2014 Planning Retreat
CMGC, Room 267
Thursday, January 16, 2014
1:00 – 5:00 PM

Agenda

1. Opening Remarks
2. Mecklink Update
3. Strategic Agenda Review and Adoption
4. Board Committees
Mecklenburg County
Board of County Commissioners

FY2014 Planning Retreat

CMGC Conference Room 267
January 16, 2014
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Strategic Agenda of the Mecklenburg Board of County Commissioners

Board of County Commissioners Vision for the Community:
To be a community of pride and choice for people to LIVE, WORK and RECREATE

Our Purpose (Mecklenburg County Government Mission):
To serve Mecklenburg County residents by helping improve their lives and community

Our Standard (Mecklenburg County Government Vision):
To be the best local government service provider
Executive Summary

In August 2013, the Mecklenburg Board of County Commissioners began a planning process to adopt a STRATEGIC AGENDA for January 2014 to June 2015. The purpose of the Board’s Strategic Agenda is to identify the key goals the Board plans to accomplish within this 18-month period. Although many Board accomplishments will occur during the next 18 months, the Board’s Strategic Agenda focuses on the goals that are most urgent to achieve during this time.

This final draft of the Board’s Strategic Agenda was developed using input from Board members, the public, County department leaders and other County employees. At its November 12, 2013 workshop, the Board used this input to identify key themes for its Strategic Agenda. After the Board’s workshop, County department directors met to identify proposed goals and objectives in support of the Board's key themes.

The Board’s Strategic Agenda is composed of four key themes:

- Economic Development
- High-Performing Organization
- Quality of Life & Cost of Living
- Human Services Strategic Planning

Within ECONOMIC DEVELOPMENT, the Board’s 18-month objective is to re-invigorate the County’s economic development approach. To do this, the Board will develop an economic development strategic plan that focuses on public and private partnerships to stimulate job growth and more commercial/business development.

The Board also will build on the strong performance of the County organization and its talented employees. To ensure the County remains a HIGH-PERFORMING ORGANIZATION, the Board, management and staff will increase efforts to improve the quality and efficiency of services and be accountable for results.

Overall, Mecklenburg County offers a strong QUALITY OF LIFE at a good COST OF LIVING. However, there are many areas of the community where residents are not enjoying the same quality of life, and where the cost of living is challenging. Therefore, the Board will focus efforts to improve the quality of life in neighborhoods throughout the County, particularly in education, household income and public health.

Providing human services is a core function of Mecklenburg County government. This area includes services for public health, mental health, substance abuse, developmental disabilities, child support enforcement, adult and child protective services, support services for veterans, women and seniors, and other public assistance. Because these services span significant and complex human challenges within our community, the Board will engage in HUMAN SERVICES STRATEGIC PLANNING.

The final draft of the Board’s Strategic Agenda contains proposed 2020 goals, 18-month objectives, strategies and action steps. Also included are pertinent connections to the Board’s Community & Corporate Scorecard and the current performance related to 2020 Scorecard goals.
Guide to the Document

In addition to the Executive Summary above, this document is divided into sections for each of the four themes comprising the Board’s Strategic Agenda. Each section contains an overview, summary of details, and relevant performance information from Mecklenburg County’s Community & Corporate Scorecard. Background on the Scorecard and Mecklenburg County’s performance management system is provided below. Finally, the document also contains appendices that provide supporting data and information related to one or more of the Strategic Agenda themes.

Economic Development page 3
High-performing Organization page 7
Quality of Life & Cost of Living page 11
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Mecklenburg County Performance Management and the Community & Corporate Scorecard

In May 2001, the Mecklenburg Board of County Commissioners adopted a vision for the community summarized by the following statement: In 2015, Mecklenburg County will be a community of pride and choice for people to LIVE, WORK and RECREATE.

In November 2011, the Board reaffirmed this vision with the updated statement: In 2020, Mecklenburg County will be a community of pride and choice for people to LIVE, WORK and RECREATE.

The key elements of this community vision are grouped into four FOCUS AREAS as follows:

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

The Board adopted 2020 goals for each Focus Area, and Mecklenburg County’s programs and services are directed toward achieving these goals. Since 2001, the County has used a performance management tool called the BALANCED SCORECARD to set goals and strategies for programs and services in support of the Board’s vision. In addition, the County’s Balanced Scorecard – called the MECKLENBURG COUNTY COMMUNITY & CORPORATE SCORECARD – provides a consistent method of ensuring accountability for performance. Scorecard performance is reported to the Board and Mecklenburg residents at least annually, using “traffic light” symbols as a visual for gauging progress toward the goals, as follows:

- Positive Performance (2020 goal achieved)
- Mixed Results (2020 goal is reachable but not yet achieved)
- Reason for Concern (Performance is well short of 2020 goal)
Economic Development
Economic Development Overview

Although our local economy has improved, we still need further economic development in Mecklenburg County.

Economic development means:
- Greater employment opportunities
- Private development of land and buildings, particularly commercial and business property
- Local government services that support local businesses, job growth and property development

Why economic development matters

Sixteen percent, or 151,000, of Mecklenburg County residents live in poverty. The County provides some form of public assistance to 223,512 residents, of whom 121,000 are between the ages of 0-18.

Although the overall unemployment rate is improving, unemployment and poverty is increasing within segments of our community, especially among minorities and those without a high school diploma. Unemployment and poverty contribute greatly to community problems such as homelessness, substance abuse, child neglect and abuse, mental illness, crime, obesity and other health problems.

Over the past year, new job growth has barely kept pace with the number of people who have moved to Mecklenburg County looking for work. We need more jobs, but we also need businesses to invest in new development of land and buildings. The development of land and buildings increases the value of taxable commercial/business real estate property, which reduces the tax burden on homeowners.

What we want to achieve (our 2020 goals)

- **An unemployment rate of 5% or lower.** In 2007, prior to the recession, the unemployment rate was 4.6%.
- **Increased employment across different types of jobs and workers.** We want residents with different levels of education, skills and experience to find good jobs and to advance. We want to keep and expand our diverse local economy.
- **Growth in the value of commercial and business property.** With strong businesses and industries in Mecklenburg County, the tax burden on homeowners will decrease.

What we will do next (our short-term objectives)

- **Create a new plan for economic development in Mecklenburg County.** Mecklenburg County currently provides business investment grants to companies that will offer jobs to Mecklenburg County residents. The new plan will include more specific criteria for providing grants and ways to inform residents about the results. The new plan will also explore ways the County can help with the start-up of new businesses, especially small, women-owned and minority-owned businesses.

How we will do it (our strategies and action steps)

1. Revise the Board’s economic development goals, strategies and action steps.
2. Describe the County’s role in economic development and what services the County will fund to support economic development.
3. Include performance standards and measures to determine whether the new economic development plan is successful.
**Economic Development Details Summary**

**Proposed 2020 Goal(s):**
- Grow jobs in Mecklenburg County to reduce unemployment to pre-recession levels or better
- Increase economic equality (increasing jobs and incomes at all levels)
- Grow the commercial real estate/business property tax base to reduce the tax burden on homeowners

**Proposed 18-month Board Objective:**
- Develop an economic development strategic plan for Mecklenburg County

**Strategy:**
- Redefine Mecklenburg County’s goals, strategies, tactics, services and performance standards for economic development to emphasize growth in jobs and the property tax base, and to support economic equality

**Key Action Steps:**
- Use practices that have been proven to work in other communities
- Provide support to help small and local businesses get started and keep operating in Mecklenburg County
- Build and expand successful partnerships that generate new jobs and support business growth (e.g., City of Charlotte, Charlotte Chamber, etc.)
- Assess the current Business Investment Grant program to determine the adequacy of the criteria for approving these grants, and evaluate the results of previous grants
- Identify and address any onerous regulatory barriers to private sector investment and growth
- Use Quality of Life data to set performance standards for tax base growth to evaluate the economic status of residents
- Make capital investments such as parks, greenways, and libraries to stimulate private sector investment to grow the tax base and enhance neighborhood quality of life (e.g., as explained in the IBM model)
- Revise Community & Corporate Scorecard goals, strategies, measures and targets consistent with economic development strategic plan

**Other Considerations:**
- Consider the impact and role of Charlotte-Mecklenburg Schools in improving economic well-being, including how academic performance and poor performing schools affect the quality of life in neighborhoods
- Consider the impact and role of Central Piedmont Community College in workforce development in collaboration with the private sector
Economic Development Performance

Below are the current performance measures and results related to economic development. These are measures on the Board’s Community & Corporate Scorecard. As mentioned above, it is likely that new performance measures will be established as part of developing and implementing an economic development strategic plan.

Board Focus Area: Sustainable Community
Focus Area Goal: Mecklenburg County will have a vibrant and diverse economy while protecting its natural resources and enhancing the quality of neighborhoods.

Board Focus Area: Social, Education, & Economic Opportunity
Focus Area Goal: Create an environment where all Mecklenburg residents can become self-sufficient and have equal access to services.

<table>
<thead>
<tr>
<th>2020 Performance Goals</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>Comments</th>
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</thead>
<tbody>
<tr>
<td>Job Growth</td>
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<td>6.11% increase 584,195 jobs</td>
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<td>Code Enforcement Performance Index</td>
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<td></td>
<td>Plan reviews completed on time: 95.96% Inspection response w/in 24 hours: 91.05% Inspection pass rate: 83.98%</td>
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<td>Self-Sufficiency Progress Index</td>
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<td></td>
<td>8 out of 8 program achieved</td>
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<td>Employment Rate</td>
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<td></td>
<td>Meck: 90.82% State: 90.71%</td>
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<tr>
<td>High School Graduation Rate</td>
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<td></td>
<td>Preliminary Meck: 81% Preliminary State: 82.5%</td>
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<tr>
<td>Academic Performance</td>
<td></td>
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<td></td>
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<td>0 of 6 goals obtained</td>
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</table>
High-Performing Organization
High-Performing Organization Overview

Mecklenburg County’s talented staff results in a well-run and fiscally responsible government. Still, it is important to continuously improve the quality and efficiency of services and to make good use of taxpayer funds.

A high-performing organization means:

- Providing quality services and good customer service to everyone
- Being efficient in expending money and/or avoiding unnecessary costs
- Having dedicated, diverse, knowledgeable and experienced staff
- Being transparent and accountable for results

Why a High-Performing Organization matters

Mecklenburg residents deserve a county government that is the best it can be in all aspects of leadership and operation. Mecklenburg County government’s mission is to serve Mecklenburg residents by helping them improve their lives and community. The standard for this mission is to be the best local government service provider. The customer service expectation is for employees to treat customers as they (the employees) would like to be treated.

Current Performance is Good

- **96.3% of County customers are satisfied** with services received
- **High customer satisfaction ratings** are similar regardless of race, gender and age
- Mecklenburg County holds a **Triple-A bond rating** from national rating agencies
- Employee motivation and satisfaction rate is 89%
- The cost per resident for County services has remained **flat or gone down** each year since **2005**
- The resident perception rating on **service value for tax dollars is 86%** (goal of 80%)

Performance Improvements Necessary to be Great

- The average rating for **service efficiency is 64%** (with a goal of 80%)
- The resident satisfaction **rating for the quality of County services is 77%** (goal of 84%)
- The resident perception of **tax dollars helping residents improve their lives is 70%** (goal of 80%)
- The resident perception of **tax dollars for services that improve the community is 74%** (goal of 80%)

What we want to achieve (our 2020 goals)

- **Achieve and maintain all performance goals** for service quality and efficiency, customer/resident satisfaction, employee motivation and satisfaction, and financial management

What we will do next (our short-term objectives)

- Increase efforts to improve the quality and efficiency of services, and accountability for results
- Increase public awareness of current performance and the actions taken to maintain and improve performance
- **Strengthen the County’s ability to attract, retain and develop employee talent**
How we will do it (our strategies and action steps)

1. Meet and talk with residents about the County’s performance and find out what residents expect in service quality, efficiency and effectiveness
2. Conduct customer satisfaction assessments by getting feedback from people who are direct recipients of services
3. Increase service assessments that identify ways to create efficiencies to save tax dollars
4. Put in place workforce development and succession planning initiatives to hire and train employees to meet current and future service needs, particularly to address the potential retirement of baby boomers within the next three to five years

High-Performing Organization Details Summary

Proposed 2020 Goal:
- Optimize organizational performance to sustain Mecklenburg County as highly efficient, effective, accountable and inclusive
- Achieve and maintain all performance goals for service quality and efficiency, customer/resident satisfaction, employee motivation and satisfaction, and financial management

Proposed 18-month Board Objectives:
- Increase efforts to improve the quality and efficiency of services, and accountability for results
- Increase public awareness of current performance and the actions taken to maintain and improve performance
- Strengthen the County’s ability to attract, retain and develop employee talent

Strategies:
- Focus citizen involvement activities on communicating the County’s performance and seeking input on what residents would like to see as indicators (e.g., key measures) of the County’s efficiency, effectiveness, stewardship and accountability.
- Increase resources to conduct service efficiency assessments that identify ways to create efficiencies to save tax dollars
- Establish an employee development philosophy and approach for attracting and growing talent within the organization

Potential Action Steps:
- Continue implementing the compliance program (e.g., FY14 Compliance Work Plan)
- Develop three-year department business plans tied to the County’s strategic goals
- Increase resources for business process mapping, organizational improvement, internal audit, planning, budgeting, and evaluation functions
- Conduct customer service assessments throughout the organization to gather customer input on service quality and service satisfaction
- Implement formal workforce/succession planning, particularly to consider potential retirement of baby boomers within the next three to five years
High-Performing Organization Performance

Below are the current performance measures and results related to a high-performance organization. These are measures on the Board’s Community & Corporate Scorecard.

**Community & Corporate Scorecard Links for High-Performing Organization:**

**Board Focus Area:** Effective & Efficient Government  
**Focus Area Goal:** To be an inclusive, accountable and high-performing organization

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<thead>
<tr>
<th>2020 Performance Goals</th>
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<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>Comments</th>
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<tbody>
<tr>
<td>Bond Rating</td>
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<tr>
<td>To maintain Triple A bond rating, the highest possible score.</td>
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<td>AAA Performance Trend ▲▼</td>
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<td>Service Efficiency Ratings</td>
<td>New Measure Established in FY12</td>
<td></td>
<td></td>
<td></td>
<td>64% Performance Trend ▼</td>
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<tr>
<td>To have 80% of service level efficiency measures at or above target.</td>
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<tr>
<td>Employee Motivation &amp; Satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>89% satisfaction Performance Trend ▲</td>
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<td>To have 84% or more of County employees satisfied with working at Mecklenburg County.</td>
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<tr>
<td>Tax Collection Rate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>98% Performance Trend ▲</td>
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<tr>
<td>To be comparable or higher than state average in tax collections. (Light indicates total achievement of the 2020 Vision goal)</td>
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<tr>
<td>Customer Satisfaction</td>
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<td>96% customer satisfaction rating Performance Trend ▼</td>
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<tr>
<td>To have 84% or more of County residents satisfied with direct and online service delivery.</td>
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<tr>
<td>Property Tax to Household Income</td>
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<td>Meck: 1.54% Benchmark: 1.33% Performance Trend ▼</td>
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<tr>
<td>To have residential property tax revenue as a percentage of household income less than or equal to select regional jurisdictions in North Carolina.</td>
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<tr>
<td>Cost of County Government</td>
<td>New Measure Established in FY13</td>
<td></td>
<td></td>
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<td>Meck: .020 Benchmark: .021</td>
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<tr>
<td>To be at or below the per capita average for North Carolina benchmark jurisdictions.</td>
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</tbody>
</table>
| Resident Perception Index | New Measure Established in FY12 | | | | 77% Satisfaction (Fund Quality Service)  
79% Satisfaction (Live, Work, Recreate) Performance Trend ▲ |
| To have 84% or more of County residents satisfied with quality of service, value for tax dollar and the community as a place to live, work and recreate. | | | | | |
| Citizen Involvement Index | New Measure Established in FY13 | | | | 4261 volunteer hours  
$94,338.54 Value of Volunteer Hours  
97% Satisfaction (Post-Event Survey)  
72% Satisfaction (Community Survey) |
| To connect Mecklenburg County residents to local government by providing and making residents aware of multiple opportunities for participation with County government in a variety of formats. | | | | | |
Quality of Life & Cost of Living
Quality of Life & Cost of Living Overview

Overall, Mecklenburg County has a strong quality of life at a good cost of living. Resident satisfaction rate for the community as a place to live, work and recreate is 79% (with a goal of 84% satisfaction rate)

However, there are numerous areas of the County where the quality of life is significantly lower in terms of the following:

- Education, including high school graduation rates
- Employment, household income and wealth (e.g., home ownership/property value)
- Health and safety
- Property tax burden

Why Quality of Life & Cost of Living matters

Although the overall unemployment rate is improving, unemployment and poverty is increasing within segments of our community, especially among minorities and those less educated. Unemployment and poverty contribute greatly to community problems such as homelessness, substance abuse, child neglect and abuse, mental illness, crime, obesity and other health problems.

The most recent Quality of Life study reveals that problems mentioned above exist in many County neighborhoods, significantly reducing the quality of life for these residents. Because there are multiple problems affecting many people, addressing those problems increases the cost of living for everyone in the community in the form of property taxes to pay for human services, healthcare costs, and other services as well as the loss of human productivity and loss of life.

Note: The Quality of Life Study evaluates social, crime, physical, economic and environmental conditions in neighborhoods throughout Mecklenburg County.

What we want to achieve (our 2020 goals)

- Improve the quality of life throughout the County. In particular, focus on qualities such as education, household income, environment and public health
- Reduce or eliminate disparities (e.g., health, income, and education) among neighborhoods
- Maintain an affordable property tax rate (i.e., residents are able to meet the tax expense)

What we will do next (our short-term objectives)

- Engage the public to raise awareness about the quality of life in neighborhoods
- Gather community input on the desired quality of life, including equity across neighborhoods, and property tax rate affordability

How we will do it (our strategies and action steps)

1. Use the Quality of Life data to identify key indicators of quality of life (e.g., education, health, and income) and areas where inequality exists (e.g., neighborhoods in a “crescent” shape that range from the Charlotte’s west/northwest areas to east/northeast).
2. Assess the affordability of the County’s property tax rate using benchmarking and other data.
3. Consider implementing recommendations from the Livable Communities Plan and accelerating successful efforts from the Ten-Year Plan to End Homelessness.

Quality of Life & Cost of Living Details Summary

Proposed 2020 Goal:
- Sustain and enhance the quality of life throughout the County, reduce disparities and maintain an affordable property tax rate so residents are able to meet the tax expense.

Proposed 18-month Board Objective:
- Engage the public to raise awareness about the quality of life in neighborhoods.
- Gather community input on the desired quality of life (including equity across neighborhoods) and property tax rate affordability.

Strategies:
- Using the Quality of Life data, identify key indicators of quality of life inequity and areas where the inequality exists (e.g., “crescent” neighborhoods).
- Using benchmarking and other data, assess the stability and affordability of the County’s property tax rate.
- Link to the Livable Communities Plan, including leveraging public input obtained in the development of the Plan, as well as the Ten-Year Plan to End Homelessness.

Potential Action Steps:
- Hold a community summit on the Quality of Life to engage a large cross-section of the community for an extensive discussion on key indicators and other pertinent information, and to establish community priorities and strategies to foster greater quality of life equity building on and leveraging the Livable Communities planning effort.
- Survey residents to seek input on key components and characteristics of the quality of life in Mecklenburg County and the cost and value of achieving the desired quality of life.

Other Considerations:
- There is a strong connection between the Quality of Life & Cost of Living goals and objectives above and the goals and objectives for Economic Development. Therefore, consideration should be given to implementing complementary/corresponding strategies.
- Because education is likely to be a key driver of Quality of Life and Cost of Living, the Board should closely scrutinize, on an on-going basis, the effectiveness of County funding of Charlotte-Mecklenburg Schools and Central Piedmont Community College, as well as Community Service Grants awarded to non-profit agencies supporting the efforts to increase the high school graduation rate.
Quality of Life & Cost of Living Performance

Below are the current performance measures and results related to Quality of Life & Cost of Living. These are measures on the Board’s Community & Corporate Scorecard. (NOTE: To view the Quality of Life study data and dashboard, access this link or http://charmeck.org/qol/Pages/default.aspx.)

Community & Corporate Scorecard Links for Quality of Life & Cost of Living:
Focus Area: Community Health & Safety
Focus Area Goal: Make the community healthier and safer

Focus Area: Sustainable Community
Focus Area Goal: Mecklenburg County will have a vibrant and diverse economy while protecting its natural resources and enhancing the quality of neighborhoods

Focus Area: Effective & Efficient Government
Focus Area Goal: To be an inclusive, accountable and high-performing organization

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<tbody>
<tr>
<td>Violent Crime Rate</td>
<td></td>
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<td></td>
<td>Second Crime Quadrant 647.74 (crimes per 100,000) Performance Trend ▼</td>
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<tr>
<td>To be in the quadrant with the lowest crime rate among comparable jurisdictions in the region. (Calendar year)</td>
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<td>Park &amp; Recreation Capital Ratio</td>
<td></td>
<td></td>
<td></td>
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<td>19% matched Performance Trend ▲</td>
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<tr>
<td>To have 20% or more of capital expenditures for Park &amp; Recreation facilities matched by other public or private sector partners.</td>
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<tr>
<td>Transit Proximity Index</td>
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<td>Parks: 56% Greenways: 62% Libraries: 88% Performance Trend ▲</td>
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<tr>
<td>To have 85% or more of the County’s parks, greenways and libraries within one-quarter mile of a transit stop.</td>
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<td>Recreational Amenities Index</td>
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<td></td>
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<td>New Measure Established in FY13 5.50%</td>
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<td>To achieve 100% of the Park &amp; Recreation Master Plan community recommendations.</td>
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<td>Property Tax to Household Income</td>
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<td>Meck: 1.54% Benchmark: 1.33% Performance Trend ▼</td>
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<td>To have residential property tax revenue as a percentage of household income less than or equal to select regional jurisdictions in North Carolina.</td>
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Human Services Strategic Planning
Human Services Strategic Planning Overview

Mecklenburg County government is adept in thinking and planning for the future and in collaborative problem solving. These strengths should be leveraged in strategic planning around the County’s core service area to:

- Develop a continuum of social safety net services for people who are homeless, seniors, children and those with mental illness
- Define governance options for the consolidated human services agency
- Coordinate and collaborate service delivery options within the human services agency and with external partners

Why Human Services Strategic Planning matters

Providing human services (e.g., public health, mental health, and social services) is a core function of Mecklenburg County government. Numerous residents receiving services in one area of human services also receive services in other areas. Several collaborations exist within Mecklenburg County’s human services agency and with other community partners. However, most of these collaborations have occurred at the program or service level, rather than by taking a broader look at how the County’s human services agency could be organized differently to serve residents more effectively and efficiently.

What we want to achieve (our 2020 goals)

- **Improve the health and well-being of Mecklenburg residents, especially people most in need of support and assistance.** This includes emphasizing education and prevention, along with optimal human service delivery for improved access to care

What we will do next (our short-term objectives)

- **Establish and/or revise the goals and objectives of Mecklenburg County’s strategic plan for human services, as outlined in the Community & Corporate Scorecard**
- **Consider options for the governance of Mecklenburg County’s consolidated human services agency**

How we will do it (our strategies and action steps)

1. **Review and revise as needed the goals, strategies and performance measures** for the County’s Health & Safety Focus Area of the Community & Corporate Scorecard
2. **Review and revise as needed the goals and strategies for Increasing Self-Sufficiency** on the Community & Corporate Scorecard
3. **Collaborate with community funding partners** (e.g., City of Charlotte, United Way agencies and other nonprofit agencies, Foundation for the Carolinas) to develop and adopt common goals (desired results) and common processes
4. **Assess the affordability of the County’s property tax rate** by using benchmarking and other data
5. **Consider implementing recommendations from the Livable Communities Plan and accelerating successful efforts** from the Ten-Year Plan to End Homelessness
Human Services Strategic Planning Details Summary

Proposed 2020 Goal:
• Improve the health and well-being of Mecklenburg residents, especially people most in need of support and assistance, emphasizing education and prevention and optimal human service delivery

Proposed 18-month Board Objective:
• Establish and/or revise the goals and objectives of Mecklenburg County’s strategic plan for human services, as outlined in the Community & Corporate Scorecard
• Consider options for the governance of Mecklenburg County’s consolidated human services agency

Strategies:
• Review and revise as needed the goals, strategies and performance measures for the County’s Health & Safety Focus Area of the Community & Corporate Scorecard
• Review and revise as needed the goals and strategies for Increasing Self-Sufficiency on the Community & Corporate Scorecard
• Collaborate with community funding partners (e.g., City of Charlotte, United Way agencies and other nonprofit agencies, Foundation for the Carolinas) to develop and adopt common goals (desired results) and common processes
• Assess the affordability of the County’s property tax rate by using benchmarking, other data
• Consider implementing recommendations from the Livable Communities Plan and accelerating successful efforts from the Ten-Year Plan to End Homelessness

Potential Action Steps:
• Seek more opportunities to involve and integrate Human Services Agency departments in collaborative service delivery
• Involve more Human Services Agency departments in the new Coordinated Assessment within the homeless service system
Human Services Strategic Planning Performance

Below are the current performance measures and results related to Human Services Strategic Planning. These are measures on the Board’s Community & Corporate Scorecard.

Community & Corporate Scorecard Links for Strategic Planning in Core Service Areas:
Focus Area: Community Health & Safety
Focus Area Goal: Make the community healthier and safer

Focus Area: Social, Education, & Economic Opportunity
Focus Area Goal: Create an environment where all Mecklenburg residents can become self-sufficient and have equal access to services

<table>
<thead>
<tr>
<th>2020 Performance Goals</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>Comments</th>
</tr>
</thead>
</table>
| **Health Index**
  To obtain 75% or more of targeted health goals including low adolescent pregnancy, preventable mortality and communicable disease rates. | | | | | 57% of goals obtained Performance Trend ▼ |
| **Self-Sufficiency Progress Index**
  To achieve program goals for seniors, child support, veterans, public assistance, WorkFirst, and homeless clients. | | | | | 8 out of 8 program achieved Performance Trend ▲ |
Appendices

- Socio-economic data on the County and its Residents
- Department Director Listing
Appendix 1: Socio-economic Data on the County and its Residents

From 2000 to 2010, areas in green added residents while those in red lost residents.

The total County population is projected to continue increasing in the future.
In 2010, residents from the three largest racial & ethnic groups lived in different locations of the County.

Minority residents are projected to become a larger percentage of the total County population in the future.
Historically, more people have migrated in to the County than migrated out.

In 2010, more County residents migrated out to bordering counties than migrated in.
Those migrating out of the County have a higher average salary than those migrating in.

The salary differential is also observable for migration in and out of bordering counties (2010).
The County is projected to add over 120,000 residents during the current decade, and almost 140,000 throughout the next decade.

From 2002 to 2010, several industries grew while others declined.
The County labor force has grown in recent years, along with the number of unemployed residents.

The County's unemployment rate has mirrored the statewide average.
The number of jobs in the County is projected to increase in the future.

In 2010, younger residents tended to live in the “crescent” of Mecklenburg (neighborhoods that range from the Charlotte’s west/northwest areas to east/northeast of the County).
Older age groups are projected to outnumber younger age groups in future years.

Areas with a higher percentage of people with at least a Bachelor’s Degree include North & South Mecklenburg.
The crescent of the County had a high percentage of people with no High School Diploma in 2010.

In 2010, the crescent of the County had the lowest median household income.
Areas of the crescent also had high poverty rates from 2000 to 2009.

In 2012, County residents with higher education levels were less likely to live below the poverty level.
A high number of property crime incidents occurred in the crescent in 2011.

Most violent crime incidents in 2011 also occurred in the crescent of Mecklenburg.
The County’s spending per resident has been between $1,000 and $1,200 since 2005.

Mecklenburg maintains a high fund balance as a percent of general fund expenses compared with other counties.
Those living in the crescent experience higher rates of domestic violence than other areas.

The crescent also includes many customers of the Department of Social Services, Economic Services Division.
# Appendix 2: Department Director Listing

**Mecklenburg County**

**Department/Agency Director Listing**

January 2014

<table>
<thead>
<tr>
<th>Department/Agency Directors</th>
<th>Director Information by Department/Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assessor’s Office</strong></td>
<td>Ken Joyner</td>
</tr>
<tr>
<td>Address: 700 East Stonewall Street, Suite 300</td>
<td></td>
</tr>
<tr>
<td>Office: 704-336-2976</td>
<td></td>
</tr>
<tr>
<td>Email: <a href="mailto:Ken.Joyner@MecklenburgCountyNC.gov">Ken.Joyner@MecklenburgCountyNC.gov</a></td>
<td></td>
</tr>
<tr>
<td><strong>Board of Elections</strong></td>
<td>Michael Dickerson</td>
</tr>
<tr>
<td>Address: 741 Kenilworth Avenue, Suite 202</td>
<td></td>
</tr>
<tr>
<td>Office: 704-336-2133</td>
<td></td>
</tr>
<tr>
<td>Email: <a href="mailto:Michael.Dickerson@MecklenburgCountyNC.gov">Michael.Dickerson@MecklenburgCountyNC.gov</a></td>
<td></td>
</tr>
<tr>
<td><strong>Business Support Services Agency</strong></td>
<td>Brian Cox</td>
</tr>
<tr>
<td>Address: Clifton E. Johnson Building, 700 East 4th Street</td>
<td></td>
</tr>
<tr>
<td>Office: 704-336-2576</td>
<td></td>
</tr>
<tr>
<td>Email: <a href="mailto:Brian.Cox@MecklenburgCountyNC.gov">Brian.Cox@MecklenburgCountyNC.gov</a></td>
<td></td>
</tr>
<tr>
<td><strong>Child Support Enforcement</strong></td>
<td>Joan Kennedy</td>
</tr>
<tr>
<td>Address: 5800 Executive Center Drive, Suite 200</td>
<td></td>
</tr>
<tr>
<td>Phone: 704-432-6419</td>
<td></td>
</tr>
<tr>
<td>Email: <a href="mailto:Joan.Kennedy@MecklenburgCountyNC.gov">Joan.Kennedy@MecklenburgCountyNC.gov</a></td>
<td></td>
</tr>
<tr>
<td>Department</td>
<td>Name</td>
</tr>
<tr>
<td>-------------------------------</td>
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</tr>
<tr>
<td>Community Support Services</td>
<td>Stacy Lowry</td>
</tr>
<tr>
<td>Criminal Justice Services</td>
<td>Thomas Eberly</td>
</tr>
<tr>
<td>Department of Social Services</td>
<td>Peggy Eagan</td>
</tr>
<tr>
<td>Economic Development Office</td>
<td>John Allen</td>
</tr>
<tr>
<td>Financial Services</td>
<td>Wanda Reeves, Interim</td>
</tr>
<tr>
<td>Department</td>
<td>Name</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>Health Department</td>
<td>Michelle Lancaster-Sandlin</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Chris Peek</td>
</tr>
<tr>
<td>Internal Audit</td>
<td>Joanne Whitmore</td>
</tr>
<tr>
<td>Land Use and Environmental Services</td>
<td>Ebenezer Gujjarlapudi</td>
</tr>
<tr>
<td>Medical Examiner’s Office</td>
<td>Michael Sullivan</td>
</tr>
</tbody>
</table>
Office of the Tax Collector
Neal Dixon

Address: 700 East Stonewall Street, Suite 301  
Office: 704-336-3322  
Email: Neal.Dixon@MecklenburgCountyNC.gov

Park and Recreation
Jim Garges

Address: 5841 Brookshire Blvd  
Office: 704-336-5476  
E-mail: James.Garges@MecklenburgCountyNC.gov

Provided Services Organization
Connie Mele

Address: 3500 Ellington Street  
Office: 704-336-7155  
Email: Connie.Mele@MecklenburgCountyNC.gov

Elected Officials

<table>
<thead>
<tr>
<th>Director Photo</th>
<th>Director Information by Department/Agency</th>
</tr>
</thead>
</table>
|                | **Register of Deeds**  
|                | David Granberry  
|                | Address: 720 East 4th Street, Suite 103  
|                | Office: 704-336-4129  
|                | Email: David.Granberry@MecklenburgCountyNC.gov |
|                | **Sheriff’s Office**  
|                | Daniel “Chipp” Bailey  
|                | Address: 700 East Fourth Street, Suite 100  
|                | Office: 704-336-2543  
|                | Email: Daniel.Bailey@MecklenburgCountyNC.gov |
## Directors of Partner Agencies

<table>
<thead>
<tr>
<th>Director Photo</th>
<th>Director Information by Department/Agency</th>
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| ![Lee Keesler](image) | **Charlotte Mecklenburg Library**  
Lee Keesler  
Address: Charlotte Mecklenburg Library, 310 North Tryon Street  
Phone: 704-416-0604  
Email: kkeesler@cmlibrary.org |
| ![Joe Penner](image) | **Emergency Medical Services/MEDIC**  
Joe Penner  
Address: 4525 Statesville Road  
Phone: 704-943-6000  
Email: jpenner@MEDIC911.com |

## County Manager’s Office

<table>
<thead>
<tr>
<th>Photo</th>
<th>Information</th>
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</thead>
</table>
| ![Dena Diorio](image) | Dena Diorio, County Manager  
Email: Dena.Diorio@MecklenburgCountyNC.gov |
| ![Chris Peek](image) | Chris Peek, Deputy County Manager/Chief of Staff  
Email: Chris.Peek@MecklenburgCountyNC.gov |
<table>
<thead>
<tr>
<th>Photo</th>
<th>Name and Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leslie Johnson, Assistant County Manager</td>
<td></td>
</tr>
<tr>
<td><a href="https://Leslie.Johnson@MecklenburgCountyNC.gov">Image</a></td>
<td></td>
</tr>
<tr>
<td>Michelle Lancaster-Sandlin, Assistant County Manager</td>
<td></td>
</tr>
<tr>
<td><a href="https://Michelle.Lancaster@MecklenburgCountyNC.gov">Image</a></td>
<td></td>
</tr>
<tr>
<td>Michael Bryant, Interim Director, Office of Management and Budget</td>
<td></td>
</tr>
<tr>
<td><a href="https://Michael.Bryant@MecklenburgCountyNC.gov">Image</a></td>
<td></td>
</tr>
<tr>
<td>Janice Paige, Clerk to the Board</td>
<td></td>
</tr>
<tr>
<td><a href="https://Janice.Paige@MecklenburgCountyNC.gov">Image</a></td>
<td></td>
</tr>
</tbody>
</table>