Residents in Mecklenburg County will reside in a welcoming and thriving metropolitan area comprising 14 counties in North Carolina and South Carolina. Mecklenburg County will be the regional place of choice and home to generations of families and cultures from all over the world and economic backgrounds. Taxes will be competitive relative to the region for the scope and quality of service provided by local government. We will celebrate diversity and inclusion, promote equality of opportunity and have respect for all of our residents. We will have safe communities that provide affordable housing opportunities throughout the County. We will provide alternatives to incarceration for those suffering from the disease of alcoholism, substance abuse and mental illness. We will eliminate preventable child deaths and injuries and will have no disparities in resident health based on ethnic background. We will reduce homelessness and poverty in the community. Our senior residents will receive appropriate services in order to be able to age with dignity. Residents will be physically and socially connected to one another. Residents will have ownership of the community and actively participate in citizen involvement opportunities.

Residents in Mecklenburg County will have access to high-quality education at any point in life and be prepared to meet the needs of employers. We will be a model learning community committed to maximizing academic achievement for every student regardless of socio-economic standing. The County will continue to be a regional hub for higher education, offering individuals opportunities to attain degrees and further their professional development.

Residents in Mecklenburg County will have continuing employment opportunities in a diverse economy that provide all who are capable and willing to work, a living wage. All residents will have the opportunity to share equitably in the community’s prosperity. We will be innovative and have a vibrant economy as we attract new businesses and support existing businesses. We will have adequate regional mass transit that connects residents to their homes, work, schools, park facilities and commercial centers.

Residents in Mecklenburg County will have access to a system of parks, greenways and open space located throughout the County that connects neighborhoods and satisfies public recreation needs. We will sustain and enhance the environment by protecting our natural landscapes, and have an abundant source of clean drinking water, healthy creeks and good air quality. We will preserve our historical landmarks. Residents and visitors will learn, be inspired by, and enjoy our community’s arts, cultural, and recreational opportunities.
County Vision and Values

OUR VISION STATEMENT
Mecklenburg County will be the best local government service provider. We will maintain a local government that is effective, efficient, responsible and accountable. Partnerships between government, private sector, non-profit organizations, and the faith community will bring together people from diverse backgrounds to ensure that our community is resilient and able to address and solve community problems. Through collaborative land use planning and strategic capital investments, there will be a good quality of life in our community.

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

OUR VALUES AND GUIDING PRINCIPLES
Ethics: We work with integrity.
Customers: We serve our customers with courtesy and respect.
Employees: We recognize employees as our most important resource.
Excellence: We invest in learning and improving.
Teams: We work as a team, respecting each other.
Accountability: We focus on results.

COUNTY MANAGER’S EXECUTIVE TEAM
Assistant County Manager/Chief of Staff: Derrick Ramos, Assistant County Manager: Mark Foster, Assistant County Manager: Leslie Johnson, Assistant County Manager: Anthony Trotman

County Manager Message
Since I became County Manager in 2014, we have elevated strategic planning as a top priority across the County. From the beginning, our planning has determined how we provide effective, efficient and innovative services to the community. The FY2020-2022 is the second Corporate Strategic Business Plan under my leadership, created to set a guiding vision for the County that helps move our employees, residents and the wider community down the path to success.

The plan reflects the priorities of the community, the Board of County Commissioners and County departments. It includes key initiatives encompassing comprehensive County projects critical to our residents, as well as key strategies inspired by the important work being done by our departments.

To maintain the momentum and build on the success of work aligned to the FY2017-2019 Plan, the FY2020-2022 Plan includes new priorities that have resulted in wide-ranging initiatives covering topics like Equity and Inclusion, Early Childhood Education, Greenway Acceleration, Affordable Housing and a Small Business Revolving Loan Fund.

We continue to strive to ensure our vision becomes reality, and having a comprehensive strategy will always be our first step in meeting the needs of the community we have been entrusted to serve.

Dena R. Diorio, County Manager
Mecklenburg County

We continue to strive to ensure our vision becomes reality, and having a comprehensive strategy will always be our first step in meeting the needs of the community we have been entrusted to serve.

Dena R. Diorio, County Manager
Mecklenburg County
With approximately 1.1 million residents, Mecklenburg County is the largest County by population within the State of North Carolina. Over the past decade, Mecklenburg County has experienced significant population growth at a rate of approximately 2.3% annually between 2010 and 2018, thus making the County one of the fastest growing counties in the nation.

As of 2019, Mecklenburg County Government has more than 5,500 full- and part-time employees across 22 departments and 2 business partners (MEDIC and the Charlotte Mecklenburg Library) who are dedicated to providing efficient and effective services to meet the changing and evolving needs of residents in and visitors to the community. As such, the Mecklenburg County FY2020-2022 Strategic Business Plan encompasses much of the work aligned to the organizational and community needs and builds on the previous FY2017-2019 Strategic Business Plan completed in June of 2019.

The Plan also builds on a long-standing philosophy of strategy and performance management in the County since its first Strategic Vision and Plan was adopted in the early 2000s by the Mecklenburg Board of County Commissioners. To-date, the business philosophy centers on “Strategy to Success,” which is to have a strategic framework and use quantifiable performance data that helps County leaders make management decisions and funding choices.

The Mecklenburg County FY2020-2022 Strategic Business Plan translates the Mecklenburg Board of County Commissioners Community Vision into action. Within the Plan, there are five goal areas that reflect the County’s strategic priorities for the next three years. Each goal area has one goal, several key strategies and key performance indicators for tracking progress towards the goals.

Goal Areas and Goals

- **ACCOUNTABLE GOVERNMENT**: To be a high performing, highly skilled and well-trained customer focused workforce that effectively utilizes resources to provide high-quality services to our residents, customers and employees.
- **CONNECTED COMMUNITY**: To foster access to physical, social and information resources for all residents and visitors in our community.
- **ECONOMIC OPPORTUNITIES**: To enhance the economic stability and success of our current and future residents.
- **HEALTHY COMMUNITY**: To create a culture of health and wellness for our residents, customers and employees.
- **SAFE COMMUNITY**: To have an efficient and effective criminal justice system.

Additionally, there are eleven key initiatives that represent the most pressing needs of the organization and community. The key initiatives are across the five goal areas. Over the next three years, additional initiatives may be included in the strategic business plan.
Government services. The shortest distance between two points isn’t a maze.

Access to government resources shouldn’t be a challenge. That’s why it’s important to have well-trained, highly skilled people to provide high-quality services to our residents. To achieve this, we must not only recruit good people but also hold ourselves accountable for how well we communicate to the public and how efficiently we deliver services.
Accountable Government

**STRATEGIES AND KEY PERFORMANCE INDICATORS**

**Strategy:** Utilize the customer service standards with a focus on customer satisfaction and priority in the design and efficient delivery of County Services.

<table>
<thead>
<tr>
<th>KEY PERFORMANCE INDICATOR(S)</th>
<th>CALCULATION METHODOLOGY</th>
<th>3-YEAR TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Satisfaction</td>
<td>Percentage of County customers satisfied with services provided</td>
<td>88%</td>
</tr>
</tbody>
</table>

**Strategy:** Value employees as our most important resources.

<table>
<thead>
<tr>
<th>KEY PERFORMANCE INDICATOR(S)</th>
<th>CALCULATION METHODOLOGY</th>
<th>3-YEAR TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Motivation &amp; Satisfaction</td>
<td>Percentage of employees motivated and satisfied to work for Mecklenburg County</td>
<td>88%</td>
</tr>
<tr>
<td>Employee Development</td>
<td>Percentage of Mecklenburg County employees who feel supported in their professional development</td>
<td>88%</td>
</tr>
</tbody>
</table>

**Strategy:** Manage the use of debt and expenses to maintain the County’s credit-worthiness and an affordable and competitive tax rate.

<table>
<thead>
<tr>
<th>KEY PERFORMANCE INDICATOR(S)</th>
<th>CALCULATION METHODOLOGY</th>
<th>3-YEAR TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bond Rating</td>
<td>Bond rating as reported by Fitch, Moody’s and Standard &amp; Poor’s (S&amp;P)</td>
<td>AAA</td>
</tr>
<tr>
<td>Combined Fund Balance</td>
<td>Combined General Fund and Debt Service Fund balance as a percent of prior year General Fund and Debt Service Fund revenues</td>
<td>28%</td>
</tr>
<tr>
<td>Tax Collection Rate</td>
<td>Percentage of personal and real property taxes collected</td>
<td>To have a high tax collection rate at a level necessary to produce sufficient revenue to accommodate the budget</td>
</tr>
</tbody>
</table>

**Strategy:** Improve communication of information about County news, programs and services to residents and customers.

<table>
<thead>
<tr>
<th>KEY PERFORMANCE INDICATOR(S)</th>
<th>CALCULATION METHODOLOGY</th>
<th>3-YEAR TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Website Users</td>
<td>Count of unique visitors to MeckNC.gov</td>
<td>This measure does not have a target, as it is used for tracking purposes.</td>
</tr>
<tr>
<td>Number of Social Media Engagements</td>
<td>Count of interactions with posts on Mecklenburg County’s Facebook, Twitter, LinkedIn, and Instagram</td>
<td>This measure does not have a target, as it is used for tracking purposes.</td>
</tr>
<tr>
<td>Number of Social Media Impressions</td>
<td>Count of number of times Mecklenburg County posts were displayed in users’ feeds on Facebook and Twitter</td>
<td>This measure does not have a target, as it is used for tracking purposes.</td>
</tr>
</tbody>
</table>

**KEY INITIATIVES**

**KEY INITIATIVE #1: TALENT MANAGEMENT**

Mecklenburg County recognizes its employees are its most valuable asset. To be an employer of choice and to attract, retain and engage highly-qualified employees that provide exceptional services to our stakeholders, Mecklenburg County is committed to implementing an effective, efficient and multifaceted talent management plan comprised of three key components.

**Talent Acquisition**

When Mecklenburg County’s three-year strategic business plans were developed, nearly every department indicated that recruitment and retention of talent was a top priority. Talent Acquisition is working to improve the effectiveness and efficiency of the hiring and onboarding process, while simultaneously developing a brand identity for Mecklenburg County to aid in marketing the County as an employer of choice.

**Total Rewards**

Mecklenburg County’s current compensation structure was created in 2006 and has not been adjusted since that time, putting the County at a competitive disadvantage in the job market. The Total Rewards team is working to redesign the County’s compensation structure and benefits programs to improve employee retention and allow the County to better attract candidates while competing in the market. Building the framework for a successful employee experience across a diverse workforce will also help to enhance employee engagement. Supplementing these efforts with meaningful work, career development paths and by creating a culture of belonging will improve day-to-day engagement and help decrease voluntary turnover within the first two years of a new employee’s tenure.

**Learning and Organization Effectiveness**

Mecklenburg County needs to review and modernize all organizational effectiveness initiatives to ensure we are achieving optimal results in all employee-related areas. The Learning and Organization Effectiveness team is working to develop a county employee mentorship program, enhance the County’s training curriculum and redesign the County’s performance management program.
KEY INITIATIVE #1: TALENT MANAGEMENT (continued)

### ANNUAL ACTIONS

<table>
<thead>
<tr>
<th>FY2020</th>
<th>FY2021</th>
<th>FY2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Develop and Implement the “First Year Experience”/Onboarding Program.</td>
<td>• Implement Applicant Tracking System (ATS).</td>
<td>• Implement the County’s Employee Ambassador Program.</td>
</tr>
<tr>
<td>• Develop the County’s Redesigned Classification and Compensation Program.</td>
<td>• Develop the County’s Employee Ambassador Program.</td>
<td>• Implement the County’s new performance management program.</td>
</tr>
<tr>
<td>• Implement targeted Employee Retention and Engagement Strategies.</td>
<td>• Implement best practices related to conducting executive searches.</td>
<td>• Implement Change Management Model County-wide.</td>
</tr>
<tr>
<td>• Research and Design the County’s Mentorship Program.</td>
<td>• Implement the County’s Redesigned Classification and Compensation Program.</td>
<td>• Implement the County’s Employee Ambassador Program.</td>
</tr>
<tr>
<td>• Identify opportunities to enhance employee training curriculum.</td>
<td>• Evaluate Health Savings Account (HSA) plan and make recommendations on how to improve the plan.</td>
<td>• Implement HSA plan changes based on evaluation recommendations.</td>
</tr>
<tr>
<td>• Develop values and competencies to use as a foundation for the County’s performance management program.</td>
<td>• Implement new comprehensive employee reward and recognition program housed within Human Resources.</td>
<td>• Implement the County’s new performance management program.</td>
</tr>
<tr>
<td>• Transition from an Employee Relations (ER) model to a Business Partner model.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### KEY PERFORMANCE INDICATOR(S) CALCULATION METHODOLOGY 3-YEAR TARGET

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Calculation Methodology</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 Year Retention Rate</td>
<td>Percentage of County employees who remain employed for at least 24 consecutive months</td>
<td>75%</td>
</tr>
<tr>
<td>Days to Fill</td>
<td>Average number of days from job posting to candidate offer acceptance</td>
<td>58 days (reverse measure)</td>
</tr>
</tbody>
</table>

KEY INITIATIVE #2: EQUITY AND INCLUSION

In response to the demonstrations and civil unrest following the Keith Lamont Scott and Justin Carr shootings in 2016, the County Manager announced the County would review its operations, policies and procedures to ensure equal access to services for all residents, as well as equitable treatment of all County employees. Equity, a proactive, strategic approach that accounts for the structural differences in opportunities, burdens and needs to improve outcomes for all, became a top priority for Mecklenburg County.

To advance equity across the community, it is important the County first adopts it as a key value within the organization. To do so requires recognizing diversity and a focus on inclusion, a process of fostering collaboration, flexibility and fairness to ensure County employees feel valued for their unique qualities and experiences. When employees feel valued, it allows them to contribute their views and ideas to their full potential, supporting the mission of providing unparalleled service to all County residents. With a shared understanding across County residents and employees, the County is committed to putting equity in place through policies, procedures and institutional practice – both internally and in partnership with other institutions and the wider community.

Ultimately, this initiative is about implementing the County’s Equity Vision: that all people in Mecklenburg County will have an equitable opportunity to thrive in the workplace and in the community. In advancing the equity and inclusion work over the next three years, Mecklenburg County is committed to addressing six strategic goals identified in the Equity Action Plan, covering topics such as health equity, economic opportunity, criminal justice and more.

The actions laid out in this document do not encompass the full scope of the Equity Action Plan. For more information on the full plan, please visit the Equity & Inclusion Initiative on the County Manager’s Office homepage on MeckNC.gov.
KEY INITIATIVE #2: EQUITY AND INCLUSION (continued)

ANNUAL ACTIONS

| FY2020 | • Identify and establish Employee Resource Groups (veterans, employees of color, LGBTQ, etc.). • Develop enterprise wide Language Access plan to ensure equitable access to County services. • Identify and connect departments to partner with community colleges, universities, the Community to County Mentorship program and other local organizations that serve people of color without college degrees to help identify potential job candidates. • Develop enterprise wide Language Access plan to ensure equitable access to County services, programs and activities for residents with limited English proficiency. • Perform neighborhood delineation. • Conduct statistical analysis for sales ratios, coefficient of deviation and price-related differential. • Complete post 2019 Revaluation review of CAO Resident Online Portals. |
| FY2021 | • Ensure all hiring interview panel participants complete interviewing skills training, including completing an Implicit Bias Association self-assessment. • Collect demographic representation baseline on existing County Advisory boards, identify gaps and develop approaches to address gaps. • Assess current community engagement efforts and develop Countywide Inclusive Outreach and Public Engagement Framework. |
| FY2022 | • Use the racial equity tool to review HR policies and procedures regarding recruitment and compensation, and update as needed. • Finalize development of the Customized Racial Equity Toolkit and provide training on tool usage to County mid-senior management. • Identify and connect departments to partner with community colleges, universities, the Community to County Mentorship program and other local organizations that serve people of color to help identify potential job candidates. • Develop enterprise wide Language Access plan to ensure equitable access to County services, programs and activities for residents with limited English proficiency. • Study the feasibility of establishing Employee Resource Groups (veterans, employees of color, LGBTQ, women, etc.). |

KEY PERFORMANCE INDICATOR(S) | CALCULATION METHODOLOGY | 3-YEAR TARGET
--- | --- | ---
County Employee Racial Equity Training Participation Rate | Percentage of Mecklenburg County employees who complete the Racial Equity Training | 100%
Number of Departmental Equity Action Plans | Count of number of County departmental equity action plans that are created | This measure does not have a target, as it is used for tracking purposes.

KEY INITIATIVE #3: 2023 REVALUATION

The County Assessor’s Office (CAO) is responsible for the valuation process of all taxable real and personal property in Mecklenburg County. On an annual basis, the CAO captures all changes to real property including new construction, renovations, property transfers and land splits.

As of 2019, Mecklenburg County has in excess of 380,000 parcels of real property, as well as approximately 20,000 individual personal property accounts, including taxable items such as manufactured housing, boats and unregistered motor vehicles. The County also has approximately 37,000 business personal property accounts, including taxable items such as machinery and equipment, furniture and fixtures, computers, and peripheral equipment. In addition to property, the CAO is also responsible for the more than 800,000 valuations of registered motor vehicles in Mecklenburg County, which are administered by the Department of Motor Vehicles as part of the combined Tag and Tax Program. The valuation process of these various components is critical in establishing the County’s tax base, which informs local tax rates and the ability to provide the highest level of services to County residents.

By law, each North Carolina county must perform a revaluation at least once every eight years. Mecklenburg County’s latest revaluation was January 1, 2019, an eight-year gap from the preceding revaluation in 2011. The Board of County Commissioners, County Administration and the CAO agree the next revaluation should take place January 1, 2023, as shortening the revaluation cycle to four years will help avoid the dramatic increase in property values seen in the prior eight-year cycle. The County is committed to ensuring real and personal properties are valued in accordance with NC General Statutes, policies and laws, and exemptions are properly granted, on a more regular basis for County residents.

ANNUAL ACTIONS

| FY2020-2022 | • Request Board of County Commissioners adoption of the 2023 Revaluation. • Complete post 2019 Revaluation review of CAO Resident Online Portals. • Implement planned enhancements to CAO Resident Online Portals. • Develop marketing campaign to raise awareness of 2023 Revaluation. • Meet with community groups to explain the upcoming revaluation and appeals processes. • Mail sales verification letters to applicable customers. • Open the 2023 Revaluation file in the Computer-Assisted Mass Appraisal system. • Conduct statistical analysis for sales ratios, coefficient of deviation and price-related differential. • Perform neighborhood delineation. • Conduct statistical analysis for sales ratios, coefficient of deviation and price-related differential. | • Collect sales qualification and analysis. • Develop rates, depreciation and other valuation methodologies and begin testing rates. |
| FY2022 | • Conduct statistical analysis for sales ratios, coefficient of deviation and price-related differential. • Perform neighborhood delineation. • Conduct statistical analysis for sales ratios, coefficient of deviation and price-related differential. | • Collect sales qualification and analysis. • Develop rates, depreciation and other valuation methodologies and begin testing rates. |

KEY PERFORMANCE INDICATOR(S) | CALCULATION METHODOLOGY | 3-YEAR TARGET
--- | --- | ---
Resident Awareness of the 2023 Revaluation | Percentage of residents participating in the Community Survey who own personal property and are aware of the 2023 Revaluation Training | 75%
Customer Satisfaction with the County Assessor’s Office Services | Percentage of customers who submit an online revaluation-related inquiry to the County Assessor’s Office and are satisfied with the services provided | 88%
Greenways. Where neighborhood meets neighborhood.

Greenway trails are the most popular outdoor amenity in Mecklenburg County. Residents love connecting to nature and each other. In addition to greenways, public libraries serve as vital neighborhood hubs for a wide variety of activities — and the Library’s robust online services have improved access for everyone.
**Connected Community**

**STRATEGIES AND KEY PERFORMANCE INDICATORS**

**Strategy:** Acquire land to enhance Park and Recreation offerings and address current gap areas.

<table>
<thead>
<tr>
<th>KEY PERFORMANCE INDICATOR(S)</th>
<th>CALCULATION METHODOLOGY</th>
<th>3-YEAR TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acres of Land Acquired</td>
<td>Count of acres of land acquired for Park and Recreation uses</td>
<td>This measure does not have a target, as it is used for tracking purposes.</td>
</tr>
<tr>
<td>Number of Land Acquisition Transactions Managed</td>
<td>Count of managed transactions</td>
<td>This measure does not have a target, as it is used for tracking purposes.</td>
</tr>
</tbody>
</table>

**Strategy:** Design and build public parks, greenways, nature preserves and recreation centers.

<table>
<thead>
<tr>
<th>KEY PERFORMANCE INDICATOR(S)</th>
<th>CALCULATION METHODOLOGY</th>
<th>3-YEAR TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Park and Recreation Capital Projects Completed</td>
<td>Number of projects identified to be completed within a given fiscal year</td>
<td>This measure does not have a target, as it is used for tracking purposes regarding project name, completion date and dollars spend.</td>
</tr>
</tbody>
</table>

**Strategy:** Grow the network of active library cardholders through marketing and outreach efforts in the community.

<table>
<thead>
<tr>
<th>KEY PERFORMANCE INDICATOR(S)</th>
<th>CALCULATION METHODOLOGY</th>
<th>3-YEAR TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charlotte Mecklenburg Library Active Cardholders</td>
<td>Percentage of households in Mecklenburg County with an active library account (&quot;active&quot; defined as &quot;used within the last 12 months&quot;)</td>
<td>40%</td>
</tr>
</tbody>
</table>

**KEY INITIATIVES**

**KEY INITIATIVE #1: GREENWAY ACCELERATION**

Greenway trails are among the most popular amenities offered by Mecklenburg County’s Park and Recreation Department. Many County residents enjoy the greenway trails for recreation, transportation and to experience the natural environment. The Accelerated Greenway Plan is the County’s response to a growing desire from residents, as reflected in feedback on surveys and other community outreach efforts, to increase the speed at which greenway trails are completed in Mecklenburg County. The goal is to complete at least 30 miles of new greenway trail across the County by the end of FY2023.

In 2019, the County completed an inventory of current Capital Improvement Projects in design and under construction, as well as upcoming projects funded within the FY2019 to FY2023 Park and Recreation Capital Improvement Plan. Next, the Asset and Facility Management Department and Park and Recreation Department developed projected schedules of design and construction for these projects. The inventory concluded it was unlikely these projects would meet the stated goal of 30 miles of new greenway trail by the end of FY2023.

For this reason, eight greenway projects were accelerated to begin in FY2020. Three greenway projects were moved forward to begin design/ construction in FY2020 that were originally funded for future fiscal years. Five additional greenway projects were selected to begin in FY2020 that had not previously been included in the Capital Improvement Plan. These five projects were chosen based on three key factors: property ownership, geographical equity and making meaningful connections.

The County will work in a timely manner to select consultants, complete design and permitting, conduct public bids, initiate construction and complete the greenway projects. While factors such as weather during construction and contractor availability may impact the stated goals, the County is committed to enhancing access and connectivity through a more expansive greenway trail network.

**ANNUAL ACTIONS**

- Advertise, receive, evaluate and select consultants through a public Request for Qualifications process for the eight accelerated greenway projects.
- Initiate contracts with selected consultants to begin survey, design and public engagement on the accelerated greenway projects.
- Coordinate with partner agencies to understand other planning initiatives and evaluate partnership opportunities.
- Accelerate land acquisition efforts to acquire property and easements necessary to construct and provide access to greenway trails.

- Continue progress on design and public engagement on the accelerated greenway projects.
- Advertise projects for bid once design and permitting are complete.
- Continue land acquisition efforts to acquire property and easements necessary to construct and provide access to greenway trails.

To meet our goal of 30 miles of new greenway trail by 2023, we accelerated eight projects to begin in 2020.
KEY INITIATIVE #1: GREENWAY ACCELERATION (continued)

<table>
<thead>
<tr>
<th>KEY PERFORMANCE INDICATOR(S)</th>
<th>CALCULATION METHODOLOGY</th>
<th>3-YEAR TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acres of Land Acquired for Greenway Expansion</td>
<td>Count of acres of land acquired for the purpose of greenway construction</td>
<td>This measure does not have a target, as it is used for tracking purposes.</td>
</tr>
<tr>
<td>Number of Greenway Land Acquisition Transactions Managed</td>
<td>Count of managed transactions</td>
<td>This measure does not have a target, as it is used for tracking purposes.</td>
</tr>
<tr>
<td>Miles of Greenway Trail Underway</td>
<td>Count of miles of new greenway trail underway</td>
<td>This measure does not have a target, as it is used for tracking purposes.</td>
</tr>
<tr>
<td>Miles of Greenway Trail Completed</td>
<td>Count of miles of new greenway trail completed</td>
<td>30 miles</td>
</tr>
</tbody>
</table>

KEY INITIATIVE #2: EARLY CHILDHOOD EDUCATION

The pathway to economic opportunity runs through access to early childhood care and education programs that give children from birth through age five the strong start they need to begin school ready to learn. Research shows that early learning settings are linked to school readiness, as providing access to safe physical environments where children learn development skills increases students’ chances of success when first entering the classroom and in future grades.

The Early Childhood Education plan actions are designed to foster equal opportunity among children to learn, grow and thrive, promoting economic opportunity regardless of gender, race, ethnicity or income. Already, the County has worked with its partners to open over 30 MECK Pre-K classrooms (with plans to more than double this number in FY2020), as well as helped thousands of families access high-quality child care with the aid of targeted subsidies. Looking forward, continuing to address community recommendations for enhancing economic mobility and preparing children to learn and succeed upon school entry remain top areas of focus for the County.

The Early Childhood Education plan actions are designed to foster equal opportunity among children to learn, grow and thrive, promoting economic opportunity regardless of gender, race, ethnicity or income. Already, the County has worked with its partners to open over 30 MECK Pre-K classrooms (with plans to more than double this number in FY2020), as well as helped thousands of families access high-quality child care with the aid of targeted subsidies. Looking forward, continuing to address community recommendations for enhancing economic mobility and preparing children to learn and succeed upon school entry remain top areas of focus for the County.

ANNUAL ACTIONS

FY2020
- Complete implementation of a birth – three resource/system map.
- Monitor progress of MECK Pre-K implementation and year two expansion.
- Implement program evaluation recommendations identified from year one external evaluation.
- Develop performance reporting tools to track child outcomes (e.g. attendance, knowledge gains and other measures of school readiness).

FY2021
- Identify gaps in service needs and opportunities to collaborate and allocate resources for children birth to three.
- Build upon existing community strengths, formalize partnerships and contribute to the development of a coordinated system to improve child and family outcomes for children birth to three.
- Develop and track progress towards identified goals and recommendations.

FY2022
- Provide an update on the County’s three-year accomplishments relative to the recommendations outlined in the Early Childhood Education action plan.
- Identify continuous improvement opportunities to ensure identified early childhood program outcomes are achieved and sustained.

<table>
<thead>
<tr>
<th>KEY PERFORMANCE INDICATOR(S)</th>
<th>CALCULATION METHODOLOGY</th>
<th>3-YEAR TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of children birth to age five on the childcare subsidy waitlist</td>
<td>Count of number of children from birth to age five on the childcare subsidy waitlist</td>
<td>This measure does not have a target, as it is used for tracking purposes.</td>
</tr>
<tr>
<td>Number of County-funded MECK Pre-K classrooms open and operating</td>
<td>Count of number of County-funded MECK Pre-K classrooms open and operating</td>
<td>161 classrooms</td>
</tr>
<tr>
<td>Number of children served in MECK Pre-K classrooms</td>
<td>Count of number of children being served in MECK Pre-K classrooms</td>
<td>2,898 children</td>
</tr>
<tr>
<td>Kindergarten Readiness Rate for Children in MECK Pre-K classes</td>
<td>Percentage of children in MECK Pre-k classrooms who meet or exceed age leave readiness assessment and/or show growth across various domains of learning</td>
<td>80%</td>
</tr>
</tbody>
</table>
Upward mobility. You can only climb the ladder when there’s a ladder.

One of the keys to upward mobility is when individuals have greater control of their own destinies. That’s why Mecklenburg County offers employment counseling and placement services. We also provide small businesses with critical guidance and financial resources. We are aggressively addressing the need for affordable housing, so people can truly achieve a higher quality of life.
Economic Opportunities

Strategies and Key Performance Indicators

Strategy: Promote access to housing for individuals and families to reduce the rate of homelessness in the County.

<table>
<thead>
<tr>
<th>Key Performance Indicator(s)</th>
<th>Calculation Methodology</th>
<th>3-Year Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homelessness Rate</td>
<td>Homelessness rate per 1,000 residents</td>
<td>This measure does not have a target, as it is used for tracking purposes.</td>
</tr>
<tr>
<td>Housing Stability Rate</td>
<td>Percentage of individuals participating in the supportive housing programs (Shelter Plus Care, Moore, Place and Housing First Chart-Meck Partnership) who are stably housed</td>
<td>90%</td>
</tr>
</tbody>
</table>

Strategy: Strengthen individual access to upward mobility opportunities through health and human integrated services and employment placement services.

<table>
<thead>
<tr>
<th>Key Performance Indicator(s)</th>
<th>Calculation Methodology</th>
<th>3-Year Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unified Workforce Development Employment Rate</td>
<td>Percentage of program participants with an employment placement</td>
<td>100%</td>
</tr>
<tr>
<td>Unified Workforce Development Retention Rate</td>
<td>Percentage of program participants that maintain employment for a minimum of 6 months</td>
<td>Baseline data will be collected in FY2020 to establish a target for FY2022.</td>
</tr>
</tbody>
</table>

Key Initiatives

Key Initiative #1: Minority, Women and Small Business Enterprises

Mecklenburg County’s Minority, Women, and Small Business Enterprises (MWSBE) Program is committed to supporting the economic development of small business enterprises and the minority community. The program seeks to widen opportunities for participation, increase competition and ensure the proper use of public funds. The County currently supports increasing participation of minorities, women and small businesses in Mecklenburg County business opportunities through outreach, training and partnerships. Despite the ongoing work in this area, the County recognizes there are ways to enhance its MWSBE offering, especially around the County’s procurement activities. To address any gaps, the County is working with a consultant to secure a clear understanding of existing County policies and procedures regarding enterprise-wide equity of contracting opportunities.

In addition, the consultant is completing a comprehensive disparity study, combining anecdotal data and perspectives from local business owners and community stakeholders, statistical analyses, and other insights from the private sector to evaluate the impact of current County policies and procedures across racial and gender lines within the community. This work will yield findings and recommendations on any identified potential changes or improvements to the County’s MWSBE initiative.

Improving the County’s MWSBE purchasing protocols is a multi-phased initiative, with the first phase focused on the examination and evaluation of current policies and procedures. The insights developed from this initial work will shape the forthcoming implementation plan and guide the downstream efforts to advance the County’s commitment to the MWSBE community.

Key Performance Indicator(s) Calculation Methodology 3-Year Target

- **Timely and successful completion of MWSBE Assessment and Disparity Study**
  - Yes/No: Yes

Note: Additional KPIs to be developed based upon findings and recommendations from the assessment.

Key Initiative #1: MINORITY, WOMEN AND SMALL BUSINESS ENTERPRISES (continued)

Annual Actions

FY2020

- Complete contractor-led assessment and develop implementation plan based on findings.
- Collaborate with Finance Department and all enterprise-wide departments on firm data practices and data integrity for assessment exercise.
- Solicit feedback from the business community to ensure relevant stakeholders have access to MWSBE/vendor information.
- Update FY2021 Annual Actions based on assessment findings.

FY2021–2022

- Using data from FY2020 assessment, develop action plan to advance recommendations.
- Implement action plan, including any additional evaluations.
- Update FY2022 annual actions.
- Implement identified annual actions (2022).
KEY INITIATIVE #2: SMALL BUSINESS REVOLVING LOAN FUND

Small business growth and stability is a critical factor in developing and maintaining a healthy and diverse economic base. To date, Mecklenburg County’s Office of Economic Development has supported the sustainability and vitality of the local small business community through its Small Business Concierge Service. This program provides free customized guidance and expert advice to those seeking to start or grow a business, in addition to connecting them to the resources available throughout Charlotte, Mecklenburg County and North Carolina. In furthering this commitment, the County recently commissioned a study of the local small business environment and identified opportunities for growth, particularly around improving financing options for local entrepreneurs.

To address gaps in financing and expand its overall strategy to support small businesses, Mecklenburg County has developed a small business lending program to provide capital to small businesses not served by traditional banks and credit unions. The program will provide loan amounts and terms currently not available in the lending market. The loan fund will be seeded by the County and all operational aspects will be managed by a third party. By helping small businesses grow, the County will encourage job growth, economic diversification and, most importantly, greater opportunities for economic mobility.

ANNUAL ACTIONS

FY2020
- Create brand and product awareness in partnership with third party fund manager for loan fund.
- Launch loan fund and assist loan manager in marketing and attracting applications.
- Monitor and review lending activity.

FY2021–2022
- Review and assess fund performance of previous year.
- Adjust marketing, fund seeding and loan program parameters as necessary.

KEY PERFORMANCE INDICATOR(S) |
<table>
<thead>
<tr>
<th>CALCULATION METHODOLOGY</th>
<th>3-YEAR TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of businesses that receive funding from the County’s Revolving Loan Program</td>
<td>Count of number of businesses that receive funding from the County’s Revolving Loan Program</td>
</tr>
<tr>
<td>Dollar amount of the committed funds to the County’s Revolving Loan Program</td>
<td>Count of dollars committed to the County’s Revolving Loan Program</td>
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KEY INITIATIVE #3: AFFORDABLE HOUSING

A lack of affordable housing continues to pose a significant challenge for many Mecklenburg County residents. According to the Charlotte-Mecklenburg State of Housing Instability & Homelessness report released in 2019, in the Charlotte area alone there is a deficit of over 27,000 housing units for individuals and families earning less than 30% of the Area Median Income, a calculation based on regional factors and family size. County leaders are committed to tackling the affordable housing crisis over the next several years.

The County currently employs a range of programs to support residents’ housing needs. In recent years, the primary focus has been on combatting homelessness and providing supportive services to those in need. The County will expand on these efforts moving forward, while also putting forth a more comprehensive approach to address the full continuum of housing instability. This includes initiatives aimed at preventing homelessness, maintaining housing, securing stable housing and increasing the stock of affordable housing.

Examples of investments and efforts the County is engaged in include:

- Preventing Homelessness: Supportive services and housing assistance through the Criminal Justice Services and Community Support Services departments
- Maintaining Housing: Habitat for Humanity’s Critical Home Repair Program; Expansion of legal aid services
- Securing Stable Housing: Rental Housing Subsidy Fund; Community Service Grants for local programs offering wraparound education and employment services
- Increasing the Affordable Housing Stock: Tax Foreclosure Affordable Housing Fund; County Code Enforcement incentives
KEY INITIATIVE #3: AFFORDABLE HOUSING (continued)

ANNUAL ACTIONS

FY2020
- Develop a rental housing subsidy strategy that considers the number of housing needs within the community.
- In partnership with the Health and Human Services Integrated Service Delivery Model project, identify the customer needs for housing as seen through Social Services, Community Support Services, Public Health and the Department of Community Resource Centers; increase the percentage of individuals placed in housing and retained in housing.
- Partner with County and City departments, community organizations, and agencies to implement processes and procedures for the Governing Board managing the tax foreclosed properties, and provide funding and properties to qualified organizations.

FY2021
- Fully implement the rental housing subsidy program and provide options – that are sustainable and affordable – for residents.
- Evaluate and refine the Health and Human Services Integrated Service Delivery Model project housing strategies for clients.
- Implement a pilot affordable housing program utilizing tax foreclosed properties through partners with organizations and agencies.
- Implement an aggressive marketing approach for the affordable housing program, including grant options, qualifying criteria by utilizing media channels to increase prospective program candidates.

FY2022
- Evaluate the efficacy of the rental housing subsidy program and modify the program accordingly.
- Continue to evaluate and refine the Health and Human Services Integrated Service Delivery Model project housing strategies for clients.
- Maintain established marketing program and maintain partnerships with private entities to increase investor access to data and sell County property; evaluate the effectiveness of the marketing program.

KEY PERFORMANCE INDICATOR(S)  
CALCULATION METHODOLOGY  
3-YEAR TARGET

Number of Households Supported by County Housing Subsidies  
Count of number of households supported by County housing subsidies  
To be determined

Dollar Amount of County Housing Subsidies  
Count of dollars provided through County housing subsidy program  
This measure does not have a target, as it is used for tracking purposes.

Note: Additional KPIs to be developed within FY2020 and FY2021.

KEY INITIATIVE #4: COMMUNITY RESOURCE CENTERS

As part of the Bringing Mecklenburg County to You (BMC2U) initiative, the County opened its first Community Resource Center (CRC) at the Valerie C. Woodard Center in summer 2018. This initiative was part of an effort to enhance service offerings for County residents by providing a continuum of County services at a single location. Instead of residents having to travel to multiple locations, the CRC offers a single point of contact to access a coordinated suite of services like the Simplified Nutrition Assistance Program (SNAP), Medicaid, Veterans Services, Immunizations and more. Since its opening in 2018, over 90,000 customers have accessed services at the first CRC.

However, the opening of the initial CRC does not represent the full scope of the County's commitment to supporting residents with a comprehensive service delivery model. Given the ongoing success of CRC 1, the County will be expanding its CRC offerings in the coming years. CRC 2 is scheduled to open in Northeast Mecklenburg County in FY2023, with CRC 3 to follow in East Mecklenburg County. Facility and staffing planning, land acquisition, and master planning verification have already been completed for CRC 2. The land acquisition process for CRC 3 was ongoing throughout 2019.

Ultimately, by continuing to strategically place CRCs throughout the County, staff can provide streamlined, integrated health and human services targeted to the unique needs of the surrounding population, in convenient, easy-to-access locations.

ANNUAL ACTIONS

FY2020
- Finalize design planning in conjunction with Asset and Facilities Management.
- Complete technology enhancement in CRC prototype for implementation in future CRCs.
- Analyze potential customer demand at future CRCs and impact on the prototype.
- Identify staffing needs for CRC 2, and work with County partners to determine potential budget impact.
- Develop ongoing communication plan in conjunction with Public Information.
- Continue land acquisition for CRC 3.

FY2021
- Finalize budget requirements and staffing/equipment needs.
- Develop staff training plan.
- Update/review governance, policies and procedures, standard operating procedures, etc.
- Conduct information sessions with community stakeholders and obtain feedback regarding base service delivery and specific community needs.
- Identify potential additional community partners.

FY2022
- Finalize preparations for opening, including staging, logistics, equipment, technology, staffing, policies and procedures, training, staff moves, customer resources, etc.
- Implement staff training plan.
- Collaborate with Business Process Management to maintain a continuous process improvement plan to monitor program performance and ensure sustainability.

KEY PERFORMANCE INDICATOR(S)  
CALCULATION METHODOLOGY  
3-YEAR TARGET

Construction Completion of CRC #2  
Percentage of construction completed for the second community resource center  
Construction slated for completion in Q2 FY2023

Land Acquisition Completion of CRC #3  
Percentage of land acquisition completed for the third community resource center  
This measure does not have a target, as it is used for tracking purposes.

Number of community partners  
Count of number of community partners in the community resource centers  
This measure does not have a target, as it is used for tracking purposes.
Healthy communities. We’re helping ensure a long and healthy journey.

By making improvements to the foster care system, encouraging immunization of infants and toddlers, discouraging dangerous habits like vaping and by ensuring clean air and water for everyone, we are giving residents a better chance at a lifetime of health and wellbeing.
Healthy Community

**STRATEGIES AND KEY PERFORMANCE INDICATORS**

**Strategy:** Enhance access to HIV education, testing and treatment.

<table>
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<th>3-YEAR TARGET</th>
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<tbody>
<tr>
<td>HIV Diagnosis Rate</td>
<td>Number of individuals (above age of 13) newly diagnosed with HIV per 100,000 population</td>
<td>20.3 (reverse measure)</td>
</tr>
</tbody>
</table>

**Strategy:** Implement tobacco reduction strategies, provide addiction treatment and advocate for policies that limit access to tobacco (vaping/e-cigarettes) products.

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<th>3-YEAR TARGET</th>
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</thead>
<tbody>
<tr>
<td>Youth Vaping Rate</td>
<td>Percentage of high school students reporting current (within last 30 days) vaping</td>
<td>18% (reverse measure)</td>
</tr>
<tr>
<td>Adult Vaping Rate</td>
<td>Percentage of adults (18 or older) reporting current (within last 30 days) vaping</td>
<td>18% (reverse measure)</td>
</tr>
</tbody>
</table>

**Strategy:** Provide leadership in methods to enhance the overall air quality.

<table>
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<th>3-YEAR TARGET</th>
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</thead>
<tbody>
<tr>
<td>Ozone NAAQS Compliance Aq Indicator</td>
<td>Percentage above the Federal Health-Based Standard for ozone</td>
<td>1.4% (reverse measure)</td>
</tr>
</tbody>
</table>

**Strategy:** Provide increased opportunities for children in the community to receive required vaccinations.

<table>
<thead>
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<th>3-YEAR TARGET</th>
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</thead>
<tbody>
<tr>
<td>Two-Year Old Immunization Rate</td>
<td>Percentage of 2-year-olds using Health Department services who have received a defined set of required immunizations</td>
<td>80%</td>
</tr>
</tbody>
</table>

**Strategy:** Promote community health by ensuring access to safe food, clean water and proper sanitation.

**KEY PERFORMANCE INDICATOR(S) | CALCULATION METHODOLOGY | 3-YEAR TARGET**
| Food and Facility Inspection Rate | Percentage of required food and facilities inspections performed | 90% |

**Strategy:** Ensure safety, well-being and timely permanency for children involved in child welfare by identifying and implementing best practices.

**KEY PERFORMANCE INDICATOR(S) | CALCULATION METHODOLOGY | 3-YEAR TARGET**
| Absence of Maltreatment in Foster Care Rate | Percentage of children in foster care who do not have a substantiated report of abuse and/or neglect where the perpetrator was a foster parent, daycare staff or facility staff member | 99.68% |
| Youth Permanency through Reunification Rate | Percentage of youth who receive permanency through reunification within 12 months | 60% |

**KEY INITIATIVES**

**KEY INITIATIVE #1: HEALTH AND HUMAN SERVICES INTEGRATED SERVICE DELIVERY MODEL**

Every resident in Mecklenburg County deserves the right to be a successful and productive member of society, experiencing well-being and enjoying a high quality of life. The leadership and staff of the Mecklenburg County Consolidated Health and Human Services (HHS) agency is committed to this end. Through collaborative efforts, the County is focused on integrating service delivery across Social Services, Public Health, Child Support Enforcement, Veterans Services and other Community Supportive services.

The programs administered through the Consolidated Health and Human Services agency encompass a comprehensive, holistic approach to serving members of the community, addressing issues such as food insecurity, employment, education, housing, child care, immunizations, physical and mental health and more. Taking a Single View of the Customer approach will remove barriers to accessing services and reduce the burden on customers to navigate the HHS system, allowing for coordinated service delivery that will put customers on the path to greater independence and stability.

Through attention to strong fiscal and program performance, continuous quality improvement, advancements in technology and building strategic partnerships, the County will seek to more effectively assess the broad needs of those served. This includes utilizing a more holistic lens to further enhance economic mobility and wellness for customers. In addition, the County will continue to identify and advocate for policy change at the local, state and federal levels to ensure well-being is a reality for all members of the community.
KEY INITIATIVE #1: HEALTH AND HUMAN SERVICES INTEGRATED SERVICE DELIVERY MODEL (continued)

ANNUAL ACTIONS

FY2020
- Research integrated assessment tools that best evaluate the holistic needs of families and children.
- Develop workflow models to create Holistic Individual and Family-Centered Service plans.
- Expand availability of resource options for residents to address social determinants of health such as housing, health, employment, food insecurity and education.
- Integrate data software systems across HHS departments.

FY2021-2022
- Implement an integrated assessment process focused on addressing holistic customer need.
- Enhance opportunities for service integration through use of Single View of Customer Technology.
- Review findings from the implementation of the integrated assessment tool and adjust as needed (2022).
- Review and revise service offerings for residents to meet desired outcomes (2022).

KEY PERFORMANCE INDICATOR(S) | CALCULATION METHODOLOGY | 3-YEAR TARGET
--- | --- | ---
Implementation of an integrated assessment tool | Yes/No | Yes
Number of community partnerships entered to address social determinants of health | Count of number of community partners | This measure does not have a target, as it is used for tracking purposes.
Deployment of Single View of the Customer platform | Yes/No | Yes

Note: Customer outcome measures related to economic position, health, food security, education, residential stability, etc. still in development.
Secure futures. Fewer people get lost when they have clear directions.

We want to remove the revolving door from the criminal justice system. By providing comprehensive programs and careful guidance, we can help people change their behavior and direction in life. This includes providing support services focused on substance abuse prevention and treatment, job skills training and assistance with housing that lead to a positive future for our residents.
Safe Community

STRATEGIES AND KEY PERFORMANCE INDICATORS

Strategy: Offer programs that encourage desistance from crime, and enhance the re-entry services that include supportive networks and robust case management services for individuals with criminal histories.

<table>
<thead>
<tr>
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<th>CALCULATION METHODOLOGY</th>
<th>3-YEAR TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Re-Entry Services Recidivism Rate</td>
<td>Percentage of individuals with one or more new convictions within two years of the program participant’s discharge date</td>
<td>19% (reverse measure)</td>
</tr>
<tr>
<td>Recovery Courts Recidivism Rate</td>
<td>Percentage of individuals with one or more new convictions within two years of the program participant’s discharge date</td>
<td>18% (reverse measure)</td>
</tr>
<tr>
<td>Jail Substance Use Recidivism Rate</td>
<td>Percentage of program participants re-arrested within 90 days of release</td>
<td>17% (reverse measure)</td>
</tr>
<tr>
<td>New Options for Violent Actions (NOVA) Recidivism Rate</td>
<td>Percentage of program participants arrested and/or jailed for a domestic violence offense after program graduation</td>
<td>8% (reverse measure)</td>
</tr>
</tbody>
</table>

Strategy: Ensure participant compliance throughout the duration of a court case.

<table>
<thead>
<tr>
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<th>CALCULATION METHODOLOGY</th>
<th>3-YEAR TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recovery Courts Appearance Rate</td>
<td>Percentage of calls and appointments scheduled that were attended by program participants with the S.T.E.P. Case Coordinator or Probation Officer</td>
<td>94%</td>
</tr>
<tr>
<td>Pretrial Services Court Appearance Rate</td>
<td>Percentage of program participants that appear at their schedule court date(s)</td>
<td>95%</td>
</tr>
</tbody>
</table>

Strategy: Provide efficient service of civil papers.

<table>
<thead>
<tr>
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<th>CALCULATION METHODOLOGY</th>
<th>3-YEAR TARGET</th>
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</thead>
<tbody>
<tr>
<td>Civil Process Service Rate</td>
<td>Percentage of serviceable civil papers that are returned served</td>
<td>94%</td>
</tr>
</tbody>
</table>

Strategy: Assist the courts in making release and detention decisions that preserve public safety and defendants' civil rights.

<table>
<thead>
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<th>CALCULATION METHODOLOGY</th>
<th>3-YEAR TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pretrial Services Release Rate</td>
<td>Percentage of individuals placed on Pretrial from First Appearance Decision</td>
<td>75%</td>
</tr>
</tbody>
</table>
KEY INITIATIVES

KEY INITIATIVE #1: MECKLENBURG COUNTY SHERIFF’S OFFICE RE-ENTRY PROGRAM

The Mecklenburg County Sheriff’s Office (MCSO) Re-Entry Program is a key component of the agency’s mission to operate rehabilitative detention centers, offering residents innovative programming and services for successful re-entry into the community.

To address recidivism and improve community safety, current research does not support the idea that simply placing an individual in a job is a remedy for reducing criminal behavior. However, the MCSO Re-Entry Program provides evidence-based programming, proven to reduce antisocial criminal behaviors by effectively incorporating workforce development services and resources that reduce the likelihood of reincarceration.

Participants in the program are assigned a case manager who conducts risk/needs assessments, facilitates weekly meetings and develops individualized transition plans that include release goals and community referrals to address risk factors for criminal behavior.

Participants in the Mecklenburg County Sheriff’s Office Re-Entry Program are assigned a case manager who conducts risk/needs assessments, facilitates weekly meetings and develops individualized transition plans that include release goals and community referrals to address risk factors for criminal behavior.

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