



FY2017-2019 STRATEGIC BUSINESS PLAN Community Support Services





Community Support Services

OUR VISION

To be the innovative leader in providing veteran services, and in preventing and intervening to end homelessness, substance use, community and domestic violence.

OUR 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.

Our Values

Accountability – We strive for excellence and take responsibility for our work and outcomes. We commit to clear, accurate and consistent communication that informs how we correct missteps and how we celebrate successes.

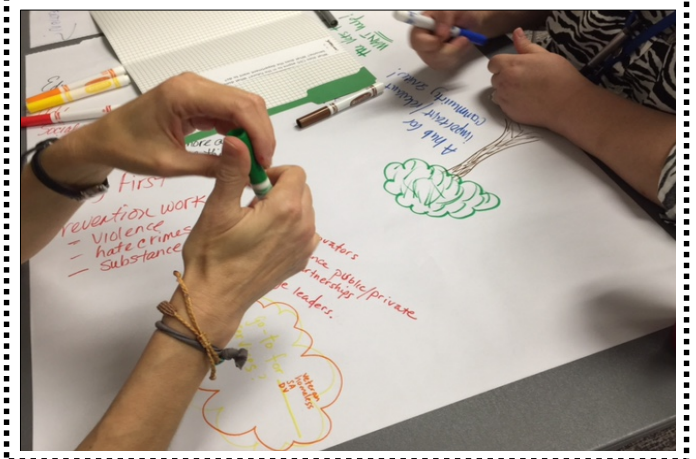
Collaboration – We seek partnerships that provide opportunities to combine innovation, resources, knowledge and strengths to benefit and meet customer, employee and community needs.

Customers – We use care, compassion, concern and cultural awareness in our customer interactions. We support the customer's empowerment and partnership in seeking solutions to meet their specific needs. Our accessible and timely services move individuals toward greater independence and stability.

Dignity – We recognize each person's worth, and treat customers and co-workers with courtesy and respect.

Employees – We value our employees. We welcome diverse backgrounds to serve customers and community better, to enhance our knowledge, and the effectiveness of services and programs. We invest in employee growth and learning. We support employee wellness and safety. We appreciate each person's contribution to the team's success.

Integrity – We adopt the highest ethical standards as our guide. We expect open and transparent business operations. We conduct ourselves with confidence, and believe doing the right thing produces the best outcome for customers, employees and Mecklenburg County Government.





STRATEGIC BUSINESS PLAN: COMMUNITY SUPPORT SERVICES

OUR ENVIRONMENT

Community Support Services is a human services department created to maximize partnership and collaborative opportunities to better provide service to customers. The department has three divisions and a total of 145 positions, with staff in 14 locations throughout the County. The fiscal year 2016 budget of \$17.32 million includes seven grant awards.

The Homeless Services Division provides assessment, outreach and case management to individuals and families who are homeless, or working toward housing stability. The Veterans Services Division assists military veterans and their families to access benefits from the U.S. Department of Veterans Affairs, the Department of Defense, and state and local agencies.

Our third division addresses domestic violence, substance use, and violence prevention. Adult and teen victims of domestic violence, offenders, and child witnesses receive individual and group counseling, safety planning and case management services. Treatment programs offered in the jail and shelter address the issue of addiction within the homeless, domestic violence and incarcerated populations. Lastly, the Prevention and Intervention Services Division works to reduce violence through youth and community violence prevention services.

CSS supports three Mecklenburg Board of County Commissioners appointed advisory boards: Domestic Violence Advisory Board, the Women's Advisory Board and the Housing Advisory Board of Charlotte-Mecklenburg.

In addition, the department coordinates the review of domestic violence homicide cases through the Domestic Violence Fatality Prevention and Protection Review Team.

TRENDS and CHANGES

CSS customers represent populations with unique characteristics and needs. Our approach to service must reflect the local environment and consider national trends and practices, too. Our customers have needs that extend to more than one service area or program provided by the department. The following information reflects some of the influences for our strategic planning.

The community's veteran population – 57,194 in 2014 -- is growing. Federal projections from the Department of Veterans Affairs forecast Mecklenburg County will add another 3,000 veterans through 2016. Returning veterans have a myriad of needs, including assistance on improving their financial situation.

There are gaps across systems, services and policies that relate to community and domestic violence and substance use. Local police count more than 35,000 domestic violence-related calls annually. Community partnerships and effective collaborations will drive system change. In the past 12 months, 13.6 percent of middle and high school students in Charlotte-Mecklenburg Schools report being physically hurt purposefully by a boyfriend or girlfriend, according to a Youth Risk Behavior Survey.

The one-day January 2015 Point in Time Count reported 2,001 individuals in Charlotte-Mecklenburg as homeless. In 2014, approximately, 4,770 school children self-reported as homeless, living in motels or doubled up with another family. More than 30,000 people applied for subsidized housing vouchers when the Charlotte Housing Authority opened its waiting list in 2014. Use of the Housing First approach with support services can help end homelessness and sustain housing.



STRATEGIC BUSINESS PLAN: COMMUNITY SUPPORT SERVICES

OUR GOALS

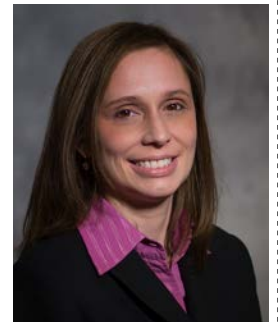
Four goals make up the three-year strategic business plan for Community Support Services. The first three have an external focus. The fourth, about **environmental stewardship with a focus on working green**, is internal. Each supports our mission and tells the story of how CSS wants to use the years to transform community with the help of collaborative partnerships.

Goal one is about intervention: **Strengthen intervention to meet the needs of veterans and to decrease domestic violence, community violence and substance use by 2019.** For us, intervention means interceding with the intent of modifying an outcome. We help guide the person. Whether that is to find a safe place away from the person who has just physically harmed them, or whether it is to help a World War II veteran navigate the federal veterans affairs process to submit a claim successfully for benefits. Our rationale includes the growing veteran population, and the need to close gaps across systems, services and policies that relate to domestic violence, community violence and substance use.

Goal two is about our efforts to end homelessness. **Decrease the number of homeless households by the end of 2019.** Homelessness is avoidable through appropriate models of care and approaches that result in better individual and systemic outcomes. CSS is the County’s lead department for community initiatives to end veteran homelessness and to end chronic homelessness.

Goal three is about prevention. **Increase prevention efforts to educate the community about homelessness, domestic violence, community violence, substance use, and the needs of veterans.** Prevention activities can help stop an issue before it occurs, alleviate stressors or risks that contribute to the likelihood of an issue occurring; and reduce negative consequences and recurrence of an issue.

“Our goals for the next three years will provide CSS what is needed to transform the lives of veterans who need to transition from military life into the local community; a family who needs safe, affordable housing to move out of a shelter; an individual serving time in jail who needs treatment for substance use; and a child who needs counseling because she or he witnessed domestic violence in their home.”



*CSS Director
Stacy M. Lowry
MSW, LCSW*

DIRECTOR’S MESSAGE

As department director, I am encouraged by the content of our three-year strategic business plan. I know without the support of a hard-working staff, willing to take on challenges, our goals will not be met. I want to thank the employees of Community Support Services. The CSS staff is up to the challenge. The success of this plan depends on front-line employees, managers, supervisors and directors who share the belief and enthusiasm for doing what it takes to transform lives and community. Our workforce has individuals with diverse backgrounds, extensive skills, and expansive knowledge of customer and community needs, service trends, and resources. We plan to add others who will enhance an already strong team of highly trained, nationally certified and licensed employees.

Another factor in the success of our plan is our strong collaborative partnerships. I want to thank our partners for their continued support and willingness to help CSS be an innovator and leader in meeting the needs of our community.



STRATEGIC BUSINESS PLAN:
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GOAL 1: Strengthen Intervention¹ to Meet the Needs of Veterans and to Decrease Domestic Violence, Community Violence and Substance Use by 2019

Objective 1: Maintain and improve service delivery for families affected by domestic violence (FY17, FY18, FY19)

Strategy A	Provide services to families affected by domestic violence
Action i	◊ Provide ongoing individual and group counseling to adult victims of domestic violence (FY17, FY18, FY19)
Action ii	◊ Provide ongoing individual, group and play therapy sessions to child witnesses (age 2-17) of domestic violence and to teen dating violence victims (FY17, FY18, FY19)
Action iii	◊ Provide ongoing batterer intervention group sessions to perpetrators of domestic violence (FY17, FY18, FY19)
Action iv	◊ Participate in yearly training to maintain certifications and licensures and to enhance skills, and meet programmatic needs (FY17, FY18, FY19)
Action v	◊ Provide Supervised Visitation & Safe Exchange Center services (FY17, FY18, FY19)
Action vi	◊ Increase bilingual/bicultural services based on data to request, recruit, train and hire one (1) full-time bilingual Mental Health Clinician position(FY17) and three (3) full-time bilingual Mental Health Clinician positions (FY18) (Livable Meck/Strategy P: Create a culture of health and wellness/Health/Healthy/Action ii)
Action vii	◊ Provide culturally competent bilingual/bicultural domestic violence services (FY17, FY18, FY19)
Performance Measures	<p>Adult Victim Services - Domestic Violence & Parenting Knowledge Improvement Rate; Domestic Violence and Safety Planning; Total number of active clients served in Adult Victim Services; Customer Satisfaction and % of Employees meeting productivity goals.</p> <p>Child Witness Services – Total # of active child/adolescent served in Child Witness Services; Customer Satisfaction; Domestic Violence & Knowledge Improvement Rate; % of Employees meeting productivity goals and Domestic Violence and Safety Planning.</p> <p>NOVA – Offender recidivism rate for New Options for Violent Actions (NOVA) clients and Total number of clients served in the NOVA program</p>
Comment	<p>¹For the purpose of this plan, intervention is defined as a focus on individuals and families where an issue(s) occurred; the use of activities that seek to reduce the negative consequences of the aforementioned issue and the prevention of aforementioned issue reoccurring. (Source: Public Health Pyramid; U.S. Public Health Service)</p> <p>Note: Action items that are in bold and italic align to a budget item.</p>



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Strategy B		Develop and implement Domestic Violence Continuum of Services Plan (FY17, FY18, FY19)
Action i	◇	Engage in strategic planning/service delivery planning with key community stakeholders annually (Livable Meck/At-Risk Residents/Inclusive/Strategy L: Coordinate the work of organizations addressing the needs of at-risk residents/Action i/Action iv) (FY17, FY18, FY19)
Action ii	◇	Heighten justice system’s response to high-risk domestic violence offenders through co-facilitating the Criminal Justice Advisory Group’s Home Campaign (FY17, FY18) (Livable Meck/Safe Community/Welcoming/Strategy A: Build a safe community/Action ii)
Action iii	◇	Partner with and train six (6) towns to implement the Lethality Assessment Protocol (FY17)
Action iv	◇	Strengthen domestic violence child welfare service collaborative. Request, recruit, hire and train one (1) full-time Program Coordinator/Supervisor position for Department of Social Services, Youth and Family Services Geo District by November 2016 (FY17)
Action v	◇	Convene a meeting with stakeholders (i.e., Department Social Services, Community Support Services, 26th Judicial District) following the Safe and Together conference to create an implementation plan (FY17, FY18)
Action vi	◇	Convene Domestic Violence Community Leadership Team, which serves as the Domestic Violence Community Coordinated Response Team, to develop strategic goals as needed, but at least every two years (FY18)
Strategy C		Contract with appropriate vendors to deliver services to individuals and families experiencing domestic violence (FY17, FY18, FY19)
Action i	◇	Create Memoranda of Understanding, if applicable (FY17, FY18, FY19) (Livable Meck/At-Risk Residents/Inclusive/Strategy L: Coordinate the work of organizations addressing the needs of at-risk residents/Action iii)
Action ii	◇	Maintain and manage contract in collaboration with Department Financial Services (FY17, FY18, FY19)
Action iii	◇	Monitor vendor performance via quarterly reporting and case file review, discuss results and recommend improvements to better meet needs (FY17, FY18, FY19)
Performance Measure		Financial Assessment Survey Tool (FAST)



STRATEGIC BUSINESS PLAN:
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GOAL 1: Strengthen Intervention¹ to Meet the Needs of Veterans and to Decrease Domestic Violence, Community Violence and Substance Use by 2019 (cont'd)

Objective 2: Maintain and improve service delivery for veterans and their families

Strategy A		Provide services to veterans and their families
Action i	◇	Develop, process and submit benefit claims to U.S. Department of Veterans Affairs, U.S. Department of Defense and others as appropriate (FY17, FY18, FY19)
Action ii	◇	Conduct home visits as necessary (FY17, FY18, FY19)
Action iii	◇	Participate in yearly certification training to enhance skills and meet programmatic needs (FY17, FY18, FY19)
Performance Measure		Veterans Services – Federal benefits paid to Mecklenburg VSO Clients in a fiscal year; % of claims scanned and indexed in database within 3 business days; Total number of new claims filed; Customer Satisfaction; Total # of customers served (duplicated) at Main VSO office; Total number of home visits conducted
Strategy B		Develop and participate in the creation of a coordinated care network for veterans via <i>NCServes</i>
Action i	◇	Participate in ongoing training for <i>NCServes</i> (FY17, FY18, FY19)
Action ii	◇	Attend quarterly <i>NCServes</i> meetings (FY17, FY18, FY19) (Livable Meck/At-Risk Residents/Inclusive/Strategy L: Coordinate the work of organizations addressing the needs of at-risk residents/Action i/Action iv)
Strategy C		Expand services (includes outreach) to veterans and their families
Action i	◇	Request, recruit, hire and train three (3) full-time Veterans Services Specialist positions (FY18: hire 2, FY19: hire 1)
Action ii	◇	Obtain two (2) additional County vehicles (FY18)
Action iii	◇	Conduct 40-48 home and nursing home visits per year (FY17, FY18, FY19)
Action iv	◇	Conduct 20-24 briefings to educate veterans and their families about eligible benefits per year (FY17, FY18, FY19)



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Strategy D		Use and enhance technology solutions to optimize filing of Veterans Affairs claims ITS Alignment (FY17, FY18, FY19)
Action i	◇	Participate in quarterly technology systems meetings with the U.S. Department of Veterans Affairs (FY17, FY18, FY19)
Action ii	◇	Participate in Bell data (internal case management system) technology discussions as needed (FY17, FY18, FY19)
Action iii	◇	Participate in a quarterly U.S. Department of Veterans Affairs technology meeting discussion on Digit to Digit technology (FY17, FY18, FY19)
Action iv	◇	Participate in U.S. Department of Veterans Affairs quarterly training for Stakeholder Enterprise Portal (SEP), a new database system for claims (FY17, FY18, FY19)
Action v	◇	Decide which technology solution meets CSS needs and implement the technology solution by June 30, 2017 ITS Alignment
Strategy E		Strengthen collaborative partnership with the Mecklenburg County Sheriff’s Office (MCSO)
Action i	◇	Coordinate and participate in meetings with MCSO as needed (FY17, FY18, FY19)
Action ii	◇	Create a Memorandum of Understanding between CSS and MCSO by June 30, 2017
Strategy F		Contract with appropriate vendors to deliver services to assist veterans (FY17, FY18, FY19)
Action i	◇	Create Memoranda of Understanding, if applicable (FY17, FY18, FY19) (Livable Meck/At-Risk Residents/Inclusive/Strategy L: Coordinate the work of organizations addressing the needs of at-risk residents/Action iii)
Action ii	◇	Maintain and manage contract in collaboration with Department Financial Services (FY17, FY18, FY19)
Action iii	◇	Monitor vendor performance via quarterly reporting and case file review, discuss results and recommend improvements to better meet needs (FY17, FY18, FY19)



STRATEGIC BUSINESS PLAN:
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GOAL 1: Strengthen Intervention¹ to Meet the Needs of Veterans and to Decrease Domestic Violence, Community Violence and Substance Use by 2019 (cont'd)

Objective 3: Maintain and improve service delivery, through jail and shelter treatment programs, to adults affected by substance use

Strategy A		Provide services to adults affected by substance use
Action i	◇	Provide ongoing individual and group counseling to adults (FY17, FY18, FY19)
Action ii	◇	Provide continuing care services to adults (FY17, FY18, FY19)
Action iii	◇	Participate in yearly training to maintain certification and licensures, to enhance skills, and meet programmatic needs (FY17, FY18, FY19)
Action iv	◇	Partner with Behavioral Health Division to maintain contract to provide medication management and peer support services within the shelters (FY17, FY18, FY19)
Performance Measure		Adult Substance Use – Recidivism Rate for jail substance use program; Customer Satisfaction
Strategy B		Expand continuing care services to create a support network for adults upon discharge
Action i	◇	Offer program in 1 to 2 additional locations by June 2017
Action ii	◇	Establish a baseline for attendance at each location by June 2018 (Livable Meck/At-Risk Residents/Inclusive/Strategy L: Coordinate the work of organizations addressing the needs of at-risk residents/Action i/Action iv)
Action iii	◇	Increase attendance at current locations by 5-10 percent by June 2018
Strategy C		Enhance Substance Use collaborations (FY17, FY18, FY19)
Action i	◇	Establish regular meetings with Homeless Services Division, Veterans Services Division, Domestic Violence, Substance Use and Violence Prevention Division program supervisors (FY17, FY18, FY19)
Action ii	◇	Schedule a leadership meeting with Community Support Services, applicable County departments and community partners by FY17 (Livable Meck/At-Risk Residents/Inclusive Strategy L: Coordinate the work of organizations addressing the needs of at-risk residents/Action i/Action iv)
Action iii	◇	Identify mutual customers at aforementioned meetings (FY17, FY18, FY19)
Action iv	◇	Develop and implement a Substance Use Continuum of Care Plan with community partners by FY18



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Strategy D		Maintain Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation
Action i	◇	Review current research annually to ensure staff implement best practice models (FY17, FY18, FY19)
Action ii	◇	Provide information and support to program supervisors regarding CARF updates as needed (FY17, FY18, FY19)
Action iii	◇	Send one additional staff to CARF 101 training (FY18, FY19)
Action iv	◇	Maintain policies, plans and procedures and all required documentation to prepare for the 2017 CARF Accreditation (FY17, FY18)
Action v	◇	Coordinate and fund CARF accreditation fall of 2017 (FY17, FY18)
Strategy E		Contract with appropriate vendors to deliver services to adults affected by substance use (FY17, FY18, FY19)
Action i	◇	Create Memoranda of Understanding, if applicable (FY17, FY18, FY19) (Livable Meck/At-Risk Residents/Inclusive/Strategy L: Coordinate the work of organizations addressing the needs of at-risk residents/Action iii)
Action ii	◇	Maintain and manage contract in collaboration with Department Financial Services (FY17, FY18, FY19)
Action iii	◇	Monitor vendor performance via quarterly reporting and case file review, discuss results and recommend improvements to better meet needs (FY17, FY18, FY19)
Comment		Adult Substance Use transferred from a former County department to CSS beginning in FY16.



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GOAL 1: Strengthen Intervention¹ to Meet the Needs of Veterans and to Decrease Domestic Violence, Community Violence and Substance Use by 2019 (cont'd)

Objective 4: Maintain and increase neighborhood engagement around community violence prevention (FY17, FY18, FY19)

Strategy A		Continue to engage communities (FY17, FY18, FY19)
Action i	◇	Attend neighborhood/community meetings quarterly (FY17, FY18, FY19)
Action ii	◇	Partner with the City of Charlotte, Neighborhood & Business Services, Community Engagement Division and attend meetings monthly (FY17, FY18, FY19) (Livable Meck/Safe Community/Welcoming/Strategy A: Build a safe community/Action ii)
Action iii	◇	Participate in yearly training, to enhance skills and meet programmatic needs (FY18, FY19)
Strategy B		Increase community access to resources (includes communities without access to the Internet) (FY17, FY18, FY19)
Action i	◇	Identify the communities and particularly those without access to the Internet by FY17 (Livable Meck/At-Risk Residents/Inclusive/Strategy L: Coordinate the work of organizations addressing the needs of at-risk residents/Action i/Action iv)
Action ii	◇	Facilitate community conversations including the digital divide, jobs for residents and jobs for individuals coming out of prison as needed (FY17, FY18, FY19)
Action iii	◇	Mediate conflicts by facilitating dialogue as needed (FY17, FY18, FY19)
Action iv	◇	Assist in organizing and attend neighborhood meetings as needed (FY17, FY18, FY19)
Action v	◇	Partner with County and community agencies the community identifies (FY17, FY18, FY19)
Strategy C		Engage community leaders (FY17, FY18, FY19)
Action i	◇	Identify communities and community leaders to engage by FY17
Action ii	◇	Identify trainings, in collaboration with community partners, for community leaders, including working with City/County/college(s) on developing a program/curriculum for community leaders on a quarterly basis (FY 17, FY18, FY19)
Action iii	◇	Facilitate community conversations, in collaboration with community partners, as needed and partner with key agencies, faith-community, businesses, etc. identified by community (Livable Meck/Culture Connections/Resilient/Strategy U: Develop community and neighborhood leaders for the future/Action vii) (FY 17, FY18, FY19)
Action iv	◇	Convene <i>Do the Write Thing</i> Leadership training for youth leaders annually. This includes identifying youth leaders in the community/neighborhoods and teaching youth how to deal with conflict resolution (FY17, FY18, FY19)



STRATEGIC BUSINESS PLAN:
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GOAL 1: Strengthen Intervention¹ to Meet the Needs of Veterans and to Decrease Domestic Violence, Community Violence and Substance Use by 2019 (cont'd)

Objective 5: Use data and research to influence and drive decision-making and develop community awareness in an effort to decrease domestic violence, community violence, substance use and meet the needs of veterans

Strategy A:		Research best practices in fields of domestic violence, community violence, substance use and serving veterans
Action i	◇	Attend at least one (1) related national conference in FY17, three (3) in FY18 and three (3) in FY19 (FY17, FY18, FY19)
Action ii	◇	Request, recruit, hire and train one (1) full-time Management Analyst position to research data and evidence-based approaches to addressing domestic violence, community violence, substance use and veterans issues (FY18)
Action iii	◇	Seek a contract to facilitate local research and program evaluation within provider community (FY17, FY18, FY19)
Action iv	◇	Review applicable local, state, and national studies on community violence (FY17, FY18, FY19)
Action v	◇	Strengthen Supervised Visitation & Safe Exchange (SVSE) Center services by researching and developing outcome measures (FY17, FY18)

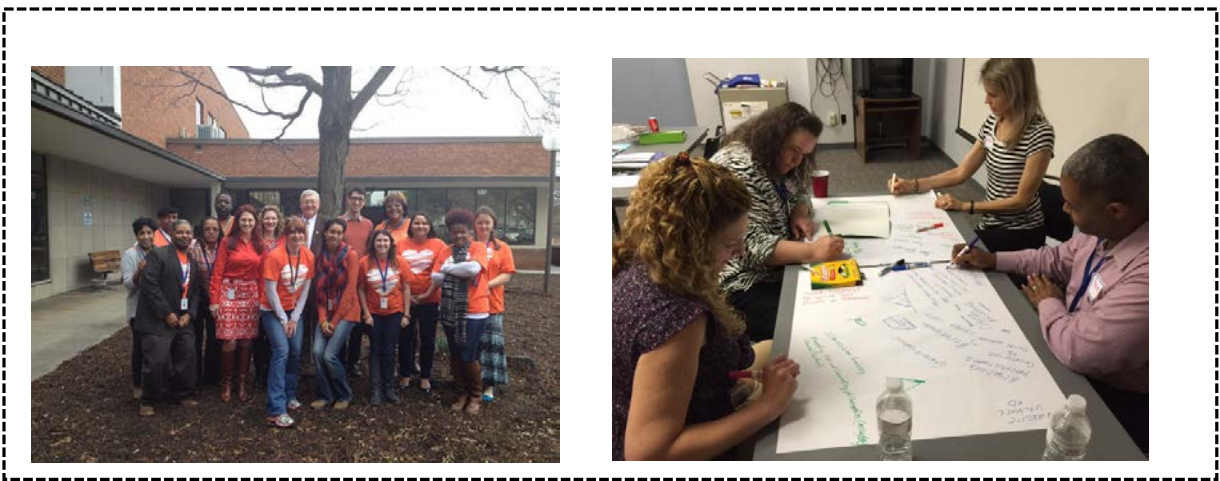


STRATEGIC BUSINESS PLAN:
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GOAL 1: Strengthen Intervention¹ to Meet the Needs of Veterans and to Decrease Domestic Violence, Community Violence and Substance Use by 2019 (cont'd)

Objective 6: Create and use continuous quality improvement² (CQI) (FY17, FY18, FY19)

Strategy A	Implement a CQI team to conduct data and research efforts
Action i	◇ Ensure quality data entry into CSN, ECHO, Provider Direct and other applicable systems (FY17, FY18, FY19)
Action ii	◇ Develop and implement recommendations that enhance victim safety and increase perpetrator accountability through the Domestic Violence Fatality Review (DVFR) Team, continue to partner locally with law enforcement, judiciary and human services agencies. Continue to partner state-wide with the three other DVFR Teams. (FY17, FY18, FY19)
Action iii	◇ Improve documentation and service delivery in DV victim and perpetrator services and veteran services, via periodic file reviews, analysis of the data, targeted training and follow-up (FY17, FY18, FY19)
Action iv	◇ Conduct case file reviews at least quarterly. Monitor and follow-up on deficiencies, as appropriate (FY17, FY18, FY19)
Action v	◇ Develop, implement and monitor policies and procedures for quality data entry and provide reports on data quality. Facilitate opportunities for training and education in best practices. Request, recruit, train and hire two (2) full-time Senior Quality and Training Specialist(s) positions (FY18, FY19)
Action vi	◇ Facilitate Performance Improvement Meetings monthly, review reports, outcome data, evaluate processes to ensure effective and efficient services, and maintain data files for CARF. (FY17, FY18, FY19)
Action vii	◇ Conduct peer reviews and quality assurance audits quarterly to ensure program policies and procedures are implemented as designed. Improve documentation and service delivery to adults affected by substance use via periodic file reviews, analysis of the data, targeted training and follow-up. Conduct case file reviews at least quarterly. Monitor and follow-up on deficiencies as appropriate (FY17, FY18, FY19)
Action viii	◇ Coordinate and fund a CARF consultant to facilitate a review of programs prior to the CARF audit (FY18, FY19)
Comment	² For the purposes of this plan, continuous quality improvement (CQI) is a process-based, data-driven approach to improving the quality of a product or service. It operates under the belief that there is always room for improving operations, processes, and activities to increase quality.





STRATEGIC BUSINESS PLAN:
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GOAL 2: Decrease the Number of Homeless Households by the End of 2019	
Objective 1: End veteran homelessness by June 30, 2016 and maintain functional zero ³	
Strategy A	Participate in Charlotte-Mecklenburg Housing our Heroes community initiative (FY17) to end veteran homelessness by December 2015
Action i	◇ Attend bi-weekly meetings (Community Support Services division directors for Homeless Services and Veterans Services) (Livable Meck/At-Risk Residents/Inclusive/Strategy L: Coordinate the work of organizations addressing the needs of at-risk residents/Action i/Action iv) (FY17)
Action ii	◇ Support communications and media relations plans for Charlotte-Mecklenburg Housing Our Heroes (FY17, FY18, FY19)
Strategy B	Use Coordinated Assessment as a community entry point for veterans who are homeless
Action i	◇ Lead and staff Coordinated Assessment for the community (FY17, FY18, FY19) (Livable Meck/At-Risk Residents/Inclusive/Strategy L: Coordinate the work of organizations addressing the needs of at-risk residents/Action i/Action iv)
Action ii	◇ Monitor, track and review Coordinated Assessment data weekly (FY17, FY18, FY19)
Action iii	◇ Lead Coordinated Assessment bi-weekly staff meetings (FY17, FY18, FY19)
Action iv	◇ Participate in Coordinated Assessment Oversight Committee meetings weekly and maintain required Mecklenburg County representation (FY17, FY18, FY19)
Action v	◇ Track veterans and share information with the lead agency for Charlotte-Mecklenburg Housing our Heroes community initiative to end veteran homelessness (FY17, FY18, FY19)
Performance Measures	Coordinated Assessment – Total number of coordinated assessments conducted; Customer Satisfaction; Total number of individuals diverted from homeless shelters and Total number of housing referrals
Strategy C	Maintain veteran registry (FY17, FY18, FY19) in collaboration with Charlotte-Mecklenburg Housing Our Heroes community initiative to end veteran homelessness
Action i	◇ Collaborate with community to develop the protocol to monitor, track and review the homeless veteran registry (ongoing) (FY17, FY18, FY19)
Action ii	◇ Attend weekly meetings of Charlotte-Mecklenburg Housing Our Heroes community initiative (FY17, FY18, FY19)
Action iii	◇ Collaborate with partners to update and improve registry practices (FY17, FY18, FY19)



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Strategy D		Collaborate with community partners to increase subsidized housing opportunities for veterans affected by homelessness
Action i	◇	Use HUD-VASH (U.S. Department of Housing and Urban Development – Veterans Affairs Supportive Housing) vouchers with community partners (FY17, FY18, FY19)
Action ii	◇	Lead the monthly meetings of the Create 250 Permanent Supportive Housing Units Sub-Committee of the Housing First Charlotte-Mecklenburg community initiative to end chronic homelessness (FY17, FY18, FY19)
Action iii	◇	Participate in A Way Home Steering Committee meetings quarterly (FY17, FY18, FY19)
Action iv	◇	Release a joint request for proposal for A Way Home Housing Endowment (a public/private initiative with the Foundation for The Carolinas and the City of Charlotte designed to address family homelessness in Charlotte-Mecklenburg and provide housing subsidy and supportive services through a competitive process) for FY18
Action v	◇	Participate in HUD Notice of Funding Availability (NOFA) process (FY17, FY18, FY19)
Strategy E		Use Housing First and harm reduction approaches to end veteran homelessness
Action i	◇	Collaborate with community partners to facilitate opportunities for Housing First and harm reduction ongoing trainings (1x annually in FY17 and 2x annually in FY18 and FY19)
Action ii	◇	Participate on Housing First Charlotte-Mecklenburg training sub-committee, including monthly meetings, and create an orientation manual (FY 17, FY18, FY19)
Comment		³ For the purposes of this plan, functional zero for veteran homelessness is any point in time the number of veterans experiencing sheltered and unsheltered homelessness will be no greater than the current monthly housing placement rate for veterans experiencing homelessness. (Source: <i>Community Solutions - https://cmtysolutions.org/sites/default/files/zero2016glossary.pdf</i>)



STRATEGIC BUSINESS PLAN:
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GOAL 2: Decrease the Number of Homeless Households by the End of 2019 (cont'd)	
Objective 2: End chronic homelessness by June 30, 2017 and maintain functional zero⁴ (FY17)	
Strategy A	Participate in the community collaborative initiative Housing First Charlotte-Mecklenburg to end chronic homelessness by December 2016
Action i	◇ Facilitate and convene the 250 Permanent Supportive Housing Units Sub-Committee of the Housing First Charlotte-Mecklenburg initiative (FY17, FY18, FY19)
Action ii	◇ Participate in the Community Engagement, Training, and the Chronic Homeless Registry Sub-Committees of the Housing First Charlotte-Mecklenburg initiative (FY17, FY18, FY19)
Action iii	◇ Serve as project manager, in collaboration with the University of North Carolina at Charlotte, for Housing First Charlotte-Mecklenburg evaluation (FY17, FY18, FY19)
Strategy B	Use Coordinated Assessment as a community entry point for the chronically homeless population
Action i	◇ Lead and staff Coordinated Assessment for the community (FY17, FY18, FY19) (Livable Meck/At-Risk Residents/Inclusive/Strategy L: Coordinate the work of organizations addressing the needs of at-risk residents/Action i/Action iv)
Action ii	◇ Maintain a prioritization process for Permanent Supportive Housing units and Rapid Rehousing units. (FY17) Request, recruit, hire and train one (1) full-time Senior Social Worker position. (FY18)
Action iii	◇ Track Coordinated Assessment referrals to subsidized housing providers and capture the referrals that are accepted or denied by providers (FY17, FY18, FY19)
Action iv	◇ Participate in Coordinated Assessment Oversight Committee meetings weekly and maintain required Mecklenburg County representation (FY17, FY18, FY19)
Action v	◇ Lead Coordinated Assessment bi-weekly staff meetings (FY17, FY18, FY19)
Action vi	◇ Monitor client information in Homeless Management Information System (HMIS) and check status and progress monthly (FY17, FY18, FY19)
Action vii	◇ Identify and quantify barriers to implementing next steps after Coordinated Assessment on a quarterly basis; report to Coordinated Assessment Oversight Committee in order to address any gaps and improve Coordinated Assessment as a meaningful point of entry for obtaining services to end homelessness (FY17, FY18, FY19)



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Strategy C		Provide ongoing housing stability services
Action i	◇	Administer Shelter Plus Care (SPC) housing subsidies (ongoing, FY17, FY18, FY19)
Action ii	◇	Provide and assure ongoing supportive services to SPC individuals and families (FY17, FY18, FY19) and request, recruit, hire and train three (3) full-time Senior Social Workers (FY19)
Action iii	◇	Request, recruit, hire and train one (1) full-time Senior Social Worker position for SPC individuals and families (FY18)
Action iv	◇	Provide ongoing supportive services to Moore Place residents (FY17, FY18, FY19)
Action v	◇	Participate in HUD Notification of Funding Availability (NoFA) process annually (FY17, FY18, FY19)
Action vi	◇	Release joint Request for Proposal(s) for Housing Stability Supportive Services Partnership Funding (one per FY17, FY18, FY19)
Action vii	◇	Provide training, licensure and certification opportunities for staff (FY17, FY18, FY19)
Action viii	◇	Partner with Behavioral Health Division to maintain contract for peer support services (FY17, FY18, FY19)
Action ix	◇	Partner with Behavioral Health Division to request, recruit, hire and train one (1) full-time SOAR Sr. Social Worker (FY18, FY19)
Performance Measures		<p>Shelter Plus Care – Average # of days to process applications for SPC; Maintain Shelter Plus Care Caseload; Customer Satisfaction; % of caseload that remains stably housed and % of caseload that maintained total income/benefits</p> <p>Moore Place – Case management and clinical supports per resident; % of clinical assessments completed timely; % of service plans completed timely; % of residents who achieve one or more case plan goal; Customer Satisfaction; % of days residents spend incarcerated or hospitalized and % of caseload that remains stably housed</p>
Strategy D		Maintain the registry for the chronically homeless population in collaboration with Housing First Charlotte-Mecklenburg community initiative (ongoing FY17, FY18, FY19)
Action i	◇	Collaborate with community partners to update the registry with placements and dates of placements (FY17, FY18, FY19)
Action ii	◇	Collaborate with partners to update and improve registry practices (FY17, FY18, FY19)
Strategy E		Use Housing First and harm reduction approaches to end chronic homelessness
Action i	◇	Collaborate with community partners to facilitate opportunities for Housing First and harm reduction ongoing trainings (1x annually in FY17 and 2x annually in FY18 and FY19)
Action ii	◇	Participate on Housing First Charlotte-Mecklenburg Training Sub-Committee including monthly meetings, and create an orientation manual (FY17, FY18, FY19)



STRATEGIC BUSINESS PLAN:
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Strategy F		Develop alternative responses for persons who are homeless and frequent users of public systems (hospitals, jails, Medic, child welfare)
Action i	◇	Participate in the Criminal Justice Advisory Group’s (CJAG) Street Campaign (Livable Meck/Safe Community/Welcoming/Strategy A: Build a safe community/Action ii) (FY17, FY18, FY19)
Action ii	◇	Lead the CJAG Homelessness Issue sub-committee to explore justice system diversion at multiple intercept points for individuals dealing with homelessness. Request, recruit, hire and train one (1) full-time mental health clinician; one (1) full-time senior social worker, one (1) full-time peer support specialist and one (1) full-time Administrative Support Coordinator (FY18)
Action iii	◇	Lead the Frequent Medic User group to explore alternatives and generate solutions to medic use for individuals dealing with homelessness. (FY17, FY18, FY19)
Action iv	◇	Expand and maintain MeckFUSE services (FY17 - FY18 expand; FY19 maintain)
Action v	◇	Lead, in collaboration with community partners, the effort to identify approaches and funding for housing for individuals identified as registered sex offenders (FY17, FY18, FY19)
Performance Measure		MeckFUSE - % that remained stably housed for 1 year in MeckFUSE program
Strategy G		Contract with appropriate vendors to deliver services
Action i	◇	Create Memoranda of Understanding, if applicable (FY17, FY18, FY19) (Livable Meck/At-Risk Residents/Inclusive/Strategy L: Coordinate the work of organizations addressing the needs of at-risk residents/Action iii)
Action ii	◇	Maintain and manage contract in collaboration with Department Financial Services (FY17, FY18, FY19)
Action iii	◇	Monitor vendor performance via quarterly reporting and case file review, discuss results and recommend improvements to better meet needs (FY17, FY18, FY19)
Action iv	◇	Ensure contracted providers of homeless services participate in Housing First/harm reduction ongoing trainings (FY17, FY18, FY19)
Action v	◇	Use Housing First and harm reduction language in all vendor contracts, including performance measure expectations and using Coordinated Assessment as a community entry point (FY17, FY18, FY19)
Comment		⁴ For the purposes of this plan, functional zero for chronic homelessness is at any point in time the number of people experiencing sheltered and unsheltered chronic homelessness will be no greater than the current monthly housing placement rate for people experiencing chronic homelessness. (Source: <i>Community Solutions</i> - https://cmtysolutions.org/sites/default/files/zero2016glossary.pdf)



STRATEGIC BUSINESS PLAN:
COMMUNITY SUPPORT SERVICES

GOAL 2: Decrease the Number of Homeless Households by the End of 2019 (cont'd)		
Objective 3: Decrease family homelessness		
Strategy A		Use diversion ⁵ to reduce the number of families who enter emergency shelter or places not meant for human habitation
Action i	◇	Analyze diversion pilot report to inform ongoing diversion processes and activities (December 31, 2015)
Action ii	◇	Recommend diversion implementation plan by February 1, 2016, and request, recruit, hire and train one (1) full-time senior social worker position (FY18)
Action iii	◇	Collaborate with community partners to identify sources of diversion funding by June 30, 2017 (FY17, FY18, FY19)
Action iv	◇	Develop and integrate diversion program and protocol within HMIS by June 30, 2017
Action v	◇	Monitor, track and review diversion data (ongoing, FY17, FY18, FY19)
Action vi	◇	Participate in annual/periodic diversion trainings (FY17, FY18, FY19)
Strategy B		Use Coordinated Assessment as a community entry point to decrease family homelessness.
Action i	◇	Implement and maintain a prioritization process for Rapid Rehousing units, and request, recruit, hire and train one (1) full-time senior social worker position (FY18)
Action ii	◇	Track Coordinated Assessment referrals to subsidized housing providers and include those accepted or denied by providers (FY17, FY18, FY19)
Action iii	◇	Participate in Coordinated Assessment Oversight Committee meetings weekly and maintain required Mecklenburg County member representation (FY17, FY18, FY19)
Action iv	◇	Lead Coordinated Assessment bi-weekly staff meetings (FY17, FY18, FY19)
Action v	◇	Monitor client information in HMIS and check status and progress monthly (FY17, FY18, FY19)
Action vi	◇	Identify and quantify barriers to implementing next steps after Coordinated Assessment on a quarterly basis; report to Oversight Committee in order to address gaps and improve Coordinated Assessment as a meaningful point of entry for obtaining services to end homelessness (FY17, FY18, FY19)
Strategy C		Collaborate with community partners to increase opportunities for subsidized housing for families affected by homelessness
Action i	◇	Release at least one joint Request for Proposal for Rapid Rehousing (FY17, FY18, FY19)
Action ii	◇	Release a joint Request for Proposal for A Way Home Endowment (FY18)



STRATEGIC BUSINESS PLAN:
COMMUNITY SUPPORT SERVICES

Strategy D		Develop alternative responses for families and individuals who are homeless and frequent users of public systems (hospitals, jails, Medic, child welfare)
Action i	◇	Lead the Frequent Medic User group to explore alternatives and generate solutions to medic use for individuals dealing with homelessness (FY17, FY18, FY19)
Action ii	◇	Lead Keeping Families Together (KFT) community initiative (i.e., homeless and child welfare) (FY17, FY18, FY19)
Strategy E		Contract with appropriate vendors to deliver services
Action i	◇	Create Memoranda of Understanding, if applicable (FY17, FY18, FY19) (Livable Meck/At-Risk Residents/Inclusive/Strategy L: Coordinate the work of organizations addressing the needs of at-risk residents/Action iii)
Action ii	◇	Maintain and manage contract in collaboration with Department Financial Services (FY17, FY18, FY19)
Action iii	◇	Monitor vendor performance via quarterly reporting and case file review, discuss results and recommend improvements to better meet needs (FY17, FY18, FY19)
Action iv	◇	Ensure contracted providers of homeless services participate in Housing First/harm reduction ongoing trainings (FY17, FY18, FY19)
Action v	◇	Use Housing First and harm reduction language in all vendor contracts, including performance measure expectations and using Coordinated Assessment as a community entry point (FY17, FY18, FY19)
Strategy F		Use Housing First and harm reduction approaches to decrease family homelessness
Action i	◇	Collaborate with community partners to facilitate opportunities for Housing First and harm reduction ongoing trainings (1 to 2 annually - FY18, FY19)
Action ii	◇	Participate on Housing First Charlotte-Mecklenburg Training Sub-Committee, including monthly meetings, and create an orientation manual (FY17, FY18, FY19)
Comment		⁵ For the purposes of this plan, the U.S. Interagency Council on Homelessness defines diversion for homeless families as a strategy that prevents homelessness for people seeking shelter by helping them identify immediate alternate housing arrangements and, if necessary, connecting them with services and financial assistance to help them return to permanent housing. Diversion programs can reduce the number of families becoming homeless, the demand for shelter beds, and the size of program wait lists.



STRATEGIC BUSINESS PLAN:
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GOAL 2: Decrease the Number of Homeless Households by the End of 2019 (cont'd)	
Objective 4: Use data and research to influence and drive decision-making in the effort to decrease the number of homeless households	
Strategy A	Provide accessible and actionable data and research to develop and strengthen data literacy about housing instability and homelessness to community stakeholders
Action i	◇ Develop and maintain, in collaboration with the community, a dashboard for housing instability and homelessness data and research (FY17, FY18, FY19)
Action ii	◇ Provide regular electronic briefing(s) on local and national data, trends and housing instability/homelessness related information and create a repository of local and national research for community stakeholders (FY17, FY18, FY19)
Action iii	◇ Provide funding for housing instability/homelessness report series, including Point in Time Count and Cumulative Count of Homelessness reports (FY17, FY18, FY19)
Action iv	◇ Develop community collaborative groups (permanent supportive housing, transitional housing, emergency shelter, prevention, diversion and rapid rehousing) to review and analyze their respective local data and outcomes (FY17, FY18, FY19)
Action v	◇ Collaborate with community partners to facilitate educational opportunities to community collaborative groups on best practices for program intervention and evaluation (FY17, FY18, FY19)
Action vi	◇ Develop a tool to evaluate use of dashboard by community stakeholders (FY17)
Strategy B	Research best practices in field of housing instability and homelessness
Action i	◇ Attend at least one (1) national conference related to housing instability/homelessness in FY17; three (3) conferences in FY18 and three (3) conferences in FY19 (FY17, FY18, FY19)
Action ii	◇ Facilitate local research and program evaluation within provider community (FY17, FY18, FY19)
Strategy C	Provide technical assistance to housing stability and homeless services providers to improve their outcome measurement and (data) evaluation systems
Action i	◇ Meet regularly with providers (FY17, FY18, FY19)
Action ii	◇ Provide training to providers on developing and using outcome measurement/evaluation (FY17, FY18, FY19)
Action iii	◇ Assist providers with internal data analysis and interpretation (FY17, FY18, FY19)



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Strategy D		Contract with appropriate vendors to deliver services
Action i	◇	Create Memoranda of Understanding, if applicable (FY17, FY18, FY19) (Livable Meck/At-Risk Residents/Inclusive/Strategy L: Coordinate the work of organizations addressing the needs of at-risk residents/Action iii)
Action ii	◇	Maintain and manage contract in collaboration with Department Financial Services (FY17, FY18, FY19)
Action iii	◇	Monitor vendor performance via quarterly reporting and case file review, discuss results and recommend improvements to better meet needs (FY17, FY18, FY19)
Action iv	◇	Ensure contracted providers of homeless services participate in Housing First/harm reduction ongoing trainings (FY17, FY18, FY19)
Action v	◇	Use Housing First and harm reduction language in all vendor contracts, including performance measure expectations and using Coordinated Assessment as a community entry point (FY17, FY18, FY19)
Strategy E		Use Housing First and harm reduction approaches in the use of data and research to influence and drive decision-making in the effort to decrease homelessness
Action i	◇	Collaborate with community partners to facilitate opportunities for Housing First and harm reduction ongoing trainings (1x annually in FY17 and 2x annually in FY18 and in FY19)
Action ii	◇	Participate on Housing First Charlotte-Mecklenburg training sub-committee including monthly meetings, and create an orientation manual (FY17, FY18, FY19)



STRATEGIC BUSINESS PLAN:
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GOAL 2: Decrease the Number of Homeless Households by the End of 2019 (cont'd)	
Objective 5: Create and use continuous quality improvement ⁶ (CQI) (FY17, FY18, FY19)	
Strategy A	Implement a CQI team to conduct data and research efforts
Action i	◇ Ensure quality data entry into HMIS and other applicable systems (FY17, FY18, FY19)
Action ii	◇ Improve documentation and service delivery in Homeless Services via periodic file reviews, analysis of the data, targeted training and follow-up (FY17, FY18, FY19)
Action iii	◇ Conduct case file reviews at least quarterly. Monitor and follow-up on deficiencies, as appropriate (FY17, FY18, FY19)
Action iv	◇ Develop, implement and monitor policies and procedures for quality data entry and provide reports on data quality. Facilitate opportunities for training and education in best practices. (FY17, FY18, FY19)
Action v	◇ Provide training to HMIS end-users and agencies on data entry and review (2 to 3 times annually FY17, FY18, FY19)
Comment	⁶ For the purposes of this plan, continuous quality improvement (CQI) is a process-based, data-driven approach to improving the quality of a product or service. It operates under the belief that there is always room for improving operations, processes, and activities to increase quality.





STRATEGIC BUSINESS PLAN:
COMMUNITY SUPPORT SERVICES

GOAL 3: Increase Prevention Efforts to Educate the Community about Homelessness, Domestic Violence, Community Violence, Substance Use, and the Needs of Veterans

Objective 1: Expand primary prevention⁷ efforts to educate the community about Community Support Services Department services

Strategy A		Maintain and increase primary prevention efforts to end homelessness, domestic violence, community violence, substance use and meet the needs of veterans
Action i	◇	Create educational and training opportunities in collaboration with community partners about homelessness, domestic violence, community violence, substance use and veterans (1x annually in FY17)(2x annually in FY18 and in FY19) (Livable Meck/Strategy H: Create a culture of health and wellness /Action i: Address language barriers in the provision of health services (Livable Meck/Health/Healthy) Action ii: Develop preventive programs and community events designed to promote improved health and wellness decision-making (Livable Meck/Health/Healthy/Strategy P/Actions ii and v)Action iii: Establish a resident toolkit for easy navigation of preventive physical health services and behavioral/mental health services, and create community ambassadors for the toolkit (Livable Meck/Health/Healthy/Strategy P/Action i)
Action ii	◇	Create educational and training opportunities for Community Support Services staff about homelessness, domestic violence, community violence, substance use and veterans (1x annually in FY17) (2x annually in FY18 and in FY19)
Action iii	◇	Participate in community meetings to end homelessness, domestic violence, community violence, substance use and meet the needs of veterans (FY17, FY18, FY19)
Action iv	◇	Participate and serve in ex-officio capacity on the Housing Advisory Board of Charlotte-Mecklenburg bi-monthly(FY17, FY18, FY19) (Livable Meck /Redevelopment/Inclusive/Strategy K/Engage the community in a dialogue about the importance of offering a mix of housing types and the economic benefits the options provide; balance housing options available in neighborhoods; Enhance mixed income and mixed used housing opportunities, including the identification of special housing districts to encourage live - work - shop - create – environments)
Action v	◇	Lead annually, in collaboration with community partners, the development of the Housing Instability and Homelessness Reports series (4x annually) (FY17, FY18, FY19)
Action vi	◇	Increase, maintain and promote community partnerships to end homelessness, domestic violence, community violence, substance use and meet the needs of veterans, including but not limited to, business and faith-based partners as needed (FY17, FY18, FY19)
Action vii	◇	Maintain and update the MeckEDU online domestic violence course for Mecklenburg County employees as needed (FY17, FY18, FY19)
Action viii	◇	Lead, in collaboration with community partners, the development of community and neighborhood leaders for the future strategy for the Livable Meck Plan (4x annually) (FY17, FY18, FY19) (Livable Meck/Action viii: Coordinate with neighborhood leaders in communicating information and gathering input) (Livable Meck/Culture Connections/Resilient/Strategy U: Develop community and neighborhood leaders for the future/Action vii)
Action ix	◇	Request, recruit, hire and train two (2) full-time Information and Education Coordinator positions – (FY18)
Action x	◇	Develop a long-term veterans outreach plan to increase awareness of services and facilitate out-posting of service delivery (FY17)



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Action xi	<p>◇ Participate in state and national organizations to better advocate for veterans (North Carolina Association of County Veteran Service Officers, National Association of County Veteran Service Officers, Concerned Veterans for America, Veterans Administration Health Advisory Council). (FY17, FY18, FY19)</p>
Comment	<p>⁷ Primary prevention activities are directed at the general population and attempt to stop the issue before it occurs. All members of the community have access to and may benefit from these services. Primary prevention activities with a universal focus seek to raise the awareness of the general public, service providers, and decision-makers about the scope and problems associated with the issue. Universal approaches to primary prevention might include: public service announcements or public awareness campaigns that provide information on how and where to learn more, get help, etc. (Source: <i>Public Health Pyramid; U.S. Public Health Service</i>)</p>
Strategy B	<p>Develop and carry out a plan for the Community Support Services department’s relocation to the Valerie C. Woodard Center on Freedom Drive to ensure continuity of services and programs. (FY17, FY18)</p>
Action i	<p>◇ Create an internal CSS staff Task Team by December 2016 for the department’s planned move from the Hal Marshall County Services Center to the Valarie C. Woodard Center</p>
Action ii	<p>◇ Create a CSS move/relocation plan in collaboration with County Asset and Facility Management (FY17) to include continuity of service and programs in the transition for clients and employees.</p>
Action iii	<p>◇ Update department print and marketing materials and external and internal websites to reflect the move and new address and contact information by December 31, 2017 (FY17, FY18)</p>
Action iv	<p>◇ Participate in “Bringing Mecklenburg County to You,” Mecklenburg County’s new Government Facilities Master Plan intended to provide quality County services in locations that are convenient to customers and to create a better work environment for employees. The model creates a system of “Community Resource Centers” that provide a continuum of County services at a single location. (FY17, FY18, FY19)</p>
Action v	<p>◇ Participate in ongoing development of a communications plan, with Mecklenburg County Public Information, around the inclusion of CSS programs and services into the “Bringing Mecklenburg County to You,” enterprise plan for Health and Human Services, and develop an internal department-specific plan to support the effort. (FY17, FY18, FY19)</p>



STRATEGIC BUSINESS PLAN:
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Objective 2: Expand secondary prevention activities⁸ offered to identified populations with a high-risk focus	
Strategy A	Maintain and increase secondary prevention ⁸ efforts to end homelessness, domestic violence, community violence, substance use and meet the needs of veterans
Action i	◇ Create educational and training opportunities for individuals/communities at-risk, in collaboration with community partners, to educate about homelessness, domestic violence, community violence, substance use and veterans, (1x annually in FY17) (2x annually in FY18 and in FY19)
Action ii	◇ Lead Coordinated Assessment diversion process for individuals at risk of experiencing homelessness and maintain appropriate reporting (ongoing) (FY17, FY18, FY19)
Action iii	◇ Facilitate annual Domestic Violence Speakers Bureau training in partnership with community partners and coordinate Domestic Violence Speakers Bureau events and volunteers (as needed)(FY17, FY18, FY19) (Livable Meck Plan connection: Action vii: Increase collaboration and communication between law enforcement and neighborhood organizations to develop violence prevention plans, improve response times, and reduce justice involvement) (Livable Meck/Safe Community/Welcoming/Strategy A: Build a safe community)
Action iv	◇ Increase, maintain and promote community partnerships to end homelessness, domestic violence, human trafficking, community violence, substance use and meet the needs of veterans including, but not limited to, faith community, business partners and higher education (FY17, FY18, FY19)
Action v	◇ Engage community, in collaboration with partners and identified leaders, to hold at least 3 to 5 community violence prevention events/meetings annually; create a task team. Lead at least one meeting or event (FY17, FY18, FY19)
Action vi	◇ Facilitate <i>Do the Write Thing</i> Essay Program to engage middle schools (annually) and facilitate <i>Do the Write Thing</i> Leadership Academy annually (FY17, FY18, FY19)
Action vii	◇ Maintain current grants and identify new grants for the community (e.g., Office on Violence Against Women grant) violence prevention (FY17, FY18, FY19)
Action viii	◇ Develop and participate in "Building With Our Veterans" training program in partnership with County Land Use and Environmental Services Agency and Central Piedmont Community College to provide apprenticeship/employment opportunities to unemployed/under-employed veterans in the building trades in Code Enforcement (FY17, FY18)
Action ix	◇ Create educational and training opportunities for Community Support Services staff about homelessness, domestic violence, community violence, substance use, veterans and work/life balance (1x annually in FY17) (2x annually in FY18 and in FY19)
Performance Measures	Violence Prevention programming – Total number of individuals reached with Violence Prevention programs Corporate Measures - Employee Development Index (ECS); Employee Motivation & Satisfaction Index (ECS); Resignation Rate (HR)
Comment	⁸ Secondary prevention activities with a high-risk focus are offered to populations that have one or more risk factors associated with the issue such as poverty and substance use exposure. Programs may target services for communities or neighborhoods that have a high incidence of any or all of these risk factors associated with the issue being addressed. <i>(Source: Public Health Pyramid; U.S. Public Health Service)</i>



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Objective 3: Expand communications planning, public awareness campaigns, and marketing to support Community Support Services primary and secondary prevention efforts

Strategy		Maintain and increase communication, public awareness, and marketing to support prevention efforts to end homelessness, to meet the needs of veterans, and to prevent substance use, community, and domestic violence
Action i	◇	Create or update a department-wide communications plan annually and update as needed (FY17, FY18, FY19)
Action ii	◇	Write and distribute news releases and media advisories in support of prevention programs, services, events and campaigns as needed (FY17, 18, 19)
Action iii	◇	Create prevention awareness messages and campaigns and use channels to include mass media such as television, radio and newspaper, Public Service Announcements; and other media such as brochures, posters and billboards; community events, social media and the Web at a cost of \$75,000 annually (FY17, FY18, FY19)
Action iv	◇	Facilitate Community Support Services Communications Team meetings monthly and as needed (FY17, FY18, FY19)
Action v	◇	Support and maintain the department’s shared CSScommunications@MecklenburgCountyNC.gov email box as the primary method, via the Internet, to receive and respond to community inquiries, requests for information and customer/client service concerns (FY17, FY18, FY19)
Action vi	◇	Update and contribute to the department’s social media platforms, primarily Facebook, at least 4x monthly; continue to contribute to department and County social media platforms as needed; post awareness opportunities and events and update events calendar on County and department Web pages as needed (FY17, 18, 19)
Action vii	◇	Create appropriate prevention talking points and messaging for staff use at events or other public appearances and engagements; provide educational and training opportunities around prevention communication (FY17, FY18, FY19)
Action viii	◇	Contribute information and update Community Support Services Department website as needed, but at least quarterly (FY17, FY18, FY19)
Action ix	◇	Research best practices in prevention communications strategies and awareness campaigns (FY17, FY18, FY19)
Action x	◇	Create and/or update all Community Support Services marketing materials, such as brochures, posters, give-away items for outreach (FY18, FY19)
Action xi	◇	Recruit, request, hire and train one (1) full-time Information and Education Coordinator position (FY18)



STRATEGIC BUSINESS PLAN: COMMUNITY SUPPORT SERVICES





STRATEGIC BUSINESS PLAN:
COMMUNITY SUPPORT SERVICES

GOAL 4: Maintain Environmental Sustainability of Operations

Objective 1: Adhere to environmentally preferable purchasing (EPP) guidelines

Strategy	Monitor department practices to ensure adherence to environmentally preferable purchasing (EPP) guidelines
Actions	<ul style="list-style-type: none"> ◇ FY 2017 <ul style="list-style-type: none"> • Identify a department representative to work with the County’s Sustainability Manager to track and meet the department’s environmental goals ◇ FY 2017 – FY 2019 <ul style="list-style-type: none"> • Educate department employees on the importance of adhering to the County’s environmentally preferable purchasing (EPP) guidelines • Enforce the department’s adherence to the County’s EPP guidelines by monitoring purchasing habits • Embrace new and innovative opportunities for improving the environmental-friendliness of the department’s purchasing habits When making purchasing decisions, consider the full cost of the products—environmental, social, <i>and</i> economic
Performance Measures	◇ Dollars spent on recycled paper / Dollars spent on all paper purchases
	◇ Dollars spent on environmentally preferable office supplies / Dollars spent on all office supplies
	◇ Dollars spent on remanufactured printer cartridges / Dollars spent on all printer cartridges



STRATEGIC BUSINESS PLAN:
COMMUNITY SUPPORT SERVICES

GOAL 4: Maintain Environmental Sustainability of Operations (cont'd)

Objective 2: Provide employees with opportunities to learn about and practice environmentally-friendly activities (via the County's Work Green program)

Strategy	Support employee involvement in environmentally-friendly activities (via the County's Work Green program)
Actions	<ul style="list-style-type: none"> ◇ FY 2017 <ul style="list-style-type: none"> • Identify a department representative to work with the County's Sustainability Manager to track and meet the department's environmental goals ◇ FY 2017 – FY 2019 <ul style="list-style-type: none"> • Educate department employees on the <i>importance</i> of participating in the County's Work Green program • Educate department employees on <i>opportunities</i> to participate in the County's Work Green program—via educational opportunities (i.e. Lunch & Learns), volunteer opportunities, alternative commuting (i.e. carpooling, mass-transit, walking, or cycling), and other unique employee engagement campaigns • Enforce the department's participation to the County's Work Green program by consistently monitoring performance
Performance Measure	◇ Total number of Work Green credits earned by the department's employees