Setting the Stage *for* Innovation

MECKLENBURG COUNTY
MAY 20, 1775
NORTH CAROLINA

2015 MECKLENBURG COUNTY PERFORMANCE REPORT

"Whether it's helping a veteran, building parks and greenways, or providing community health services, we will continue to put people first."

– Dena Diorio

Message from the County Manager

Fiscal Year 2015 was another year of progress for Mecklenburg County in realizing an ambitious vision for our community and setting the standard for efficient, accountable and effective service delivery. This year, our organization continued to advance innovation by eliminating redundancies, creating conditions for optimum service delivery for County residents and investing in the development for our greatest asset, County employees. From our operations to our organizational culture, we are stronger today than we were one year ago.

The Mecklenburg County Annual Performance Report serves as an important update to the Board of County Commissioners, County residents, and employees on our long-term performance goals. This year continued to reflect the strong fiscal leadership of the Board of County Commissioners in balancing our community's needs with the resources of our residents, as well as the fiduciary stewardship and innovation of County employees in maximizing efficiency, driving performance and delivering results for our community. Overall, we remain on track to achieve our long-term goals.

As we review the results of this report and move into the next fiscal year, I commit that as a public service organization Mecklenburg County will remain accountable and transparent in all the ways we touch residents' lives every day. Whether it's helping a veteran, building parks and greenways, or providing community health services, we will continue to put people first.

Mecklenburg County is laying the foundation for a strong and vibrant future.

Dena R. Diorio, County Manager
Mecklenburg County

How to use this report

Mecklenburg County collects performance data and reports out annually. For 2015, Mecklenburg County's Office of Management and Budget – Strategic Planning and Evaluation has grouped measures into Customer Satisfaction, Accountable Government, Environmental Leadership, and Employee Motivation & Satisfaction. Also included in the report are sections on important employee initiatives such as Succession Planning and Employee Diversity.

Some measures within indices are given a color to indicate performance.

PERFORMANCE LEGEND	
	A green light indicates the targeted goal has been achieved.
	A yellow light indicates performance results are mixed.
	A red light indicates that the target goal was not achieved.

Customer Satisfaction

High customer satisfaction in any organization is important, and Mecklenburg County is no different. The County focuses on how well it provides customer service to its customers, clients, and consumers who interact with County government.

97%

of Mecklenburg County customers are satisfied with services provided.

The Customer Service Standards include the following:

- Communication
- Courtesy & Respect
- Ethics
- Service Quality
- Timeliness

Accountable Government

Financial Assessment Rating Tool

The Financial Assessment Survey Tool (FAST) was developed to ensure that departments adhere to Mecklenburg County's financial policies and procedures and to achieve the desired results outlined in the 2015 Corporate Scorecard.

PERSPECTIVE	GOAL	TARGET	FY2015 RESULTS
Cash Receipts	Cash receipts approved within one week of the deposit date	88%	94.1%
Outstanding Encumbrances	Encumbrances outstanding 60 days after the end of each fiscal year	<4%	4.6%
Rejected Payments	Payment request entered into Advantage with no errors	97%	98.5%
Invoice Processing	Invoices approved by the department within 21 days of invoice date	84%	81.4%
Inventory Reports	Annual Inventory Reports submitted by June 30th	100%	100%
Out-of-Cycle Paychecks	Out-of-cycle checks requested annually	<0.08%	0.012%
Travel Expense Reports	Travel expense reports submitted within 10 business days from returning after the trip	75%	77.7%

Mecklenburg County collected

99.5%

of Real Estate and Personal Property Taxes.

In effort to promote a vibrant and diverse economy, Mecklenburg County offers **Business Investment Grants*** to qualifying companies. Companies awarded grants through the Business Investment Program have met or exceeded 100% of contractual obligations in job creation, wage rates and capital investment:

- 152% of job creation
- 152% of wage rates
- 197% capital investment.

Effective Service Delivery

Mecklenburg County provides effective services that have lasting positive impacts on individuals seeking and receiving services. The Department of Social Services serves some of the most vulnerable populations within the community. In FY2015:

- 92% of **Adult** Abuse and Neglect cases do not have repeat maltreatment in 12 months
- 92% of **Child** Abuse and Neglect cases do not have repeat maltreatment within six months of case closure
- 98% of all customers that start In-Home Aide** remain at home for at least 12 months.

**Aggregate company performance for completed grants from 2007 to 2015.*

***In Home Aide provides personal care, home management, and respite services to older adults (age 60 +) and adults with disabilities (age 18 +) who are unable to perform these tasks.*

Mecklenburg County is committed to providing quality open space for public use and to having sound environmental stewardship practices.

Environmental Leadership

94%

of the County's operations were performed in a manner that conserved and protected air, water and land resources.

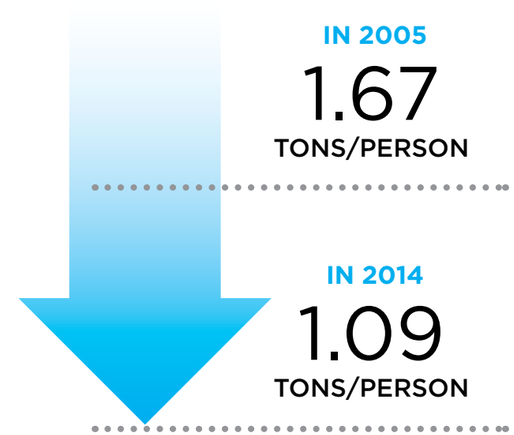
The Environmental Leadership Index evaluates the environmental sustainability of County operations and includes measures for four areas. The following are sub-level measures of the Index and all but one achieved its target:

ENVIRONMENTAL LEADERSHIP FOCUS	SUB-LEVEL MEASURE	FY2015 RESULTS*
Emission Reduction	(1) Energy Use Avoidance	Achieved
	(2) Fleet NOx Emission Reduction	Achieved
Resource Conservation	(3) Acquire Land to Protect the Natural Environment	Achieved
	(4) Environmental Preferable Purchasing	Achieved
Commitment	(5) Employee Incentives	Achieved
	(6) Integrate Environmental Considerations	Partial
Stewardship Enhancement	(7) Implementing New and Innovative Products/Practices	Achieved
	(8) Continuous Review of Activities to Reduce Adverse Environmental Impacts	Achieved

**"Achieved" reflects departments reaching 85% or higher of goals.*
"Partial" reflects 65 – 84% of departmental goals achieved.

In 2014, the disposal rate was down compared to 2005.

MECKLENBURG COUNTY SOLID WASTE DISPOSAL RATE



Access to Services

Access to services is essential for all residents in Mecklenburg County. Within 1/4 mile of transit stops residents are able to access:

- 96% of County libraries
- 67% of County greenways.

18%

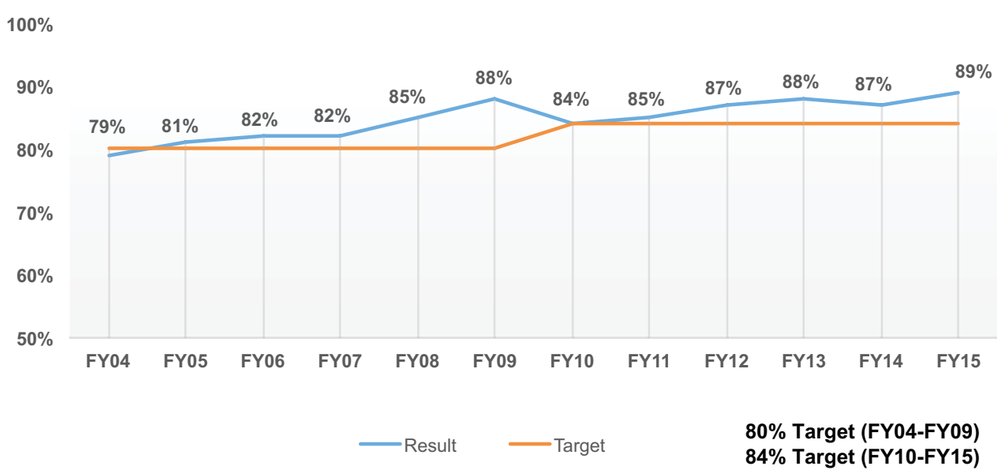
of dollars used on Park and Recreation capital projects come from non-County tax dollars (i.e. federal and state grants, donations).

Employee Motivation & Satisfaction

The Employee Motivation & Satisfaction Index includes 11 measures focused on employee perceptions of County government, supervisors and co-workers.

89%

of employees expressed they are motivated and satisfied to work for Mecklenburg County.



Individual Development Plan (IDP)

Mecklenburg County focuses on developing its employees and equipping the employees with tools for success.

The 2015 Employee Climate Survey results indicate that:

- 90% of employees have an IDP
- Out of the employees that have an IDP, 96% have an annual assessment of their IDP by their supervisor.

Employee Technology Satisfaction

- 89% of employees feel they have the necessary technology (hardware and software) to do their job well.

Mecklenburg County focuses on the development of leaders and talent in the organization.

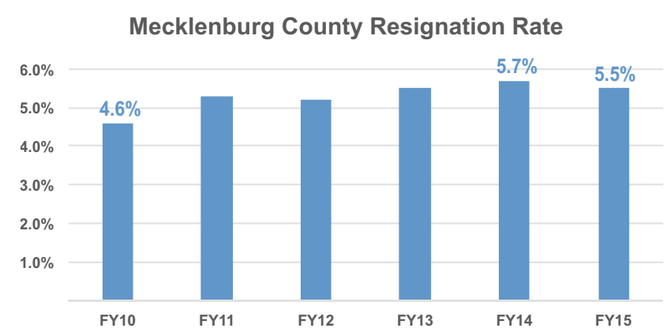
Succession Planning

Mecklenburg County developed and implemented a Succession Planning process. Succession Planning is a deliberate and systematic effort to ensure leadership continuity in key positions.

SUCCESSION PLANNING MODEL

Succession Planning	Leadership Development	Prepared Leaders
Identify Potential Leaders	**Development Strategies**	**Succession Criteria**
(1) Identify positions, criteria (2) Identify candidates, establish Individual Development Plan (3) Implement Individual Development Plan (4) Monitor, evaluate, revise	**Coursework and training (10%)** • Action learning • Classroom-based skills building • Virtual classroom events & check ins • eModules • Books, articles & whitepaper **Developmental relationships (20%)** • Communities of Practice • Networking • Executive coaching • Workplace coaching & mentoring • Bosses and superiors **Challenging assignments (70%)** • Increase in scope • New initiatives • Horizontal moves • Projects and task forces	**Competencies** • Interpersonal • Leadership • Care • Technical • Countywide • Department specific

Average tenure of Mecklenburg County employees is 8 years



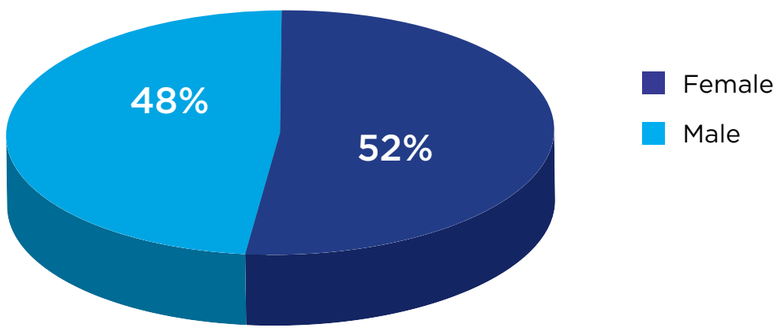
Voluntary Resignation Rate measures the percent of Mecklenburg County Government employees who voluntarily terminate employment at Mecklenburg County (excluding retirements, involuntary terminations and departmental transfers within Mecklenburg County Government).

In 2015, the Bureau of Labor Statistics calculated a 8.8% voluntary resignation rate for local and state governments nationwide.

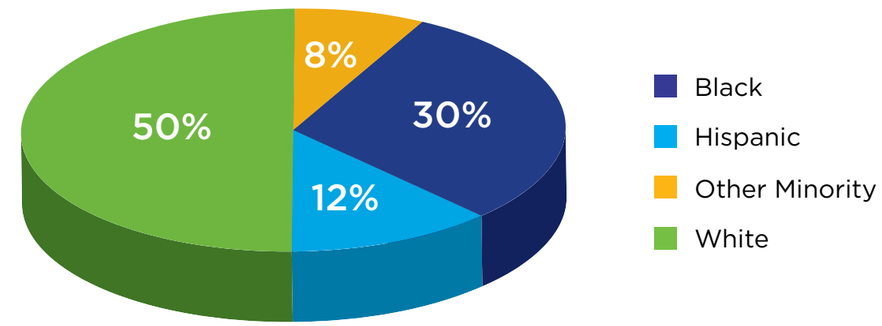
Employee Diversity

Mecklenburg County employees reflect the community's diversity.

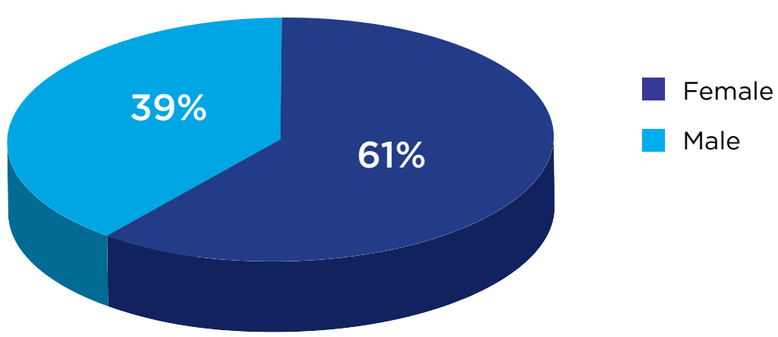
Mecklenburg County Residents by Gender



Mecklenburg County Residents by Race/Ethnicity



Mecklenburg County Employees by Gender



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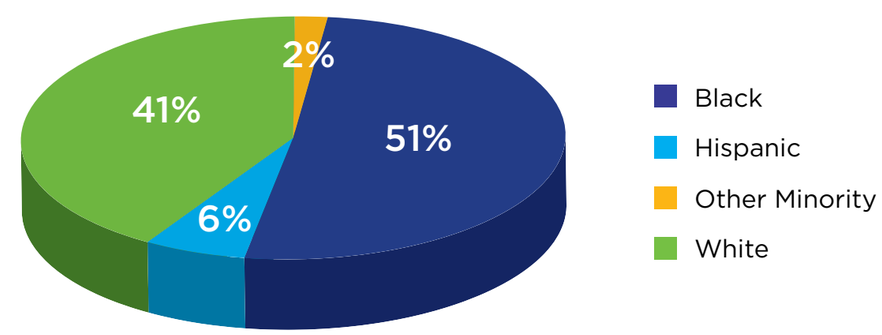

ONLINE VERSION:
charmeck.org/mecklenburg/county/CountyManagersOffice/OMB/Pages/Home.aspx

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