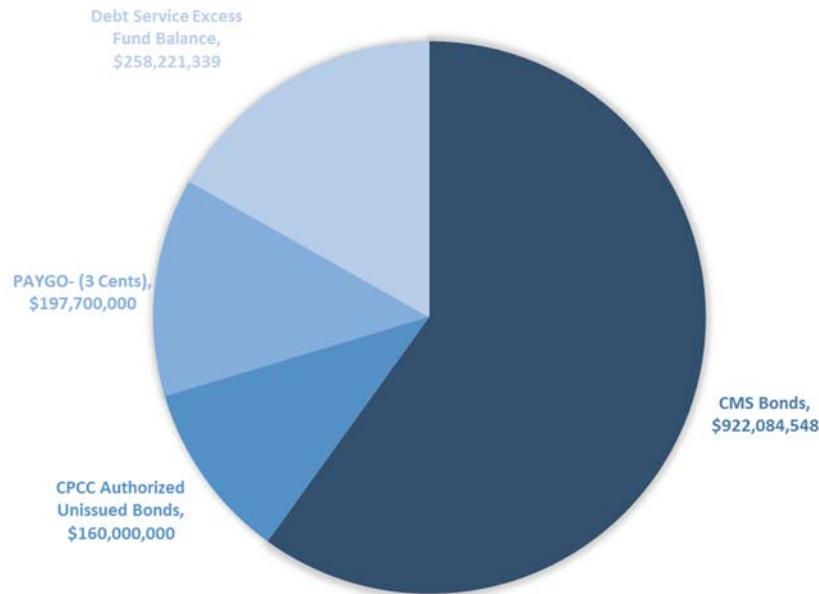
The FY2019-FY2023 CIP will require the issuance of approximately \$200 million in bonds per fiscal year. The costs to implement the total approved CIP package are expected to extend beyond FY2023. The table below reflects the available funding sources.

### Funding Sources

<b>New Bonds</b>	
2017 CMS Bond Referendum	\$922.08 M
<b>Authorized Unissued Bonds</b>	
CPCC	\$160.00 M
<b>Other Funding</b>	
PAYGO (3 Cents)	\$197.70 M
Debt Service Excess Fund Balance	\$258.22 M
<b>Total</b>	<b>\$1,538.00 M</b>

**Capital Project Funding Options- Five Year Total**

The graph below reflects the available funding source options for the FY2019-FY2023 Capital Improvement Plan.

**Approved Deferred Maintenance Capital Reserve Funding**

As part of the FY2017 adopted budget, the BOCC established a Deferred Maintenance Capital Reserve Fund and approved \$150 million for FY2017-FY2021. The plan will fund the Deferred Maintenance Capital Reserve Fund (FY2017-FY2021) at a rate of \$30 million per fiscal year. The Deferred Maintenance Plan is an integral part of the overall CIP which allows the County, Library, Central Piedmont Community College and Charlotte-Mecklenburg Schools to have annual funding to focus on planned maintenance and replacement issues to protect and properly maintain capital assets. The funds from FY2019-FY2021 will be appropriated beginning of each fiscal year by the County Manager. The following table shows the second year (FY2018) of Deferred Maintenance funding breakdown by categories:

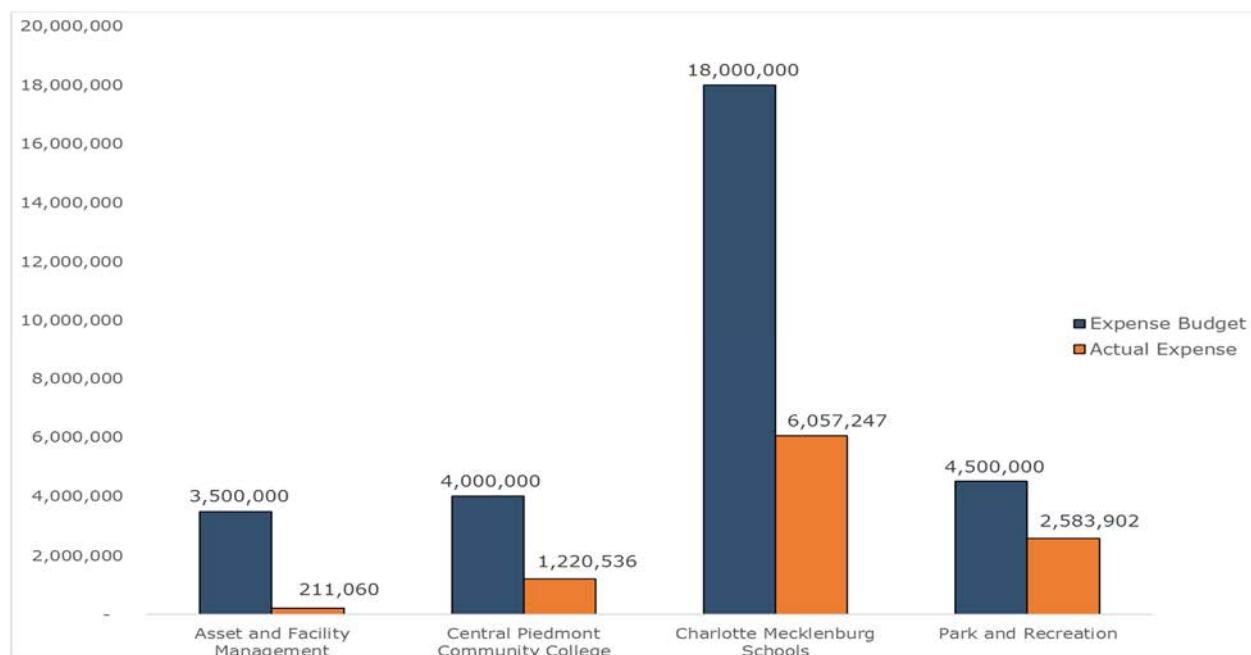
**FY2018 Deferred Maintenance Funding**

Category	Deferred Maintenance Funding
Charlotte Mecklenburg Schools	\$18,000,000
Central Piedmont Community College	4,000,000
Government Facilities*	3,500,000
Park and Recreation	4,500,000
<b>Total</b>	<b>\$30,000,000</b>

\*Library funding is included in Government Facilities.

FISCAL YEAR  
2018ADOPTED **BUDGET****FY2017 Deferred Maintenance Expenditures by Category**

FY2017 was the first year of the Deferred Maintenance funding. As of August 2017, the department and agencies spent (\$10,072,747) or 34% of total funding. The County's Financial Services Department will be holding scheduled quarterly meetings with the Deferred Maintenance participants during the second year of funding to assess the status of projects and ensure continued movement of projects. Below is the Funding spent during FY2017 of deferred maintenance project categories:



## The Operating Impact of the Capital Budget

The CIP impacts the operating budget through PAYGO and debt service funding, as well as, expenses to operate facilities. The FY2018 Debt Service Fund budget was approved for \$314.2 million. The County created the Debt Service Fund in FY2012 to provide and account for a dedicated funding source for the County's principal and interest payments on debt, including debt service for CMS and CPCC. The Debt Service Fund helps to ensure compliance with adopted debt policies and makes debt service more intentional and less likely to be a potential strain on the annual operating budget. A standard, structured method based on available funding capacity is used to manage debt issuance for capital projects. The fund includes County dedicated revenues for debt service, lottery funds, a portion of the sales tax, ABC and investment revenues. Property taxes equivalent to 19.5 cents on the tax rate provide the majority of the revenue for the Debt Service Fund, and for FY2018 total revenues for the fund are projected to be \$314.2 million. The value of a penny in FY2018 is \$12,513,600.

## Estimated Operating Costs

The following tables reflect the estimated operating costs for each category during the FY2019-FY2023 CIP.

<b>Capital Category</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>
Charlotte-Mecklenburg Schools	-	-	\$722,385	\$1,281,564
Central Piedmont Community College	-	-	-	-
Government Facility	-	-	41,335	42,347
Library	-	-	81,274	1,011,778
Park & Recreation	123,508	124,708	4,752,806	4,749,325
<b>Fiscal Year Total</b>	<b>\$123,508</b>	<b>\$124,708</b>	<b>\$5,597,800</b>	<b>\$7,085,014</b>

<b>Capital Category</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Ongoing Costs</b>
Charlotte-Mecklenburg Schools	\$4,705,979	\$8,428,154	\$12,969,759	\$12,692,976
Central Piedmont Community College	380,987	390,949	66,438	1,268,668
Government Facility	444,385	1,169,320	2,363,924	2,429,508
Library	1,476,922	1,485,288	1,527,147	1,570,194
Park & Recreation	10,238,728	11,519,760	12,246,555	12,652,913
<b>Fiscal Year Total</b>	<b>\$17,247,001</b>	<b>\$22,993,471</b>	<b>\$29,173,822</b>	<b>\$30,614,260</b>

## Debt Service Fund Forecast

The following tables reflect projected debt service forecast from FY2019-FY2025.

<b>Forecast</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>
Revenues	318,000,000	324,600,000	331,400,000	338,300,000
Debt Service	(230,200,000)	(233,500,000)	(236,900,00)	(222,600,000)
Appropriated for PAYGO	(46,000,000)	(36,000,000)	(96,000,000)	(96,000,000)
Net Change	41,800,000	55,100,000	-1,500,000	19,700,000
Beginning Balance July 1	164,800,000	206,600,000	261,700,000	260,200,000
<b>Ending Balance June 30</b>	<b>206,600,000</b>	<b>261,700,000</b>	<b>260,200,000</b>	<b>279,900,000</b>

<b>Forecast</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>
Revenues	345,400,000	352,600,000	360,000,000
Debt Service	(233,700,000)	(228,400,000)	(222,200,000)
Appropriated for PAYGO	(60,000,000)	(42,000,000)	-
Net Change	51,700,000	82,200,000	137,800,000
Beginning Balance July 1	279,900,000	331,600,000	413,800,000
<b>Ending Balance June 30</b>	<b>331,600,000</b>	<b>413,800,000</b>	<b>551,600,000</b>

## Debt Ratios as of June 30, 2017

The following table shows the projected debt ratios for Mecklenburg County.

<b>Ratios</b>	<b>Target</b>	<b>FY2017</b>
Direct Debt per Capita	\$2,200	\$1,303
Overall Debt per Capita*	4,000	1,926
Direct Debt as % of Assessed Value	2%	1.1%
Overall Debt as % of Assessed Value	4%	1.7%
General Debt Service as % of Operational Budget	18%	14.2%
10-Year Payout	64%	78.9%
<b>Variable Rate Debt</b>	<b>20%</b>	<b>8.7%</b>

\*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, 2017. 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, 2017		
Assessed Value		\$ 123,921,533,449
Debt Limit 8 percent of Assessed Value	x.08	
Amount of Debt Applicable to Debt Limit:		9,913,722,676
Total Bonded Debt		\$ 1,092,285,000
Installment Financings		311,731,443
Bonds Authorized and Unissued		<u>443,000,000</u>
Total Amount of Debt Applicable to Debt Limit		1,847,016,443
Legal Debt Margin		\$ 8,066,706,233



# **FY2019-FY2023 Capital Improvement Plan**

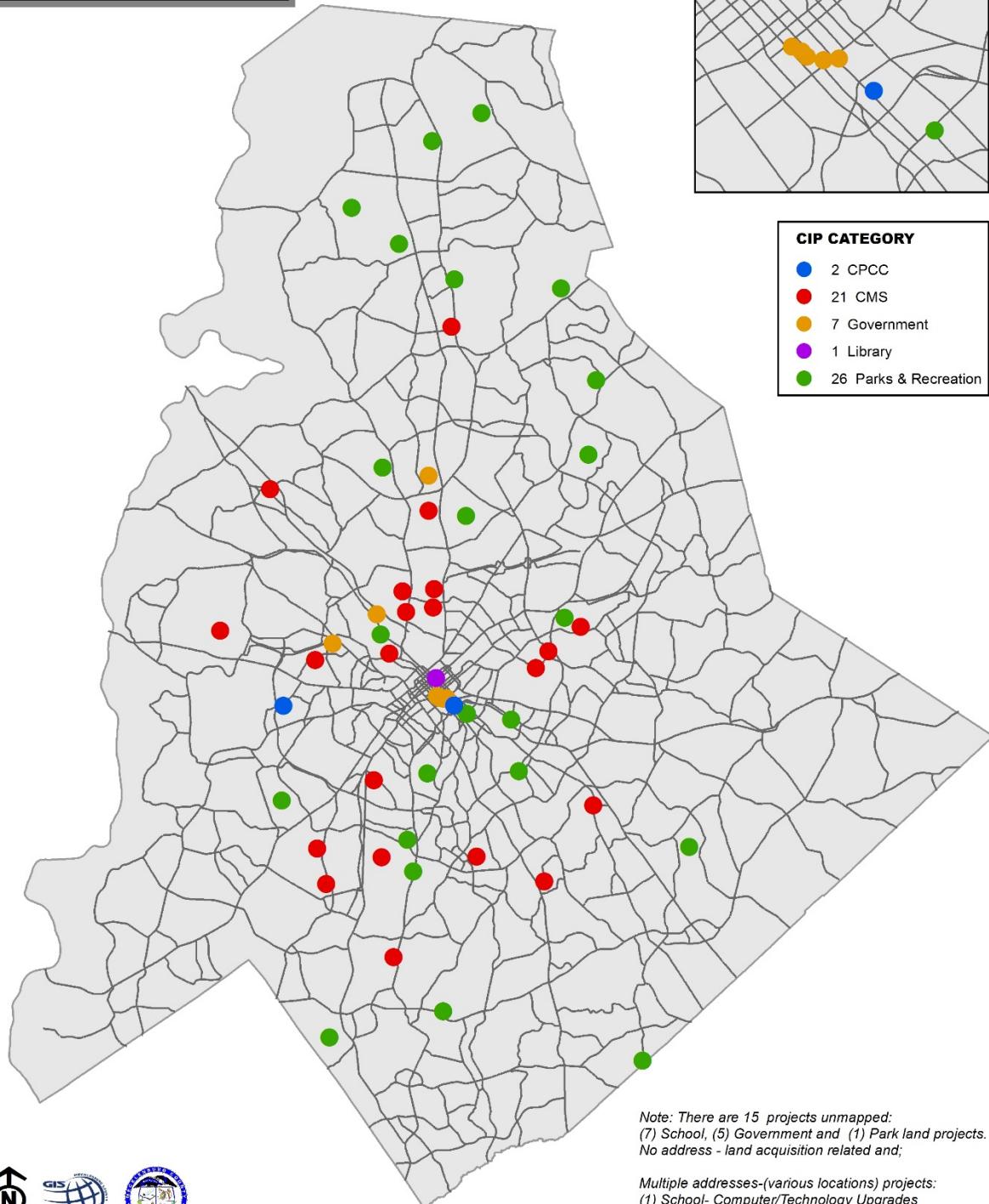
## **Comprehensive Capital Information**



FISCAL YEAR  
2018

# ADOPTED **BUDGET**

**Mecklenburg County  
Capital Improvement Projects  
FY 2019-2023**



Map date: August 31, 2017

FISCAL YEAR  
2018ADOPTED **BUDGET****Total Project Count by Fiscal Year Start Date**

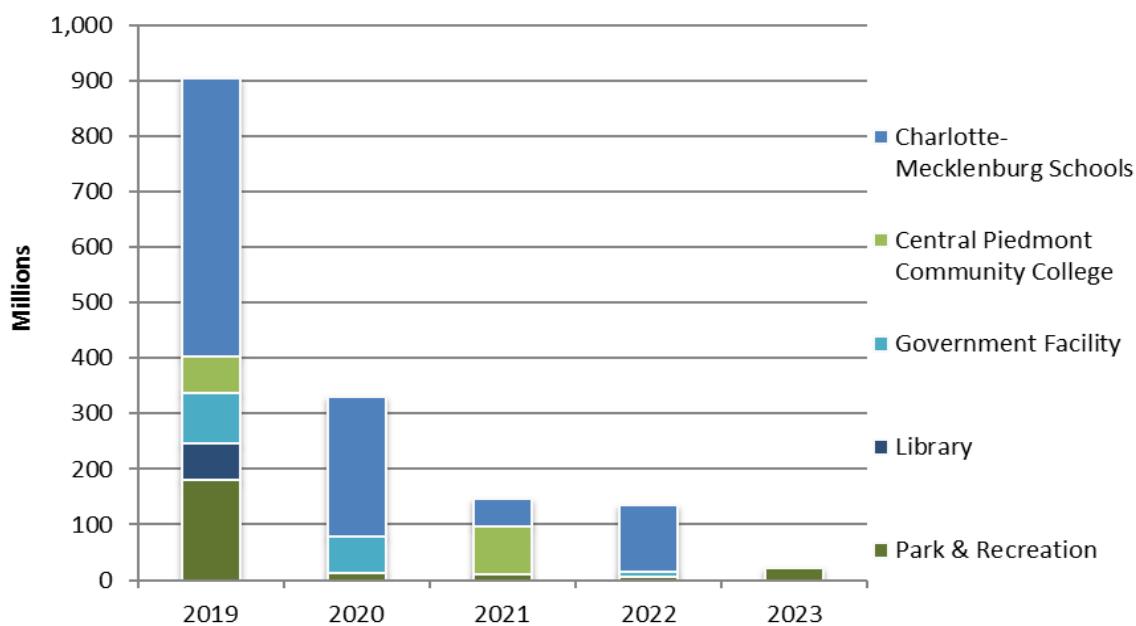
CIP Category	2018	2019	2020	2021	2022	2023	Total
Charlotte-Mecklenburg Schools	-	9	11	3	6	-	29
Central Piedmont Community College	2	-	-	-	-	-	2
Government Facility	8	5	-	-	-	-	13
Library	1	-	-	-	-	-	1
Park & Recreation	5	10	5	1	0	6	27
<b>Total</b>	<b>16</b>	<b>24</b>	<b>16</b>	<b>4</b>	<b>6</b>	<b>6</b>	<b>72</b>

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	FY2019	FY2020	FY2021	FY2022	FY2023	Total by Project Categories
Charlotte-Mecklenburg Schools	\$502,417,100	\$251,934,887	\$48,930,918	\$118,801,643	-	\$922,084,548
Central Piedmont Community College	64,203,658	-	86,912,884	-	-	151,116,542
Government Facilities	92,161,318	67,454,119	-	11,172,533	-	170,787,970
Library	65,000,000	-	-	-	-	65,000,000
Park and Recreation	\$180,623,016	\$11,623,051	\$10,077,800	\$4,755,560	\$21,937,400	\$229,016,827
<b>Total</b>	<b>\$904,405,092</b>	<b>\$331,012,057</b>	<b>\$145,921,602</b>	<b>\$134,729,736</b>	<b>\$21,937,400</b>	<b>\$1,538,005,887</b>

Note: Land acquisition may occur prior to start date for some projects.

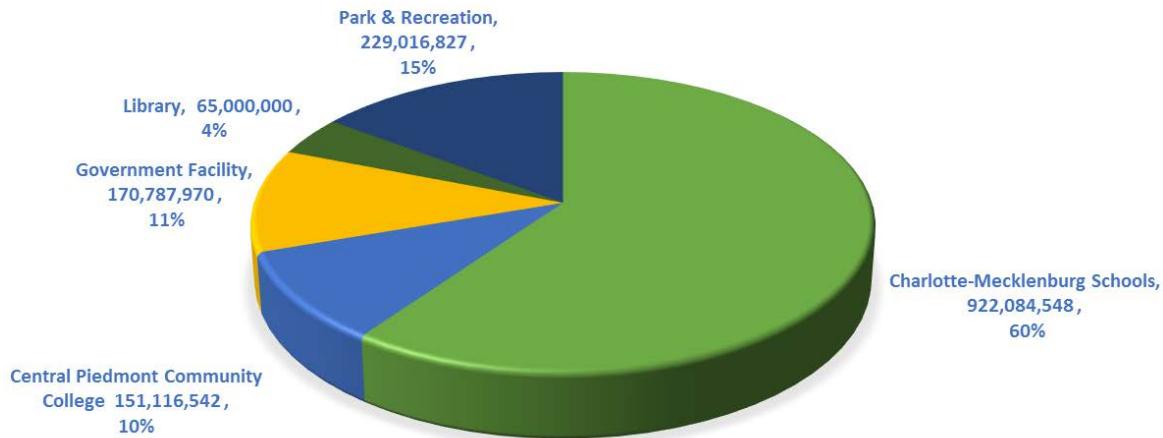
**CIP Project Cost by Fiscal Year Start Date**



FISCAL YEAR  
2018

# ADOPTED **BUDGET**

## FY2019-FY2023 CIP Funding by Project Category



**FY2019-FY2023  
Capital Improvement Plan  
Project Information**



**Charlotte Mecklenburg Schools (CMS)  
Central Piedmont Community College (CPCC)  
Government Facilities  
Library  
Park and Recreation**

## Charlotte Mecklenburg Schools (CMS)



Renaissance West School

The BOCC approved twenty-nine (29) school capital projects, with a cost of approximately \$922 million in the (FY2019-FY2023) Capital Improvement Plan. The plan addresses nearly half of the projects identified by CMS of a \$2 billion capital need over the next decade.

The approved CIP projects include ten new schools, seven replacement schools, twelve renovations and additions all to reduce overcrowding, accommodate student growth and to support more academic choices for students. It is anticipated that 1,250 new, replaced or renovated classrooms will be delivered creating 20,000 newly constructed or renovated seats which includes 4,000 seats in magnet and school option programs. The plan results in a reduction of approximately 300 mobile classrooms on the project campuses and the schools they relieve across the County. The plan replaces six of the oldest schools in the County: West Charlotte High School, Briarwood Elementary, Collinswood Language Academy, Lansdowne Elementary, Montclaire Elementary, and Shamrock Gardens Elementary.

The approved CIP assumes that a bond referendum of \$922 million to finance CMS projects would be placed on the ballot by the BOCC for consideration by the voters this fall in November 2017.

FISCAL YEAR  
2018

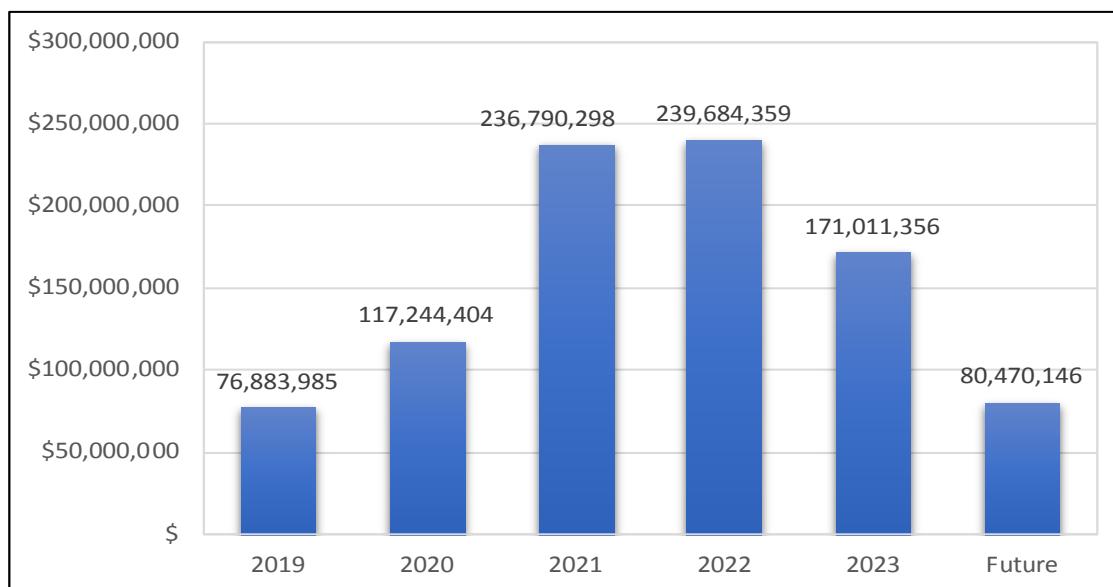
# ADOPTED **BUDGET**

## Charlotte Mecklenburg Schools Project Cost by Fiscal Year Start Date

Project	2019	2020	2021	2022	Total
Collinswood Language Academy (K-8) Replacement School	\$44,172,540				\$44,172,540
Harding High School Renovation/Addition	18,330,263				18,330,263
New HS- South Meck/Ardrey Kell/Myers Park Relief	110,287,621				110,287,621
Montclaire Elementary School Replacement	28,559,390				28,559,390
Briarwood Elementary School Replacement	29,091,619				29,091,619
New Facility for EC Specialty Program	18,957,960				18,957,960
New High School- Olympic High School Relief	109,908,793				109,908,793
Lansdowne Elementary School Replacement - Elizabeth Lane Relief	29,391,270				29,391,270
Lincoln Heights Academy Renovation	3,740,478				3,740,478
West Charlotte High School Replacement	109,977,166				109,977,166
West Mecklenburg High School Renovation/Addition		11,065,440			11,065,440
New K-8 Language Immersion Magnet		45,359,367			45,359,367
New Elementary School- Bain/Lebanon Rd/Piney Grove Relief		29,988,332			29,988,332
Sharon Elementary School Renovation/Addition		7,706,528			7,706,528
New Elementary School- Hidden Valley/Newell/JW Grier Academy Relief		30,518,345			30,518,345
Shamrock Gardens Elementary School Replacement		29,890,351			29,890,351
New K8 Language Immersion Magnet School		45,359,367			45,359,367
CTE Upgrades Phase One		10,101,734			10,101,734
East Mecklenburg High School Renovation/Addition		12,771,594			12,771,594
New Elementary-Nations Ford, Sterling and Steele Creek Relief		29,173,829			29,173,829
New Elementary School- Windsor/Winterfield/Idlewild Relief		30,422,230			30,422,230
E.E. Waddell Renovation		4,571,709			4,571,709
Garinger High School Renovation/Addition		13,936,979			13,936,979
South Mecklenburg High School Renovation/Addition				13,352,143	13,352,143
New Elementary School- Elon Park/Hawk Ridge/Polo Ridge Relief				30,426,712	30,426,712
JT Williams- Secondary Montessori				13,964,339	13,964,339
Northwest School of the Arts				17,632,202	17,632,202
Mountain Island Lake Academy Renovation/Addition				9,218,439	9,218,439
Bruns Academy Replacement				34,207,808	34,207,808
<b>Total</b>	<b>\$502,417,100</b>	<b>\$251,934,887</b>	<b>\$48,930,918</b>	<b>\$118,801,643</b>	<b>\$922,084,548</b>

Note: The FY2019 number includes \$33,250,000 costs that will occur in FY2018 for project design and land purchases.

## Charlotte Mecklenburg Schools Estimated Project Spend Plan by Fiscal Year



Note: The FY2019 number includes \$33,250,000 cost that will occur in FY2018 for project design and land purchases.

## Central Piedmont Community College



Harris Campus



Harris Building III



Central Campus Learning Center

The BOCC approved two CPCC capital projects, with a cost of approximately \$151.1 million in the (FY2019-FY2023) Capital Improvement Plan.

The Harris Campus project is the construction of Harris Building III, a 68,000-gross square foot classroom building and a 777-space structured parking deck which will house a central energy plant. Harris Campus currently has insufficient parking to support the existing square feet of space. The additional space will support the expansion of program space for Dental Assisting, also at capacity, the introduction of a new Health Careers program and a new Dental Technology program.

The Central Campus Learning Resources Center project is a library and complimentary functional space to replace the Hagemeyer Learning Resources Center that supports over 3,500 students and critical middle skilled occupational programs. The new Learning Resources Center will provide space for the transfer of the Paralegal Program and Law Library from Cato Campus to the Central Campus. The move provides closer proximity of the Paralegal Program to the Mecklenburg County Courthouse and the City's hub for legal firms.

### CPCC Project Cost by Fiscal Year Start Date

Project	FY2019	FY2021	Total
Harris Campus- Phase III	\$64,203,658		\$64,203,658
Central Campus- Phase IV		86,912,884	86,912,884
<b>Total</b>	<b>\$64,203,658</b>	<b>\$86,912,884</b>	<b>\$151,116,542</b>

Note: The FY2019 number includes \$10,000,000 costs that will occur in FY2018 for project design and land purchase.

### CPCC Estimated Project Spend Plan by Fiscal Year

Project	2019	2020	2021	2022	2023	Future Years	TOTAL
Harris Campus- Phase III	\$14,807,898	\$26,218,893	\$15,377,042	\$7,799,825			\$64,203,658
Central Campus- Phase IV			15,510,096	26,517,414	30,096,503	14,788,871	86,912,884
<b>Total</b>	<b>\$14,807,898</b>	<b>\$26,218,893</b>	<b>\$30,887,138</b>	<b>\$34,317,239</b>	<b>\$30,096,503</b>	<b>\$14,788,871</b>	<b>\$151,116,542</b>

Note: The FY2019 number includes \$10,000,000 costs that will occur in FY2018 for project design and land purchase.

## Government Facilities



Valerie C. Woodard Center and Community Resource Center Images

The BOCC approved thirteen Government Facilities capital projects, with a cost of approximately \$170.8 million in the (FY2019-FY2023) Capital Improvement Plan. The County's strategy to improve health and human services program delivery includes building six new Community Resource Centers (CRC). The Centers will assist in providing customers with the highest quality of service by accessing multiple services at a single location within their communities. The first CRC located at the Valerie C. Woodard Center is currently under construction and will open in spring 2018. The CIP continues the CRC implementation plan for locations in the east and southwest parts of the County by 2023 and funding has been included for land acquisition and design for future west and northeast Centers. The Plan includes renovations to Jail Central and North, both facilities are over 20 years old.

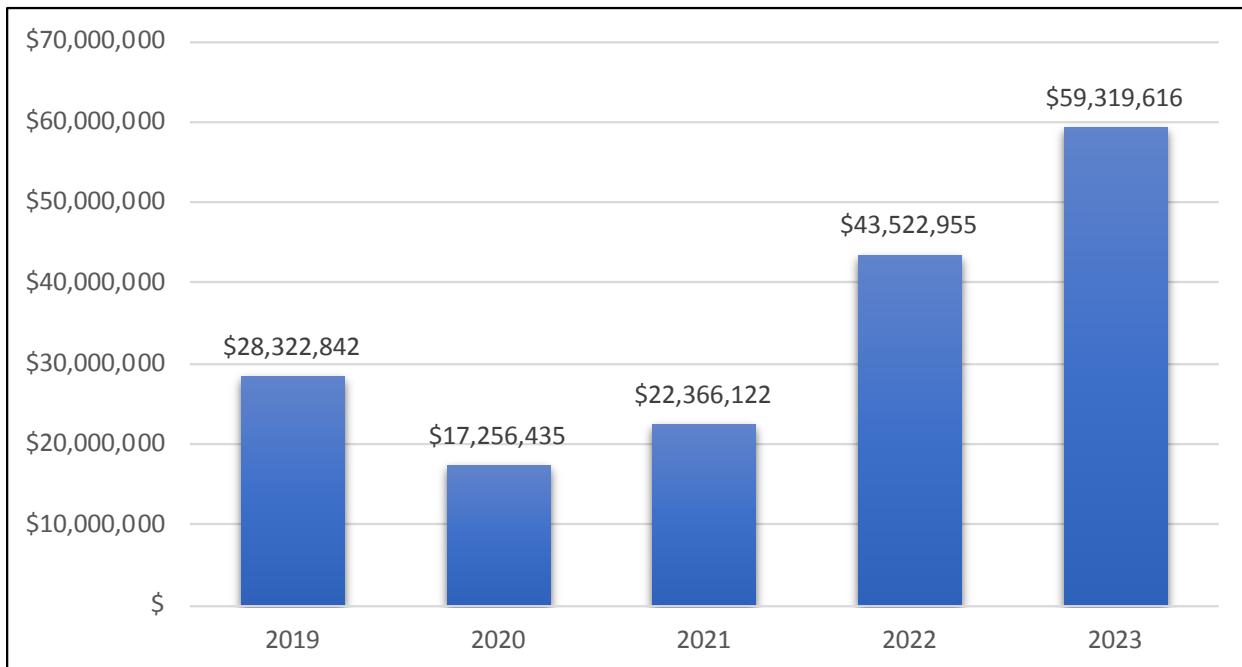
The Asset and Facility Management (AFM) Department is responsible for government facilities, County-owned buildings. The FY2019-FY2023 CIP provides an opportunity for staff to be a part of the continued growth and development of Mecklenburg County. This unique opportunity allows the professionals in AFM to help shape the future environments for County employees and residents.

## Government Facilities Cost by Fiscal Year Start Date

Project	2019	2020	2021	2022	2023	Total
BMC2U Community Resource Center -Southwest	\$58,759,467					\$58,759,467
AFM Administrative Costs	10,550,018					10,550,018
County Share of Library Support Services Center (W)	2,750,000					2,750,000
BMC2U Government District Phase II-CCOB	2,677,181					2,677,181
BMC2U Government District Phase II-Johnson Buildin	2,826,366					2,826,366
BMC2U Government District Phase II-CMGC	3,765,475					3,765,475
Medical Examiners Office Clinical Expansion	1,945,971					1,945,971
Motorola Radios and Repeaters	8,000,000					8,000,000
Sheriff Office- Field Ops Relocation	1,686,169					1,686,169
Jail Central and Jail North Modernization	32,900,671					32,900,671
Bob Walton	(33,700,000)					(33,700,000)
BMC2U Community Resource Center -East		67,454,119				67,454,119
Community Resource Center-West				4,454,985		4,454,985
Community Resource Center-Northeast				6,717,548		6,717,548
<b>Total</b>	<b>\$92,161,318</b>	<b>\$67,454,119</b>		<b>\$ 11,172,533</b>		<b>\$ 170,787,970</b>

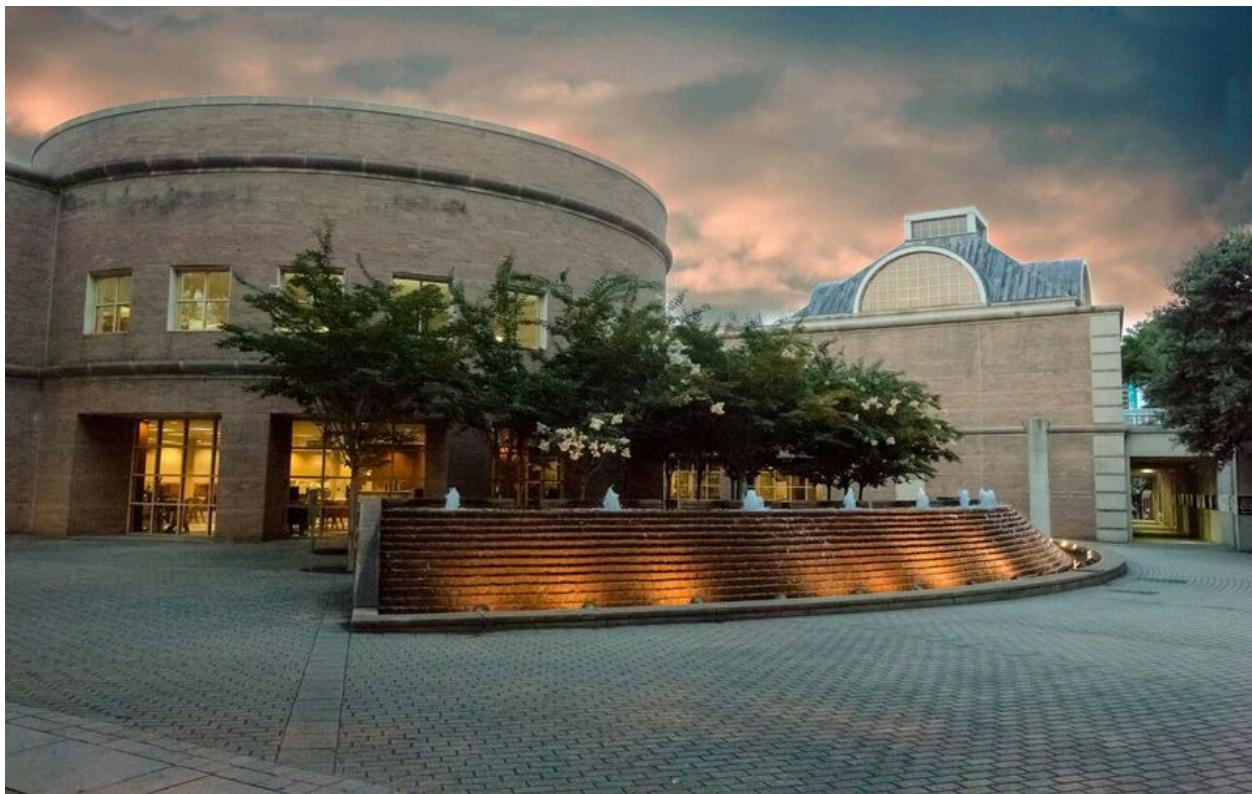
Note: The FY2019 number includes \$30,016,473 costs that will occur in FY2018 for project design, land and technology purchases.

## Government Facilities Estimated Project Spend Plan by Year



Note: The FY2019 number includes \$30,016,473 costs that will occur in FY2018 for project design, land and technology purchases.

## Library Facilities



Existing Main Library (Downtown Charlotte)

The BOCC approved one Library capital project, with a cost of approximately \$65 million in the (FY2019-FY2023) Capital Improvement Plan.

The approved new Main Library capital project is a replacement of the Main Library on its current site with a multi-story building on a smaller footprint. The Main Library has been situated at 310 N. Tryon St. since 1903, with a building replacement in the 1950s and a significant expansion/renovation in 1988. It is a key catalyst site for the North Tryon Vision Plan, a partnership with Bank of America, the Charlotte Housing Authority and the City of Charlotte to revitalize a six-acre two block section as part of the Sixth & Tryon redevelopment. The scope of this project is a new (replacement) Main Library of 80,000 square feet or more, as well as a new offsite Support Services Center (50,000 sf or more) to house functions that can be located elsewhere and potential temporary spaces of an undetermined amount to support selected library operations during construction.

The new Main Library will be a destination in Uptown Charlotte, the flagship location for the Library system, and a place for the Charlotte community to come together. Space programming is yet to be finalized, but could include flexible, adaptable spaces for adults, teens and families; expanded space for the Robinson-Spangler Carolina Room, a national destination for genealogy and regional history; classrooms and other spaces for new services and programs; and other innovative features. Library technology will support new, different uses that meet community needs for lifelong learning. Proximity of the new facility to public transit, and a new parking solution, will make it accessible to people from all parts of the community – urban, suburban and rural.

FISCAL YEAR  
2018ADOPTED **BUDGET****Library Project Cost by Fiscal Year Start Date**

Project	2019	Total
New Main Library	\$65,000,000	\$65,000,000
<b>Total</b>	<b>\$65,000,000</b>	<b>\$65,000,000</b>

Note: The FY2019 number includes \$550,000 costs that will occur in FY2018 for project design.

**Library Estimated Project Spending Plan by Fiscal Year**

Project	2019	2020	2021	2022	TOTAL
New Main Library	\$3,857,557	\$11,198,570	\$27,028,031	\$22,915,842	\$65,000,000
<b>Total</b>	<b>3,857,557</b>	<b>\$11,198,570</b>	<b>\$27,028,031</b>	<b>\$22,915,842</b>	<b>\$65,000,000</b>

Note: The FY2019 number includes \$550,000 costs that will occur in FY2018 for project design.

## Park and Recreation



Mecklenburg County Regional Sportsplex @ Matthews

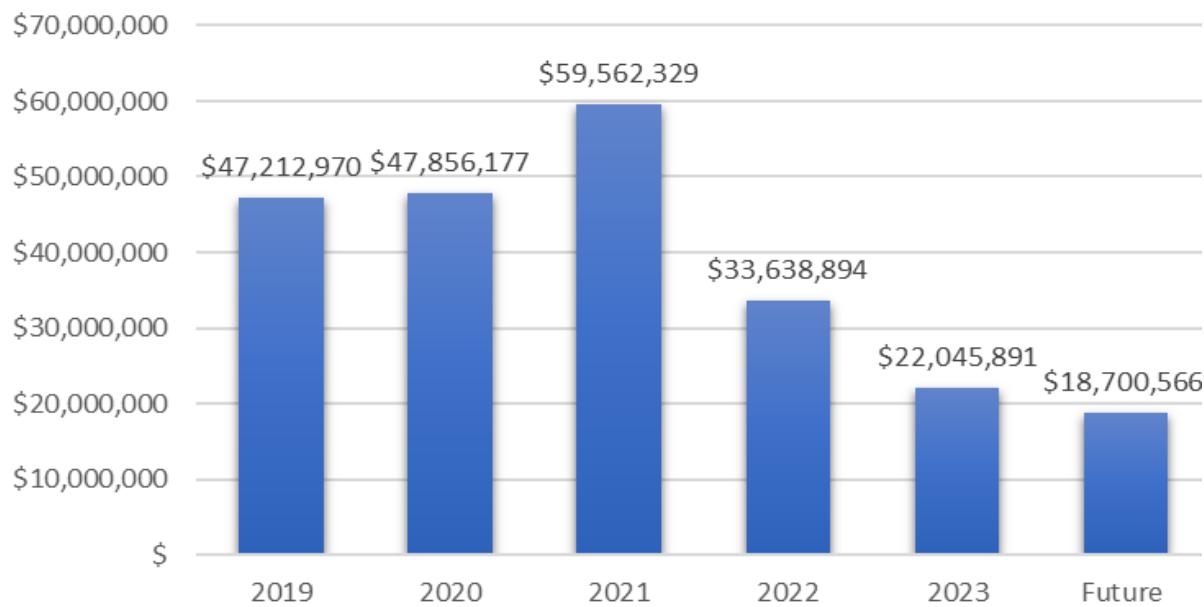
The BOCC approved twenty-seven Park and Recreation capital projects, with a cost of approximately \$229 million in the (FY2019-FY2023) Capital Improvement Plan. The County is committed to health and wellness, with a focus on greenway expansion. The Plan addresses both, with two new regional recreation centers, Eastway and Northern Towns and thirteen greenway expansion projects. The new CIP includes funding for all FY2008 Bond Park projects. The FY2019-FY2023 CIP will allow the County to achieve one of its highest priorities of completing Little Sugar Creek Greenway to the South Carolina state line. The Plan also includes several parks and recreation centers renovations and open space land acquisition of \$10 million for future use.

Discovery Place Nature Museum offers visitors the opportunity to get close to wildlife and experience nature through hands-on programming, exhibits and classes. The CIP calls for a County and museum partnership to rebuild the facility at a cost of \$32 million, with the County portion being \$16 million. The museum was built in 1951 and in need of overall updating, concentrating on the quality of museum exhibits and interactive learning and focusing on site access and circulation.

**Park and Recreation Project Cost by Fiscal Year Start Date**

Project	2019	2020	2021	2022	2023	Total
Little Sugar Creek GWY Polk Site to South Carolina State Line	\$8,205,457					\$8,205,457
McDowell Creek Greenway- Upper McDowell at NC73 to Chilgrove Lane	6,843,366					6,843,366
McAlpine Creek Greenway-Green Rea Road to Johnston Road	5,744,431					5,744,431
Stewart Creek GWY-Phase A-W. Trade S. to State St.- Phase B- Martin Luther King Pk. To Blenheim Rd.	4,990,248					4,990,248
Irvins Creek Greenway- Idlewild Road to Lakeview Circle	3,572,560					3,572,560
Torrence Trib #2- CATS Park and Ride to Rosewood Meadow Drive	2,300,043					2,300,043
Druid Hills Neighborhood Park	1,000,000					1,000,000
Plum Creek Greenway- South Bailey Road to South Prong Rocky River Greenway	1,355,435					1,355,435
Northern Towns Regional Recreation Center	44,668,238					44,668,238
Independence Park	5,989,453					5,989,453
Pearle street Neighborhood Park Improvements	4,201,938					4,201,938
Eastway Regional Recreation Center	41,425,795					41,425,795
David B. Waymer Recreation Center Renovations	1,326,052					1,326,052
Land Acquisition	33,000,000					33,000,000
Ezell Farms Community Park		3,600,000				3,600,000
Mallard Creek Greenway- Mallard Creek Drive to David Taylor Drive		3,493,351				3,493,351
Briar/Little Hope Creek GWY- Keystone Court to Manning Drive		2,715,300				2,715,300
McIntyre Creek Gwy- Beatties Ford to Clarencefield Drive		1,814,400				1,814,400
Irwin Creek Gwy- Old Statesville Road to Allen Hills Park			5,077,800			5,077,800
Eastfield Regional Park			5,000,000			5,000,000
Discovery Place	16,000,000					16,000,000
Naomi Drenan Recreation Center				2,000,000		2,000,000
Park Road Park Shelter				2,755,560		2,755,560
Briar Creek Gwy- Central Avenue to Commonwealth to Monroe Road					5,046,300	5,046,300
Sugar Creek GWY- Billy Graham Parkway to McDowell Farms Drive					8,423,100	8,423,100
Colonial Francis Beatty Regional Park					2,093,000	2,093,000
Mallard Creek Recreation Center					6,375,000	6,375,000
<b>Total</b>	<b>\$180,623,016</b>	<b>\$11,623,051</b>	<b>\$10,077,800</b>	<b>\$4,755,560</b>	<b>\$21,937,400</b>	<b>\$229,016,827</b>

Note: The FY2019 number includes \$9,120,833 costs that will occur in FY2018 for project design and construction.

**Park and Recreation Estimated Project Spend Plan by Fiscal Year**


Note: The FY2019 number includes \$9,120,833 costs that will occur in FY2018 for project design and construction.

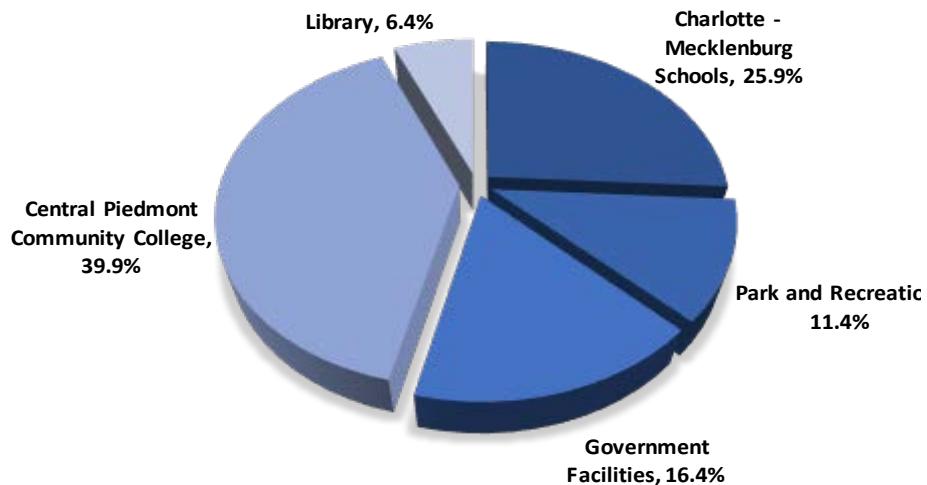
## FY2014–FY2018 Capital Projects

FY2018 represents the final project year of the current CIP(FY2014-FY2018). In FY2018, the BOCC approved the last twelve capital budget ordinances for the current CIP.

<b>Dept</b>	<b>Project Name</b>	<b>Project Cost</b>
CMS	Career and Tech. Education Phase I- Garinger/W. Meck/Independence	\$8,640,000
CMS	Davidson K-8 Conversion	9,500,000
CMS	New Steam K-8(Pot. Ballantyne, Elon, Hawk, Ridge, Polo, Comm House, JMR Relief	\$29,376,000
CPCC	Hendricks Automotive Expansion	3,315,000
CPCC	Advanced Technology Center Renovation & Addition	\$33,363,000
CPCC	Merancus Campus Phase 4	26,500,000
LIB	South County Library Renovation	\$11,145,000
PRK	Mayerling Drive Neighborhood Park	600,000
PRK	Walker Branch GWY- Tyron Street to Smith Road	\$1,176,000
PRK	Marion Diehl Recreation Center	1,240,300
PRK	Long Creek GWY Phase II- Primm Road to Dixon Branch	\$3,490,000
PRK	Sugaw Creek Recreation Center Improvements	5,220,000
<b>Total Cost</b>		<b>\$133,565,300</b>

<b>Total Project Allocated by Purpose</b>	<b>FY2018 Appropriation</b>	<b>% of Total</b>	<b>Project Count</b>
Charlotte - Mecklenburg Schools	\$47,516,000	25.9%	3
Park and Recreation	20,847,133	11.4%	10
Government Facilities	30,016,473	16.4%	8
Central Piedmont Community College	73,178,000	39.9%	5
Library	11,695,000	6.4%	2
<b>Total</b>	<b>\$183,252,606</b>	100%	28

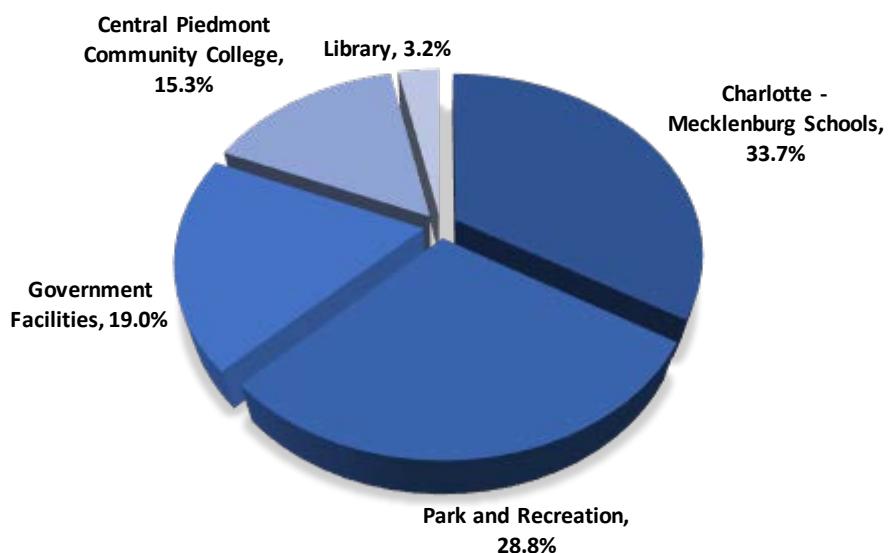
### Total Allocation by Purpose



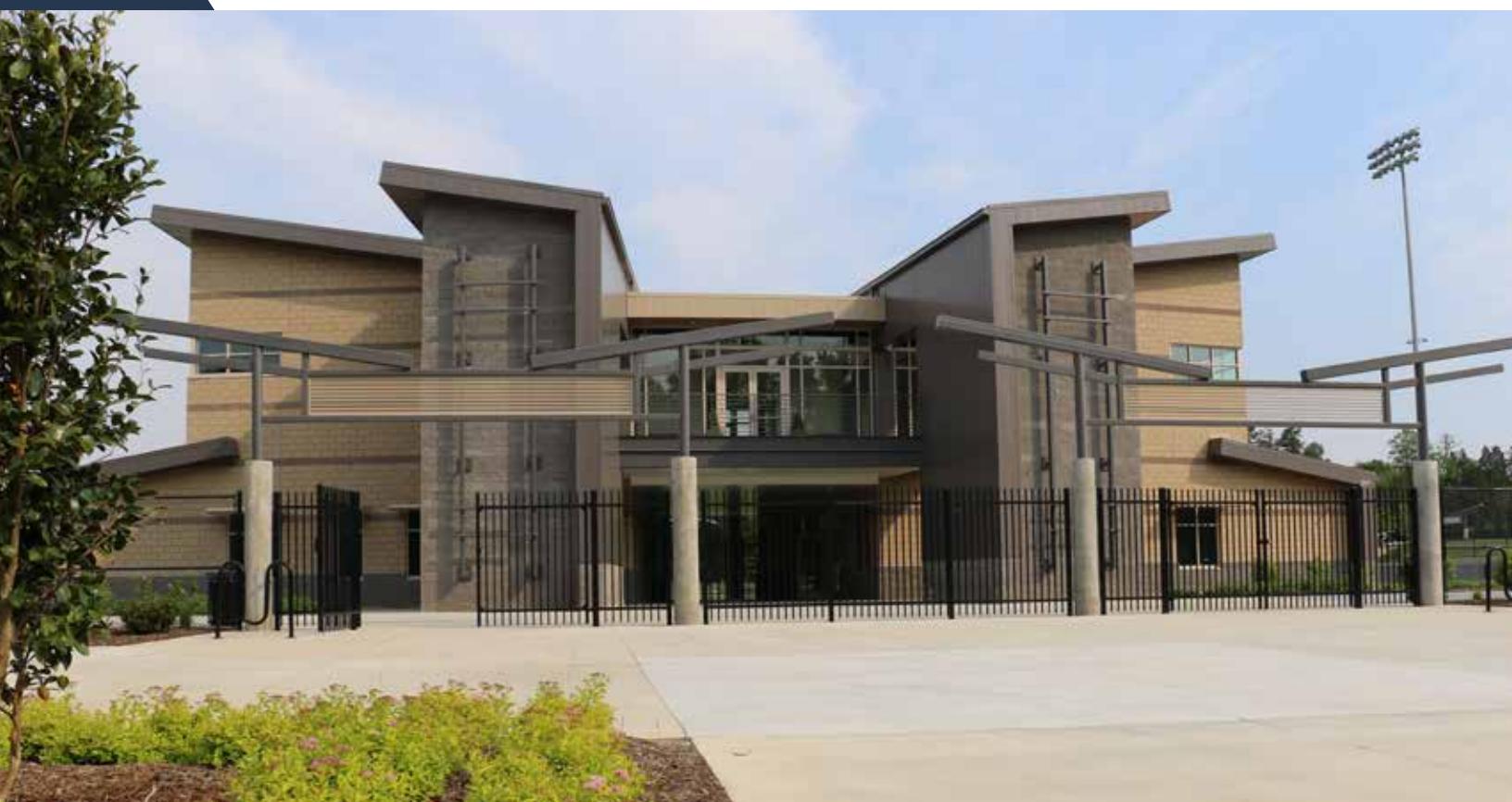
Includes FY2018 capital appropriation of \$133.5 million for current CIP and \$50 million for projects that will begin in FY2019.

**FY2014- FY2018 Capital Plan**

Total Project Allocated by Purpose	Total CIP Appropriation	% of Total	Project Count
Charlotte - Mecklenburg Schools	\$327,800,000	33.7%	23
Park and Recreation	280,004,500	28.8%	33
Government Facilities	184,764,400	19.0%	10
Central Piedmont Community College	148,318,900	15.3%	13
Library	31,219,000	3.2%	4
<b>Total</b>	<b>\$972,106,800</b>	<b>100%</b>	<b>83</b>

**Total Allocation by Purpose**


# CAPITAL PROJECTS



Mecklenburg County  
Capital Project

1. Project Name: Collinswood Language Academy (K-8) replacement school	2. User Department: Charlotte-Mecklenburg Schools (CMS)	3. Project Category: Charlotte-Mecklenburg Schools (CMS)						
4. Address Location: 4000 Applegate Rd, Charlotte, NC 28209 (current)	5. Estimated Start Date: 2/1/2017	6. Estimated Completion: 8/1/2020	7. Total Project Cost: <b>44,172,540</b>					
8. Project Description / Scope:  This project will provide for the design and construction of a new approximately 150,000 square foot, 63 classroom replacement facility. Sufficient acreage is available for the new facility on the Smith Family Center site.								
9. Project Justification:  Collinswood is a 23 classroom, 48,000-Square foot campus constructed in 1959. The timing of this project is necessitated by the current condition of the facility, lifecycle replacements, ADA requirements, and current code compliance issues. The overcapacity facility has some of the most critical condition issues in CMS. The school has exceeded its useful life, does not meet CMS baseline K8 school standards, and requires replacement.								
<b>10. Cost Breakdown of Capital Project</b>								
Project Costs	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 +	Total
Land Acquisition								-
Design/A & E	2,037,375	100,000	100,000					<b>2,237,375</b>
Construction		23,053,304	13,284,457					<b>36,337,762</b>
Public Art - 1%								-
Project Management	100,125	1,089,711	775,842					<b>1,965,678</b>
Furniture, Fixtures & Equip			3,100,000					<b>3,100,000</b>
Contingency	112,500	244,879	174,346					<b>531,725</b>
Communication								-
Other								-
<b>Total</b>	<b>2,250,000</b>	<b>24,487,894</b>	<b>17,434,646</b>	-	-	-	-	<b>44,172,540</b>

## 11. Operating Savings From Existing Facilities

12. Operating Impact of Capital Project

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> New Elementary School - Windsor/Winterfield/Idlewild Relief	<b>2. User Department:</b> Charlotte-Mecklenburg Schools (CMS)	<b>3. Project Category:</b> Charlotte-Mecklenburg Schools (CMS)
<b>4. Address Location:</b> TBD	<b>5. Estimated Start Date:</b> 2/1/2017	<b>6. Estimated Completion</b> 8/1/2023

<b>8. Project Description / Scope:</b> This is a elementary school to provide capacity relief for Windsor Park Elementary, Winterfield Elementary, and Idlewild Elementary schools.
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<b>9. Project Justification:</b> This is a elementary school to provide capacity relief for Windsor Park Elementary, Winterfield Elementary, and Idlewild Elementary schools.
--

<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition	2,000,000							2,000,000
Design/A & E	-			100,000	750,000	50,000		900,000
Construction				83,742	753,836	19,924,689	3,610,951	24,373,218
Public Art - 1%								-
Project Management				8,648	70,778	963,642	221,721	1,264,789
Furniture, Fixtures & Equip						500,000	1,100,000	1,600,000
Contingency				1,943	15,905	216,549	49,825	284,222
Communication								-
Other								-
<b>Total</b>	<b>2,000,000</b>	<b>-</b>	<b>-</b>	<b>194,333</b>	<b>1,590,519</b>	<b>21,654,880</b>	<b>4,982,498</b>	<b>30,422,230</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits							534,305	534,305
Utilities							73,031	73,031
Contract Services							132,126	132,126
Commodities								
Other								
<b>Total Expense</b>	-	-	-	-	-	-	739,462	739,462
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	-	-	739,462	739,462
<b>Net County Operating Expense</b>	-	-	-	-	-	-	739,462	739,462
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	8	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> Harding High School Renovation/Addition	<b>2. User Department:</b> Charlotte-Mecklenburg Schools (CMS)	<b>3. Project Category:</b> Charlotte-Mecklenburg Schools (CMS)
<b>4. Address Location:</b> 2001 Alleghany Street, Charlotte, NC 28208	<b>5. Estimated Start Date:</b> 2/1/2017	<b>6. Estimated Completion</b> 1/1/2021

<b>8. Project Description / Scope:</b> This project will provide design and construction for the renovation/replacement of the gymnasium and the kitchen/cafeteria buildings.
--

<b>9. Project Justification:</b> Harding High School is a multi-building campus originally constructed in 1961. The timing of this project is necessitated by the current condition of the buildings, lifecycle replacements, handicap accessibility, and current code compliance issues. The facility has some of the most critical condition issues in CMS.
--

<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E	1,131,875	100,000	100,000					1,331,875
Construction		162,957	11,191,862	3,994,570				15,349,388
Public Art - 1%								-
Project Management	55,625	12,376	531,452	216,244				815,697
Furniture, Fixtures & Equip				600,000				600,000
Contingency	62,500	2,781	119,427	48,594				233,303
Communication								-
Other								-
<b>Total</b>	<b>1,250,000</b>	<b>278,114</b>	<b>11,942,741</b>	<b>4,859,408</b>				<b>18,330,263</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								
Utilities				11,160	22,320	22,320	22,320	22,320
Contract Services				31,040	62,080	62,080	62,080	62,080
Commodities								
Other								
<b>Total Expense</b>	-	-	-	42,200	84,400	84,400	84,400	84,400
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	42,200	84,400	84,400	84,400	84,400
<b>Net County Operating Expense</b>	-	-	-	42,200	84,400	84,400	84,400	84,400
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	0	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> New HS - South Meck/Ardrey Kell/Myers Park relief	<b>2. User Department:</b> Charlotte-Mecklenburg Schools (CMS)	<b>3. Project Category:</b> Charlotte-Mecklenburg Schools (CMS)
<b>4. Address Location:</b> TBD	<b>5. Estimated Start Date:</b> 2/1/2017	<b>6. Estimated Completion</b> 8/1/2023

<b>8. Project Description / Scope:</b> This project will provide for the land, design and construction of a new approximately 315,000-square foot, 125 classroom facility. This high school will provide capacity relief for South Mecklenburg and Ardrey Kell high schools.
---

<b>9. Project Justification:</b> This single new facility will provide relief to South Mecklenburg and Ardrey Kell high schools, allowing all three facilities to operate at baseline capacity.
--

<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition	12,500,000							12,500,000
Design/A & E	-		1,604,639	1,200,000	200,000	200,000	50,000	3,254,639
Construction				3,726,243	42,732,105	37,344,044	201,165	84,003,557
Public Art - 1%								-
Project Management			75,522	231,854	2,020,601	1,931,740	91,832	4,351,549
Furniture, Fixtures & Equip						3,500,000	1,700,000	5,200,000
Contingency			16,971	52,102	454,068	434,099	20,636	977,876
Communication								-
Other								-
<b>Total</b>	<b>12,500,000</b>	<b>-</b>	<b>1,697,132</b>	<b>5,210,199</b>	<b>45,406,774</b>	<b>43,409,883</b>	<b>2,063,633</b>	<b>110,287,621</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits							1,046,912	1,046,912
Utilities							335,273	335,273
Contract Services							568,516	568,516
Commodities								
Other								
<b>Total Expense</b>	-	-	-	-	-	-	1,950,701	1,950,701
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	-	-	1,950,701	1,950,701
<b>Net County Operating Expense</b>	-	-	-	-	-	-	1,950,701	1,950,701
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	18	0
							18	0

Mecklenburg County  
Capital Project

1. Project Name: Montclaire Elementary School Replacement	2. User Department: Charlotte-Mecklenburg Schools (CMS)	3. Project Category: Charlotte-Mecklenburg Schools (CMS)						
4. Address Location: 5801 Farmbrook Drive, Charlotte, NC 28210	5. Estimated Start Date: 2/1/2017	6. Estimated Completion: 8/1/2020	7. Total Project Cost: <b>28,559,390</b>					
8. Project Description / Scope: This project will provide for the design and construction of a new approximately 100,000-square foot, 45-classroom replacement facility. Sufficient acreage is available on-site for the new Montclaire replacement and subsequent demolition of the existing building.								
9. Project Justification: Montclaire is a 24-classroom facility first constructed in 1958. The timing of this project is necessitated by the current condition of the facility, lifecycle replacements, handicap accessibility, and current code compliance issues. The facility has some of the most critical condition issues in CMS. The facility has exceeded its useful life and does not meet CMS baseline standards.								
<b>10. Cost Breakdown of Capital Project</b>								
Project Costs	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 +	Total
Land Acquisition								-
Design/A & E	1,358,250	202,730						<b>1,560,980</b>
Construction		500,000	21,772,422	1,611,138				<b>23,883,560</b>
Public Art - 1%								-
Project Management	66,750	33,074	1,069,432					<b>1,169,256</b>
Furniture, Fixtures & Equip			950,000	650,000				<b>1,600,000</b>
Contingency	75,000	7,432	240,322	22,840				<b>345,594</b>
Communication								-
Other								-
<b>Total</b>	<b>1,500,000</b>	<b>743,237</b>	<b>24,032,176</b>	<b>2,283,978</b>	-	-	-	<b>28,559,390</b>

## **11. Operating Savings From Existing Facilities**

12. Operating Impact of Capital Project

**Mecklenburg County  
Capital Project**

1. Project Name: West Mecklenburg High School Renovation/Addition	2. User Department: Charlotte-Mecklenburg Schools (CMS)	3. Project Category: Charlotte-Mecklenburg Schools (CMS)
4. Address Location: 7400 Tuckaseegee Road, Charlotte, NC 28214	5. Estimated Start Date: 7/1/2019	6. Estimated Completion 8/1/2021

7. Total Project Cost: <b>11,065,440</b>
This project will provide for the design and construction of the renovation/replacement of the gymnasium.

8. Project Description / Scope:
This project will provide for the design and construction of the renovation/replacement of the gymnasium.

10. Cost Breakdown of Capital Project								
Project Costs	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 +	Total
Land Acquisition								-
Design/A & E			600,000	100,000	100,000			800,000
Construction			487,056	6,667,227	2,008,092			9,162,374
Public Art - 1%								-
Project Management			51,162	318,500	122,750			492,412
Furniture, Fixtures & Equip					500,000			500,000
Contingency			11,497	71,573	27,584			110,654
Communication								-
Other								-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>1,149,715</b>	<b>7,157,300</b>	<b>2,758,426</b>	<b>-</b>	<b>-</b>	<b>11,065,440</b>

11. Operating Savings From Existing Facilities								
Operating Budget Savings	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual
<b>County Expense</b>	-	-	-	-	-	-	-	-

12. Operating Impact of Capital Project								
Total Operating Budget	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual
Salary & Benefits								
Utilities								
Contract Services								
Commodities								
Other								
<b>Total Expense</b>	<b>-</b>							
<b>Operating Revenue</b>								
<b>Total County Expense</b>	<b>-</b>							
<b>Net County Operating Expense</b>	<b>-</b>							
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	<b>0</b>							

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> New K-8 Language Immersion Magnet - South	<b>2. User Department:</b> Charlotte-Mecklenburg Schools (CMS)	<b>3. Project Category:</b> Charlotte-Mecklenburg Schools (CMS)
<b>4. Address Location:</b> 8300 Nations Ford Road	<b>5. Estimated Start Date:</b> 2/1/2017	<b>6. Estimated Completion</b> 8/1/2021

**7. Total Project Cost:** **45,359,367**

**8. Project Description / Scope:**  
This project will provide for the design and construction of a new approximately 150,000 square foot, 63 classroom facility. This is a baseline K8 school to replicate the very successful Language Immersion Program currently housed at E.E. Waddell.

**9. Project Justification:**  
This new facility will replicate the Language Immersion Program for the Southern part of the county. This will allow EE Waddell to reopen as a magnet High School.

<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E	2,037,375		100,000	100,000				2,237,375
Construction			16,283,188	21,176,718				37,459,906
Public Art - 1%								-
Project Management	100,125		771,075	1,147,291				2,018,492
Furniture, Fixtures & Equip				3,100,000				3,100,000
Contingency	112,500		173,275	257,818				543,594
Communication								-
Other								-
<b>Total</b>	<b>2,250,000</b>	<b>-</b>	<b>17,327,539</b>	<b>25,781,828</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>45,359,367</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits					209,907	216,205	222,691	209,907
Utilities					162,936	162,936	162,936	162,936
Contract Services					266,684	266,684	266,684	266,684
Commodities								
Other								
<b>Total Expense</b>	-	-	-	-	639,527	645,825	652,311	639,527
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	639,527	645,825	652,311	639,527
<b>Net County Operating Expense</b>	-	-	-	-	639,527	645,825	652,311	639,527
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	5	0
							5	0
							5	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> New ES - Bain/Lebanon Rd/Piney Grove relief	<b>2. User Department:</b> Charlotte-Mecklenburg Schools (CMS)	<b>3. Project Category:</b> Charlotte-Mecklenburg Schools (CMS)
<b>4. Address Location:</b> TBD	<b>5. Estimated Start Date:</b> 7/1/2019	<b>6. Estimated Completion</b> 8/1/2022

**8. Project Description / Scope:**  
This project will provide for the design, and construction of a new approximately 100,000 square foot, 45 classroom facility. This baseline elementary school will provide relief for Bain, Lebanon RD, and Piney Grove schools.

**9. Project Justification:**  
This single new facility will provide relief for Bain, Lebanon RD, and Piney Grove schools, allowing all four facilities to operate at baseline capacity.

<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E			135,882	600,000	100,000			835,882
Construction				2,598,210	20,238,931	3,080,945		25,918,086
Public Art - 1%								-
Project Management			6,395	150,524	1,004,318	173,244		1,334,481
Furniture, Fixtures & Equip					1,000,000	600,000		1,600,000
Contingency			1,437	33,826	225,689	38,931		299,883
Communication								-
Other								-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>143,714</b>	<b>3,382,559</b>	<b>22,568,939</b>	<b>3,893,120</b>	<b>-</b>	<b>29,988,332</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits						518,743	534,305	518,743
Utilities						80,745	80,745	80,745
Contract Services						153,580	153,580	153,580
Commodities								
Other								
<b>Total Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>753,068</b>	<b>768,630</b>	<b>753,068</b>
<b>Operating Revenue</b>								
<b>Total County Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>753,068</b>	<b>768,630</b>	<b>753,068</b>
<b>Net County Operating Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>753,068</b>	<b>768,630</b>	<b>753,068</b>
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	8	0

**Mecklenburg County  
Capital Project**

1. Project Name: Sharon Elementary School Renovation/Addition	2. User Department: Charlotte-Mecklenburg Schools (CMS)	3. Project Category: Charlotte-Mecklenburg Schools (CMS)
4. Address Location: 4330 Foxcroft Road, Charlotte, NC 28211	5. Estimated Start Date: 7/1/2019	6. Estimated Completion 8/1/2021

7. Total Project Cost: <b>7,706,528</b>
This project will provide for the design, and construction of a 15-20 classroom addition.

8. Project Description / Scope:
This project will provide for the design, and construction of a 15-20 classroom addition.

9. Project Justification:
Sharon Elementary School has 28 building classrooms. This classroom addition would provide brick and mortar classrooms to reach baseline capacity.

10. Cost Breakdown of Capital Project								
Project Costs	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 +	Total
Land Acquisition								-
Design/A & E			400,000	100,000				500,000
Construction			188,822	6,197,700				6,386,522
Public Art - 1%								-
Project Management			27,713	315,228				342,940
Furniture, Fixtures & Equip				400,000				400,000
Contingency			6,228	70,838				77,065
Communication								-
Other								-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>622,762</b>	<b>7,083,766</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,706,528</b>

11. Operating Savings From Existing Facilities								
Operating Budget Savings	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual
<b>County Expense</b>	<b>-</b>							

12. Operating Impact of Capital Project								
Total Operating Budget	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual
Salary & Benefits					39,956	41,154	42,389	39,956
Utilities					16,338	16,338	16,338	16,338
Contract Services					9,943	9,943	9,943	9,943
Commodities								
Other								
<b>Total Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>66,237</b>	<b>67,435</b>	<b>68,670</b>	<b>66,237</b>
<b>Operating Revenue</b>								
<b>Total County Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>66,237</b>	<b>67,435</b>	<b>68,670</b>	<b>66,237</b>
<b>Net County Operating Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>66,237</b>	<b>67,435</b>	<b>68,670</b>	<b>66,237</b>
Employee Count	FT	PT	FT	PT	FT	PT	FT	PT
	0	0	0	0	0	0	1	0
	1	0	1	0	1	0	1	0
	1	0	1	0	1	0	1	0

**Mecklenburg County  
Capital Project**

1. Project Name: E.E. Waddell Renovation	2. User Department: Charlotte-Mecklenburg Schools (CMS)	3. Project Category: Charlotte-Mecklenburg Schools (CMS)
4. Address Location: 7030 Nations Ford Road, Charlotte, NC 28217	5. Estimated Start Date: 1/1/2021	6. Estimated Completion: 8/1/2022

7. Total Project Cost: <b>4,571,709</b>
E.E. Waddell was originally constructed as a 71 classroom high school. This project would revert some minor alterations that were done to accommodate the current K8 back to the high school program.

8. Project Description / Scope:
E.E. Waddell was originally constructed as a 71 classroom high school. This project would revert some minor alterations that were done to accommodate the current K8 back to the high school program.
9. Project Justification:
Reopening this facility as a magnet high school would provide additional high school capacity. This renovation project requires the K8 Language Immersion projects to be constructed and current occupants relocated prior to converting to the high school.

10. Cost Breakdown of Capital Project								
Project Costs	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 +	Total
Land Acquisition								-
Design/A & E				166,863	50,000	50,000		<b>266,863</b>
Construction						588,253		<b>588,253</b>
Public Art - 1%								-
Project Management				7,853	71,418	124,169		<b>203,441</b>
Furniture, Fixtures & Equip					1,467,435	2,000,000		<b>3,467,435</b>
Contingency				1,765	16,049	27,903		<b>45,717</b>
Communication								-
Other								-
<b>Total</b>	-	-	-	<b>176,481</b>	<b>1,604,902</b>	<b>2,790,325</b>	-	<b>4,571,709</b>

11. Operating Savings From Existing Facilities								
Operating Budget Savings	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual
<b>County Expense</b>	-	-	-	-	-	-	-	-

12. Operating Impact of Capital Project								
Total Operating Budget	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual
Salary & Benefits						594,443	612,277	594,443
Utilities								
Contract Services								
Commodities								
Other								
<b>Total Expense</b>	-	-	-	-	-	<b>594,443</b>	<b>612,277</b>	<b>594,443</b>
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	-	<b>594,443</b>	<b>612,277</b>	<b>594,443</b>
<b>Net County Operating Expense</b>	-	-	-	-	-	<b>594,443</b>	<b>612,277</b>	<b>594,443</b>
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	8	0
							8	0
							8	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> New ES - Hidden Valley/Newell/JW Grier Academy relief	<b>2. User Department:</b> Charlotte-Mecklenburg Schools (CMS)	<b>3. Project Category:</b> Charlotte-Mecklenburg Schools (CMS)
<b>4. Address Location:</b> TBD	<b>5. Estimated Start Date:</b> 5/1/2020	<b>6. Estimated Completion</b> 8/1/2023

**8. Project Description / Scope:**  
This project will provide for the design, and construction of a new approximately 100,000 square foot, 45 classroom facility. This baseline elementary school will provide relief for Hidden Valley, JW Grier, and Newell Elementary Schools.

**9. Project Justification:**  
This single new facility will provide relief to Hidden Valley, JW Grier, and Newell elementary schools, allowing all four facilities to operate closer to baseline capacity.

<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition			1,811,760					1,811,760
Design/A & E				278,105	600,000	100,000	100,000	1,078,105
Construction				0	1,581,313	20,608,755	2,175,163	24,365,231
Public Art - 1%								-
Project Management			85,271	13,089	102,664	1,049,963	107,081	1,358,066
Furniture, Fixtures & Equip						1,600,000		1,600,000
Contingency			19,162	2,941	23,070	235,947	24,063	305,183
Communication								-
Other								-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>1,916,192</b>	<b>294,136</b>	<b>2,307,047</b>	<b>23,594,664</b>	<b>2,406,307</b>	<b>30,518,345</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits							534,305	534,305
Utilities							73,031	73,031
Contract Services							161,294	161,294
Commodities								
Other								
<b>Total Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>768,630</b>	<b>768,630</b>
<b>Operating Revenue</b>								
<b>Total County Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>768,630</b>	<b>768,630</b>
<b>Net County Operating Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>768,630</b>	<b>768,630</b>
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	0	0

Mecklenburg County  
Capital Project

1. Project Name: Shamrock Gardens Elementary School Replacement	2. User Department: Charlotte-Mecklenburg Schools (CMS)	3. Project Category: Charlotte-Mecklenburg Schools (CMS)						
4. Address Location: TBD	5. Estimated Start Date: 7/1/2017	6. Estimated Completion 1/1/2023	7. Total Project Cost: <b>29,890,351</b>					
8. Project Description / Scope: This project will provide for the land, design, and construction of a new approximately 100,000 square foot, 45 classroom replacement facility. Replacement will need to be offsite, or provide swing space for the entire school to allow for construction.								
9. Project Justification: Shamrock Gardens is a 30 classroom facility first constructed in 1954. The facility has exceeded its useful life and requires replacement. The timing of this project is necessitated by the current condition, lifecycle replacements, ADA requirements, and current code compliance issues. The facility has some of the most critical condition issues in CMS.								
<b>10. Cost Breakdown of Capital Project</b>								
Project Costs	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 +	Total
Land Acquisition	2,000,000							<b>2,000,000</b>
Design/A & E	-		200,000	500,000	100,000	100,000		<b>900,000</b>
Construction			69,328	602,451	16,348,202	6,850,346		<b>23,870,327</b>
Public Art - 1%								<b>-</b>
Project Management			12,676	51,887	774,135	402,422		<b>1,241,121</b>
Furniture, Fixtures & Equip						1,600,000		<b>1,600,000</b>
Contingency			2,849	11,660	173,963	90,432		<b>278,904</b>
Communication								<b>-</b>
Other								<b>-</b>
<b>Total</b>	<b>2,000,000</b>	<b>-</b>	<b>284,853</b>	<b>1,165,998</b>	<b>17,396,300</b>	<b>9,043,200</b>	<b>-</b>	<b>29,890,351</b>

## **11. Operating Savings From Existing Facilities**

12. Operating Impact of Capital Project

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> Briarwood Elementary School Replacement	<b>2. User Department:</b> Charlotte-Mecklenburg Schools (CMS)	<b>3. Project Category:</b> Charlotte-Mecklenburg Schools (CMS)
<b>4. Address Location:</b> TBD	<b>5. Estimated Start Date:</b> 7/1/2018	<b>6. Estimated Completion</b> 8/1/2021

**8. Project Description / Scope:**  
This project will provide for the land, design, and construction of a new approximately 100,000 square foot, 45 classroom replacement facility. Replacement will need to be offsite, provide swing space for the entire school, or share some land with Park and Recreation.

**9. Project Justification:**  
Briarwood is a 28 classroom facility first constructed in 1956. A majority of the facility has exceeded its useful life and requires replacement. The timing of this project is necessitated by the current condition of the facility, lifecycle replacements, ADA requirements, and current code compliance issues. The facility has some of the most critical condition issues in CMS.

<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition	2,000,000							2,000,000
Design/A & E		262,898	600,000	100,000	100,000			1,062,898
Construction			1,464,850	20,030,313	1,457,064			22,952,228
Public Art - 1%								-
Project Management		12,373	97,182	994,499	101,522			1,205,577
Furniture, Fixtures & Equip				1,000,000	600,000			1,600,000
Contingency		2,781	21,839	223,483	22,814			270,916
Communication								-
Other								-
<b>Total</b>	<b>2,000,000</b>	<b>278,052</b>	<b>2,183,871</b>	<b>22,348,295</b>	<b>2,281,401</b>	<b>-</b>	<b>-</b>	<b>29,091,619</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits					39,956	41,154	42,389	39,956
Utilities					23,891	23,891	23,891	23,891
Contract Services					30,951	30,951	30,951	30,951
Commodities								
Other								
<b>Total Expense</b>	-	-	-	-	94,798	95,996	97,231	94,798
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	94,798	95,996	97,231	94,798
<b>Net County Operating Expense</b>	-	-	-	-	94,798	95,996	97,231	94,798
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	1	0
							1	0
							1	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> South Mecklenburg High School Renovation/Addition	<b>2. User Department:</b> Charlotte-Mecklenburg Schools (CMS)	<b>3. Project Category:</b> Charlotte-Mecklenburg Schools (CMS)
<b>4. Address Location:</b> 8900 Park Road, Charlotte, NC 28210	<b>5. Estimated Start Date:</b> 4/1/2022	<b>6. Estimated Completion</b> 1/1/2025

<b>7. Total Project Cost:</b> <b>13,352,143</b>
This project will provide for the design and construction of the renovation/replacement of two classroom buildings (C and D).

<b>8. Project Description / Scope:</b> This project will provide for the design and construction of the renovation/replacement of two classroom buildings (C and D).
<b>9. Project Justification:</b> South Mecklenburg HS is a multi-building campus originally constructed in 1958. The timing of this project is necessitated by the current condition of the facility, lifecycle replacements, ADA requirements, and current code compliance issues. The facility has some of the most critical condition issues in CMS.

<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E					284,519	200,000	200,000	<b>684,519</b>
Construction						1,303,416	10,036,516	<b>11,339,932</b>
Public Art - 1%							-	-
Project Management					13,391	70,758	510,021	<b>594,170</b>
Furniture, Fixtures & Equip							600,000	<b>600,000</b>
Contingency					3,009	15,901	114,611	<b>133,521</b>
Communication								-
Other								-
<b>Total</b>	-	-	-	-	300,919	1,590,075	11,461,149	<b>13,352,143</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								
Utilities								
Contract Services								
Commodities								
Other								
<b>Total Expense</b>	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	-	-	-	-
<b>Net County Operating Expense</b>	-	-	-	-	-	-	-	-
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	0	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> New K8 Language Immersion Magnet School - North	<b>2. User Department:</b> Charlotte-Mecklenburg Schools (CMS)	<b>3. Project Category:</b> Charlotte-Mecklenburg Schools (CMS)
<b>4. Address Location:</b> 12201 Hambright Road	<b>5. Estimated Start Date:</b> 2/1/2017	<b>6. Estimated Completion</b> 8/1/2021

**7. Total Project Cost:** **45,359,367**

**8. Project Description / Scope:**  
This project will provide for the design and construction of a new approximately 150,000 square foot, 63 classroom facility. This is a baseline K8 school to replicate the very successful Language Immersion Program currently housed at E.E. Waddell.

**9. Project Justification:**  
This new facility will replicate the Language Immersion Program for the northern part of the county. This will allow EE Waddell to reopen as a magnet High School.

<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E	2,037,375		100,000	100,000				2,237,375
Construction			16,283,188	21,176,718				37,459,906
Public Art - 1%								-
Project Management	100,125		771,075	1,147,291				2,018,492
Furniture, Fixtures & Equip				3,100,000				3,100,000
Contingency	112,500		173,275	257,818				543,594
Communication								-
Other								-
<b>Total</b>	<b>2,250,000</b>	<b>-</b>	<b>17,327,539</b>	<b>25,781,828</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>45,359,367</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits					845,662	871,032	897,163	845,662
Utilities					162,936	162,936	162,936	162,936
Contract Services					266,684	266,684	266,684	266,684
Commodities								
Other								
<b>Total Expense</b>	-	-	-	-	1,275,282	1,300,652	1,326,783	1,275,282
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	1,275,282	1,300,652	1,326,783	1,275,282
<b>Net County Operating Expense</b>	-	-	-	-	1,275,282	1,300,652	1,326,783	1,275,282
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	14	0
							14	0
							14	0

Mecklenburg County  
Capital Project

1. Project Name: New Facility for EC Specialty Program				2. User Department: Charlotte-Mecklenburg Schools (CMS)		3. Project Category: Charlotte-Mecklenburg Schools (CMS)						
4. Address Location: 5833 Millhaven Lane, Charlotte, NC 28269		5. Estimated Start Date: 2/1/2017		6. Estimated Completion 8/1/2019		7. Total Project Cost: <b>18,957,960</b>						
8. Project Description / Scope: This project will provide for the design and construction of a new 75,000 square foot specialty facility. This facility will cater to students with unique needs that aren't best served in a typical educational setting.												
9. Project Justification: This program is currently housed at the Lincoln Heights facility. A custom facility for this program will allow Lincoln Heights to reopen as an elementary school and provide relief in a needed area.												
<b>10. Cost Breakdown of Capital Project</b>												
Project Costs	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 +	Total				
Land Acquisition								-				
Design/A & E	1,131,875	100,000	100,000					<b>1,331,875</b>				
Construction		12,681,250	2,861,626					<b>15,542,876</b>				
Public Art - 1%								-				
Project Management	55,625	629,789	158,215					<b>843,629</b>				
Furniture, Fixtures & Equip		600,000	400,000					<b>1,000,000</b>				
Contingency	62,500	141,526	35,554					<b>239,580</b>				
Communication								-				
Other								-				
<b>Total</b>	<b>1,250,000</b>	<b>14,152,565</b>	<b>3,555,395</b>	-	-	-	-	<b>18,957,960</b>				
<b>11. Operating Savings From Existing Facilities</b>												
Operating Budget Savings	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual				
County Expense	-	-	-	-	-	-	-	-				
<b>12. Operating Impact of Capital Project</b>												
Total Operating Budget	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual				
Salary & Benefits			112,986	116,375	119,867	123,463	127,167	112,986				
Utilities			83,700	83,700	83,700	83,700	83,700	83,700				
Contract Services			126,300	126,300	126,300	126,300	126,300	126,300				
Commodities												
Other												
<b>Total Expense</b>	-	-	<b>322,986</b>	<b>326,375</b>	<b>329,867</b>	<b>333,463</b>	<b>337,167</b>	<b>322,986</b>				
<b>Operating Revenue</b>												
<b>Total County Expense</b>	-	-	<b>322,986</b>	<b>326,375</b>	<b>329,867</b>	<b>333,463</b>	<b>337,167</b>	<b>322,986</b>				
<b>Net County Operating Expense</b>	-	-	<b>322,986</b>	<b>326,375</b>	<b>329,867</b>	<b>333,463</b>	<b>337,167</b>	<b>322,986</b>				
Employee Count	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
	0	0	0	0	3	0	3	0	3	0	3	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> New High School - Olympic HS relief	<b>2. User Department:</b> Charlotte-Mecklenburg Schools (CMS)	<b>3. Project Category:</b> Charlotte-Mecklenburg Schools (CMS)
<b>4. Address Location:</b> TBD	<b>5. Estimated Start Date:</b> 7/1/2018	<b>6. Estimated Completion</b> 8/1/2022

<b>8. Project Description / Scope:</b> This project will provide for the land, design, and construction of a new 315,000 square foot, 125 classroom facility. This baseline high school will provide relief for Olympic High School.
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<b>9. Project Justification:</b> This single new facility will provide relief to Olympic High School and allow both facilities to operate at baseline capacity.
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<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E		1,061,102	1,800,000	200,000	200,000	200,000		3,461,102
Construction			3,182,338	38,271,221	49,884,428	3,919,675		95,257,662
Public Art - 1%								-
Project Management		49,941	234,494	1,810,650	2,521,954	273,903		4,890,941
Furniture, Fixtures & Equip					3,500,000	1,700,000		5,200,000
Contingency		11,223	52,695	406,888	566,731	61,551		1,099,088
Communication								-
Other								-
<b>Total</b>	<b>-</b>	<b>1,122,265</b>	<b>5,269,528</b>	<b>40,688,758</b>	<b>56,673,112</b>	<b>6,155,130</b>	<b>-</b>	<b>109,908,793</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	<b>-</b>							

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits						1,057,573	1,089,300	1,057,573
Utilities						362,700	362,700	362,700
Contract Services						609,300	609,300	609,300
Commodities								
Other								
<b>Total Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,029,573</b>	<b>2,061,300</b>	<b>2,029,573</b>
<b>Operating Revenue</b>								
<b>Total County Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,029,573</b>	<b>2,061,300</b>	<b>2,029,573</b>
<b>Net County Operating Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,029,573</b>	<b>2,061,300</b>	<b>2,029,573</b>
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19</b>	<b>0</b>
							<b>19</b>	<b>0</b>
							<b>19</b>	<b>0</b>

**Mecklenburg County  
Capital Project**

1. Project Name: New ES - Elon Park/Hawk Ridge/Polo Ridge relief	2. User Department: Charlotte-Mecklenburg Schools (CMS)	3. Project Category: Charlotte-Mecklenburg Schools (CMS)						
4. Address Location: TBD	5. Estimated Start Date: 2/1/2017	6. Estimated Completion: 8/1/2023	7. Total Project Cost: <b>30,426,712</b>					
8. Project Description / Scope: This project will provide for the land, design, and construction of a new approximately 100,000 square foot, 45 classroom facility. This baseline elementary school will provide relief for Elon Park, Hawk Ridge and Polo Ridge elementary schools.								
9. Project Justification: This single new facility will provide relief to Elon Park, Hawk Ridge and Polo Ridge elementary schools, allowing all four facilities to operate at baseline capacity.								
<b>10. Cost Breakdown of Capital Project</b>								
Project Costs	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 +	Total
Land Acquisition	2,000,000							<b>2,000,000</b>
Design/A & E					600,000	100,000	100,000	<b>800,000</b>
Construction					1,091,815	19,974,689	3,410,951	<b>24,477,456</b>
Public Art - 1%								-
Project Management					79,625	963,642	221,721	<b>1,264,989</b>
Furniture, Fixtures & Equip						400,000	1,200,000	<b>1,600,000</b>
Contingency					17,893	216,549	49,825	<b>284,267</b>
Communication								-
Other								-
<b>Total</b>	<b>2,000,000</b>	-	-	-	<b>1,789,334</b>	<b>21,654,880</b>	<b>4,982,498</b>	<b>30,426,712</b>
<b>11. Operating Savings From Existing Facilities</b>								
Operating Budget Savings	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual
County Expense	-	-	-	-	-	-	-	-
<b>12. Operating Impact of Capital Project</b>								
Total Operating Budget	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual
Salary & Benefits							576,694	576,694
Utilities							81,602	81,602
Contract Services							120,464	120,464
Commodities								
Other								
<b>Total Expense</b>	-	-	-	-	-	-	<b>778,760</b>	<b>778,760</b>
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	-	-	<b>778,760</b>	<b>778,760</b>
<b>Net County Operating Expense</b>	-	-	-	-	-	-	<b>778,760</b>	<b>778,760</b>
Employee Count	FT	PT	FT	PT	FT	PT	FT	PT
	0	0	0	0	0	0	0	0
	9	0	9	0	9	0	9	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> JT Williams - Secondary Montessori	<b>2. User Department:</b> Charlotte-Mecklenburg Schools (CMS)	<b>3. Project Category:</b> Charlotte-Mecklenburg Schools (CMS)
<b>4. Address Location:</b> 2400 Carmine Street, Charlotte, NC 28206	<b>5. Estimated Start Date:</b> 7/1/2021	<b>6. Estimated Completion</b> 8/1/2024

<b>8. Project Description / Scope:</b> <p>This project will provide for the design and renovation of JT Williams school. This project involves the renovation of four buildings.</p>
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<b>9. Project Justification:</b> <p>JT Williams is a multi building campus originally constructed in 1962. The timing of this project is necessitated by the current condition of the facility, lifecycle replacements, ADA requirements, and current code compliance issues.</p>
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<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E					600,000	100,000	100,000	800,000
Construction					632,916	5,325,686	6,044,681	12,003,283
Public Art - 1%								-
Project Management					58,027	264,773	298,613	621,413
Furniture, Fixtures & Equip						200,000	200,000	400,000
Contingency					13,040	59,500	67,104	139,643
Communication								-
Other								-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,303,983</b>	<b>5,949,959</b>	<b>6,710,397</b>	<b>13,964,339</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	<b>-</b>							

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								
Utilities								
Contract Services								
Commodities								
Other								
<b>Total Expense</b>	<b>-</b>							
<b>Operating Revenue</b>								
<b>Total County Expense</b>	<b>-</b>							
<b>Net County Operating Expense</b>	<b>-</b>							
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	<b>0</b>							

**Mecklenburg County  
Capital Project**

1. Project Name: CTE Upgrades Phase One	2. User Department: Charlotte-Mecklenburg Schools (CMS)	3. Project Category: Charlotte-Mecklenburg Schools (CMS)
4. Address Location: TBD	5. Estimated Start Date: 1/1/2022	6. Estimated Completion: 8/1/2024

7. Total Project Cost: <b>10,101,734</b>
8. Project Description / Scope: Project will provide for renovations/additions to enhance Career and Technical Education offerings in Technical Institutes at Harding, Olympic, Garinger and South Mecklenburg high schools.

9. Project Justification: The work on each campus will allow CMS to implement/renovate CTE choice programs for students.
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10. Cost Breakdown of Capital Project								
Project Costs	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 +	Total
Land Acquisition								-
Design/A & E			600,000	100,000	100,000	100,000		900,000
Construction			79,410	2,438,350	4,017,786	1,665,643		8,201,189
Public Art - 1%								-
Project Management			31,976	126,527	200,864	90,160		449,527
Furniture, Fixtures & Equip				150,000	150,000	150,000		450,000
Contingency			7,186	28,433	45,138	20,261		101,017
Communication								-
Other								-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>718,572</b>	<b>2,843,311</b>	<b>4,513,788</b>	<b>2,026,064</b>	<b>-</b>	<b>10,101,734</b>

11. Operating Savings From Existing Facilities								
Operating Budget Savings	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual
County Expense	-	-	-	-	-	-	-	-

12. Operating Impact of Capital Project								
Total Operating Budget	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual
Salary & Benefits								
Utilities								
Contract Services								
Commodities								
Other								
<b>Total Expense</b>	<b>-</b>							
<b>Operating Revenue</b>								
<b>Total County Expense</b>	<b>-</b>							
<b>Net County Operating Expense</b>	<b>-</b>							
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	<b>0</b>							

**Mecklenburg County  
Capital Project**

1. Project Name: Lansdowne ES Replacement - Elizabeth Lane relief	2. User Department: Charlotte-Mecklenburg Schools (CMS)	3. Project Category: Charlotte-Mecklenburg Schools (CMS)
4. Address Location: TBD	5. Estimated Start Date: 7/1/2019	6. Estimated Completion 8/1/2021

7. Total Project Cost: <b>29,391,270</b>
This project will provide for the design, and construction of a new approximately 100,000 square foot, 45 classroom replacement facility. Sufficient acreage is available on-site for the new replacement and subsequent demolition of the existing building.

8. Project Description / Scope:
This project will provide for the design, and construction of a new approximately 100,000 square foot, 45 classroom replacement facility. Sufficient acreage is available on-site for the new replacement and subsequent demolition of the existing building.
9. Project Justification:

Lansdowne is a 32 classroom facility first constructed in 1959. The facility has exceeded its useful life and requires replacement. The timing of this project is necessitated by the current condition of the facility, lifecycle replacements, ADA requirements, and current code compliance issues. The facility has some of the most critical condition issues in CMS.

10. Cost Breakdown of Capital Project								
Project Costs	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 +	Total
Land Acquisition								-
Design/A & E		132,638	500,000	100,000	100,000			832,638
Construction			1,266,465	19,094,382	4,995,960			25,356,808
Public Art - 1%								-
Project Management		6,243	83,139	959,863	258,668			1,307,911
Furniture, Fixtures & Equip				1,200,000	400,000			1,600,000
Contingency		1,403	18,683	215,699	58,128			293,913
Communication								-
Other								-
<b>Total</b>	<b>-</b>	<b>140,283</b>	<b>1,868,287</b>	<b>21,569,944</b>	<b>5,812,756</b>	<b>-</b>	<b>-</b>	<b>29,391,270</b>

11. Operating Savings From Existing Facilities								
Operating Budget Savings	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual
County Expense	-	-	-	-	-	-	-	-

12. Operating Impact of Capital Project								
Total Operating Budget	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual
Salary & Benefits					463,678	477,588	491,916	463,678
Utilities					27,918	27,918	27,918	27,918
Contract Services					42,150	42,150	42,150	42,150
Commodities								
Other								
<b>Total Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>533,746</b>	<b>547,656</b>	<b>561,984</b>	<b>533,746</b>
<b>Operating Revenue</b>								
<b>Total County Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>533,746</b>	<b>547,656</b>	<b>561,984</b>	<b>533,746</b>
<b>Net County Operating Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>533,746</b>	<b>547,656</b>	<b>561,984</b>	<b>533,746</b>
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>0</b>
					<b>7</b>	<b>0</b>	<b>7</b>	<b>0</b>
							<b>7</b>	<b>0</b>

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> Northwest School of the Arts	<b>2. User Department:</b> Charlotte-Mecklenburg Schools (CMS)	<b>3. Project Category:</b> Charlotte-Mecklenburg Schools (CMS)
<b>4. Address Location:</b> 1415 Beatties Ford Road, Charlotte, NC 28216	<b>5. Estimated Start Date:</b> 8/1/2022	<b>6. Estimated Completion</b> 8/1/2024

<b>8. Project Description / Scope:</b> This project will provide for the design, and construction for the replacement of the art buildings constructed in 1952.
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<b>9. Project Justification:</b> Northwest School of the Arts is a multi-building campus originally constructed in 1937. The timing of this project is necessitated by the current condition of the facility, lifecycle replacements, ADA requirements, and current code compliance issues. The facility has some of the most critical condition issues in CMS
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<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E					569,038	100,000	200,000	869,038
Construction						1,354,919	13,947,290	15,302,209
Public Art - 1%							-	-
Project Management					26,782	68,476	689,375	784,633
Furniture, Fixtures & Equip							500,000	500,000
Contingency					6,018	15,388	154,916	176,322
Communication								-
Other								-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>601,838</b>	<b>1,538,782</b>	<b>15,491,581</b>	<b>17,632,202</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	<b>-</b>							

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								
Utilities								
Contract Services								
Commodities								
Other								
<b>Total Expense</b>	<b>-</b>							
<b>Operating Revenue</b>								
<b>Total County Expense</b>	<b>-</b>							
<b>Net County Operating Expense</b>	<b>-</b>							
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	<b>0</b>							

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> East Mecklenburg High School Renovation/Addition	<b>2. User Department:</b> Charlotte-Mecklenburg Schools (CMS)	<b>3. Project Category:</b> Charlotte-Mecklenburg Schools (CMS)
<b>4. Address Location:</b> 6800 Monroe Road, Charlotte, NC 28212	<b>5. Estimated Start Date:</b> 1/1/2020	<b>6. Estimated Completion</b> 8/1/2022

<b>8. Project Description / Scope:</b> This project will provide for the design, and construction for the renovation/replacement of three classroom buildings (A, C, and D).
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<b>9. Project Justification:</b> East Mecklenburg High School is a multi-building campus originally constructed in 1949. The timing of this project is necessitated by the current condition of the buildings, lifecycle replacements, ADA requirements, and current code compliance issues. The facility has some of the most critical condition issues in CMS.
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<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E			407,646	100,000	100,000	100,000		707,646
Construction				2,959,157	6,138,779	1,669,960		10,767,896
Public Art - 1%								-
Project Management			19,186	143,979	312,454	92,716		568,336
Furniture, Fixtures & Equip					400,000	200,000		600,000
Contingency			4,311	32,355	70,214	20,835		127,716
Communication								-
Other								-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>431,143</b>	<b>3,235,492</b>	<b>7,021,448</b>	<b>2,083,511</b>	<b>-</b>	<b>12,771,594</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								
Utilities								
Contract Services								
Commodities								
Other								
<b>Total Expense</b>	<b>-</b>							
<b>Operating Revenue</b>								
<b>Total County Expense</b>	<b>-</b>							
<b>Net County Operating Expense</b>	<b>-</b>							
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	<b>0</b>							

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> New ES - Nations Ford, Sterling and Steele Creek relief	<b>2. User Department:</b> Charlotte-Mecklenburg Schools (CMS)	<b>3. Project Category:</b> Charlotte-Mecklenburg Schools (CMS)
<b>4. Address Location:</b> TBD	<b>5. Estimated Start Date:</b> 2/1/2017	<b>6. Estimated Completion</b> 8/1/2021

<b>8. Project Description / Scope:</b> This project will provide for the land, design, and construction of a new approximately 100,000 square foot, 45 classroom facility. This baseline elementary school will provide capacity relief for Nations Ford, Sterling and Steele Creek elementary schools.
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<b>9. Project Justification:</b> This single new facility will provide relief to Nations Ford, Sterling and Steele Creek elementary schools, allowing all four facilities to operate at baseline capacity.
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<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition	2,000,000							2,000,000
Design/A & E			800,000	100,000	100,000			1,000,000
Construction			748,638	18,337,411	4,006,807			23,092,856
Public Art - 1%								-
Project Management			72,887	924,236	212,113			1,209,235
Furniture, Fixtures & Equip				1,200,000	400,000			1,600,000
Contingency			16,379	207,693	47,666			271,738
Communication								-
Other								-
<b>Total</b>	<b>2,000,000</b>	<b>-</b>	<b>1,637,904</b>	<b>20,769,340</b>	<b>4,766,586</b>	<b>-</b>	<b>-</b>	<b>29,173,829</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits					543,589	559,897	576,694	543,589
Utilities					83,316	83,316	83,316	83,316
Contract Services					125,232	125,232	125,232	125,232
Commodities								
Other								
<b>Total Expense</b>	-	-	-	-	752,137	768,445	785,242	752,137
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	752,137	768,445	785,242	752,137
<b>Net County Operating Expense</b>	-	-	-	-	752,137	768,445	785,242	752,137
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	9	0
							9	0
							9	0
							9	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> Mountain Island Lake Academy Renovation/Addition	<b>2. User Department:</b> Charlotte-Mecklenburg Schools (CMS)	<b>3. Project Category:</b> Charlotte-Mecklenburg Schools (CMS)
<b>4. Address Location:</b> 7905 Pleasant Grove Road, Charlotte, NC 28216	<b>5. Estimated Start Date:</b> 5/1/2021	<b>6. Estimated Completion</b> 8/1/2023

<b>7. Total Project Cost:</b> <b>9,218,439</b>
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<b>8. Project Description / Scope:</b> This project will provide for the design and construction of a gymnasium and specialty classrooms (such as dance, art, music, and/or technology) to support the K8 curriculum.
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<b>9. Project Justification:</b> This is Phase 2 of a project to complete the conversion of a former elementary school to a K8 school.
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<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E					567,300	100,000	50,000	<b>717,300</b>
Construction					96,578	7,677,805	28,637	<b>7,803,020</b>
Public Art - 1%								-
Project Management					31,245	375,476		<b>406,721</b>
Furniture, Fixtures & Equip						200,000		<b>200,000</b>
Contingency					7,021	84,377		<b>91,398</b>
Communication								-
Other								-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>702,145</b>	<b>8,437,657</b>	<b>78,637</b>	<b>9,218,439</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	<b>-</b>							

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits							42,389	42,389
Utilities							18,891	18,891
Contract Services							17,045	17,045
Commodities								
Other								
<b>Total Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>78,325</b>	<b>78,325</b>
<b>Operating Revenue</b>								
<b>Total County Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>78,325</b>	<b>78,325</b>
<b>Net County Operating Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>78,325</b>	<b>78,325</b>
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>

**Mecklenburg County  
Capital Project**

1. Project Name: Garinger High School Renovation/Addition	2. User Department: Charlotte-Mecklenburg Schools (CMS)	3. Project Category: Charlotte-Mecklenburg Schools (CMS)
4. Address Location: 1100 Eastway Drive, Charlotte, NC 28205	5. Estimated Start Date: 5/1/2020	6. Estimated Completion 1/1/2023
7. Total Project Cost: <b>13,936,979</b>		

8. Project Description / Scope: This project provides for the design and construction for the renovation/replacement of building E and a 20-30 classroom addition.
---

9. Project Justification: Garinger high school is a multi-building campus originally constructed in 1959. The timing of this project is necessitated by the current condition of the facility, lifecycle replacements, ADA requirements, and current code compliance issues. The facility has some of the most critical condition issues in CMS.
---

10. Cost Breakdown of Capital Project								
Project Costs	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 +	Total
Land Acquisition								-
Design/A & E				600,000	100,000	100,000		800,000
Construction				605,123	5,780,061	5,092,230		11,477,414
Public Art - 1%								-
Project Management				56,719	276,745	286,731		620,196
Furniture, Fixtures & Equip						900,000		900,000
Contingency				12,746	62,190	64,434		139,370
Communication								-
Other								-
<b>Total</b>	-	-	-	<b>1,274,588</b>	<b>6,218,996</b>	<b>6,443,395</b>	-	<b>13,936,979</b>

11. Operating Savings From Existing Facilities								
Operating Budget Savings	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual
<b>County Expense</b>	-	-	-	-	-	-	-	-

12. Operating Impact of Capital Project								
Total Operating Budget	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual
Salary & Benefits								
Utilities								
Contract Services								
Commodities								
Other								
<b>Total Expense</b>	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	-	-	-	-
<b>Net County Operating Expense</b>	-	-	-	-	-	-	-	-
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	0	0

**Mecklenburg County  
Capital Project**

1. Project Name: Lincoln Heights Academy Renovation	2. User Department: Charlotte-Mecklenburg Schools (CMS)	3. Project Category: Charlotte-Mecklenburg Schools (CMS)										
4. Address Location: 1900 Newcastle Street, Charlotte, NC 28216	5. Estimated Start Date: 7/1/2017	6. Estimated Completion: 8/1/2019	7. Total Project Cost: <b>3,740,478</b>									
8. Project Description / Scope: This project will provide design and construction required to convert Lincoln Heights back to a 39 classroom school. This project would revert some minor alterations that were done to accommodate the change to an EC program												
9. Project Justification: Reopening this facility as a magnet elementary school would provide additional elementary school capacity.												
<b>10. Cost Breakdown of Capital Project</b>												
Project Costs	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 +	Total				
Land Acquisition								-				
Design/A & E		200,000	50,000					<b>250,000</b>				
Construction		1,037,952	848,670					<b>1,886,622</b>				
Public Art - 1%								-				
Project Management		58,264	108,187					<b>166,451</b>				
Furniture, Fixtures & Equip			1,400,000					<b>1,400,000</b>				
Contingency		13,093	24,312					<b>37,405</b>				
Communication								-				
Other								-				
<b>Total</b>	<b>-</b>	<b>1,309,310</b>	<b>2,431,168</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,740,478</b>				
<b>11. Operating Savings From Existing Facilities</b>												
Operating Budget Savings	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual				
County Expense	-	-	-	-	-	-	-	-				
<b>12. Operating Impact of Capital Project</b>												
Total Operating Budget	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual				
Salary & Benefits			399,399	411,381	423,723	436,434	449,527	399,399				
Utilities												
Contract Services												
Commodities												
Other												
<b>Total Expense</b>	<b>-</b>	<b>-</b>	<b>399,399</b>	<b>411,381</b>	<b>423,723</b>	<b>436,434</b>	<b>449,527</b>	<b>399,399</b>				
<b>Operating Revenue</b>												
<b>Total County Expense</b>	<b>-</b>	<b>-</b>	<b>399,399</b>	<b>411,381</b>	<b>423,723</b>	<b>436,434</b>	<b>449,527</b>	<b>399,399</b>				
<b>Net County Operating Expense</b>	<b>-</b>	<b>-</b>	<b>399,399</b>	<b>411,381</b>	<b>423,723</b>	<b>436,434</b>	<b>449,527</b>	<b>399,399</b>				
Employee Count	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
	0	0	0	0	6	0	6	0	6	0	6	0

Mecklenburg County  
Capital Project

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> West Charlotte High School Replacement	<b>2. User Department:</b> Charlotte-Mecklenburg Schools (CMS)	<b>3. Project Category:</b> Charlotte-Mecklenburg Schools (CMS)
<b>4. Address Location:</b> 2219 Senior Drive, Charlotte, NC 28216	<b>5. Estimated Start Date:</b> 7/1/2018	<b>6. Estimated Completion</b> 8/1/2022

<b>8. Project Description / Scope:</b> Replace West Charlotte (onsite) with a 125 classroom building and associated program spaces. The facility is estimated to be occupied by August of 2022. Demolition and sitework will continue through the 2nd quarter of 2023.
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<b>9. Project Justification:</b> The West Charlotte high school campus was originally built in 1954. This project will provide program spaces to bring the school to current standards.
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<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E		1,061,102	2,000,000	200,000	200,000	50,000		3,511,102
Construction			2,982,338	38,271,221	48,839,237	5,179,513		95,272,309
Public Art - 1%								-
Project Management		49,941	234,494	1,810,650	2,388,044	410,855		4,893,984
Furniture, Fixtures & Equip					1,700,000	3,500,000		5,200,000
Contingency		11,223	52,695	406,888	536,639	92,327		1,099,772
Communication								-
Other								-
<b>Total</b>	<b>-</b>	<b>1,122,265</b>	<b>5,269,528</b>	<b>40,688,758</b>	<b>53,663,921</b>	<b>9,232,695</b>	<b>-</b>	<b>109,977,166</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	<b>-</b>							

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits						82,308	84,778	82,308
Utilities						48,950	48,950	48,950
Contract Services						65,148	65,148	65,148
Commodities								
Other								
<b>Total Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>196,406</b>	<b>198,876</b>	<b>196,406</b>
<b>Operating Revenue</b>								
<b>Total County Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>196,406</b>	<b>198,876</b>	<b>196,406</b>
<b>Net County Operating Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>196,406</b>	<b>198,876</b>	<b>196,406</b>
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>
							<b>2</b>	<b>0</b>
							<b>2</b>	<b>0</b>

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> Harris Campus - Phase III	<b>2. User Department:</b> Central Piedmont Community College	<b>3. Project Category:</b> Central Piedmont Community College (CPCC)
<b>4. Address Location:</b> 3210 CPCC Harris Campus Drive, Charlotte, NC 28208	<b>5. Estimated Start Date:</b> 7/1/2018	<b>6. Estimated Completion</b> 7/1/2022

<b>8. Project Description / Scope:</b> Harris Campus-Phase III consists of a new, 68,000-square foot classroom building, a 777 space parking structure with a central energy plant, 200 surface parking spaces and related site and storm water mitigation improvements. There will also be approximately 16,000 square feet of renovations to the existing Harris I classroom building.
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<b>9. Project Justification:</b> The County has established a space standard goal of 90 ASF/FTE for CPCC. This new facility will accommodate 454 additional full time equivalents (FTE) or 1,589 students. The new building and renovations to the existing will allow the expansion of high demand programs including Bakery and Pastry Arts and Early Childhood Education. It will also allow for the addition of new Health Careers programs and provision for a Harris Campus Middle College in conjunction with Charlotte Mecklenburg Schools. The campus is already deficient in parking spaces so the new parking will address that shortage as well. The Harris Campus expansion also supports Mecklenburg County's Economic Opportunity and Upward Mobility Agenda (e.g. Renaissance West Community Initiative) per the 2017 Pulse Report.
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<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition	5,000,000							-
Design/A & E		2,600,000	400,000	250,000	148,000			3,398,000
Construction		6,250,000	20,000,000	13,000,000	4,400,000			43,650,000
Public Art - 1%								-
Project Management		308,000	2,800,000	750,000	800,000			4,658,000
Furniture, Fixtures & Equip			1,020,000	112,000	230,000			1,362,000
Contingency		649,898	1,998,893	1,000,041	221,825			3,870,657
Communication				265,000	2,000,000			2,265,000
Other								-
<b>Total</b>	<b>5,000,000</b>	<b>9,807,898</b>	<b>26,218,893</b>	<b>15,377,041</b>	<b>7,799,825</b>	<b>-</b>	<b>-</b>	<b>64,203,658</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								
Utilities					160,725	165,546		
Contract Services					220,262	225,403		
Commodities								
Other								
<b>Total Expense</b>	-	-	-	-	-	380,987	390,949	-
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	-	380,987	390,949	-
<b>Net County Operating Expense</b>	-	-	-	-	-	380,987	390,949	-
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	0	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> Central Campus - Phase IV	<b>2. User Department:</b> Central Piedmont Community College	<b>3. Project Category:</b> Central Piedmont Community College (CPCC)
<b>4. Address Location:</b> 1201 Elizabeth Avenue, Charlotte, NC 28235	<b>5. Estimated Start Date:</b> 7/1/2020	<b>6. Estimated Completion</b> 7/1/2024

<b>8. Project Description / Scope:</b> Central Campus - Phase IV consists of a replacement of the existing Learning Resource Center. The building will be approximately 150,000 square feet and will house the Central Campus Main Library, Paralegal Library, Music Library, Pease Auditorium and Pease Gallery, as well as related staff and support functions.
--

<b>9. Project Justification:</b> Per a consultant-provided Needs Assessment and Analysis, the existing 45-year-old structure was found to have significant deficiencies due to its age. Deficiencies include failure of its exterior skin in many locations, non-accessible toilets and obsolete and inefficient systems. The building, as currently configured, does not address the needs of 21st century Learners in the types of spaces required and their relationship to other campus functions. The building's concrete structural frame, with small bay spacing and low floor to floor heights, make reconfiguration of the interior spaces difficult and costly.
--

<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition	5,000,000							-
Design/A & E				1,100,000	2,500,000	1,000,000	500,000	4,600,000
Construction				8,000,000	20,000,000	23,000,000	9,500,000	51,000,000
Public Art - 1%								-
Project Management				410,000	2,000,000	3,500,000	2,000,000	5,910,000
Furniture, Fixtures & Equip						600,000	2,500,000	600,000
Contingency				1,000,096	2,017,414	1,996,503	288,871	5,014,013
Communication								-
Other								-
<b>Total</b>	<b>5,000,000</b>	<b>-</b>	<b>-</b>	<b>10,510,096</b>	<b>26,517,414</b>	<b>30,096,503</b>	<b>14,788,871</b>	<b>86,912,884</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								
Utilities							66,438	416,132
Contract Services							-	852,536
Commodities								
Other								
<b>Total Expense</b>	-	-	-	-	-	-	66,438	1,268,668
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	-	-	66,438	1,268,668
<b>Net County Operating Expense</b>	-	-	-	-	-	-	66,438	1,268,668
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	0	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> BMC2U Community Resource Center-East	<b>2. User Department:</b> Government Facility	<b>3. Project Category:</b> Government Facility
<b>4. Address Location:</b> TBD	<b>5. Estimated Start Date:</b> 7/1/2019	<b>6. Estimated Completion</b> 10/1/2023

<b>8. Project Description / Scope:</b> The Community Resource Center (CRC) will be an 165,100 square foot facility on approximately 24 acres (including 7.68 acres for Library) and will provide Health and Human Services to the community. A library will also be co-located on the site.
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<b>9. Project Justification:</b> This project begins the next implementation phase of the approved masterplan; Bringing Mecklenburg County to You (BMC2U).
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<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition	6,500,000							6,500,000
Design/A & E			100,701.85	318,406.28	1,724,535.87	2,694,717.01		4,838,361
Construction			946,265.92	2,991,971.04	16,204,961.26	25,321,470.79		45,464,669
Public Art - 1%			11,697.57	36,986.20	200,322.79	313,019.43		562,026
Project Management								-
Furniture, Fixtures & Equip			84,859.39	268,314.47	1,453,231.16	2,270,782.99		4,077,188
Contingency			79,097.04	250,094.67	1,354,550.01	2,116,586.28		3,800,328
Communication			46,029.40	145,539.05	788,261.18	1,231,717.37		2,211,547
Other								-
<b>Total</b>	<b>6,500,000</b>	<b>-</b>	<b>1,268,651</b>	<b>4,011,312</b>	<b>21,725,862</b>	<b>33,948,294</b>	<b>-</b>	<b>67,454,119</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								
Utilities							269,245	274,630
Contract Services							945,849	974,224
Commodities								
Other						409,000		
<b>Total Expense</b>	-	-	-	-	-	<b>409,000</b>	<b>1,215,094</b>	<b>1,248,854</b>
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	-	<b>409,000</b>	<b>1,215,094</b>	<b>1,248,854</b>
<b>Net County Operating Expense</b>	-	-	-	-	-	<b>409,000</b>	<b>1,215,094</b>	<b>1,248,854</b>
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	0	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> BMC2U Community Resource Center-Southwest	<b>2. User Department:</b> Government Facility	<b>3. Project Category:</b> Government Facility
<b>4. Address Location:</b> TBD	<b>5. Estimated Start Date:</b> 1/1/2019	<b>6. Estimated Completion</b> 4/1/2023

**8. Project Description / Scope:**  
The Community Resource Center (CRC) will be a 146,800 square foot facility on approximately 18 acres (includes 2.37 acres for Library) and will provide Health and Human Services to the community. A library will also be co-located on the site.

**9. Project Justification:**  
This project continues the next implementation phase of the approved masterplan; Bringing Mecklenburg County to You (BMC2U).

<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition	4,350,000							4,350,000
Design/A & E		40,278.63	111,385.40	708,976.37	2,482,489.07	971,455.53		4,314,585
Construction		374,904.21	1,036,749.76	6,598,989.16	23,106,437.99	9,042,084.88		40,159,166
Public Art - 1%		4,680.52	12,943.38	82,385.56	288,473.99	112,886.56		501,370
Project Management								-
Furniture, Fixtures & Equip		37,091.28	102,571.20	652,873.28	2,286,043.45	894,581.80		3,973,161
Contingency		31,610.87	87,415.83	556,408.22	1,948,269.91	762,403.18		3,386,108
Communication		19,371.81	53,570.28	340,978.79	1,193,941.23	467,216.89		2,075,079
Other								-
<b>Total</b>	<b>4,350,000</b>	<b>507,937</b>	<b>1,404,636</b>	<b>8,940,611</b>	<b>31,305,655</b>	<b>12,250,628</b>	<b>-</b>	<b>58,759,467</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								
Utilities						58,688	239,447	244,236
Contract Services						657,182	863,843	889,758
Commodities								
Other					401,000			
<b>Total Expense</b>	-	-	-	-	-	<b>401,000</b>	<b>715,870</b>	<b>1,103,290</b>
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	-	<b>401,000</b>	<b>715,870</b>	<b>1,103,290</b>
<b>Net County Operating Expense</b>	-	-	-	-	-	<b>401,000</b>	<b>715,870</b>	<b>1,103,290</b>
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	0	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> Community Resource Center-West	<b>2. User Department:</b> Government Facility	<b>3. Project Category:</b> Government Facility
<b>4. Address Location:</b> TBD	<b>5. Estimated Start Date:</b> 7/1/2022	<b>6. Estimated Completion</b> 7/1/2025

**8. Project Description / Scope:**  
The Community Resource Center (CRC) consists of a 63,300 square foot facility on approximately 9.5 acres (includes 3.41 acres for Library) and will provide Health and Human Services to the community. A library will also be co-located on the site.

**9. Project Justification:**  
Only design expenses are included in the current CIP. Construction costs will be included in a future capital improvement plan.

<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition	3,000,000							3,000,000
Design/A & E					223,431	1,217,004		1,440,435
Construction								-
Public Art - 1%					14,550			14,550
Project Management								-
Furniture, Fixtures & Equip								-
Contingency								-
Communication								-
Other								-
<b>Total</b>	<b>3,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>237,981</b>	<b>1,217,004</b>	<b>-</b>	<b>4,454,985</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								
Utilities								
Contract Services								
Commodities								
Other								
<b>Total Expense</b>	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	-	-	-	-
<b>Net County Operating Expense</b>	-	-	-	-	-	-	-	-
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	0	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> AFM Administrative Costs	<b>2. User Department:</b> Government Facility	<b>3. Project Category:</b> Government Facility
<b>4. Address Location:</b> 3205 Freedom Dr., Suite 101, Charlotte, NC 28208	<b>5. Estimated Start Date:</b> 7/1/2018	<b>6. Estimated Completion</b> 6/30/2023

<b>8. Project Description / Scope:</b> This request is for the salary and benefit costs of Asset and Facility Management (AFM) staff to manage design & construction contracts for Government Facilities, Park & Recreation, and Library projects.
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<b>9. Project Justification:</b> Salary/fringe for AFM staff to manage design & construction contracts to be paid for by capital projects instead of AFM operational budget.
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<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E								-
Construction								-
Public Art - 1%								-
Project Management		2,114,858	1,986,396	2,065,852	2,148,486	2,234,426		10,550,018
Furniture, Fixtures & Equip								-
Contingency								-
Communication								-
Other								-
<b>Total</b>	<b>-</b>	<b>2,114,858</b>	<b>1,986,396</b>	<b>2,065,852</b>	<b>2,148,486</b>	<b>2,234,426</b>	<b>-</b>	<b>10,550,018</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	<b>-</b>							

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								
Utilities								
Contract Services								
Commodities								
Other								
<b>Total Expense</b>	<b>-</b>							
<b>Operating Revenue</b>								
<b>Total County Expense</b>	<b>-</b>							
<b>Net County Operating Expense</b>	<b>-</b>							
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	<b>0</b>							

**Mecklenburg County  
Capital Project**

1. Project Name: Community Resource Center-Northeast	2. User Department: Government Facility	3. Project Category: Government Facility
4. Address Location: TBD	5. Estimated Start Date: 7/1/2022	6. Estimated Completion 7/1/2025

8. Project Description / Scope:  
The Community Resource Center (CRC) consists of a 102,700 square foot facility on approximately 20 acres (includes 7.68 acres for Library) and will provide Health and Human Services to the community. A library will also be co-located on the site.

9. Project Justification:  
This project continues the next implementation phase of the approved masterplan; Bringing Mecklenburg County to You (BMC2U).

10. Cost Breakdown of Capital Project								
Project Costs	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 +	Total
Land Acquisition	4,350,000							4,350,000
Design/A & E					363,566	1,980,306		2,343,872
Construction								-
Public Art - 1%					23,675			23,675
Project Management								-
Furniture, Fixtures & Equip								-
Contingency								-
Communication								-
Other								-
<b>Total</b>	<b>4,350,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>387,241</b>	<b>1,980,306</b>	<b>-</b>	<b>6,717,548</b>

11. Operating Savings From Existing Facilities								
Operating Budget Savings	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual
<b>County Expense</b>	-	-	-	-	-	-	-	-

12. Operating Impact of Capital Project								
Total Operating Budget	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual
Salary & Benefits								
Utilities								
Contract Services								
Commodities								
Other								
<b>Total Expense</b>	<b>-</b>							
<b>Operating Revenue</b>								
<b>Total County Expense</b>	<b>-</b>							
<b>Net County Operating Expense</b>	<b>-</b>							
Employee Count	FT	PT	FT	PT	FT	PT	FT	PT
	0	0	0	0	0	0	0	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> County Share of Library Support Services Center (Warehouse)	<b>2. User Department:</b> Government Facility	<b>3. Project Category:</b> Government Facility
<b>4. Address Location:</b> TBD	<b>5. Estimated Start Date:</b> 7/1/2017	<b>6. Estimated Completion</b> 6/30/2018

<b>8. Project Description / Scope:</b> This project will acquire land for a future support services facility.
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<b>9. Project Justification:</b> This facility will provide warehouse space for Board of Elections (BOE), Sheriff's Office Field Operations, and other county agencies.
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<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition	2,750,000							2,750,000
Design/A & E								-
Construction								-
Public Art - 1%								-
Project Management								-
Furniture, Fixtures & Equip								-
Contingency								-
Communication								-
Other								-
<b>Total</b>	<b>2,750,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,750,000</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								
Utilities								
Contract Services								
Commodities								
Other								
<b>Total Expense</b>	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	-	-	-	-
<b>Net County Operating Expense</b>	-	-	-	-	-	-	-	-
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	0	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> BMC2U Government District Phase II-CCOB	<b>2. User Department:</b> Government Facility	<b>3. Project Category:</b> Government Facility
<b>4. Address Location:</b> 720 E. 4th St., Charlotte, NC 28202	<b>5. Estimated Start Date:</b> 11/1/2018	<b>6. Estimated Completion</b> 3/1/2019

<b>8. Project Description / Scope:</b> <p>This project consists of a 8,900 square foot, 2nd floor interior renovation of the County and Courts Office Building (CCOB), for the expansion of the existing Victim Assistance space and the relocation of Guardian Ad Litem from the Johnson Building to the CCOB. Guardian Ad Litem is being relocated to provide space for Business Process Management (BPM) in the Johnson Building.</p>
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<b>9. Project Justification:</b> <p>This project continues the next implementation phase of the approved masterplan; Bringing Mecklenburg County to You (BMC2U).</p>
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<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E		200,747	13,123					213,870
Construction		1,678,267	109,710					1,787,977
Public Art - 1%		18,432	1,205					19,637
Project Management								-
Furniture, Fixtures & Equip		324,596	21,219					345,815
Contingency		198,702	12,989					211,691
Communication		92,167	6,025					98,192
Other								-
<b>Total</b>	<b>-</b>	<b>2,512,900</b>	<b>164,281</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,677,181</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	<b>-</b>							

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								
Utilities								
Contract Services								
Commodities								
Other								
<b>Total Expense</b>	<b>-</b>							
<b>Operating Revenue</b>								
<b>Total County Expense</b>	<b>-</b>							
<b>Net County Operating Expense</b>	<b>-</b>							
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	<b>0</b>							

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> BMC2U Government District Phase II-Johnson Building	<b>2. User Department:</b> Government Facility	<b>3. Project Category:</b> Government Facility
<b>4. Address Location:</b> 700 E. 4th St., Charlotte, NC 28202	<b>5. Estimated Start Date:</b> 7/1/2017	<b>6. Estimated Completion</b> 8/1/2021

**8. Project Description / Scope:**  
This project consists of a 13,000 square foot interior renovation of the Judge Clifton E. Johnson Building, 3rd floor, for Business Process Management (BPM), Enterprise Project Management Office (EPMO) and Internal Audit.

**9. Project Justification:**  
This is part of the continued implementation of the approved government district portion of the masterplan, Bringing Mecklenburg County to You (BMC2U). BPM and EPMO are relocating from the Woodard Center to the Johnson Building, and Internal Audit is relocating from the Charlotte-Mecklenburg Government Center (CMGC) to the Johnson Building.

<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E	40,255	16,191	79,258					135,704
Construction	495,155	199,155	974,914					1,669,224
Public Art - 1%	7,509	3,020	14,785					25,315
Project Management								-
Furniture, Fixtures & Equip	131,966	53,078	259,829					444,873
Contingency	63,145	25,398	124,327					212,870
Communication	100,376	40,372	197,632					338,380
Other								-
<b>Total</b>	<b>838,407</b>	<b>337,214</b>	<b>1,650,745</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,826,366</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								
Utilities								
Contract Services								
Commodities								
Other								
<b>Total Expense</b>	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	-	-	-	-
<b>Net County Operating Expense</b>	-	-	-	-	-	-	-	-
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	0	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> BMC2U Government District Phase II-CMGC	<b>2. User Department:</b> Government Facility	<b>3. Project Category:</b> Government Facility
<b>4. Address Location:</b> 600 E. 4th St., Charlotte, NC 28202	<b>5. Estimated Start Date:</b> 1/1/2019	<b>6. Estimated Completion</b> 2/1/2021

<b>8. Project Description / Scope:</b> Interior renovations of the following: 6,100 square feet (SF) for Public Information, 5,500 SF for the Office of Management & Budget, 5,000 SF for Manager's Office, 3,800 SF Meeting Center, 2,640 SF for Board of County Commissioner (BOCC) Offices, 1,200 SF for Economic Development.
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<b>9. Project Justification:</b> This is part of the continued implementation of the approved Government District portion of the masterplan; Bringing Mecklenburg County to You (BMC2U).
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<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E		27,904	209,583					237,487
Construction		214,728	1,612,799					1,827,527
Public Art - 1%		3,821	28,696					32,517
Project Management								-
Furniture, Fixtures & Equip		94,263	708,002					802,265
Contingency		31,111	233,674					264,785
Communication		70,603	530,292					600,895
Other								-
<b>Total</b>	<b>-</b>	<b>442,430</b>	<b>3,323,045</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,765,475</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	<b>-</b>							

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								
Utilities								
Contract Services								
Commodities								
Other								
<b>Total Expense</b>	<b>-</b>							
<b>Operating Revenue</b>								
<b>Total County Expense</b>	<b>-</b>							
<b>Net County Operating Expense</b>	<b>-</b>							
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	<b>0</b>							

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> Medical Examiners Office Clinical Expansion	<b>2. User Department:</b> Government Facility	<b>3. Project Category:</b> Government Facility
<b>4. Address Location:</b> 3440 Reno Avenue, Charlotte, NC 28216	<b>5. Estimated Start Date:</b> 1/1/2018	<b>6. Estimated Completion</b> 6/1/2019

<b>8. Project Description / Scope:</b> <p>This project includes a cooler expansion and clinical area reconfiguration of the Medical Examiner's Office. The facility handles all suspicious death investigations and autopsies for Mecklenburg County and five surrounding counties as a contracted Service with the North Carolina Medical Examiners Office. The cooler expansion will include an enlargement of the main body cooler (1,200 square feet) to increase storage capacity. Clinical reconfiguration (1,000 square feet) in the special autopsy suite will allow two additional autopsy stations. Funds for the repair and resurfacing of the parking lot are also included.</p>
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<b>9. Project Justification:</b> <p>Due to increased caseloads, additional investigative and medical staff are needed. Additionally, extended storage requirements due to extended death investigations mean that maximum storage capacity is reached frequently on long or busy weekends.</p>
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<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E	20,000	121,703						141,703
Construction		1,196,006						1,196,006
Public Art - 1%		15,463						15,463
Project Management								-
Furniture, Fixtures & Equip	208,066	202,073						410,139
Contingency		156,173						156,173
Communication		26,482						26,482
Other								-
<b>Total</b>	<b>228,066</b>	<b>1,717,905</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,945,971</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								
Utilities			22,799	23,255	23,720	24,195	24,678	25,172
Contract Services			18,536	19,092	19,665	20,255	20,862	21,488
Commodities								
Other								
<b>Total Expense</b>	-	-	41,335	42,347	43,385	44,450	45,540	46,659
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	41,335	42,347	43,385	44,450	45,540	46,659
<b>Net County Operating Expense</b>	-	-	41,335	42,347	43,385	44,450	45,540	46,659
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	0	0

**Mecklenburg County  
Capital Project**

1. Project Name: Motorola Radios and Repeaters	2. User Department: Government Facility	3. Project Category: Government Facility
4. Address Location: N/A	5. Estimated Start Date: 7/1/2017	6. Estimated Completion 6/1/2018

7. Total Project Cost: <b>8,000,000</b>
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8. Project Description / Scope: This project will provide for the purchase of public safety/communication equipment for agencies listed below.
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9. Project Justification: This project is needed to upgrade radios and repeaters in various departments across the County. The County needs to upgrade because the equipment vendor, Motorola, no longer supports current equipment. Agencies and departments include the Fire Marshall, Volunteer Fire Departments, MEDIC, Medical Examiner, Sheriff's Office, and the Department of Social Services (DSS).
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10. Cost Breakdown of Capital Project								
Project Costs	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 +	Total
Land Acquisition								-
Design/A & E								-
Construction								-
Public Art - 1%								-
Project Management								-
Furniture, Fixtures & Equip								-
Contingency								-
Communication								-
Other	8,000,000							8,000,000
<b>Total</b>	<b>8,000,000</b>	-	-	-	-	-	-	<b>8,000,000</b>

11. Operating Savings From Existing Facilities								
Operating Budget Savings	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual
<b>County Expense</b>	-	-	-	-	-	-	-	-

12. Operating Impact of Capital Project								
Total Operating Budget	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual
Salary & Benefits								
Utilities								
Contract Services								
Commodities								
Other								
<b>Total Expense</b>	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	-	-	-	-
<b>Net County Operating Expense</b>	-	-	-	-	-	-	-	-
<b>Employee Count</b>	FT	PT	FT	PT	FT	PT	FT	PT
	0	0	0	0	0	0	0	0

**Mecklenburg County  
Capital Project**

1. Project Name: Sheriff Office-Field Ops Relocation	2. User Department: Sheriff	3. Project Category: Law Enforcement Facility
4. Address Location: 901 Elizabeth Ave., Charlotte, NC 28204	5. Estimated Start Date: 7/1/2018	6. Estimated Completion 10/30/2019

7. Total Project Cost: <b>1,686,169</b>
This project will relocate the existing Field Operations and Civil Judgement units from the ABC Warehouse to the Work Release and Restitution Center (WRRC). Approximately 7,500 to 8,500 square feet of the second and third floors of the WRRC will be renovated. Relocation includes K-9 kennels and the exterior dog run.

8. Project Description / Scope:
This project will relocate the existing Field Operations and Civil Judgement units from the ABC Warehouse to the Work Release and Restitution Center (WRRC). Approximately 7,500 to 8,500 square feet of the second and third floors of the WRRC will be renovated. Relocation includes K-9 kennels and the exterior dog run.

9. Project Justification:
The existing space layout is not operationally efficient. Inefficiencies include limited meeting space during shift change, need to share work spaces, and managers without private offices. The project will also cancel the existing lease.

10. Cost Breakdown of Capital Project								
Project Costs	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 +	Total
Land Acquisition								-
Design/A & E		99,473	8,065					107,538
Construction		809,540	89,949					899,489
Public Art - 1%		10,198	4,371					14,569
Project Management								-
Furniture, Fixtures & Equip		324,986	101,416					426,402
Contingency		85,703	36,730					122,433
Communication		81,017	34,721					115,738
Other								-
<b>Total</b>	<b>-</b>	<b>1,410,916</b>	<b>275,253</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,686,169</b>

11. Operating Savings From Existing Facilities								
Operating Budget Savings	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual
County Expense	-	31,063	62,126	62,126	62,126	62,126	62,126	62,126

12. Operating Impact of Capital Project								
Total Operating Budget	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual
Salary & Benefits								
Utilities								
Contract Services								
Commodities								
Other								
<b>Total Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Operating Revenue</b>								
<b>Total County Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net County Operating Expense</b>	<b>-</b>	<b>(31,063)</b>	<b>(62,126)</b>	<b>(62,126)</b>	<b>(62,126)</b>	<b>(62,126)</b>	<b>(62,126)</b>	<b>(62,126)</b>
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> Jail Central and Jail North Modernization	<b>2. User Department:</b> Sheriff	<b>3. Project Category:</b> Law Enforcement Facility
<b>4. Address Location:</b> Jail Central - 801 E 4th St, Charlotte, NC 28202; Jail North - 5235 Spector Dr, Charlotte, NC 28209	<b>5. Estimated Start Date:</b> 7/1/2018	<b>6. Estimated Completion</b> 6/30/2022

<b>8. Project Description / Scope:</b> This project will replace the roofs on Jail Central and Jail North (169,000 square feet), renovate the interior of both facilities (1,028,000 square feet), renovate the elevators and mechanical systems at both Jails, as well as renovate the Firing Range at Jail North (10,500 square feet).
---

<b>9. Project Justification:</b> This project involves extensive renovation to Jail North and Jail Central, which are both over 20 years old. The project scope includes roof replacement, mechanical equipment replacement, and extensive renovations to the interior of the housing units (e.g., shower finishes, millwork replacement, ceiling repair, cell door & frame repair, replacement of officer stations, etc.). Also included is a major renovation of the Firing Range at Jail North, which includes replacement of shooting lane sound baffles, target equipment refurbishment, as well as painting and other improvements.
--

<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E		205,825	467,567	478,296	489,325	500,460		2,141,473
Construction		2,521,880	5,898,249	6,036,737	6,178,946	6,322,741		26,958,553
Public Art - 1%		28,584	64,934	66,424	67,955	69,502		297,399
Project Management								-
Furniture, Fixtures & Equip								-
Contingency		272,678	619,436	633,649	648,260	663,013		2,837,035
Communication								-
Other		133,242	133,242	133,242	133,242	133,242		666,211
<b>Total</b>	<b>-</b>	<b>3,162,209</b>	<b>7,183,428</b>	<b>7,348,347</b>	<b>7,517,730</b>	<b>7,688,957</b>	<b>-</b>	<b>32,900,671</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								
Utilities								
Contract Services								
Commodities								
Other								
<b>Total Expense</b>	<b>-</b>							
<b>Operating Revenue</b>								
<b>Total County Expense</b>	<b>-</b>							
<b>Net County Operating Expense</b>	<b>-</b>							
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	<b>0</b>							

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> Bob Walton	<b>2. User Department:</b> Government Facility	<b>3. Project Category:</b> Government Facility
<b>4. Address Location:</b> 700 E. Stonewall St., Charlotte, NC 28202	<b>5. Estimated Start Date:</b> 7/1/2018	<b>6. Estimated Completion</b> 7/1/2021

<b>8. Project Description / Scope:</b> Sale of Mecklenburg County property.
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<b>9. Project Justification:</b> Sale proceeds will assist in funding future capital projects.
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<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition		(13,900,000)			(19,800,000)			(33,700,000)
Design/A & E								-
Construction								-
Public Art - 1%								-
Project Management								-
Furniture, Fixtures & Equip								-
Contingency								-
Communication								-
Other								-
<b>Total</b>	<b>-</b>	<b>(13,900,000)</b>	<b>-</b>	<b>-</b>	<b>(19,800,000)</b>	<b>-</b>	<b>-</b>	<b>(33,700,000)</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	<b>-</b>							

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								
Utilities								
Contract Services								
Commodities								
Other								
<b>Total Expense</b>	<b>-</b>							
<b>Operating Revenue</b>								
<b>Total County Expense</b>	<b>-</b>							
<b>Net County Operating Expense</b>	<b>-</b>							
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	<b>0</b>							

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> New Main Library	<b>2. User Department:</b> Library	<b>3. Project Category:</b> Library
<b>4. Address Location:</b> 310 N TRYON ST, Charlotte, NC 28202	<b>5. Estimated Start Date:</b> 8/1/2017	<b>6. Estimated Completion</b> 2/1/2022

**8. Project Description / Scope:**

This project will replace Main Library on its current site with a multi-story building on a smaller footprint. Main Library, a key catalyst site for the North Tryon Vision Plan, was last renovated and expanded in 1988. Project includes: an approximately 80,000 square foot new Main Library; a 57,000 square foot new Support Services Center (offsite renovation); and a 22,565 square foot temporary space to support essential library operations during construction (offsite renovation). The new facility will include interior and exterior flexible, programmable spaces for adults, teens and families, along with expanded space for the Robinson-Spangler Carolina Room. Technology will support multiple kinds of community use that supports lifelong learners from the Center City and throughout the County. Parking will be addressed as part of the larger North Tryon Master Planning process.

**9. Project Justification:**

The scope of this project is a new (replacement) Main Library of approximately 80,000 square feet. The Main Library has been situated at 310 N. Tryon St. since 1903, with a building replacement in the 1950s and a significant expansion/renovation in 1989. The project will address the integration of technology, as well as the Library's goal of improving collections and the customer experience by providing new services and spaces. The existing facility has no dedicated parking and requires ongoing and significant capital investments for building systems and other needs. The current building was designed well before the digital era and does not meet the programmatic needs of the Library and community residents. This project includes the relocation of operational support services to a separate Support Services Center, which will increase efficiency of those functions by relocating them outside of downtown.

**10. Cost Breakdown of Capital Project**

Project Costs	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 +	Total
Land Acquisition		3,000,000						3,000,000
Design/A & E	550,000	307,557	2,536,547	2,394,886	589,852			5,828,842
Construction			5,462,042	17,863,734	17,813,049			41,138,825
Public Art - 1%			203,426	203,426	135,617			542,469
Project Management								-
Furniture, Fixtures & Equip			1,151,598	1,277,783	851,856			3,281,237
Contingency			704,945	2,522,652	1,681,768			4,909,365
Communication			540,330	2,052,237	1,368,158			3,960,725
Other			599,682	713,313	475,542			1,788,537
<b>Total</b>	<b>550,000</b>	<b>3,307,557</b>	<b>11,198,570</b>	<b>27,028,031</b>	<b>22,915,842</b>	<b>-</b>	<b>-</b>	<b>65,000,000</b>

**11. Operating Savings From Existing Facilities**

Operating Budget Savings	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual
<b>County Expense</b>	-	-	7,267	897,227	1,362,453	1,393,717	1,434,221	1,434,221

**12. Operating Impact of Capital Project**

Total Operating Budget	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual
Salary & Benefits								
Utilities			25,444	156,481	258,930	468,884	480,606	492,621
Contract Services			44,650	275,937	624,149	945,351	973,712	1,002,923
Commodities								
Other			11,180	579,360	593,842	71,053	72,829	74,650
<b>Total Expense</b>	<b>-</b>	<b>-</b>	<b>81,274</b>	<b>1,011,778</b>	<b>1,476,922</b>	<b>1,485,288</b>	<b>1,527,147</b>	<b>1,570,194</b>
<b>Operating Revenue</b>								
<b>Total County Expense</b>	<b>-</b>	<b>-</b>	<b>81,274</b>	<b>1,011,778</b>	<b>1,476,922</b>	<b>1,485,288</b>	<b>1,527,147</b>	<b>1,570,194</b>
<b>Net County Operating Expense</b>	<b>-</b>	<b>-</b>	<b>74,007</b>	<b>114,551</b>	<b>114,469</b>	<b>91,571</b>	<b>92,926</b>	<b>135,973</b>
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Mecklenburg County  
Capital Project

1. Project Name: Little Sugar Creek Gwy Polk Site to South Carolina State Line		2. User Department: Park & Recreation	3. Project Category: Park & Recreation					
4. Address Location: Polk Site to South Carolina State Line□	5. Estimated Start Date: 10/1/2017	6. Estimated Completion 4/1/2019	7. Total Project Cost: <b>8,205,457</b>					
8. Project Description / Scope:  This project is for the construction of 3.30 miles of greenway that will extend Little Sugar Creek Greenway from near the Polk Site to the South Carolina border. This project will connect to nearly 12 miles of greenway (existing/underway), provide connections to commercial and neighborhood areas within Pineville, NC, the Polk Historic Site, the Belle Johnson Community Center, and to the future Lakeview Community Park. This greenway is being developed in partnership with a Stream Restoration Project.								
9. Project Justification:  A 50 by 20 Priority Greenway, design of this greenway section is currently underway. This project is a recommended in the Comprehensive Park & Recreation Master Plan Update (April 2015). This greenway project is part of the Cross Charlotte Trail and the Carolina Thread Trail.								
<b>10. Cost Breakdown of Capital Project</b>								
Project Costs	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 +	Total
Land Acquisition								-
Design/A & E								-
Construction	3,988,736	4,136,721						<b>8,125,457</b>
Public Art - 1%	80,000							<b>80,000</b>
Project Management								-
Furniture, Fixtures & Equip								-
Contingency								-
Communication								-
Other								-
<b>Total</b>	<b>4,068,736</b>	<b>4,136,721</b>	-	-	-	-	-	<b>8,205,457</b>

## **11. Operating Savings From Existing Facilities**

12 Operating Impact of Capital Project

Total Operating Budget	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual
Salary & Benefits			172,570	177,747	183,080	188,572	194,229	177,747
Utilities			6,242	6,367	6,495	6,624	6,757	6,367
Contract Services			84,254	84,254	84,254	84,254	84,254	84,254
Commodities			37,500	37,500	37,500	37,500	37,500	37,500
Other			98,000					
<b>Total Expense</b>	-	-	<b>398,567</b>	<b>305,869</b>	<b>311,328</b>	<b>316,951</b>	<b>322,740</b>	<b>305,869</b>
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	<b>398,567</b>	<b>305,869</b>	<b>311,328</b>	<b>316,951</b>	<b>322,740</b>	<b>305,869</b>
<b>Net County Operating Expense</b>	-	-	<b>398,567</b>	<b>305,869</b>	<b>311,328</b>	<b>316,951</b>	<b>322,740</b>	<b>305,869</b>
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	3	0	3	0
	3	0	3	0	3	0	3	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> McDowell Creek Gwy - Upper McDowell at NC73 to Chilgrove Lane	<b>2. User Department:</b> Park & Recreation	<b>3. Project Category:</b> Park & Recreation
<b>4. Address Location:</b> 0	<b>5. Estimated Start Date:</b> 7/1/2018	<b>6. Estimated Completion</b> 1/1/2022

**8. Project Description / Scope:**  
This project will extend the McDowell Creek Greenway north to Highway 73 by 2.53 miles. This greenway section will allow users to connect to Torrence Creek Greenway, Cook Regional Park and the Town of Huntersville.

**9. Project Justification:**  
This project is partially funded through a partnership with the North Carolina Department of Transportation (NCDOT). Through a highly competitive process, this project was awarded a NCDOT Reimbursement STPDA Grant (\$2,479,000).

**10. Cost Breakdown of Capital Project**

<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E		267,421	662,521					929,942
Construction			1,057,914	4,091,169	700,225			5,849,308
Public Art - 1%		64,116						64,116
Project Management								-
Furniture, Fixtures & Equip								-
Contingency								-
Communication								-
Other								-
<b>Total</b>	-	<b>331,537</b>	<b>1,720,435</b>	<b>4,091,169</b>	<b>700,225</b>	-	-	<b>6,843,366</b>

**11. Operating Savings From Existing Facilities**

<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

**12. Operating Impact of Capital Project**

<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>	
Salary & Benefits					61,812	63,666	65,576	61,812	
Utilities									
Contract Services					36,343	36,343	36,343	36,343	
Commodities					10,500	10,500	10,500	10,500	
Other					26,500				
<b>Total Expense</b>	-	-	-	-	<b>135,155</b>	<b>110,509</b>	<b>112,419</b>	<b>108,655</b>	
<b>Operating Revenue</b>									
<b>Total County Expense</b>	-	-	-	-	<b>135,155</b>	<b>110,509</b>	<b>112,419</b>	<b>108,655</b>	
<b>Net County Operating Expense</b>	-	-	-	-	<b>135,155</b>	<b>110,509</b>	<b>112,419</b>	<b>108,655</b>	
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	
	0	0	0	0	0	0	1	0	
							1	0	
								1	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> McAlpine Creek Gwy - Green Rea Road to Johnston Road	<b>2. User Department:</b> Park & Recreation	<b>3. Project Category:</b> Park & Recreation
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<b>4. Address Location:</b> Green Rea Road to Johnston Road	<b>5. Estimated Start Date:</b> 7/1/2018	<b>6. Estimated Completion</b> 1/1/2022	<b>7. Total Project Cost:</b> <b>5,744,431</b>
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<b>8. Project Description / Scope:</b> This greenway section will expand the existing McAlpine/McMullen/Four Mile system another 1.65 miles. The County owns most of the land. This greenway will connect to Charlotte Country Day School, McAlpine School and multiple neighborhoods.
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<b>9. Project Justification:</b> A 2008 Bond Project as well as a 50 by 20 Priority Greenway, this project is partially funded through a partnership with NCDOT. Through a highly competitive process, this project was awarded a NCDOT Reimbursement STPDA Grant in the amount of \$1,100,000. This greenway is part of the Carolina Thread Trail and will extend the McAlpine/McMullen/Four Mile Creek Greenway system to nearly 8 miles in length.
--

**10. Cost Breakdown of Capital Project**

Project Costs	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 +	Total
Land Acquisition								-
Design/A & E		224,478	556,131					780,609
Construction				3,434,193	587,780			4,021,972
Public Art - 1%		53,820	888,030					941,850
Project Management								-
Furniture, Fixtures & Equip								-
Contingency								-
Communication								-
Other								-
<b>Total</b>	-	<b>278,298</b>	<b>1,444,161</b>	<b>3,434,193</b>	<b>587,780</b>	-	-	<b>5,744,431</b>

**11. Operating Savings From Existing Facilities**

Operating Budget Savings	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual
<b>County Expense</b>	-	-	-	-	-	-	-	-

**12. Operating Impact of Capital Project**

Total Operating Budget	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual
Salary & Benefits					61,812	63,666	65,576	61,812
Utilities								-
Contract Services					15,998	15,998	15,998	15,998
Commodities					8,500	8,500	8,500	8,500
Other					-	-	-	-
<b>Total Expense</b>	-	-	-	-	<b>86,310</b>	<b>88,164</b>	<b>90,074</b>	<b>86,310</b>
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	<b>86,310</b>	<b>88,164</b>	<b>90,074</b>	<b>86,310</b>
<b>Net County Operating Expense</b>	-	-	-	-	<b>86,310</b>	<b>88,164</b>	<b>90,074</b>	<b>86,310</b>
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	1	0
							1	0
							1	0
							1	0

**Mecklenburg County  
Capital Project**

1. Project Name: Stewart Creek Greenway – Lakeview Avenue to State Street	2. User Department: Park & Recreation	3. Project Category: Park & Recreation										
4. Address Location: West Trade to State Street	5. Estimated Start Date: 7/1/2018	6. Estimated Completion: 1/1/2022	7. Total Project Cost: <b>4,990,248</b>									
8. Project Description / Scope: This greenway section will expand the existing Wesley Heights/Stewart Creek/Irwin Creek Greenways system by another 2.46 miles from State Street to Blenheim Road.												
9. Project Justification: This project is partially funded through a partnership with NCDOT and the Lakewood CDC. This project is a 2008 Bond Project and is in the 50 by 20 priority list of Greenways.												
<b>10. Cost Breakdown of Capital Project</b>												
Project Costs	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 +	Total				
Land Acquisition								-				
Design/A & E		195,006	420,786					<b>615,792</b>				
Construction				2,983,319	510,611			<b>3,493,930</b>				
Public Art - 1%		46,754	833,772					<b>880,526</b>				
Project Management								-				
Furniture, Fixtures & Equip								-				
Contingency								-				
Communication								-				
Other								-				
<b>Total</b>	-	<b>241,760</b>	<b>1,254,558</b>	<b>2,983,319</b>	<b>510,610</b>	-	-	<b>4,990,248</b>				
<b>11. Operating Savings From Existing Facilities</b>												
Operating Budget Savings	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual				
County Expense	-	-	-	-	-	-	-	-				
<b>12. Operating Impact of Capital Project</b>												
Total Operating Budget	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual				
Salary & Benefits												
Utilities												
Contract Services					42,396	42,396	42,396	42,396				
Commodities					13,148	13,148	13,148	13,148				
Other												
<b>Total Expense</b>	-	-	-	-	<b>55,544</b>	<b>55,544</b>	<b>55,544</b>	<b>55,544</b>				
<b>Operating Revenue</b>												
<b>Total County Expense</b>	-	-	-	-	<b>55,544</b>	<b>55,544</b>	<b>55,544</b>	<b>55,544</b>				
<b>Net County Operating Expense</b>	-	-	-	-	<b>55,544</b>	<b>55,544</b>	<b>55,544</b>	<b>55,544</b>				
Employee Count	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
	0	0	0	0	0	0	0	0	0	0	0	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> Irvins Creek Gwy - Idlewild Road to Lakeview Circle	<b>2. User Department:</b> Park & Recreation	<b>3. Project Category:</b> Park & Recreation
<b>4. Address Location:</b> Idlewild Road to Lakeview Circle	<b>5. Estimated Start Date:</b> 11/1/2018	<b>6. Estimated Completion</b> 5/1/2022

<b>8. Project Description / Scope:</b> This will be the first section of greenway built on Irvins Creek in Matthews. This new greenway section from Idlewild Road to Lakeview Circle will be 1.54 miles long and will provide a connection between local neighborhoods, Crown Point Elementary School and Idlewild Road Regional Park.
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<b>9. Project Justification:</b> A 2008 Bond Project and a 50 by 20 Priority Greenway, this project is partially funded through a partnership with the Town of Matthews and is part of the Carolina Thread Trail. This project is listed as a 5-year priority in the Greenway Master plan because the County owns most of the land and it provides a linkage between a park and school.
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<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E		26,938	407,484					434,422
Construction			91,310	2,069,028	944,537			3,104,875
Public Art - 1%		33,264						33,264
Project Management								-
Furniture, Fixtures & Equip								-
Contingency								-
Communication								-
Other								-
<b>Total</b>	-	60,202	498,794	2,069,028	944,537	-	-	3,572,560

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								
Utilities								
Contract Services					19,500	19,500	19,500	19,500
Commodities					9,000	9,000	9,000	9,000
Other								
<b>Total Expense</b>	-	-	-	-	28,500	28,500	28,500	28,500
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	28,500	28,500	28,500	28,500
<b>Net County Operating Expense</b>	-	-	-	-	28,500	28,500	28,500	28,500
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	0	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> Torrence Trib #2 - CATS Park and Ride to Rosewood Meadow Drive	<b>2. User Department:</b> Park & Recreation	<b>3. Project Category:</b> Park & Recreation
<b>4. Address Location:</b> CATS Park and Ride to Rosewood Meadow Drive	<b>5. Estimated Start Date:</b> 1/1/2019	<b>6. Estimated Completion</b> 7/1/2022

<b>8. Project Description / Scope:</b> This greenway section will expand the Torrence Creek/Torrence Creek Trib 2 Greenway System (2.36 miles long) by another .88 miles from CATS Park and Ride to Rosewood Meadow Drive. The greenway will allow users to travel from CATS Park and Ride (east of I-77) to Torrence Creek Trib 2 Greenway (west of I-77) to multiple neighborhoods, the Rosedale Shopping Center, the Torrence Creek Greenway and Torrence Creek Elementary School.
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<b>9. Project Justification:</b> The greenway is partially funded through a partnership with the Town of Huntersville and is part of the Carolina Thread Trail. This greenway section will provide a critical passage under I-77.
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<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E			282,980					282,980
Construction			10,003	1,099,374	886,329			1,995,705
Public Art - 1%		16,565	4,792					21,357
Project Management								-
Furniture, Fixtures & Equip								-
Contingency								-
Communication								-
Other								-
<b>Total</b>	-	<b>16,565</b>	<b>297,774</b>	<b>1,099,374</b>	<b>886,329</b>	-	-	<b>2,300,043</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								
Utilities								
Contract Services						10,878	10,878	10,878
Commodities						7,637	7,637	7,637
Other								
<b>Total Expense</b>	-	-	-	-	-	<b>18,515</b>	<b>18,515</b>	<b>18,515</b>
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	-	<b>18,515</b>	<b>18,515</b>	<b>18,515</b>
<b>Net County Operating Expense</b>	-	-	-	-	-	<b>18,515</b>	<b>18,515</b>	<b>18,515</b>
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	0	0

**Mecklenburg County  
Capital Project**

1. Project Name: Plum Creek Gwy - South Bailey Road to South Prong Rocky River Gwy	2. User Department: Park & Recreation	3. Project Category: Park & Recreation						
4. Address Location: South Bailey Road to South Prong Rocky River Gwy	5. Estimated Start Date: 1/1/2019	6. Estimated Completion: 6/1/2021	7. Total Project Cost: <b>1,355,435</b>					
8. Project Description / Scope: This project is for the construction of a greenway that will extend South Prong Rocky River Greenway by .66 miles to South Bailey Road. The greenway will allow users to connect to multiple neighborhoods as well as to W.A. Hough High School, the South Prong Rocky River Greenway, Bailey Middle School, the Bailey Road Recreation Center, Davidson Elementary School, and Bailey Road Park.								
9. Project Justification: This greenway partially funded through a partnership with the Town of Cornelius, which will provide land, design and permitting. The Project will be ready for bid by July 2018. This is a high priority greenway in the Cornelius Comprehensive Master Plan.								
<b>10. Cost Breakdown of Capital Project</b>								
Project Costs	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 +	Total
Land Acquisition								-
Design/A & E		25,028	12,189					<b>37,217</b>
Construction			755,007	550,422				<b>1,305,429</b>
Public Art - 1%		12,789						<b>12,789</b>
Project Management								-
Furniture, Fixtures & Equip								-
Contingency								-
Communication								-
Other								-
<b>Total</b>	<b>-</b>	<b>37,817</b>	<b>767,196</b>	<b>550,423</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,355,435</b>
<b>11. Operating Savings From Existing Facilities</b>								
Operating Budget Savings	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual
County Expense	-	-	-	-	-	-	-	-
<b>12. Operating Impact of Capital Project</b>								
Total Operating Budget	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual
Salary & Benefits								
Utilities								
Contract Services				8,220	8,220	8,220	8,220	8,220
Commodities				4,000	4,000	4,000	4,000	4,000
Other								
<b>Total Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,220</b>	<b>12,220</b>	<b>12,220</b>	<b>12,220</b>	<b>12,220</b>
<b>Operating Revenue</b>								
<b>Total County Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,220</b>	<b>12,220</b>	<b>12,220</b>	<b>12,220</b>	<b>12,220</b>
<b>Net County Operating Expense</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,220</b>	<b>12,220</b>	<b>12,220</b>	<b>12,220</b>	<b>12,220</b>
Employee Count	FT	PT	FT	PT	FT	PT	FT	PT
	0	0	0	0	0	0	0	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> Northern Towns Regional Recreation Center	<b>2. User Department:</b> Park & Recreation	<b>3. Project Category:</b> Park & Recreation
<b>4. Address Location:</b> 18121 Old Statesville Road Cornelius, NC 28031	<b>5. Estimated Start Date:</b> 1/1/2019	<b>6. Estimated Completion</b> 5/1/2022

<b>8. Project Description / Scope:</b> <p>This project will provide funding for the construction of a new 120,000 square foot regional, multi-generational recreation center. The center will be designed to complement the existing recreation opportunities in the northern towns. Potential amenities could include aquatics, gymnasiums, fitness centers, an elevated walking track, multi-use spaces, a kitchen, arts/culture/nature areas, multiple sport courts, performing arts/multi-use classrooms, staff offices and concession areas based on community input.</p>
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<b>9. Project Justification:</b> <p>A 2008 Bond Project, the project is also identified in the Park &amp; Recreation Department's 10-Year Master Plan as one of the four regional recreation centers to be developed in Mecklenburg County. This project will provide a state of the art regional recreation center for the northern towns of Mecklenburg County where service gaps currently exist.</p>
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<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E	194,935	719,403	3,217,500					4,131,838
Construction			4,887,528	23,258,168	11,129,040			39,274,736
Public Art - 1%	390,000							390,000
Project Management								-
Furniture, Fixtures & Equip					871,665			871,665
Contingency								-
Communication								-
Other								-
<b>Total</b>	<b>584,935</b>	<b>719,403</b>	<b>8,105,028</b>	<b>23,258,168</b>	<b>12,000,705</b>	<b>-</b>	<b>-</b>	<b>44,668,238</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	143,392	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits					2,421,386	3,109,822	3,203,117	3,109,822
Utilities					507,840	517,997	528,357	517,997
Contract Services					1,229,208	1,239,148	1,239,148	1,239,148
Commodities					240,695	165,220	165,220	165,220
Other					128,000			
<b>Total Expense</b>	-	-	-	-	4,527,129	5,032,187	5,135,842	5,032,187
<b>Operating Revenue</b>					1,217,857	1,278,770	1,278,770	1,278,770
<b>Total County Expense</b>	-	-	-	-	3,309,272	3,753,417	3,857,072	3,753,417
<b>Net County Operating Expense</b>	-	-	-	-	3,165,880	3,753,417	3,857,072	3,753,417
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	13	43
							13	43
							13	43

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> Independence Park	<b>2. User Department:</b> Park & Recreation	<b>3. Project Category:</b> Park & Recreation
<b>4. Address Location:</b> 300 Hawthorne Rd Charlotte NC	<b>5. Estimated Start Date:</b> 2/1/2019	<b>6. Estimated Completion</b> 6/1/2022

<b>8. Project Description / Scope:</b> This project will provide master planning and improvements to the existing park.
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<b>9. Project Justification:</b> This project will upgrade connectivity to Memorial Stadium.
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<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E		188,221	290,935					479,156
Construction			1,108,599	3,423,158	978,541			5,510,298
Public Art - 1%								-
Project Management								-
Furniture, Fixtures & Equip								-
Contingency								-
Communication								-
Other								-
<b>Total</b>	-	<b>188,221</b>	<b>1,399,534</b>	<b>3,423,158</b>	<b>978,541</b>	-	-	<b>5,989,453</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								
Utilities								
Contract Services								
Commodities								
Other								
<b>Total Expense</b>	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	-	-	-	-
<b>Net County Operating Expense</b>	-	-	-	-	-	-	-	-
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	0	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> Pearle Street Neighborhood Park Improvements	<b>2. User Department:</b> Park & Recreation	<b>3. Project Category:</b> Park & Recreation
<b>4. Address Location:</b> 1108 Baxter Street, Charlotte, NC	<b>5. Estimated Start Date:</b> 12/1/2018	<b>6. Estimated Completion</b> 12/1/2020

<b>8. Project Description / Scope:</b> <p>This project will provide funding for design and construction of improvements to the existing neighborhood park. Potential improvements may include improved access from McDowell Street and Uptown, turf improvements, landscaping, monumentation, removal of old asphalt, a designated parking area, improved entrance features (landscape and hardscape) at Kenilworth Ave and Pearl Park Way and a connection to Little Sugar Creek Greenway based on community input.</p>
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<b>9. Project Justification:</b> <p>Part of a Public/Private Partnership, partial funding of \$600,000 out of total project cost of \$4,650,000 has been provided in F20Y17.</p>
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<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E	246,372							246,372
Construction		2,848,132	1,065,434					3,913,566
Public Art - 1%	42,000							42,000
Project Management								-
Furniture, Fixtures & Equip								-
Contingency								-
Communication								-
Other								-
<b>Total</b>	<b>288,372</b>	<b>2,848,132</b>	<b>1,065,434</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,201,938</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								
Utilities								
Contract Services								
Commodities								
Other								
<b>Total Expense</b>	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	-	-	-	-
<b>Net County Operating Expense</b>	-	-	-	-	-	-	-	-
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	0	0

Mecklenburg County  
Capital Project

1. Project Name: Eastway Regional Recreation Center	2. User Department: Park & Recreation	3. Project Category: Park & Recreation						
4. Address Location: 423 Eastway Drive, Charlotte, NC	5. Estimated Start Date: 9/1/2018	6. Estimated Completion 11/1/2020	7. Total Project Cost: <b>41,425,795</b>					
8. Project Description / Scope:  This project will provide funding for the construction of a new 120,000 square foot regional, multi-generational recreation center. The center will be designed to complement the existing recreation opportunities in the eastern portion of Mecklenburg County. Potential amenities could include aquatics, gymnasiums, fitness centers, an elevated walking track, multi-use spaces, kitchen, arts/culture/nature areas, multiple sport courts, performing arts/multi-use classrooms, staff offices and concession areas based on community input.								
9. Project Justification:  This project is identified in the Park & Recreation Department's 10-Year Master Plan as one of the four regional recreation centers to be developed in Mecklenburg County. This project will provide a state of the art regional recreation center for the eastern portion of Mecklenburg County. Partial funding of \$1,000,000 out of total project cost of \$40,000,000 has been provided in FY2017 for initial designs.								
<b>10. Cost Breakdown of Capital Project</b>								
Project Costs	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 +	Total
Land Acquisition								-
Design/A & E	1,000,000							<b>1,000,000</b>
Construction	2,078,605	20,526,000	16,949,576					<b>39,554,181</b>
Public Art - 1%								-
Project Management								-
Furniture, Fixtures & Equip		871,615						<b>871,615</b>
Contingency								-
Communication								-
Other								-
<b>Total</b>	<b>3,078,605</b>	<b>21,397,615</b>	<b>16,949,576</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>41,425,795</b>

## **11. Operating Savings From Existing Facilities**

12. Operating Impact of Capital Project

Total Operating Budget	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual
Salary & Benefits			2,218,141	2,284,686	3,019,245	3,109,822	3,203,117	3,109,822
Utilities			458,989	468,169	523,076	517,997	528,357	517,997
Contract Services			1,160,920	1,160,920	1,126,473	1,126,473	1,126,473	1,126,473
Commodities			262,245	262,245	285,220	285,220	285,220	285,220
Other			128,000	128,000				
<b>Total Expense</b>	-	-	<b>4,228,295</b>	<b>4,304,020</b>	<b>4,954,014</b>	<b>5,039,512</b>	<b>5,143,167</b>	<b>5,039,512</b>
<b>Operating Revenue</b>				1,078,967	1,078,967	1,078,967	1,078,967	1,078,967
<b>Total County Expense</b>	-	-	<b>4,228,295</b>	<b>3,225,053</b>	<b>3,875,047</b>	<b>3,960,545</b>	<b>4,064,200</b>	<b>3,960,545</b>
<b>Net County Operating Expense</b>	-	-	<b>3,621,708</b>	<b>2,618,466</b>	<b>3,268,460</b>	<b>3,353,958</b>	<b>3,457,613</b>	<b>3,353,958</b>
<b>Employee Count</b>	FT	PT	FT	PT	FT	PT	FT	PT
	0	0	3	0	9	66	9	66
	9	66	9	66	9	66	9	66

**Mecklenburg County  
Capital Project**

1. Project Name: David B. Waymer Recreation Center Renovations	2. User Department: Park & Recreation	3. Project Category: Park & Recreation										
4. Address Location: 14200 Holbrook Road, Huntersville, NC	5. Estimated Start Date: 9/1/2018	6. Estimated Completion: 10/1/2019										
7. Total Project Cost: <b>1,326,051</b>												
8. Project Description / Scope: This project will provide funding for the renovations of the Historic Torrence-Lytte High School gymnasium. Potential improvements may include upgrades to the gym, multi-purpose rooms, kitchen, improved park access, and furniture and equipment replacements based on infrastructure needs and community input. This project will also address deficiencies with current codes, energy efficiency and accessibility requirements.												
9. Project Justification: Design for this project is underway and construction is projected to start in November 2017. Additional funds are needed to achieve the required scope of work. Partial funding of \$1,300,000 out of total project cost of \$2,600,000 has been provided in FY2017.												
<b>10. Cost Breakdown of Capital Project</b>												
Project Costs	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 +	Total				
Land Acquisition								-				
Design/A & E	299,000							<b>299,000</b>				
Construction	788,186	225,865						<b>1,014,051</b>				
Public Art - 1%	13,000							<b>13,000</b>				
Project Management								-				
Furniture, Fixtures & Equip								-				
Contingency								-				
Communication								-				
Other								-				
<b>Total</b>	<b>1,100,186</b>	<b>225,865</b>	-	-	-	-	-	<b>1,326,051</b>				
<b>11. Operating Savings From Existing Facilities</b>												
Operating Budget Savings	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual				
County Expense	-	-	-	-	-	-	-	-				
<b>12. Operating Impact of Capital Project</b>												
Total Operating Budget	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual				
Salary & Benefits	40,000	41,200	42,436	43,709	45,020	46,371	47,762	40,000				
Utilities												
Contract Services	49,950	49,950	49,950	49,950	49,950	49,950	49,950	49,950				
Commodities	33,558	33,558	33,558	33,558	33,558	33,558	33,558	33,558				
Other												
<b>Total Expense</b>	<b>123,508</b>	<b>124,708</b>	<b>125,944</b>	<b>127,217</b>	<b>128,528</b>	<b>129,879</b>	<b>131,270</b>	<b>123,508</b>				
<b>Operating Revenue</b>												
<b>Total County Expense</b>	<b>123,508</b>	<b>124,708</b>	<b>125,944</b>	<b>127,217</b>	<b>128,528</b>	<b>129,879</b>	<b>131,270</b>	<b>123,508</b>				
<b>Net County Operating Expense</b>	<b>123,508</b>	<b>124,708</b>	<b>125,944</b>	<b>127,217</b>	<b>128,528</b>	<b>129,879</b>	<b>131,270</b>	<b>123,508</b>				
Employee Count	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
	1	5	1	5	1	5	1	5	1	5	1	5

**Mecklenburg County  
Capital Project**

1. Project Name: Discovery Place	2. User Department: Park & Recreation	3. Project Category: Park & Recreation										
4. Address Location:	5. Estimated Start Date:	6. Estimated Completion										
7. Total Project Cost: <b>16,000,000</b>												
8. Project Description / Scope: Project Description not available upon date of publication.												
9. Project Justification: Project Justification not available upon date of publication.												
<b>10. Cost Breakdown of Capital Project</b>												
Project Costs	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 +	Total				
Land Acquisition								-				
Design/A & E				8,000,000	8,000,000			<b>16,000,000</b>				
Construction								-				
Public Art - 1%								-				
Project Management								-				
Furniture, Fixtures & Equip								-				
Contingency								-				
Communication								-				
Other								-				
<b>Total</b>	-	-	-	-	<b>8,000,000</b>	<b>8,000,000</b>	-	<b>16,000,000</b>				
<b>11. Operating Savings From Existing Facilities</b>												
Operating Budget Savings	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual				
<b>County Expense</b>	-	-	-	-	-	-	-	-				
<b>12. Operating Impact of Capital Project</b>												
Total Operating Budget	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual				
Salary & Benefits												
Utilities												
Contract Services												
Commodities												
Other												
<b>Total Expense</b>	-	-	-	-	-	-	-	-				
<b>Operating Revenue</b>												
<b>Total County Expense</b>	-	-	-	-	-	-	-	-				
<b>Net County Operating Expense</b>	-	-	-	-	-	-	-	-				
Employee Count	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
	0	0	0	0	0	0	0	0	0	0	0	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> Land Acquisition	<b>2. User Department:</b> Park & Recreation	<b>3. Project Category:</b> Park & Recreation
<b>4. Address Location:</b> Multiple	<b>5. Estimated Start Date:</b> 9/1/2019	<b>6. Estimated Completion</b> 6/1/2020

<b>8. Project Description / Scope:</b> <p>This project will provide land acquisition funding required for future land/open space needs.</p>
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<b>9. Project Justification:</b> <p>The Park &amp; Recreation Department's 10-Year Master Plan identified parkland acquisition as a high priority.</p>
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<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition		6,600,000	6,600,000	6,600,000	6,600,000	6,600,000		33,000,000
Design/A & E								-
Construction								-
Public Art - 1%								-
Project Management								-
Furniture, Fixtures & Equip								-
Contingency								-
Communication								-
Other								-
<b>Total</b>	<b>-</b>	<b>6,600,000</b>	<b>6,600,000</b>	<b>6,600,000</b>	<b>6,600,000</b>	<b>6,600,000</b>	<b>-</b>	<b>33,000,000</b>

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	<b>-</b>							

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								
Utilities								
Contract Services								
Commodities								
Other								
<b>Total Expense</b>	<b>-</b>							
<b>Operating Revenue</b>								
<b>Total County Expense</b>	<b>-</b>							
<b>Net County Operating Expense</b>	<b>-</b>							
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	<b>0</b>							

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> Druid Hills Neighborhood Park	<b>2. User Department:</b> Park & Recreation	<b>3. Project Category:</b> Park & Recreation
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<b>4. Address Location:</b> 2801 Poinsett Street Charlotte, NC 28206	<b>5. Estimated Start Date:</b> 1/1/2019	<b>6. Estimated Completion</b>	<b>7. Total Project Cost:</b> <b>1,000,000</b>
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<b>8. Project Description / Scope:</b> This project will provide funding for the Site Master Plan buildout of this park. Amenities could include a picnic shelter, benches, walkways, and an amphitheater based on community input.
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<b>9. Project Justification:</b>
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A 2008 Bond Project that is also identified in the Park & Recreation Department's 10-Year Master Plan as a high priority, this phase will complete the build-out of the park and provide new amenities per the approved site master plan.

**10. Cost Breakdown of Capital Project**

<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E		10,000	80,000					90,000
Construction			200,000	700,000				900,000
Public Art - 1%			10,000					10,000
Project Management								-
Furniture, Fixtures & Equip								-
Contingency								-
Communication								-
Other								-
<b>Total</b>	<b>-</b>	<b>10,000</b>	<b>290,000</b>	<b>700,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,000,000</b>

**11. Operating Savings From Existing Facilities**

<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	<b>-</b>							

**12. Operating Impact of Capital Project**

<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								
Utilities								
Contract Services								
Commodities								
Other								
<b>Total Expense</b>	<b>-</b>							
<b>Operating Revenue</b>								
<b>Total County Expense</b>	<b>-</b>							
<b>Net County Operating Expense</b>	<b>-</b>							
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	<b>0</b>							

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> Ezell Farms Community Park	<b>2. User Department:</b> Park & Recreation	<b>3. Project Category:</b> Park & Recreation
<b>4. Address Location:</b> 2801 Poinsett Street Charlotte, NC 28206	<b>5. Estimated Start Date:</b> 7/1/2019	<b>6. Estimated Completion</b> 1/1/2023

<b>8. Project Description / Scope:</b> This project will provide funding to develop the next phase of the Site Master Plan prepared in 2010. Park amenities may include a farmers market pavilion, an incubator farm, greenhouses, picnic shelters, playgrounds, athletic spaces, etc.
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<b>9. Project Justification:</b> A 2008 Bond Project that is also identified in the Park & Recreation Department's 10- Year Master Plan as a high priority, this project will provide a new community park in a service gap area of the County.
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<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E			144,000	216,000				360,000
Construction				864,000	1,980,000	360,000		3,204,000
Public Art - 1%			36,000					36,000
Project Management								-
Furniture, Fixtures & Equip								-
Contingency								-
Communication								-
Other								-
<b>Total</b>	-	-	180,000	1,080,000	1,980,000	360,000	-	3,600,000

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits						231,945	238,904	231,945
Utilities						6,624	6,757	6,624
Contract Services						108,764	108,764	108,764
Commodities						26,480	26,480	26,480
Other						107,500	107,500	107,500
<b>Total Expense</b>	-	-	-	-	-	481,314	488,405	481,314
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	-	481,314	488,405	481,314
<b>Net County Operating Expense</b>	-	-	-	-	-	481,314	488,405	481,314
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	3	2

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> Mallard Crk Greenway	<b>2. User Department:</b> Park & Recreation	<b>3. Project Category:</b> Park & Recreation
<b>4. Address Location:</b> Mallard Creek Drive to David Taylor Drive	<b>5. Estimated Start Date:</b> 6/1/2019	<b>6. Estimated Completion</b> 12/1/2022

**8. Project Description / Scope:**  
This greenway section will expand the Mallard Creek/Clark's Creek/Toby Creek Greenway System (approximately 10 miles existing/underway) by another 1.71 miles from Mallard Creek Drive to David Taylor Drive.

<b>9. Project Justification:</b> A 2008 Bond Project as well as a 50 by 20 Priority Greenway, this greenway is part of the Carolina Thread Trail. The Mallard Creek/Clark's Creek/Toby Creek Greenway system will expand to approximately 12 miles in length, remaining the longest greenway in the County.
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<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E			192,134	271,535				463,669
Construction				724,070	2,026,143	244,535		2,994,748
Public Art - 1%			34,934					34,934
Project Management								-
Furniture, Fixtures & Equip								-
Contingency								-
Communication								-
Other								-
<b>Total</b>	-	-	227,068	995,605	2,026,143	244,535	-	3,493,351

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits						125,389	129,151	125,389
Utilities								
Contract Services						28,152	28,152	28,152
Commodities						8,304	8,304	8,304
Other								
<b>Total Expense</b>	-	-	-	-	-	161,845	165,607	161,845
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	-	161,845	165,607	161,845
<b>Net County Operating Expense</b>	-	-	-	-	-	161,845	165,607	161,845
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	2	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> Briar Creek/Little Hope Greenway- Keystone Court to Manning Drive	<b>2. User Department:</b> Park & Recreation	<b>3. Project Category:</b> Park & Recreation
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<b>4. Address Location:</b> Keystone Court to Manning Drive	<b>5. Estimated Start Date:</b> 12/1/2019	<b>6. Estimated Completion</b> 6/1/2023	<b>7. Total Project Cost:</b> <b>2,715,300</b>
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<b>8. Project Description / Scope:</b> This greenway project will extend 1.10 miles from Manning Drive along Briar Creek, incorporate a small section of Little Sugar Creek, and then extend along Little Hope Creek to Keystone Court. This greenway will connect local neighborhoods, Marion Diehl Community Park, Marion Diehl Recreation Center, Queens University facilities, and the Charlotte Mecklenburg Senior Center.
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<b>9. Project Justification:</b> A 2008 Bond Project and a 50 by 20 Priority Greenway, this is a high priority greenway section based on it's linkage to the Cross Charlotte Trail.
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**10. Cost Breakdown of Capital Project**

<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E			6,788	373,354				380,142
Construction					1,439,109	868,896		2,308,005
Public Art - 1%			27,153					27,153
Project Management								-
Furniture, Fixtures & Equip								-
Contingency								-
Communication								-
Other								-
<b>Total</b>	-	-	33,941	373,354	1,439,109	868,896	-	2,715,300

**11. Operating Savings From Existing Facilities**

<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

**12. Operating Impact of Capital Project**

<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								
Utilities								
Contract Services						23,605	23,605	23,605
Commodities						6,760	6,760	6,760
Other								
<b>Total Expense</b>	-	-	-	-	-	30,365	30,365	30,365
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	-	30,365	30,365	30,365
<b>Net County Operating Expense</b>	-	-	-	-	-	30,365	30,365	30,365
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	0	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> McIntyre Creek Greenway	<b>2. User Department:</b> Park & Recreation	<b>3. Project Category:</b> Park & Recreation
<b>4. Address Location:</b> Beatties Ford Road to Clarence Field Drive	<b>5. Estimated Start Date:</b> 12/1/2019	<b>6. Estimated Completion</b> 6/1/2023

<b>8. Project Description / Scope:</b> <p>This will be the first greenway constructed on McIntyre Creek. This greenway section will be .77 miles long and will connect surrounding neighborhoods to Hornet's Park.</p>
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<b>9. Project Justification:</b> <p>A 2008 Bond Project and a 50 by 20 Priority Greenway, this project will be completed in conjunction with a Comprehensive Neighborhood Improvement Program (CNIP) with the City of Charlotte. The combination of greenway and CNIP project will offer the public an extensive network of bike/ped facilities. This project is also listed as a five-year greenway development priority.</p>
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<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E			4,536	249,480				254,016
Construction					961,632	580,608		1,542,240
Public Art - 1%			18,144					18,144
Project Management								-
Furniture, Fixtures & Equip								-
Contingency								-
Communication								-
Other								-
<b>Total</b>	-	-	22,680	249,480	961,632	580,608	-	1,814,400

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								
Utilities								
Contract Services						9,523	9,523	9,523
Commodities						4,731	4,731	4,731
Other								
<b>Total Expense</b>	-	-	-	-	-	14,254	14,254	14,254
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	-	14,254	14,254	14,254
<b>Net County Operating Expense</b>	-	-	-	-	-	14,254	14,254	14,254
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	2	0

**Mecklenburg County  
Capital Project**

1. Project Name: Irwin Creek Greenway	2. User Department: Park & Recreation	3. Project Category: Park & Recreation										
4. Address Location: Old Statesville Road to Allen Hills Park	5. Estimated Start Date: 6/1/2020	6. Estimated Completion: 11/1/2023	7. Total Project Cost: <b>5,077,800</b>									
8. Project Description / Scope: This project will provide 2.2 miles of new greenway from Nevins Regional Park to Ribbonwalk Nature Preserve to Allen Hills Park. This will be the first greenway connection through a Regional park and nature preserve.												
9. Project Justification: A 2008 bond project and a 50 by 20 Priority Greenway, this greenway is part of the Carolina Tread Trail and the Mooresville to Charlotte Trail. This greenway project is a priority in the Greenway Master Plan Update.												
<b>10. Cost Breakdown of Capital Project</b>												
Project Costs	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024 +	Total				
Land Acquisition								-				
Design/A & E				279,279	431,613			<b>710,892</b>				
Construction					1,015,560	2,945,124	355,446	<b>4,316,130</b>				
Public Art - 1%				50,778				<b>50,778</b>				
Project Management								-				
Furniture, Fixtures & Equip								-				
Contingency								-				
Communication								-				
Other								-				
<b>Total</b>	-	-	-	-	<b>330,057</b>	<b>1,447,173</b>	<b>2,945,124</b>	<b>355,446</b>	<b>5,077,800</b>			
<b>11. Operating Savings From Existing Facilities</b>												
Operating Budget Savings	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual				
<b>County Expense</b>	-	-	-	-	-	-	-	-				
<b>12. Operating Impact of Capital Project</b>												
Total Operating Budget	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	Post-Project Annual				
Salary & Benefits							71,654	71,654				
Utilities												
Contract Services												
Commodities												
Other												
<b>Total Expense</b>	-	-	-	-	-	-	<b>71,654</b>	<b>71,654</b>				
<b>Operating Revenue</b>												
<b>Total County Expense</b>	-	-	-	-	-	-	<b>71,654</b>	<b>71,654</b>				
<b>Net County Operating Expense</b>	-	-	-	-	-	-	<b>71,654</b>	<b>71,654</b>				
Employee Count	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT
	0	0	0	0	0	0	0	0	1	0	1	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> Eastfield Regional Park	<b>2. User Department:</b> Park & Recreation	<b>3. Project Category:</b> Park & Recreation
<b>4. Address Location:</b> 13729 Eastfield Drive, Huntersville, NC 28078	<b>5. Estimated Start Date:</b> 6/1/2020	<b>6. Estimated Completion</b> 11/1/2023

**8. Project Description / Scope:**  
This project will provide funding to master plan and develop the first phase of this currently land-banked and un-developed park property within the Town of Huntersville. Typically, regional park amenities may include athletic fields, tennis courts, picnic shelters, etc.

<b>9. Project Justification:</b> A 2008 Bond Project as well as part of the Park & Recreation Department's 10 year Master Plan, this project will provide athletic amenities in a service gap area of the Prosperity Huck section of the County.
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<b>10. Cost Breakdown of Capital Project</b>									
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>	
Land Acquisition								-	
Design/A & E				275,000	125,000			400,000	
Construction					1,500,000	2,700,000	350,000	4,550,000	
Public Art - 1%				50,000				50,000	
Project Management								-	
Furniture, Fixtures & Equip								-	
Contingency								-	
Communication								-	
Other								-	
<b>Total</b>	-	-	-	-	325,000	1,625,000	2,700,000	350,000	5,000,000

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits							194,727	194,727
Utilities							6,757	
Contract Services							135,134	
Commodities							36,860	
Other							52,500	
<b>Total Expense</b>	-	-	-	-	-	-	425,978	194,727
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	-	-	425,978	194,727
<b>Net County Operating Expense</b>	-	-	-	-	-	-	425,978	194,727
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	3	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> Briar Creek Greenway (Central to Commonwealth to Monroe)	<b>2. User Department:</b> Park & Recreation	<b>3. Project Category:</b> Park & Recreation
<b>4. Address Location:</b> Central Avenue to Commonwealth to Monroe Rd	<b>5. Estimated Start Date:</b> 4/1/2020	<b>6. Estimated Completion</b> 12/1/2023

<b>8. Project Description / Scope:</b> <p>This project will provide design and construction of 1.65 miles of new greenway from Central Avenue to Commonwealth, under Highway 74 to Monroe Road/7th Street. This greenway will also provide a connection to the Morningside development, which is currently under construction.</p>
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<b>9. Project Justification:</b> <p>A 2008 Bond Project as well as a 50 by 20 Priority Greenway, this project will provide several important linkages including connecting Chantilly Park to Chantilly Elementary School. This greenway will also provide a critical passage under Highway 74.</p>
---

<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E						314,171	218,756	532,927
Construction						644,626	3,818,284	4,462,910
Public Art - 1%						50,463		50,463
Project Management								-
Furniture, Fixtures & Equip								-
Contingency								-
Communication								-
Other								-
<b>Total</b>	-	-	-	-	-	1,009,260	4,037,040	5,046,300

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								54,919
Utilities								
Contract Services								
Commodities								
Other								
<b>Total Expense</b>	-	-	-	-	-	-	-	54,919
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	-	-	-	54,919
<b>Net County Operating Expense</b>	-	-	-	-	-	-	-	54,919
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	0	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> Park Rd Park Shelter	<b>2. User Department:</b> Park & Recreation	<b>3. Project Category:</b> Park & Recreation
<b>4. Address Location:</b> 6220 Park Rd Charlotte, NC	<b>5. Estimated Start Date:</b> 7/1/2022	<b>6. Estimated Completion</b> 10/1/2023

<b>8. Project Description / Scope:</b> <p>This project will provide funding for the design of a new indoor facility, renovations to existing outdoor shelters and associated site improvements.</p>
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<b>9. Project Justification:</b> <p>A 2008 Bond Project as well as part of the Park &amp; Recreation Department's 10-Year Master Plan, this improvement to the existing park will provide a much needed indoor, multi-purpose shelter.</p>
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<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E					303,112			303,112
Construction					220,445	2,204,448		2,424,893
Public Art - 1%					27,555			27,555
Project Management								-
Furniture, Fixtures & Equip								-
Contingency								-
Communication								-
Other								-
<b>Total</b>	-	-	-	-	551,112	2,204,448	-	2,755,560

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								
Utilities								24,000
Contract Services								68,600
Commodities								65,000
Other								70,000
<b>Total Expense</b>	-	-	-	-	-	-	-	227,600
<b>Operating Revenue</b>								30,000
<b>Total County Expense</b>	-	-	-	-	-	-	-	197,600
<b>Net County Operating Expense</b>	-	-	-	-	-	-	-	197,600
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	0	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> Sugar Creek Greenway (BG Parkway to McDowell Farms Dr)	<b>2. User Department:</b> Park & Recreation	<b>3. Project Category:</b> Park & Recreation
<b>4. Address Location:</b> Billy Graham Parkway to McDowell Farms Drive	<b>5. Estimated Start Date:</b> 5/1/2022	<b>6. Estimated Completion</b> 1/1/2024

**8. Project Description / Scope:**  
This project is for the design of the first section of greenway built on Sugar Creek. This new greenway section will run for 3.3 miles from the Billy Graham Parkway to McDowell Farms Drive and will connect to multiple neighborhoods.

**9. Project Justification:**  
A 2008 Bond Project as well as a 50 by 20 Priority Greenway and a high priority project in the updated 10-Year Master Plan, this will be the first greenway along Sugar Creek.

<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E						608,635		608,635
Construction						991,772	6,738,480	7,730,252
Public Art - 1%						84,213		84,213
Project Management								-
Furniture, Fixtures & Equip								-
Contingency								-
Communication								-
Other								-
<b>Total</b>	-	-	-	-	-	1,684,620	6,738,480	8,423,100

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								108,162
Utilities								
Contract Services								40,396
Commodities								19,180
Other								51,000
<b>Total Expense</b>	-	-	-	-	-	-	-	218,738
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	-	-	-	218,738
<b>Net County Operating Expense</b>	-	-	-	-	-	-	-	218,738
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	0	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> Naomi Drenen Rec Center	<b>2. User Department:</b> Park & Recreation	<b>3. Project Category:</b> Park & Recreation
<b>4. Address Location:</b> 750 Beal Street Charlotte, NC 28211	<b>5. Estimated Start Date:</b> 5/1/2022	<b>6. Estimated Completion</b> 9/1/2023

<b>8. Project Description / Scope:</b> <p>This project will provide design and construction for a teen media/lounge, new multi-purpose rooms and upgrades/expansion to County's only Skate park.</p>
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<b>9. Project Justification:</b> <p>A 2008 Bond Project, a 50 by 20 Priority Greenway as well as part of the Park &amp; Recreation Department's 10 Year Master Plan, this expansion will provide additional program opportunities for local residents.</p>
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<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E					380,000			380,000
Construction						1,524,000		1,524,000
Public Art - 1%					20,000			20,000
Project Management								-
Furniture, Fixtures & Equip						76,000		76,000
Contingency								-
Communication								-
Other								-
<b>Total</b>	-	-	-	-	-	400,000	1,600,000	-
								2,000,000

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								
Utilities								
Contract Services								
Commodities								
Other								
<b>Total Expense</b>	-	-	-	-	-	-	-	-
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	-	-	-	-
<b>Net County Operating Expense</b>	-	-	-	-	-	-	-	-
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	0	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> Col Francis Beatty Park(Improvement)	<b>2. User Department:</b> Park & Recreation	<b>3. Project Category:</b> Park & Recreation
<b>4. Address Location:</b> 4330 Weddington Road, Charlotte, NC 28270	<b>5. Estimated Start Date:</b> 5/1/2022	<b>6. Estimated Completion</b> 9/1/2023

<b>8. Project Description / Scope:</b>
This project will provide funding for the design and construction of the fourth and final phase of this park. Amenities yet to be built per the approved site master plan include a cross-country running course, maintenance compound, tennis courts, and playgrounds.

<b>9. Project Justification:</b>
A 2008 Bond Project that's also included in the Park & Recreation Department's 10-Year Master Plan, this fourth and final phase will complete the build-out of this park and provide needed amenities to serve a growing population.

<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E						230,320	-	230,320
Construction						165,019	1,674,400	1,839,419
Public Art - 1%						23,261		23,261
Project Management								-
Furniture, Fixtures & Equip								-
Contingency								-
Communication								-
Other								-
<b>Total</b>	-	-	-	-	-	418,600	1,674,400	2,093,000

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								
Utilities								54,156
Contract Services								34,800
Commodities								19,200
Other								128,156
<b>Total Expense</b>	-	-	-	-	-	-	-	236,312
<b>Operating Revenue</b>								
<b>Total County Expense</b>	-	-	-	-	-	-	-	236,312
<b>Net County Operating Expense</b>	-	-	-	-	-	-	-	236,312
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	0	0

**Mecklenburg County  
Capital Project**

<b>1. Project Name:</b> Mallard Creek Recreation Center	<b>2. User Department:</b> Park & Recreation	<b>3. Project Category:</b> Park & Recreation
<b>4. Address Location:</b> 2530 Johnson Oehler Rd Charlotte, NC 28262	<b>5. Estimated Start Date:</b> 7/1/2022	<b>6. Estimated Completion</b> 12/1/2023

<b>8. Project Description / Scope:</b> Project Funding will provide for design of a major expansion of this 18-year old facility which is currently at capacity in regards to programming. Project consists of expansion of group fitness area, auxiliary gym, after school and pre-school rooms.
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<b>9. Project Justification:</b> A 2008 Bond Project that's also included in the Park & Recreation Department's 10-Year Master Plan, this project fills a service gap for recreation centers in the County.
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<b>10. Cost Breakdown of Capital Project</b>								
<b>Project Costs</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024 +</b>	<b>Total</b>
Land Acquisition								-
Design/A & E						829,800	20,619	850,419
Construction							5,300,831	5,300,831
Public Art - 1%							63,750	63,750
Project Management								-
Furniture, Fixtures & Equip							160,000	160,000
Contingency								-
Communication								-
Other								-
<b>Total</b>	-	-	-	-	-	829,800	5,545,200	6,375,000

<b>11. Operating Savings From Existing Facilities</b>								
<b>Operating Budget Savings</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
<b>County Expense</b>	-	-	-	-	-	-	-	-

<b>12. Operating Impact of Capital Project</b>								
<b>Total Operating Budget</b>	<b>FY2018</b>	<b>FY2019</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>Post-Project Annual</b>
Salary & Benefits								130,365
Utilities								
Contract Services								
Commodities								20,000
Other								
<b>Total Expense</b>	-	-	-	-	-	-	-	150,365
<b>Operating Revenue</b>								21,440
<b>Total County Expense</b>	-	-	-	-	-	-	-	128,925
<b>Net County Operating Expense</b>	-	-	-	-	-	-	-	128,925
<b>Employee Count</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>	<b>FT</b>	<b>PT</b>
	0	0	0	0	0	0	0	0

# APPENDICES



- Budget Ordinance
- Financial Management Policies
- Basis of Budgeting and Accounting
- County Debt Policy
- Mecklenburg County At a Glance
- FY2018 Mecklenburg County Jurisdiction Tax Rates
- Five Year Historical Comparison of Tax Rates
- Twenty Year Property Tax Rate Summary
- Property Tax Rate Per Capita: Ten Year Comparison
- FY2018 Adopted Fee Changes
- Glossary of Terms

## **MECKLENBURG COUNTY, NORTH CAROLINA BUDGET ORDINANCE FISCAL YEAR 2017-2018**

The following ordinance was offered by Commissioner Bill James who moved its adoption:

**BE IT ORDAINED BY THE BOARD OF COMMISSIONERS OF  
MECKLENBURG COUNTY, NORTH CAROLINA, THIS 20TH DAY OF JUNE 2017:**

**Section I.** That for the operation of Mecklenburg County's government and its subdivisions for the fiscal year beginning July 1, 2017 and ending June 30, 2018, the amounts in the following schedules are hereby appropriated:

General Fund		\$1,273,633,517
including appropriation for:		
Capital Reserve Fund	14,000,000	
Capital Project Pay Go Fund	37,540,800	
Technology Reserve Fund	12,417,000	
Vehicle Reserve Fund	1,832,000	
Debt Service Fund		314,229,128
including appropriation for:		
Capital Reserve Fund	10,000,000	
Law Enforcement Service District Fund		17,681,060
Fire Protection Service District Funds		
Charlotte ETJ Fire Protection Service District		4,225,915
Cornelius ETJ Fire Protection Service District		56,386
Davidson ETJ Fire Protection Service District		194,130
Huntersville ETJ Fire Protection Service District		833,754
Mint Hill ETJ Fire Protection Service District		318,348
Solid Waste Enterprise Fund		26,867,607
Storm Water Special Revenue Fund		16,189,520
Transit Sales Tax Special Revenue Fund		51,500,000
<b>TOTAL APPROPRIATIONS</b>		<b><u>\$1,705,729,365</u></b>

**Section II.** That it is estimated that the following revenues will be available during the fiscal year beginning July 1, 2017, and ending June 30, 2018, to meet the appropriations in Section I, as set forth in the following schedules:

General Fund		
Current Tax Levy	\$777,319,152	
Revenues – Other Sources	496,314,365	
Subtotal – General Fund		\$1,273,633,517
Debt Service Fund		
Current Tax Levy	\$243,415,200	
Revenues – Other Sources	70,813,928	
Subtotal – General Fund		\$314,229,128
Law Enforcement Service District Fund		
Current Tax Levy	\$16,481,060	
Revenues – Other Sources	1,200,000	
Subtotal – LESD Fund		\$17,681,060

Fire Protection Service District Funds	
Charlotte ETJ Fire Protection Service District	
Current Tax Levy	4,225,915
Cornelius ETJ Fire Protection Service District	
Current Tax Levy	56,386
Davidson ETJ Fire Protection Service District	
Current Tax Levy	194,130
Huntersville ETJ Fire Protection Service District	
Current Tax Levy	833,754
Mint Hill ETJ Fire Protection Service District	
Current Tax Levy	318,348
Solid Waste Enterprise Fund	
Revenue-Other Sources	26,867,607
Storm Water Special Revenue Fund	
Revenue-Other Sources	16,189,520
Transit Sales Tax Special Revenue Fund	
Non-Property Tax	51,500,000
<b>ESTIMATED REVENUES</b>	<b>\$1,705,729,365</b>

**Section III.** That there is hereby levied for the fiscal year beginning July 1, 2017 and ending June 30, 2018, 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, 2017, 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:

<b>Tax Rate <u>81.57¢</u></b>
<b>Based on Estimated Assessed Valuation of <u>\$126,400,000,000</u></b>

**Section IV.** There is also hereby levied for the fiscal year beginning July 1, 2017 and ending June 30, 2018, 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, 2017, 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:

<b>Law Enforcement Service District Tax Rate <u>21.46¢</u></b>
<b>Based on Estimated Assessed Valuation in the Law Enforcement Service District of <u>\$7,835,970,921</u></b>

**Section V.** There is also hereby levied for the fiscal year beginning July 1, 2017 and ending June 30, 2018, 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, 2017, 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 8.0¢**

**Based on Estimated Assessed Valuation in the Charlotte ETJ Fire Protection Service District of  
\$5,390,197,526**

**Cornelius ETJ Fire Protection Service District Tax Rate 5.7¢**

**Based on Estimated Assessed Valuation in the Cornelius ETJ Fire Protection Service District of  
\$100,942,068**

**Davidson ETJ Fire Protection Service District Tax Rate 8.5¢**

**Based on Estimated Assessed Valuation in the Davidson ETJ Fire Protection Service District of  
\$233,049,200**

**Huntersville ETJ Fire Protection Service District Tax Rate 5.0¢**

**Based on Estimated Assessed Valuation in the Huntersville ETJ Fire Protection Service District of  
\$1,701,539,257**

**Mint Hill ETJ Fire Protection Service District Tax Rate 8.0¢**

**Based on Estimated Assessed Valuation in the Mint Hill ETJ Fire Protection Service District of  
\$410,242,870**

**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, 2017 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 \$24.00 per year is imposed under N.C.G.S. 153A-292 for the fiscal year beginning July 1, 2017 and ending June 30, 2018, on all mobile homes, single family and multi-family residences located in Mecklenburg County on January 1, 2017, as provided in the Residential Solid Waste Fee Ordinance. Such fees are to be added to the 2017 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 and Register of Deeds Special Revenue Fund, \$12,417,000. 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 million. A transfer of \$30 million is authorized into the Deferred Maintenance Capital Reserve Special Revenue Fund from the following sources: the General Fund; Pay-As-You Go funding; the Debt Service Fund; fees; and from Capital Reserve Fund Balance. The Deferred Maintenance Capital Reserve Fund annual budget for FY2018 totals \$30 million to be expended on projects as approved by the County Manager or her designee. Funds appropriated can only be utilized for capital expenditures in the current or subsequent years.

**Section XVII.** That there is hereby appropriated to the Vehicle Reserve Special Revenue Fund as a transfer from the General Fund, \$1,832,000. 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 \$37,540,800 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 \$314,229,128. 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, 2017 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.** Revenues currently collected within the Dog Parks Capital Reserve Fund, Latta Plantation Park Equestrian Center Capital Reserve Fund, St. Mary's Chapel Capital Reserve Fund, Jetton Park Capital Reserve Fund, Neighborhood Pools Capital Reserve Fund, Special Revenue Fund for McDowell Park, Mecklenburg County Aquatic Center Capital Reserve Fund, Colonel Beatty Park Capital Reserve Fund, Mallard Creek Recreation Center Capital Reserve Fund, Boat Launch Facilities Capital Reserve Fund, Ray's Splashplanet/Irwin Creek Recreation Center Capital Reserve Fund, Liz Hair Nature Walk Capital Reserve Fund, Outdoor Recreation Programs Capital Reserve Fund, and Freedom Park Capital Reserve Fund Ordinance are hereby collected within the general operating fund, that these capital reserve and special revenue funds are hereby terminated, and that any unobligated balances are hereby transferred to the Recreation Facilities Capital Reserve Fund.

**Section XXIV.** 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 \$322,000 restricted contingency appropriation for Supportive Housing can be expended, the Board must authorize such expenditures. That before any portion of the \$248,000 restricted contingency appropriation for HIV Prevention can be expended, the Board must authorize such expenditures. That before any portion of the \$258,000 restricted contingency appropriation for Smoking Cessation can be expended, the Board must authorize such expenditures.

**Section XXV.** 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.

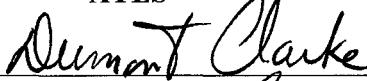
**Section XXVI.** The fees submitted by the Park and Recreation department, the Health department and Land Use and Environmental Service department in support of their budget request are approved.

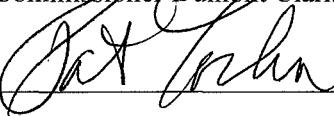
**Section XXVII.** The compensation and allowances for the members of the Board of County Commissioners shall be as provided in the annual budget, the details of which are shown attached in Schedule No. 4, and the terms of which budget are hereby specifically incorporated by reference.

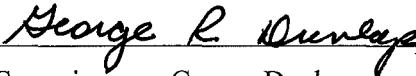
The motion to adopt the foregoing ordinance was seconded by Commissioner Matthew Ridenhour and carried on the following vote:

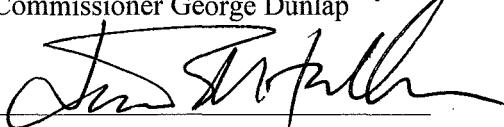
AYES

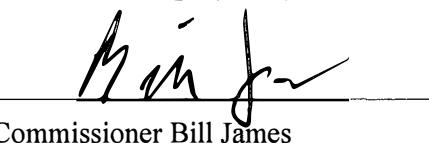
NAYES-NONE

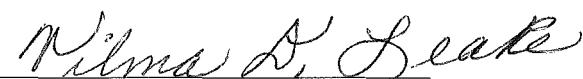
  
Commissioner Dumont Clarke

  
Commissioner Patricia "Pat" Cotham

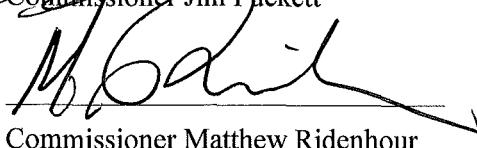
  
Commissioner George Dunlap

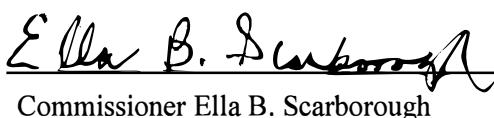
  
Commissioner Trevor M. Fuller

  
Commissioner Bill James

  
Commissioner Vilma D. Leake

  
Commissioner Jim Puckett

  
Commissioner Matthew Ridenhour

  
Commissioner Ella B. Scarborough

**Budget Summary By Fund**  
**FY 2017 - 2018**

Fund	Appropriation	Fund Balance	Federal Aid	State Aid	Other Revenue	Prior Year's Taxes	Sales Taxes	Current Year's Taxes
General Fund	\$ 1,273,633,517	\$ 44,805,086	\$ 111,186,999	\$ 30,273,207	\$ 120,912,073	\$ 4,609,000	\$ 184,528,000	\$ 777,319,152
Solid Waste Disposal Enterprise Fund	26,867,607	1,410,453		1,709,541	23,747,613			
Storm Water Special Revenue Fund	16,189,520			16,189,520				
Transit Sales Tax	51,500,000						51,500,000	4,225,915
Charlotte ETJ - District 1	4,225,915							56,386
Cornelius ETJ - District 2	56,386							194,130
Davidson ETJ - District 3	194,130							833,754
Huntersville ETJ - District 4	833,754							318,348
Mint Hill ETJ - District 5	318,348							243,415,200
Debt Service Fund	314,229,128		2,025,025		15,088,903		53,700,000	16,481,060
Law Enforcement Service District	17,681,060	1,200,000						
<b>TOTALS</b>	<b>\$ 1,705,729,365</b>	<b>\$ 47,415,539</b>	<b>\$ 113,212,024</b>	<b>\$ 31,982,748</b>	<b>\$ 175,938,109</b>	<b>\$ 4,609,000</b>	<b>\$ 289,728,000</b>	<b>\$ 1,042,843,945</b>

## 2017-2018 Tax Rate per \$100 of Assessed Value:

Law Enforcement Service District:
Yield of 1¢ Tax Rate
Gross <b>\$783,597</b>
Less: 2% Allowance for Uncollectibles <b>-15,672</b>
<b>NET \$767,925</b>
2017-2018 Tax Rate <b>21.46 ¢</b>
2017-2018 Est. Assessed Valuation <b>\$7,835,970,921</b>

## 2017-2018 Tax Rate per \$100 of Assessed Value:

General Fund:
Yield of 1¢ Tax Rate
Gross <b>\$12,640,000</b>
Less: 1% Allowance for Uncollectibles <b>-126,400</b>
<b>NET \$12,513,600</b>
2017-2018 Tax Rate <b>81.57 ¢</b>
2017-2018 Est. Assessed Valuation <b>\$126,400,000,000</b>

## 2017-2018 Tax Rate per \$100 of Assessed Value:

Charlotte ETJ Fire District 1
Yield of 1¢ Tax Rate
Gross <b>\$539,020</b>
Less: 2% Allowance for Uncollectibles <b>-10,780</b>
<b>NET \$528,239</b>
2017-2018 Tax Rate <b>8.00 ¢</b>
2017-2018 Est. Assessed Valuation <b>\$5,390,197,526</b>

## 2017-2018 Tax Rate per \$100 of Assessed Value:

Cornelius ETJ Fire District 2
Yield of 1¢ Tax Rate
Gross <b>\$10,094</b>
Less: 2% Allowance for Uncollectibles <b>-202</b>
<b>NET \$9,892</b>
2017-2018 Tax Rate <b>5.70 ¢</b>
2017-2018 Est. Assessed Valuation <b>\$100,942,068</b>

## 2017-2018 Tax Rate per \$100 of Assessed Value:

Davidson ETJ Fire District 3
Yield of 1¢ Tax Rate
Gross <b>\$23,305</b>
Less: 2% Allowance for Uncollectibles <b>-466</b>
<b>NET \$22,839</b>
2017-2018 Tax Rate <b>8.50 ¢</b>
2017-2018 Est. Assessed Valuation <b>\$233,049,200</b>

## 2017-2018 Tax Rate per \$100 of Assessed Value:

Huntersville ETJ Fire District 4
Yield of 1¢ Tax Rate
Gross <b>\$170,154</b>
Less: 2% Allowance for Uncollectibles <b>-3,403</b>
<b>NET \$166,751</b>
2017-2018 Tax Rate <b>5.00 ¢</b>
2017-2018 Est. Assessed Valuation <b>\$1,701,539,257</b>

## 2017-2018 Tax Rate per \$100 of Assessed Value:

Mint Hill ETJ Fire District 5
Yield of 1¢ Tax Rate
Gross <b>\$41,024</b>
Less: 3% Allowance for Uncollectibles <b>-1,231</b>
<b>NET \$39,794</b>
2017-2018 Tax Rate <b>8.00 ¢</b>
2017-2018 Est. Assessed Valuation <b>\$410,242,870</b>

**MECKLENBURG COUNTY, NORTH CAROLINA**  
**CHARLOTTE-MECKLENBURG BOARD OF EDUCATION PROPOSED BUDGET**  
**FISCAL YEAR 2017-2018**

<b>5000</b>	<b>Instructional Services</b>	
5100	Regular Instructional	\$ 177,537,224
5200	Special Populations	11,525,908
5300	Alternative Programs	10,187,514
5400	School Leadership Services	23,021,673
5500	Co-Curricular	4,621,747
5800	School-Based Support	10,634,282
	Subtotal Instructional Services	<u>\$ 237,528,348</u>
<b>6000</b>	<b>System-Wide Support Services</b>	
6100	Support and Development	\$ 6,074,490
6200	Special Population Support and Development	1,578,894
6300	Alternative Programs Support and Development	1,344,616
6400	Technology Support	12,804,632
6500	Operational Support	78,974,579
6600	Financial and Human Resource Services	19,400,757
6700	Accountability	4,171,145
6800	System-wide Pupil Support	4,147,538
6900	Policy, Leadership and Public Relations	12,510,113
	Subtotal System-Wide Support Services	<u>\$ 141,006,764</u>
<b>7000</b>	<b>Ancillary Services</b>	
7100	Community Services	\$ -
7200	Nutrition Services	
	Subtotal Ancillary Services	<u>\$ -</u>
<b>8000</b>	<b>Non-Programmed Charges</b>	
8100	Payments to Charter Schools	\$ 49,626,851
8300	Debt Service	582,736
	Subtotal Non-Programmed Charges	<u>\$ 50,209,587</u>
	<b>TOTAL OPERATING EXPENDITURES</b>	<u><u>\$ 428,744,699</u></u>
<b>9000</b>	<b>Capital Outlay</b>	
9100	Category I Projects	\$ 4,209,616
9200	Category II Projects	750,384
9300	Category III Projects	-
	<b>TOTAL CAPITAL OUTLAY</b>	<u><u>\$ 4,960,000</u></u>

Note: The information presented above is preliminary and will be finalized once the Board of Education approves their 2017-2018 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.

**MECKLENBURG COUNTY, NORTH CAROLINA  
CONTINGENCY  
FISCAL YEAR 2017-2018**

Schedule 3

DATE	RESTRICTED CONTINGENCY		DATE	UNRESTRICTED CONTINGENCY	ADOPTED BUDGET
6/20/2017			6/20/2017		
	Supportive Housing HIV Prevention Smoking Cessation	322,000 248,000 258,000		Contingency	125,000
6/20/2017		828,000	6/20/2017		125,000
					953,000

**Supportive Housing:** Funding held until a future policy discussion regarding County's role in Supportive Housing, with input from County Manager and Staff.

**HIV Prevention:** Funding held until a future policy discussion regarding HIV Epidemic and how best to utilize funds.

**Smoking Cessation:** Funding held until a future policy discussion regarding Smoking Cessation Plan and how best to utilize funds.

**REVISED Mecklenburg County,  
North Carolina Board of County  
Commissioners Compensation &  
Allowances  
Fiscal Year 2017-2018**

**Salaries**

(1) Chairman at \$34,390 and (8) Commissioners at \$27,511 each	\$254,480
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**Auto Allowance**

(1) Chairman at \$4,511 and (8) Commissioners at \$4,141 each	\$37,636
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**Technology Allowance**

(9) Commissioners at \$4,542 each	\$40,881
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**Expense Allowance**

(9) Commissioners at \$8,498 each	\$76,478
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**Total Compensation and Allowances**

<b>\$409,475</b>
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## **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.

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.



FISCAL YEAR  
2018

# ADOPTED **BUDGET**

## **FIDUCIARY FUNDS**

**Agency Funds** - The County has several Agency Funds, which account for assets held by the County as agent for individuals, private organizations, other governmental units, and/or other funds. These funds are custodial in nature and do not involve measurement of results of operations.

## 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 Licenses and permits, 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.

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## **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

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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.



## 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 Fund Type Definitions

N.C. Local Government Commission Fund Balance Guidelines

### Significant Policies

Through good fiscal management, the General Fund unassigned fund balance will be maintained at a level sufficient to provide for the resources to meet operating cost needs, to allow for unforeseen needs of an emergency nature and to permit orderly adjustment to changes resulting from termination or significant reductions in revenue sources.

The minimum of total General Fund balance to General Fund actual revenues will 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.



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Based on the recommendation of the N.C. Local Government Commission, Mecklenburg County will maintain 8% of the subsequent year's budget in unassigned fund balance.

Fund balance in excess of 28% of actual General Fund revenues can be appropriated to the capital, technology and fleet reserves with a cap equivalent to 2.25 cents on the property tax rate.

Of the total amount appropriated, 90% will be allocated to specific projects. The balance will remain unallocated and placed in reserve to be used in those fiscal years when fund balance is unavailable for appropriation.

In the event that at the end of the fiscal year, total General Fund balance falls below the minimum 28% of total General Fund revenues, a replenishment period will commence.

To return the General Fund balance to the minimum 28% of total General Fund revenues, replenishment of General Fund balance will be budgeted over the next two 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 5<sup>th</sup> day of June 2012  
Amended the 21<sup>st</sup> day of June 2016

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# ADOPTED **BUDGET**

## Mecklenburg County at a Glance

**Date of Establishment**

December 11, 1762

**Form of Government**

Commission – Manager

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

**Last Election:**

November 8, 2016

**Land Area:**

524 Square Miles

**County 2017 Projected Population:**

1,077,874

**County Bond Rating:**

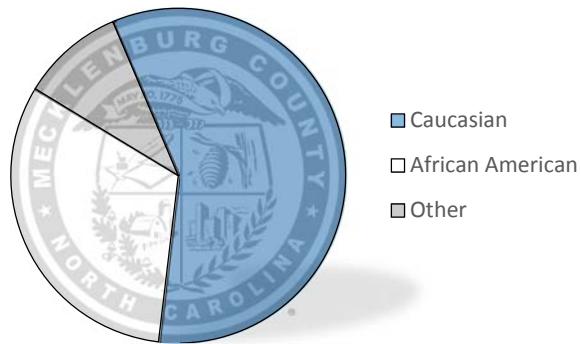
"AAA"

**Percent of Population by Age Group**

0-14 years.....	20.9%
15-24.....	13.2%
25-34.....	16.6%
35-44.....	15.4%
45-54.....	13.7%
55 years and over....	20.1%

**Median Age (34.5)**

Males.....	33.1
Females.....	35.2

**Racial Composition**

12.5% of the population identify as Hispanic or Latino.

Source: U.S. Census, American Community Survey, 2011-2015 5-year estimate

**Recreational & Cultural**

Parks and Facilities	210+
Libraries	20

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# ADOPTED **BUDGET**

## Mecklenburg County at a Glance

### Mecklenburg County Employment Trends

<b>Year (June)</b>	<b>Labor Force</b>	<b>Employed Residents</b>	<b>Unemployed Residents</b>	<b>Unemployment Rate</b>
2017	596,658	572,803	23,855	4.0
2016	583,777	555,763	28,014	4.8
2015	568,132	535,422	32,710	5.8
2014	545,911	511,666	34,245	6.3
2013	537,019	493,603	43,416	8.1
2012	527,284	478,938	48,346	9.2
2011	513,339	458,922	54,417	10.6
2010	503,182	449,104	54,078	10.7
2009	466,191	415,073	51,118	11.0
2008	466,807	439,775	27,032	5.8
2007	456,120	434,798	21,322	4.7
2006	444,225	423,237	20,988	4.7

Source: N.C. Department of Commerce, Labor & Economic Analysis, 2017

### Top 5 Sectors

<b>Sector Type</b>	<b># of Units</b>	<b>Employed</b>
Health Care and Social Assistance	3,065	76,706
Retail Trade	3,662	63,976
Finance and Insurance	2,616	59,877
Administrative and Support	2,551	59,199
Accommodation and Food Services	2,830	55,241

Source: N.C. Department of Commerce, Bureau of Labor Statistics, Quarterly Census of Employment and Wages, Average Employment for Calendar Year 2017, Q1

### Headquartered Fortune 500 Companies

<b>Fortune Rank</b>	<b>Company Name</b>	<b>Revenue (\$ Billion)</b>
26	Bank of America	93.6
121	Duke Energy	23.4
169	Nucor	16.2
287	Sonic Automotive	9.7
397	Sealed Air	6.8

Source: Fortune Magazine, June 2017

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# ADOPTED **BUDGET**

## Mecklenburg County at a Glance

### Household Income

Under \$24,999	20.2%
\$25,000-\$49,999	24.0%
\$50,000-\$74,999	17.7%
\$75,000-\$99,999	12.0%
\$100,000 and over	26.2%

Source: U.S. Census, American Community Survey, 2011-2015 5-year estimates

### City/County Schools, 2016-2017

Total Number of Schools	176
Elementary Schools	93
Middle Schools	44
High Schools	36
Alternative Schools	3

Source: Charlotte-Mecklenburg Schools, Fast Facts August, 2017

### 2015-2016 Enrollment: **145,363**

Grades K-5	70,492
Grades 6-8	31,849
Grades 9-12	42,984
Special	1,832
Limited English Proficient	17,210
% Economically Disadvantaged Students	60.06%

Source: Charlotte-Mecklenburg Schools, FY2018 Proposed Budget

### Private (Non-Public) Schools

Independent Schools	97
Total number of students	18,506

Source: N.C. Department of Administration, Division of Non-Public Education, Private School Statistics, 2017.

### Education Attainment\*

Less than high school graduate	10.6%
High school graduate	19.1%
Some college or associate's degree	28.0%
Bachelor's degree or higher	42.3%

\* Population 25 years and older

Source: U.S. Census, American Community Survey, 2011-2015 5-year estimates

### 2016 Gross Total Retail Sales **\$19.64 billion**

Source: NC Department of Revenue

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## ADOPTED BUDGET

## FY 2017-2018 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, 2018			2014-2015 RATE	2015-2016 RATE	2016-2017 RATE	2017-2018 RATE
Charlotte	704 432 2565	Eric Hershberger	0.4687	0.4787*	0.4787*	0.4787*
Cornelius	704-892-6031	Cindy Johnston	0.24	0.24*	0.255*	0.255*
Davidson	704 940 9648	Pieter Swart	0.35	0.35*	0.35*	0.35*
Huntersville	704 766 2206	Jackie Huffman	0.305	0.305*	0.305*	0.305*
Iredell County	704 878 3010	Laura Crater	0.485	0.5275	0.5275	0.5275
Matthews	704 708 1225	Chris Tucker	0.3175	0.34*	0.34*	0.34*
Mecklenburg County	980 314 2925	Michael Bryant	0.8157	0.8157	0.8157	0.8157
Mint Hill	704 545 9726	Naida Sergel	0.27	0.27*	0.27*	0.27*
Pineville	704 889 1722	Richard Dixon	0.32	0.35	0.35	0.38
Police Service District	980 314 2925	Michael Bryant	0.1937	0.2114	0.2114	0.2146
Stallings	704 821 0312	Karen Williams	0.215	0.215	0.215	0.215
Union County	704-283-3746	Angela Crump	.3064 .4550 (Special School Tax) .7614 Total	0.7765	0.7665	0.7810

*Plus Auto Fee		Minimum Bill Amount			Misc.Rates		Fire District Tax Rates for Unincorporated Areas	
Charlotte	\$30.00	Charlotte	\$5.00	Matthews	\$5.00	Stallings Fire Tax	.0509	Charlotte 0.080
Cornelius	\$10.00	Cornelius	\$5.00	Mecklenburg	\$5.00	Hemby Bridge Fire Tax	.0512	
Matthews	\$25.00	Davidson	\$5.00	Mint Hill	\$5.00	Springs Fire Tax	.0474	(Includes Pineville sphere)
Mint Hill	\$10.00	Huntersville	\$5.00	Pineville	\$5.00	Wesley Chapel Fire Tax	.0282	Cornelius 0.057
Huntersville	\$20.00					Waxhaw Fire Tax	.0380	Davidson 0.085
Davidson	\$20.00					Iredell Fire Tax	.0700	Huntersville 0.050
						Iredell County S/W Fee with Elderly Exemption	\$26.00	Mint Hill 0.080
Solid Waste Fee**		Davidson	Iredell County	Huntersville	Mecklenburg County	Charlotte	Total	
Single-Family & Mobile Homes		\$201.00	\$52.00	\$72.00	\$24.00	\$39.00	\$63.00	
Multiple Family		See below			\$24.00	\$39.00	\$63.00	
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 Apartment (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)

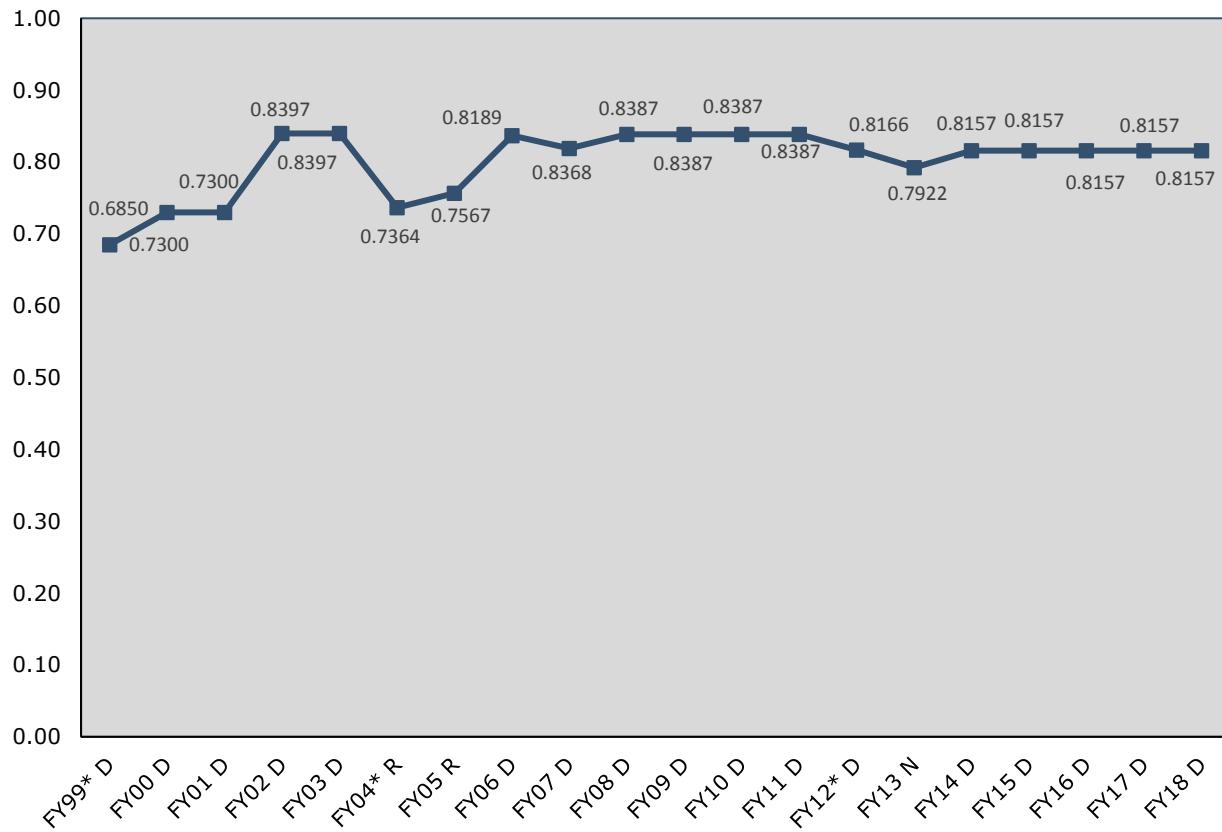
JURISDICTION	2014-15 Rate	2015-2016 Rate	2016-2017 Rate	2017-2018 Rate
UNINCORPORATED COUNTY ***	1.0094	1.0271	1.0271	1.0303
IF INSIDE CITY OF CHARLOTTE	1.2844	1.2944	1.2944	1.2944
IF INSIDE TOWN OF CORNELIUS	1.0557	1.0557	1.0707	1.0707
IF INSIDE TOWN OF DAVIDSON	1.1657	1.1657	1.1657	1.1657
IF INSIDE TOWN OF HUNTERSVILLE	1.1207	1.1207	1.1207	1.1207
IFINSIDE TOWN OF MATTHEWS	1.1332	1.1557	1.1557	1.1557
IF INSIDE TOWN OF MINT HILL	1.0857	1.0857	1.0857	1.0857
IF INSIDE TOWN OF PINEVILLE	1.1357	1.1657	1.1657	1.1957
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	
<b>No Special District Tax for Davidson</b>				

\*\*\* Not inclusive of Fire District Tax Rates

FISCAL YEAR  
2018ADOPTED **BUDGET****Five Year Historical Comparison of Tax Rates**

County	FY13-14 Tax Rate (Change)	FY14-15 Tax Rate (Change)	FY15-16 Tax Rate (Change)	FY16-17 Tax Rate (Change)	FY17-18 Adopted Tax Rate (Change)
Cabarrus	70.00 0.00	70.00 0.00	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	79.90 5.90
Durham	77.44 3.00	79.31 1.87	79.31 0.00	74.04 (5.27)	76.79 2.75
Forsyth	71.68 4.28	71.68 0.00	73.10 1.42	73.10 0.00	72.35 (0.75)
Gaston	87.00 3.50	87.00 0.00	87.00 0.00	87.00 0.00	87.00 0.00
Guilford	77.00 (1.04)	77.00 0.00	76.00 (1.00)	75.50 (0.50)	73.05 (2.45)
Iredell	48.50 0.00	48.50 0.00	52.75 4.25	52.75 0.00	52.75 0.00
<b>Mecklenburg</b>	<b>81.57 2.35</b>	<b>81.57 0.00</b>	<b>81.57 0.00</b>	<b>81.57 0.00</b>	<b>81.57 0.00</b>
Orange	85.80 0.00	87.80 2.00	87.80 0.00	87.80 0.00	83.77 (4.03)
Union	66.00 0.00	76.14 10.14	77.65 1.51	76.65 (1.00)	78.10 1.45
Wake	53.40 0.00	57.80 4.40	60.7 2.90	60.05 (0.65)	61.50 1.45

<sup>1</sup>"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.

FISCAL YEAR  
2018ADOPTED **BUDGET****20 Year Tax Summary**

FISCAL YEAR  
2018ADOPTED **BUDGET****Year and Majority Party**

Year	Tax Rate	Board Make-Up	Party Majority
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
FY17 D	0.8157	R-3 D-6 U-0	Democrat
FY18 D	0.8157	R-3 D-6 U-0	Democrat

\*Denotes Revaluation

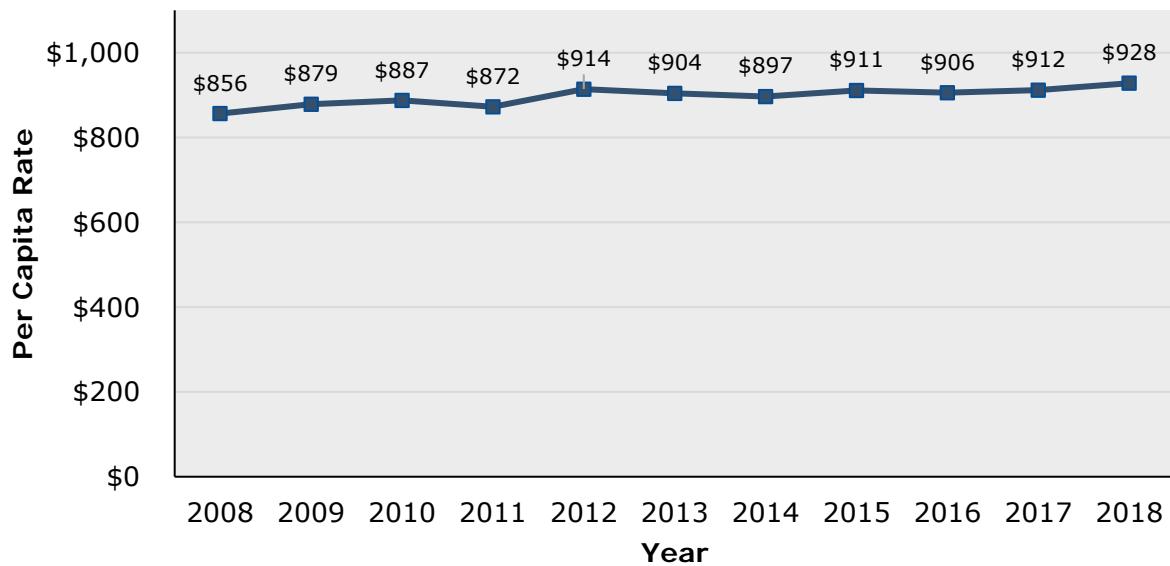
U Denotes Unaffiliated

FISCAL YEAR  
2018ADOPTED **BUDGET****Property Tax Rate per Capita: Ten Year Comparison**

Year	County Population <sup>1</sup>	Property Tax <sup>2</sup>	Per Capita Rate	Notes
2018	1,099,920	\$1,020,734,352	\$928	
2017	1,077,874	\$983,520,079	\$912	
2016	1,055,826	\$956,425,078	\$906	
2015	1,035,605	\$943,155,572	\$911	
2014	1,013,199	\$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	

<sup>1</sup>N.C. State Demographer's Office, FY16,  
FY17 & FY18 data are projections

<sup>2</sup>FY07 -FY17 budget documents



## FY2018 Recommended Fee Changes

Land Use & Environmental Services Agency (LUESA)

Department/Item	Current	Change	Increase	Comments	Revenue Generated
<b>Stormwater Fees</b>					
Amend LUESA Fee Ordinance to clarify Floodplain Development Fees	\$250 (minor impact)  Or  \$1000 (major impact)	\$650 (minor impact)  Or  \$2300 (major impact)	\$400 (minor impact)  Or  \$1300 (major impact)	The change clarifies that lots with multiple buildings should pay higher Floodplain Development Fees than lots with a single building. As an example, the change now requires a multiple building townhome project on a single parcel in the floodplain pay a higher Floodplain Development Fee than a single-family home on a single lot that was not part of the subdivision process. BOCC Action Item:17-3962 (April 18, 2017)	\$4,000
Fixed Fee for Stormwater Service	\$0.85 per Bill	\$0.95 per bill	\$0.10 per bill	By interlocal agreement between Mecklenburg County and the City of Charlotte, the storm water fee has three components. The Fixed and Administrative Cost component (Fixed Fee) is limited to specific administrative expenses, including but not limited to the cost of producing bills and collecting fees, and operating expenses associated with customer service functions. The Fixed Fee also funds a portion of the LUESA - GIS program which maintains the impervious area data - a critical element in accurately billing storm water charges. The Fixed Fee is applied to all storm water accounts on a per bill basis and the last time the Fixed Fee was modified was FY03.  To address the increases in administrative and operational costs associated with the billing and collection of the fee and customer service functions, Mecklenburg County Storm Water Services (MCSWS) is proposing an increase in the Fixed Fee. The proposed change will increase the current Fixed Fee of \$0.85 to \$0.95, per bill.	\$308,000 increase

FISCAL YEAR  
2018

# ADOPTED **BUDGET**

## Solid Waste Fees

<u>Foxhole Landfill</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 support necessary solid waste programs and will fund ongoing closure and post-closure requirements for the landfill facility.	\$150,000
C&D Tons Dry Wall Shingles	\$44 \$31 \$31	\$46 \$31 \$31	\$2 \$0 \$0		
<u>Tires</u>	<u>Per Tire</u>	<u>Per Tire</u>	<u>Additional</u>	The LUESA fee ordinance provides a fee structure for Tires received. A slight increase is proposed for non-residential based upon processing costs incurred. A new schedule has been developed for larger truck tires, as those were previously not accepted.	\$4,000
Non-Residential/On Rim Large Truck Tires	N/A \$3.50	\$4 \$4.50	\$4 \$1		
<u>Yard Waste</u> Grass/Leaves Brush Materials	<u>Per Ton</u> \$21	<u>Per Ton</u> \$23	<u>Additional</u> \$2	The LUESA fee ordinance provides a fee structure for Yard Waste materials received in the program. The proposed fee increase for this product will cover increased costs associated with yard waste processing and composting. NC law does not allow landfill of Yard Waste.	\$142,600
<u>MSW Tip Fee</u> Deliveries to Speedway Landfill	<u>Per Ton</u> \$30.50	<u>Per Ton</u> \$31.50	<u>Additional</u> \$1	The LUESA fee ordinance provides a fee structure for materials received through MSW collection activities. The proposed increase will be for all Municipal Solid Waste collected in Mecklenburg County that uses Mecklenburg County contracted disposal locations.	\$380,000
<u>Convenience Centers</u>  <u>Pickup Truck Load:</u>  <u>Yard Waste:</u> County Residential Non-Residential  <u>Construction Debris:</u> County Residential Non-Residential  <u>Bulky Waste:</u> County Residential Non-Residential  <u>Volume Fee:</u> County Residential Non-Residential	<u>Per Delivery</u>  \$8.50 \$12.50	<u>Per Delivery</u>  \$8.50 \$14	<u>Additional</u>  No Change \$2.50	The LUESA fee ordinance provides a fee structure for materials received and processed at the full-service centers operated by the County. Various charges for different materials are charged to customers. In FY 18 charges will be delineated by residential and non-residential, as residential customers pay a separate Availability Fee.  A slight reduction of \$.50 per cubic yard is included for residential customers.	\$420,000
	\$25.00 \$35.00	\$25.00 \$40.00	No Change \$5.00		
	\$15.00 \$25.00	\$15.00 \$27.50	No Change \$2.50		
	\$4.00 \$4.70	\$3.50 \$5.00	-\$0.50 \$0.30		

FISCAL YEAR  
2018ADOPTED **BUDGET**

<u>Mulch &amp; Compost</u>	<u>Per Delivery</u>	<u>Per Delivery</u>	<u>Additional</u>		
Dump Truck Delivery: Greater 25 miles Less than 40 mi.	\$115	\$125	\$10	The LUESA fee ordinance provides a fee structure for materials delivered from the Compost Central Facility. Price increases are necessary to fully cover delivery costs, as well as not offer service costs below market conditions.	\$2,000



## GLOSSARY

**ABC PROFIT** - A net profit received from local Alcohol Beverage Commission (ABC) stores.

**ACCUAL** - An adjustment for revenues that have been earned and/or expenses that have been incurred but are not yet recorded.

**AD VALOREM TAX** - A tax based on the assessed value of real estate or personal property.

**AGENCY** - An agency provides services to specific populations in order to meet desired outcomes.

**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.

**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).

**DEPRECIATION** - A reduction in the value of an asset with the passage of time.

**ENCUMBRANCE** - An encumbrance is a financial transaction of appropriated funds related to unperformed contracts for goods or services.

**ENTERPRISE FUND** - This type of fund accounts for operations that are financed by fees or user charges. The consumer of the service pays for the service. Ideally, fees recover the cost to provide the service. Land Use and Environmental Services is one example of a County agency that uses fees to pay for their permitting process.

**ESTIMATE** - An 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.

**FULL-TIME EQUIVALENT (FTE)** – The hours worked by one employee on a full-time basis.

**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.

**GEOGRAPHIC INFORMATION SYSTEM (GIS)** - A computer-based technology tool used to display information for analysis and planning. For example, the County uses GIS to determine the frequency of parks used by residents in the County. This type of analysis helps to make decisions such as opening new park locations or closing existing parks. Essentially, GIS supports business decision-making.

**GOVERNMENTAL FUND**- A group of funds that account for activities associated with the County's basic operations and use a modified accrual basis of accounting.

**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.

**MAJOR FUND** – Funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds.

**MEDIC-EMERGENCY MEDICAL SERVICES (EMS)** – MEDIC provides emergency medical, paramedic, and ambulance services to residents on behalf of the County. The County provides funding to cover a portion of the costs to deliver the service.

**MODIFIED ACCRUAL ACCOUNTING** – This accounting practice records revenue as the amount becomes measurable and available to finance the County's operations. "Available" means collectible within the current period or soon thereafter to pay liabilities for the current period. Expenditures are recorded when the liability is incurred, if measurable, except for interest on long-term debt which is recorded when due. Accrued vacation and sick leave is recorded when used in the General Long-Term Debt Account group.

**NATIONAL ASSOCIATION OF COUNTIES (NACo)** – A professional organization designed to represent the interests of county governments in the United States Senate and Congress. This organization provides member counties with resources and information on relevant legislation and actions.

**NET DEBT LIMITATION** – A statutory limitation states explicitly that a government's net General Obligation debt cannot exceed 8 percent of the appraised value of property subject to taxation.

**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.

**PROPRIETARY FUND** – A business-like fund of a state or local government. Examples of proprietary funds include enterprise funds and internal service funds. Enterprise funds provide goods or services to the general public for a fee. Internal service funds account for goods and services provided by one department or agency to another department or agency of the governmental unit (or to other governmental units) on a cost-reimbursement basis.

**REFUNDING BONDS** - Bonds issued to retire bonds already outstanding that have a higher interest rate. Advance refunding bonds are issued to refinance an outstanding bond issue before the maturity date. Proceeds of the advance refunding bonds are deposited in escrow with a fiduciary invested in authorized securities and used to pay interest or redeem the bonds being refunded.

**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.

**SPECIAL REVENUE FUND** – An account established by a government to collect money that must be used for a specific project. Special revenue funds provide an extra level of accountability and transparency to taxpayers that their tax dollars will go toward an intended purpose.



FISCAL YEAR  
2018

# ADOPTED **BUDGET**

**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.

FISCAL YEAR 2018

ADOPTED **BUDGET**



MECKLENBURG COUNTY, NORTH CAROLINA • MECKNC.GOV

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