



Monthly Report

Department Overview

Asset and Facility Management (AFM) comprises Design and Construction Project Management, Facility Maintenance and Operations, Security Services, Real Estate Management, and Fleet & Courier Services.

- **Government Facilities Master Plan:** November activity comprised of an update presentation to the Board of County Commissioners (BOCC) outlining proposed locations of Community Resource Centers and the proposed departmental services to be included at each location. County staff continued to work with the Master Plan consultant, WGM Design Inc., to refine Resource Center models by determining which department divisions are to be located in each facility and how Health and Human Services Agency functions will be organized to serve customers.
- **Facility Security:** AFM consulted with staff from County Evaluation and Planning, Organizational Development, and Public Information to determine strategies for researching the issue to determine potential reasons for the drop in customer satisfaction rates. Ideas discussed include implementing a follow-up County-wide survey to employees and targeted focus groups at specific facilities in January 2015 to determine possible solutions to help employees feel more secure.
- **Design and Construction Project Management:** The Architectural Selection Committee reviewed candidate qualifications and conducted interviews for the FY15-FY16 Park Improvement Building Projects. Recommendations will be submitted to the BOCC for approval in December. The request for qualifications (RFQ) for Morrison Regional Library Renovation and Addition has been advertised, and candidate qualifications submittals are due to the County on December 22.
- **Facility Maintenance and Operations:** AFM received bids for heating, ventilating, and air conditioning (HVAC) replacement projects for the Davidson Library, the Tuckaseegee Recreation Center and the Mallard Creek Recreation Center and awarded consulting contracts for the roof repairs and HVAC repairs at Elon Recreation Center. AFM has also completed a facility conditions assessment for Park & Recreation, Public Library, Government Facilities and Jails which will be used during the capital reserve budgeting process.

Key Performance Indicators

- **96% of construction and Capital Reserve projects** have been completed on schedule over the past 12 months.

Context for Key Performance Indicators

- **48 construction and Capital Reserve projects** were completed over the past 12 months. Projects completed in November include only the Jail North Re-Paving Project.



Monthly Report

Department Overview

Major department initiatives during the month of November 2014:

- Pearson Appraisal Services (PAS) performed reviews on 40 neighborhoods this month. The neighborhoods included 22,970 parcels.
- The Board of Equalization and review (BER) scheduled three days of appeals during the month of November. They were able to review and provide decisions on 518 parcels.

Key Performance Indicators

Monthly Performance Indicators:

Measures	Annual	Monthly	% Y-T-D
Property Tax Commission (PTC) appeals closed	2,194	10	0.5%
SL-362 appeals received, awaiting BER hearing	2,377	325	13.67%
SL-362 appeals heard by the BER in 2014	2,001	518	26%
Parcels reviewed with no changes	211,095	10,112	75%
Parcels reviewed with value decreases	51,441	10,109	18%
Parcels reviewed with value increases	19,710	3,062	7%
Value of real property appraisals	5,112,920,175	(124,728,655)	¹ 2.4%
Number of refunds processed	101,867	8,981	3.18%
Amount of refunds	10,897,011	1,177,558	11%
Demand bills	34,475	19,946	101%
Field visits generated by PAS reviews	13,160	1,234	9.38%
Commercial canvassing	17,995	387	33%
Residential canvassing	37,002	1,275	² 11.9%
Revaluation review calls	28,511	2,910	10%

¹Assessment value decreased 2.4% from \$5,237,648,830 to \$5,112,920,175.

²Residential canvassing involves County appraisers inspecting every home in the designated neighborhood, measuring the exterior walls, identifying building elements, and verifying the interior of the home if possible.

Context for Key Performance Indicators

- There are 2,194 closed PTC appeals and 135 waiting for a resolution. There are a total of 2,329 since the 2011 revaluation.
- The department has received 2,377 SL-362 appeals for parcels year-to-date.
- Notices mailed to customers that have appealed their parcel are used to calculate potential refunds and demand bills. Notices mailed with *No Changes* are used to evaluate the efficiency of the 2011 appraisals.
- There were 8,981 refunds processed during this month with refund amount plus interest of \$1,177,558.
- The average phone call length generated by the revaluation reviews was 3.8 minutes.

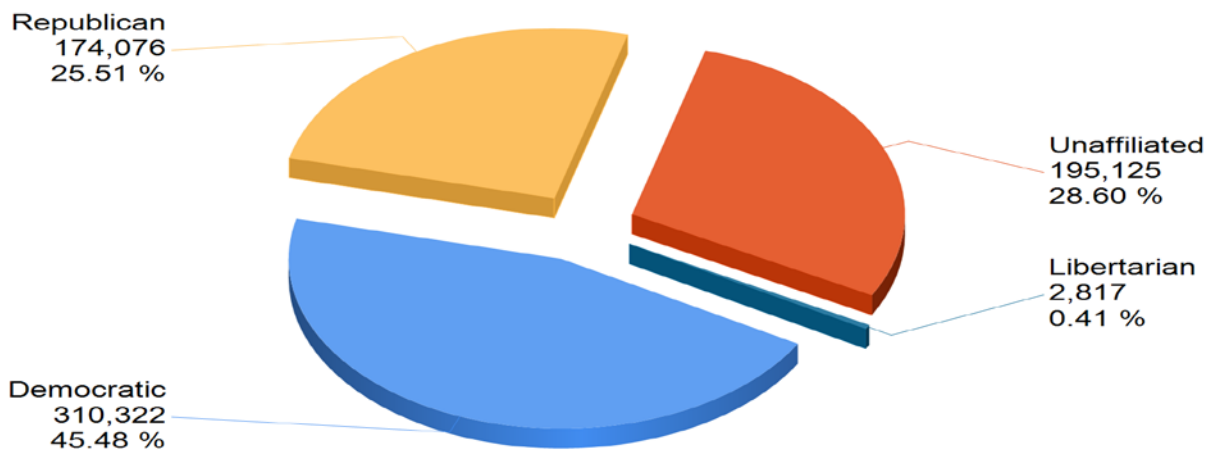


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Department Overview

- On November 14, 2014, the Mecklenburg County Board of Elections officially canvassed the 2014 Midterm General Elections. The Board also successfully completed the recount of the State Supreme Court contest between Cheri Beasley and Mike Robinson.
- Statewide, the Midterm voter participation in North Carolina set a new record with 2,939,767 voters casting ballots, increasing participation by over 20% and besting the state's prior midterm record. The turnout in 2010 was 2,700,393. In Mecklenburg County, 266,546 voters participated for a 39% turnout, besting the 2010 Midterm Election by over 37,000 voters.
- Early Voting continued to expand with over 100,000 voters voting before Election Day, an increase of over 40% of the number who voted before Election Day in 2010.

Key Performance Indicators

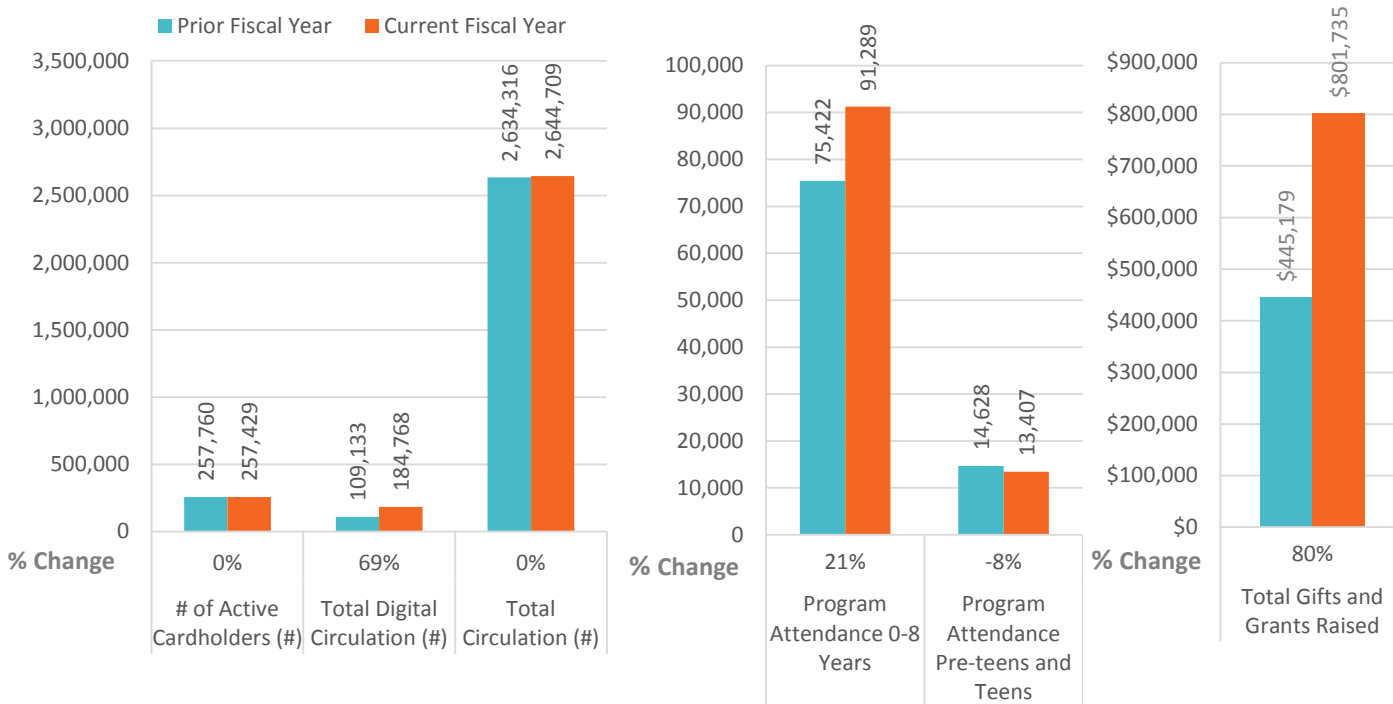




CHARLOTTE MECKLENBURG LIBRARY

- The Charlotte Mecklenburg Library Foundation’s first annual Verse & Vino event on Thursday, Nov. 13, attracted 850 people and netted more than \$125,000 to benefit the Library, featuring five *New York Times* bestselling authors. The Foundation also announced EpicFest, a free literary festival that will debut in November 2015 and allow children and teens to meet their favorite authors. foundation.cmlibrary.org
- More than 30 Charlotte-area teens met seven Young Adult authors and learned about writing elements such as character, setting, mood, theme and plot at the Compelling Reads Author Tour on Tuesday, Nov 4, at ImaginOn.
- Library services were featured throughout the community this month. At the Nov. 28 Charlotte Hornets game, they promoted the Library at their Community Corner. On Nov. 20, WJZY featured the “Paws to Read” literacy program. The *Charlotte Parent* blog and *Little Ones* magazine featured Library-contributed articles about children’s reading.
- The Library successfully wrapped up "Library in the Park," a six-month effort to animate 6th and Tryon Street, funded by the Knight Foundation and coordinated by Charlotte Center City Partners.
- Starting Nov. 19, the Library partnered with Legal Services of Southern Piedmont and Get Covered America to provide a series of sessions called “Wellness Wednesdays” to help answer questions about the Affordable Care Act. These will continue through mid-February to coincide with ACA open enrollment.

Key Performance Indicators for November 2014



Context for Key Performance Indicators

- Digital has continued to increase, and is now 7% of total circulation.
- Programs for elementary school children (including pre-teens) are reported in the 0-8 category, causing minor over-reporting of 0-8 and under-reporting of pre-teens and teens. The report will be adjusted for the month of January.
- The increase in FY 2015 “Total Gifts and Grants Raised” fundraising is due to Verse & Vino and end-of-year giving.
- Though it is not a KPI, WiFi usage (included in our Service Level Measures) continues to grow. Wireless usage from the first quarter of the current fiscal year is up 26% from the same period last year, from 78,514 to 99,203 sessions.



Monthly Report

Department Overview

- Last year, Pretrial Services was one of four pilot sites selected by the Arnold Foundation for their new risk assessment tool, called Public Safety Assessment-Court. In November, the Foundation conducted its second quarterly audit and the program received a 90% score (the highest score received by the project sites). This score indicates that staff are completing the risk assessment correctly and providing the courts with accurate information on defendants awaiting trial.
- CJS engaged the Center for Court Innovation (New York, NY) and the University of North Carolina Charlotte to conduct an assessment of the citizen’s initiated complaint process and the relatively new citizen’s warrant court. The project will last roughly six months and will evaluate the justice system’s approach to resolving criminal complaints filed by county residents.
- The Forensic Evaluation Unit completed the conversion of all historical paper files into electronic records through document imaging. The project will make document retrieval easier, save office space, and enhance efforts to go paperless.
- The annual Holiday Court Session is Friday, December 19, 2014 at 3:30PM. This event will take place in the CMGC council chambers and will bring together all six (6) treatment courts to celebrate sobriety and promote pro-social activities for our program participants. A reception in the lobby of the CMGC will follow the program.

Key Performance Indicators

Monthly Performance Indicators:

Department Unit	Measure	Annual Target	Monthly Performance
Pretrial Services	Re-arrest Rate	10%	14%
Fine Collection	Fine Collection Rate	87%	82%
Treatment Courts	Graduation Rate	49%	47%
Reentry Services	Successful Program Completions	Baseline	12
Planning	New Measure Under Development	-	-

- All measures with a set target fell close to or within their target, thus keeping department units on track for meeting their annual target.

Context for Key Performance Indicators

- Monthly data is reported on a lag due to data collection/analysis needs. The numbers presented represent CJS’ final performance numbers for the month of October.
- The Drug Court Graduation Rate is a cumulative year-to-date rate that reflects the month’s performance, but also tempers the impact of graduates entering and leaving the program on a rolling basis since there is not a defined cohort graduating each month.

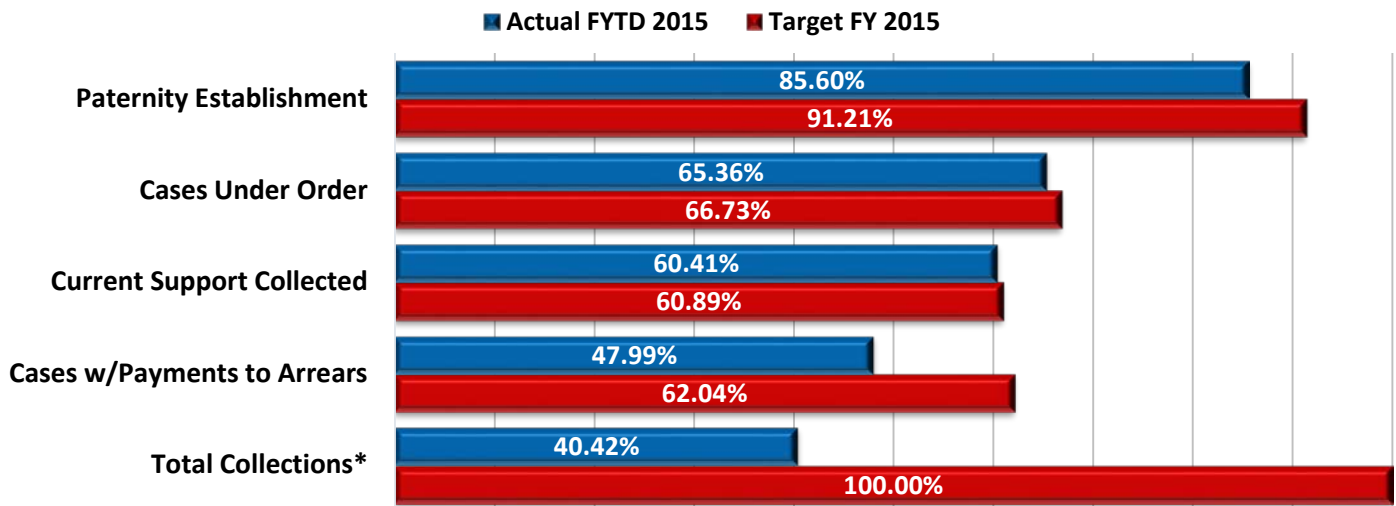


Monthly Report

Department Overview – November 2014

- On November 11, Child Support Enforcement (CSE) staff went to Hope Haven, Inc., a community agency dedicated to providing supportive services for homeless and chemically dependent men, women and families, and sponsored a meal for the clients/residents. Staff led discussions about CSE services and explained all steps in the process to open a child support case.
- Florence Crittenton Services of North Carolina, a non-profit organization that helps pregnant and non-pregnant at risk girls and women, invited CSE to participate in their poverty simulation on November 11. The simulations expose the realities of poverty, including the challenges of navigating the complex world of government services. The goal for CSE was to help participants form a positive perception of child support services.
- The Department of Health and Human Services, including the Federal Office of Child Support Enforcement published a notice of proposed rulemaking (NPRM). The NPRM proposes to improve and simplify program operations, and remove outmoded limitations to program innovations to better serve families. The comment period on this proposed rule is open until January 16, 2015.

Key Performance Indicators – FYTD 2015



*Total Collections FYTD \$19,277,550.86/divided by/State mandated annual target \$47,690,616

Context for Key Performance Indicators

- Paternity Establishment** is the # of children born out of wedlock with established paternity for the current fiscal year divided by # of children born out of wedlock open during the preceding fiscal year.
- Cases under Order** is the # of cases in a caseload w/support orders divided by # of cases. This measure shows how much of the agency’s caseload is enforceable.
- Current Support Collections** is the \$ collected divided by \$ owed that are not past-due. This measure provides the basic outcome for CSE which is regular and dependable support payments to families.
- Cases with Payments to Arrears** is the # of cases in which at least one payment on arrears occurred divided by the # of arrearages cases.
- Total Collections** is the sum of current support plus arrears collected FYTD/divided by/ State mandated annual target \$47,690,616.



Monthly Report

Department Overview

- The Homeless Services Division and the Veterans Services Division partnered with the City of Charlotte and various community partners for the Mayor’s Challenge to end veteran homelessness by the end of 2015. The local program, “**Charlotte-Mecklenburg Housing Our Heroes**” is part of a national push by First Lady Michelle Obama and Dr. Jill Biden to encourage communities to work together to find solutions to end and prevent veteran homelessness. The Department participated in a [news conference](#) on Veterans Day to announce the initiative, which included participation from the County, City, Department of Veterans Affairs, and community non-profits.
- During the 2014 Carolinas Freedom Foundation’s - Freedom Breakfast, the Veteran Services Division and County Manager Dena Diorio, presented a plaque to Col. Harry Ray from Charlotte-Mecklenburg Schools Junior Reserve Officers’ Training Corps (JROTC). The presentation was to show appreciation to Col. Ray for his many years of faithful service in providing color guards, special performances, and parade participation by JROTC units throughout his stellar career with CMS. Under his leadership, JROTC participation increased from approximately 1,200 to over 4,200 cadets.
- On November 8, Community Support Services (CSS) staff from all three divisions and CSS leadership planned and executed the annual [Salute to Veterans Parade](#) which was a success again this year. The parade showcased the many veterans’ groups and community partners that support veterans’ initiatives year round.
- The Veterans Services Division participated in nine outreach events, three of which occurred on Veterans Day. Events included Carolinas HealthCare System Veterans Employee Breakfast; the US Marine Corps Ball; and benefits presentations at Friendship Baptist, Cornerstone Baptist, St Paul’s Baptist, Plantation Estates Veterans Group, The Haven, The Men’s Shelter, and Levine Senior Center.

Key Performance Indicators

Homeless Services Division (HSS):

Number of meals provided at the Homeless Resource Center = **1,721**

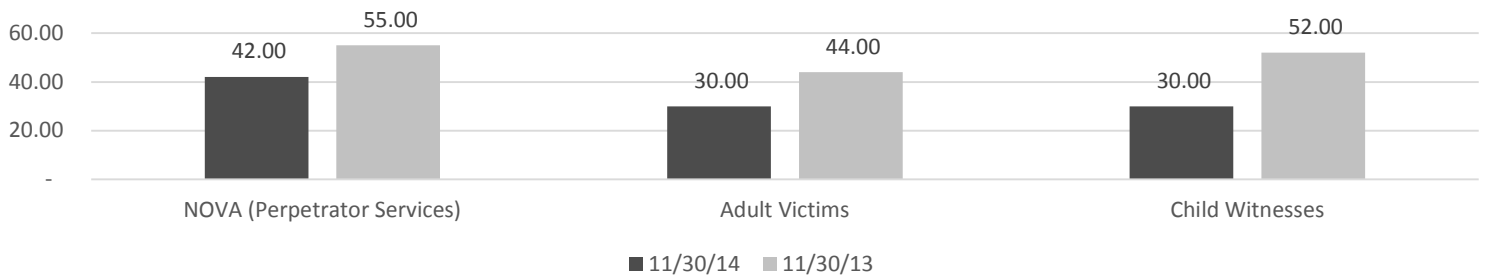
Number of households served with rental subsidy as part of the Shelter Plus Care Program = **236**

Veterans Services Division (VSO):

Number of claims filed = **239**

Women’s Commission Division (WOC): The graph includes Domestic Violence program service data.

New Clients Served November



Context for Key Performance Indicators

Performance is consistent for all CSS divisions.



Overview

EDO staff attended the following meetings to encourage the inclusion of Minority, Women and Small Business Enterprise subcontractors and certification of new M/W/SBE vendors:

- N.C. Minority Women Business Enterprise Coordinators Network Annual Retreat, November 13-14: The purpose of the retreat was to provide the opportunity for MWBE Coordinators to network and receive training to ensure inclusion in governmental contracting opportunities, particularly those in professional, procurement and construction contracts in both public and private arenas.
- New Small Business Start-up meetings November 5, 11, 17, 21, 26: The purpose of these face-to-face meetings was to provide individuals information on the steps needed to start a business and obtain the necessary certifications to fulfill general requirements for operating a small business in Charlotte-Mecklenburg.

Key Performance Indicators

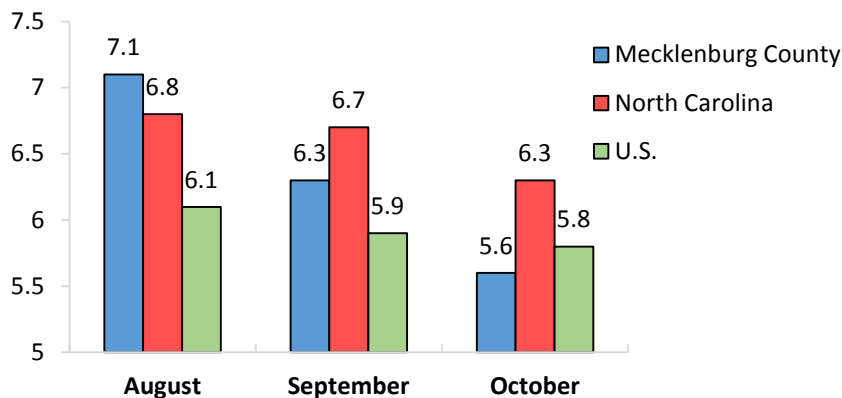
MWSBE

- Persons reached via community outreach: 68 via three events
 - N.C. MWSBE Coordinators Network Annual Retreat – 45 participants
 - Small Business Start-ups meetings – 13
- Customers contacted via phone/email/in person: 59

Economic Development

- Meetings with prospective new/expanding businesses – 2
- BIP grants taken to the BOCC for approval in public session – 0
- EDO Request for Information/Assistance – 6

Unemployment Rate Comparison



Mecklenburg County's unemployment rate has improved from last month and is below the state and national average. There has been a 1.8 percentage point decrease in the unemployment rate compared to October of last year (October 2013 unemployment rate was 7.4%).

Note: November data unavailable until December 19

Source: U.S. Bureau of Labor Statistics & NC Department of Commerce



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- Small Business & Entrepreneurship Advisory Board Meeting, November 19: This advisory board meets monthly to provide recommendations to the Board of County Commissioners regarding ways to streamline the permitting processes for new and expanding businesses; to identify challenges specific to small businesses and entrepreneurs; inform Board of new developments in the local small business community. EDO staff provides staff support to this group.
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Key Performance Indicators

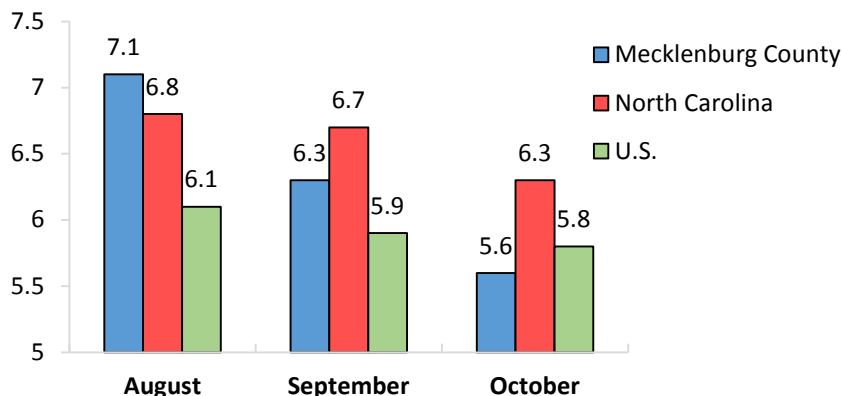
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Monthly Report

Department Overview

The overall goal of Financial Services is to provide fiscal stewardship and accountability of public funds. Department reports on the financial operations of the County are used to draw down Federal and State revenues and provide information for use by management and the County’s stakeholders.

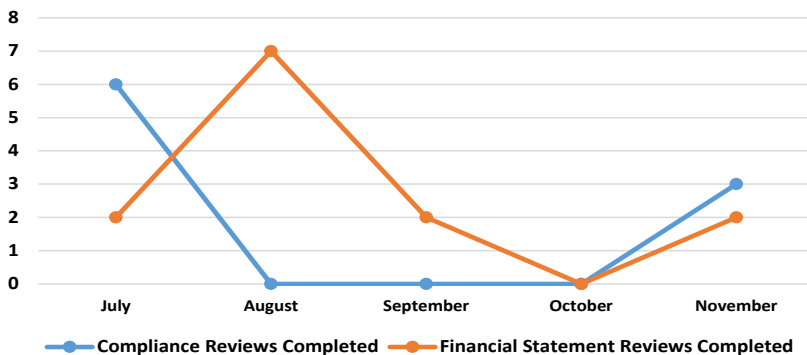
- The County’s external audit and Comprehensive Annual Financial Report for FY2014 were completed in November.
- Fitch Ratings affirmed the County’s AAA bond rating.
- The Human Services division, which has been in operation for three years now, became Departmental Financial Services in November incorporating former BSSA financial services staff to provide fiscal support to Information Technology, Asset and Facility Management, Human Resources and the Public Information.

Key Performance Indicators

- Number of Compliance Reviews completed: 3
- Number of Financial Stability Reviews completed: 2
- Number of checks vs. EFTs, compared to last year:

	2014	2013
Checks:	4,020	4,337
EFTs:	1,676	2,602
- Percent of Financial Reports Issued by due date: 100%

FY2015 Contract Compliance and Financial Statement Reviews (Year to Date)



Context for Key Performance Indicators

- As of November 2014, nine Compliance Reviews, 13 Financial Statement Reviews, and a determination of fiscal compliance for 11 Volunteer Fire Departments have been completed for FY15. Compliance Reviews identified \$21,055.20 in ineligible expenses (all County funds). Fluctuations in chart data are due to seasonal nature of workload demands.
- Payments by EFT are more economical for the County and provide funds to the vendors more quickly; however, refunds are paid by check. There were 9,821 tax refunds related to SL362 in November. These are not included in the number of checks for November 2014. FY14 data includes claims payments to MeckLINK providers.
- Financial reports comprise reports issued to external sources, such as the state or grantors. As of October 2014, a total of 41 Financial Reports were completed to date in FY2015. Ninety-five percent of those reports were issued by the due date. No financial reports were due or filed in November.



Monthly Report

Department Overview

Information Technology (IT) provides desktop support and help desk services; maintains and secures the County’s IT infrastructure; maintains and develops the County’s applications and databases; and helps customers identify business needs and solutions.

- IT Customer Support’s desktop team began a five day Windows 8 course offered by Microsoft. The course is an extensive hands-on lab teaching key components to aid in troubleshooting system problems. The team will complete the course in December.
- The County’s computer replacement program is underway, and the focus in November was replacement of 260 Public Library PCs. The Public Library phase of county-wide PC replacement came in approximately \$80,000 under budget.

Key Performance Indicators

- In November, Information Technology (IT) **resolved 96% of tickets** (i.e., service requests that come into IT through MeckSupport, a call to 2HELP, or service record entered by staff) within the agreed upon service level agreement.

Context for Key Performance Indicators

- 3,192 service request tickets were resolved in November.

SERVICE	NOV SLA DATA		
	# closed within SLA	Total number closed	%
Applications and Databases	189	190	99.5%
IT Business Analysis	144	147	98.0%
IT Customer Support Center	2,215	2,302	96.2%
Network, Server, Telecom	480	526	91.3%
IT Security	27	27	100.0%
November Totals	3,055	3,192	95.7%



Monthly Report

Department Overview

Major department initiatives:

- Received all FY2015 Control Self-Assessment Survey Tool submissions from department directors and will begin summarizing/reporting responses. This tool helps departments assess potential risk in their operations and gather information to drive positive change across the organization
- Updated the FY2015 Fraud Awareness Training (January 2015 rollout)
- Completed content for the new county-wide FY2015 Ethics Training module (February 2015 rollout)
- Selected new Fraud Hotline poster for distribution (January 2015 rollout)
- Selected candidates for new and vacant positions (mid-December 2014 start dates):
 - New audit manager: internal department promotion
 - New staff auditor: prior MeckLink County employee
 - Vacant staff auditor: internal department promotion

Key Performance Indicators

1. Nov 2014 Audit Hours by Risk Level & Department

FY15 Risk Ranking	Department	Nov Hours	% of Total	YTD Hours	% of Total
High	Health	157	39%	796	26%
High	Social Services	0	0%	340	11%
High	Tax Assessor	0	0%	8	0%
Medium	Park & Recreation	0	0%	21	1%
Low	Information Technology (IT)	98	24%	639	20%
Low	Elections	102	25%	1,054	33%
Low	Human Resources	43	10%	131	4%
N/A	IT Support	5	1%	67	2%
Assurance Sub-total		405	99%	3,056	97%
N/A	Investigation	0	0%	60	2%
N/A	Continuous Monitoring	3	1%	46	1%
Total		408	100%	3,162	100%

2. Report Line Activity

Report Line			
	Category	Month	YTD
Reports Received	Fraud	1	1
	Non-Fraud	2	6
Open	Fraud	1	1
	Non-Fraud	3	3
Close-Unsub	Fraud	0	0
	Non-Fraud	3	3
Close-Sub	Fraud	0	0
	Non-Fraud	0	0

Close-Unsub: Allegation was investigated and unconfirmed

Close-Sub: Allegation was investigated and confirmed

3. New Investigations: None

4. Productivity

Productivity*					
	Target	Nov	YTD	Var. Nov	Var. YTD
Direct	68%	53%	60%	-15%	-8%
Indirect	32%	47%	40%	15%	8%

*Net of benefit time



- Contractor ready permit applications (projects under 10,000 square feet) turnaround times (from time permit application received):
 - Building, Electrical, Mechanical and Plumbing trades at 5 work days
 - All other trades at 1 work day

Geospatial Information Systems (GIS)

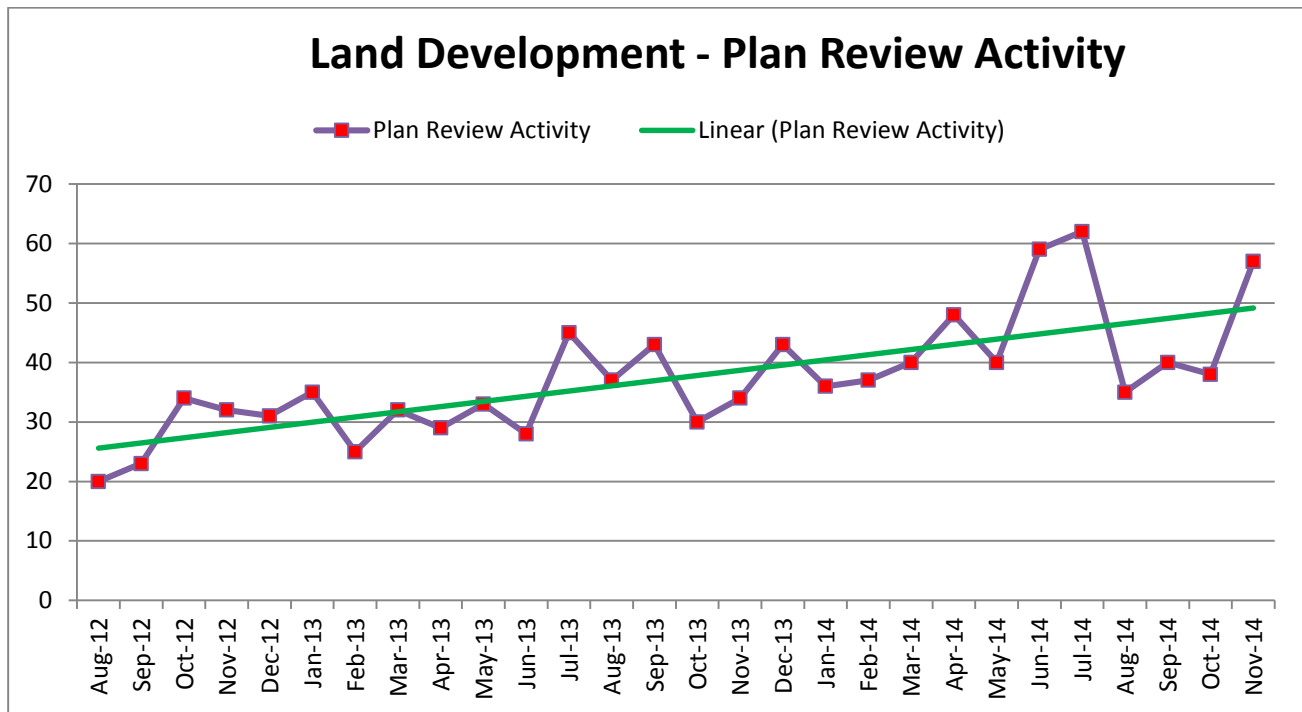
- In November, the County’s real estate lookup system, Polaris, had an application uptime of 99.7%
- GIS served 41,094 unique customers in October: 30,567 through Polaris and 10,527 through GeoPortal, the County’s web-based gateway to geospatial resources (trash pick-up days, assigned schools, and other County services).

Solid Waste

Measure	Nov.	FYTD	Change over prior FYTD
# of customers received at the four full service recycling centers	38,122	200,085	1.3%
Measure	Oct.	FYTD	Change over prior FYTD
Recycling tons processed at Metrolina facility (includes private haulers)	6,241	25,209	-1%

Water & Land Resources

- In November, 58 land development plans were reviewed.
- 98% of the submitted plans were reviewed within 21 calendar days (the service level indicator target is 85% reviews completed within 21 calendar days).





Air Quality

- In November, there were 30 National Emission Standards for Hazardous Air Pollutants (NESHAP) notifications received and reviewed. (2014 Monthly Average: 37)
- In November, there were 546 active operating permits for sources of air pollution in Mecklenburg County. (2014 Monthly Average: 532)

Code Enforcement

- Inspection Response Times (October):

October Inspection Response Times (from scheduled time of inspection)			
% Performed Within 3 Days of Request		Average Response in Days	
October	FYTD	October	FYTD
98.9%	98.68%	1.39	1.41
23,978	92,828	23,978	92,828

- Plan Review (October):
 - 239 commercial projects (medium- and large-sized) were reviewed for the first time. Of these projects, 95% were reviewed at or before the scheduled review time. For the Building, Electrical, Mechanical, and Plumbing (BEMP) trades that are under Code Enforcement’s direct control, 94% were reviewed at or before the scheduled review time.

Note: The plan review process includes: LUESA Code Enforcement, Land Development, Air Quality, and Environmental Health; County GIS Addressing; Charlotte-Mecklenburg Utilities Department; City of Charlotte Land Development and Engineering, Urban Forestry, and Zoning Departments; City of Charlotte Planning Commission and Zoning Historic Commission; Town Planning Departments; Town, County, and State Fire Marshal’s Offices; State Departments of Insurance, Public Instruction, Facility Services, Child Day Cares, and Environment and Natural Resources.

Wait Times (in days) to Schedule Commercial Plan Review					
Medium and Large Projects					
Building Trade		Electrical Trade		Mechanical/Plumbing Trade	
October	FYTD	October	FYTD	October	FYTD
13	7.22	6	6.12	14	7.25
Small Projects					
Building Trade		Electrical Trade		Mechanical/Plumbing Trade	
October	FYTD	October	FYTD	October	FYTD
6	3.25	3	3.75	14	5.75
Express Review (premium service)					
Small Projects - All Trades			Large Projects - All Trades		
October		FYTD		October	
5		6.25		8	

Contextual Information: Two Mega projects and several additional large projects were scheduled for review in the first two weeks of November, increasing wait times realized in the scheduling system for October Building and Mechanical/Plumbing trades. The Wait Time chart is a snapshot in time, and can change daily. Preliminary data for December 1 wait times show improvement and a return towards FYTD averages.



Monthly Report

Department Overview

Update on Fee for Service:

- On July 1, 2014 the State of North Carolina transitioned from an annual fixed contract to a fee for service contract in order to compensate for the work completed by the Mecklenburg County regional Medical Examiner’s Office (MED). After evaluating the first four full months into the new fee for service model, the MED is on track to receive the projected revenue for FY15.

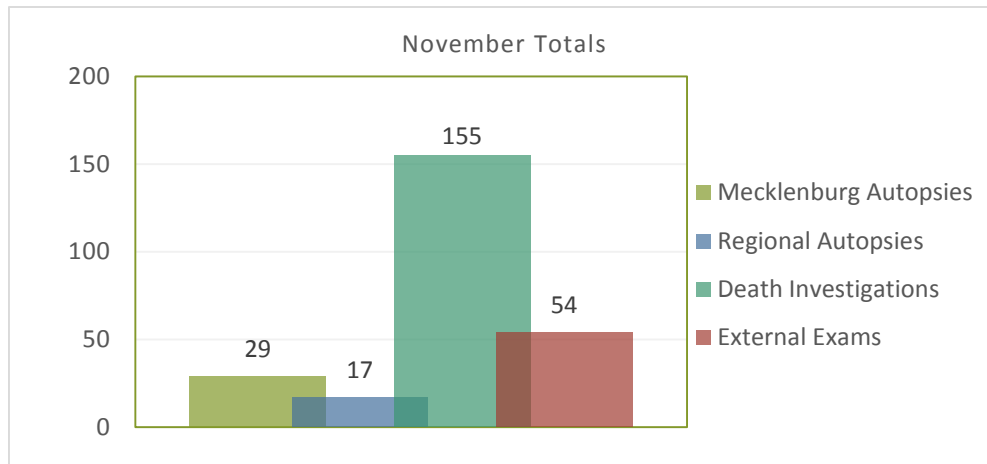
Third Shift Investigator Hired:

- The MED has hired a full-time Investigator to staff a third shift as a part of funds approved in the FY15 budget. The Investigator is currently in training and should assume full responsibilities early in 2015.

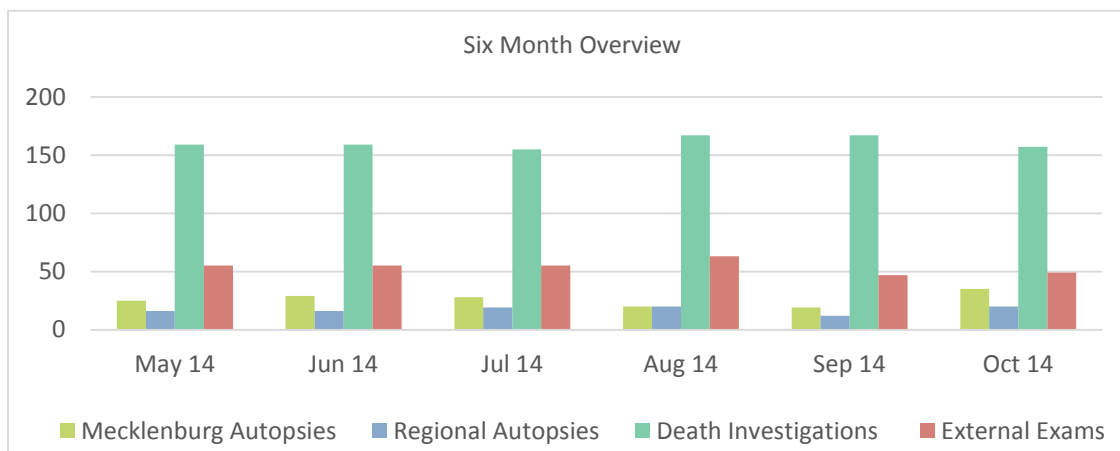
Forensic Pathologist Update:

- All necessary human resource forms have been completed/received to hire for the vacant full-time forensic pathologist position. The successful candidate is currently awaiting North Carolina licensure before the process can be finalized. It is anticipated that the candidate will join MED staff in early 2015.

Key Performance Indicators



Context for Key Performance Indicators





Monthly Report

Department Overview

Blue Cross/Blue Shield Update

Mecklenburg County has made Medic's reimbursement issue with Blue Cross/Blue Shield (BC/BS) of NC one of the top items on its legislative agenda for the coming session. Blue Cross/Blue Shield has refused to send reimbursement for services rendered to Medic, instead sending payment directly to the insured. This practice increases Medic's cost of collection in addition to lowering the Agency's cash collection rate vs. amount invoiced for patients insured by BC/BS. Mecklenburg County is seeking legislation that requires all carriers to reimburse government healthcare providers directly for services rendered. In the interim, Medic is attempting to negotiate with BC/BS with the intent of reaching mutually acceptable terms that insure timely payment for services rendered.

2015 Planning Process Update

Medic is currently in the second phase of the Planning Process, which commenced November 12 with a day-long workshop comprised of Agency leaders, managers, and supervisors. The workshop revisited current strategic objectives, received industry and agency-specific context, and engaged in divergent thinking exercises to capture relevant themes for the new planning process. A follow-up workshop took place with Medic directors and managers further developing these themes. This phase is set to conclude in mid-December, with completed strategies identified and finalized in early January. As stated earlier, the resulting strategic objectives will then be used to align budget planning, project planning and performance management at the beginning of calendar year 2015.

Funding Model Project Update

On November 18, Executive Director Joe Penner presented the Funding Model Project outcomes to County Manager Dena Diorio and members of her team. The presentation included a comprehensive review of the current Agency funding structure, context of current healthcare issues and impact factors, and outcomes of how the factors influence the sustainability of Medic's current funding model now and in the future. Medic next steps, at the County Manager's request, are to evaluate and recommend potential funding options for consideration next year during FY17 planning and budget development.

Context for Key Performance Indicators

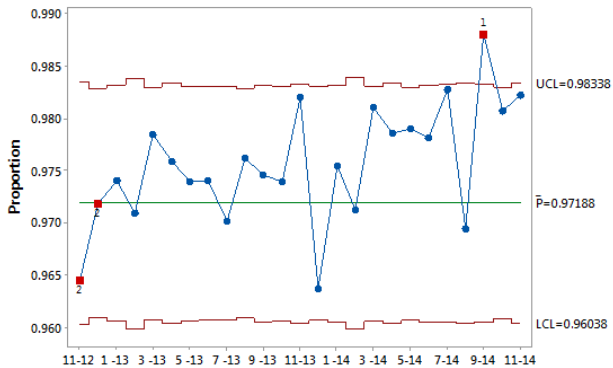
The following data are presented in control charts with each dot representing a monthly average, count or proportion. The middle green line is the average performance for the displayed periods while the top and bottom red lines are the upper and lower control limits.

- **Response time compliance** performance goal is 90%.
- **Cardiac arrest survival** is measured for patients that meet a nationally standardized case definition.
- **Patient satisfaction** is determined using a random telephone survey of up to 200 transported patients per month and presents the proportion which rated their overall quality of care as excellent.
- **County cost per transport** is based off of the total number of transports in a month divided by the monthly subsidy provided to Medic.

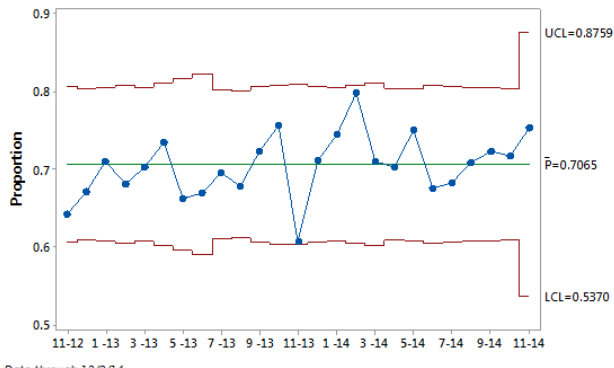


Key Performance Indicators

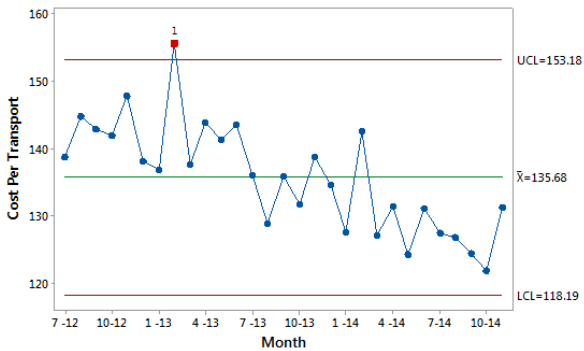
Response Time Compliance



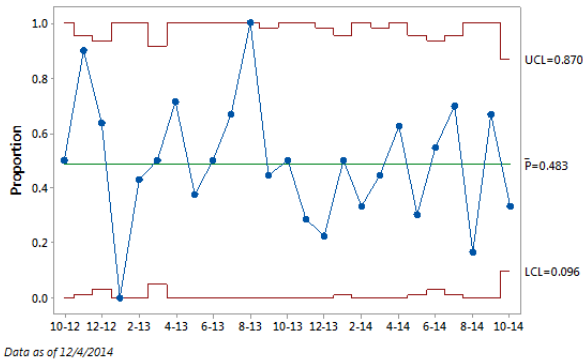
Patient Satisfaction: Excellent Rated Overall Quality of Care



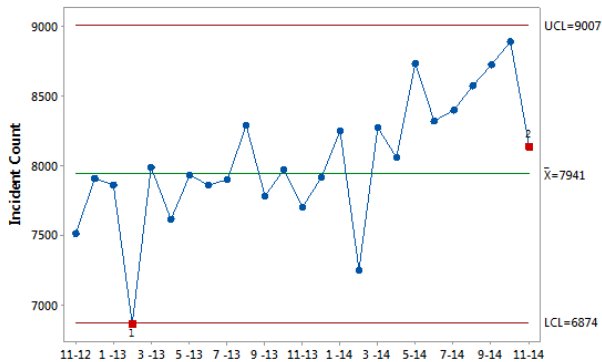
County Cost Per Transport FY13 to Current Month



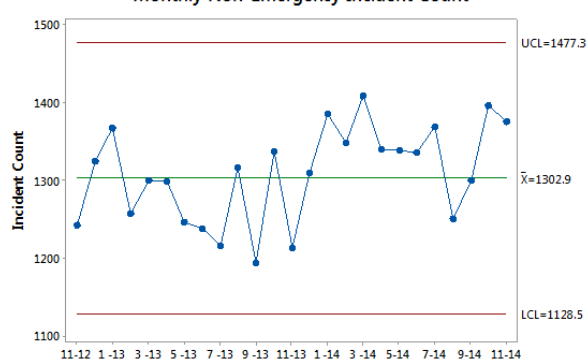
Cardiac Arrest: Survival



Monthly 911 Incident Count



Monthly Non-Emergency Incident Count





Overview

- Over **1,600 registered for Youth Basketball** through the recreation centers and over **1,000 adult volunteer coaches** were certified through the National Alliance for Youth Sports.
- **Paralympic Sport Metrolina**, a Therapeutic Recreation program, hosted the first multiday, multisport National Gateway to Gold event from November 7-9 at Marion Diehl Recreation Center. The goal of the program is to identify emerging Paralympic talent and expand awareness of Paralympic sports in the community. Paralympian Jerome Singleton, an amputee runner, was the guest track and field coach. United States Olympic Committee (USOC) Paralympic staff, Paralympic athletes and USOC coaches attended the event to give support to over 20 athletes, some coming from as far as Louisiana to be a part of the event.
- **Thirty Mentees graduated from the Recreation Employment Corp (REC Corps) Program**. The work-based learning program employs youth ages 14-17 as Employee/Mentees at recreation centers, nature centers and aquatic facilities. Each youth is paired with a professional recreation staff member who is their Supervisor/Mentor that provides close supervision and guidance during the 40 week program. Youth learn positive work skills and habits which serve them throughout life.
- It was a **busy month for Athletics** – Nike Blue Chip Lacrosse Camp with more than **400 high school players** from across the US, the Charlotte Turkey Trot with **9,000 participants** (ranked as the 8th best Thanksgiving Day run in the US), the Footlocker South Region Cross Country Championship with **2,800 runners**, the Under Armour United Cup Soccer Tournament with **240 teams** from TN, GA, NC, SC, FL & VA, and the Top Gun Youth Baseball World Series with **215 teams** from TN, GA, NC, SC, FL & VA.
- Six special **aquatic events/swim meets** were held at the Mecklenburg County Aquatic Center & Ray's Splash Planet from November 7-23 with **more than 1,100 swimmers**.
- Park & Rec partnered with the Lake Norman Tennis Assoc. to win a bid to host the 2015 & 2016 NC Jr. Team Tennis and the 18 and over State Championships to be played at Jetton Park.
- The **Rural Hill Sheepdog Trials and Dog Festival** attracted **4,000 spectators** at Rural Hill Nature Preserve. The family friendly event featured the US Border Collie Handlers' Assoc., Carolina Dock Dogs, the Greater Charlotte

Key Performance Indicators

The department offered 848 recreation, educational, nature-based, aquatic and therapeutic programs for 15,362 participants in November. Athletics hosted another 70 programs and special events for 79,200 participants and spectators.

The department received 1,423 customer satisfaction surveys related to facilities and programs with a satisfaction rate of 98%.

November Visitation & Utilization

Community & Regional Park Visitation = 823,032 (per car counters at 20 parks, not including Greenways)

Nature Preserves Visitation = 46,496 (per car counters at 5 of the 22 nature preserves)

Nature Centers Visitation = 4,511 (three centers)

Recreation Centers Visitation = 58,982 (eighteen centers)

Rounds of Golf = 5,449 (five courses)

October Volunteerism = 2,144 volunteers / 10,276 hours / value of \$227,510



Monthly Report

Department Overview

Major department initiatives include:

- **Web Redesign update:** The Web Services Team worked on the County's public facing website redesign project over the last year. The new design offers a cleaner, sleeker, updated look and feel matched with improved search capabilities.
- **Task Force for Economic Opportunity:** Public Information (PI) organized a November 24 news conference to announce the newly created Task Force for Economic Opportunity. The event received extensive media coverage and was streamed live on mecklenburgcountync.gov.
- **National Adoption Day:** The annual National Adoption Day event, which helps raise awareness of the more than 100,000 children in U.S. foster care awaiting permanent homes, was celebrated at the Mecklenburg County Courthouse on November 22. The ceremony recognized 76 children adopted into Charlotte families and received broad media coverage.
- **Family Visitation Center:** In July 2014, representatives from PI - Citizen Involvement, Mecklenburg County Department of Social Services Youth and Family Services (YFS) division, and IKEA Charlotte met to discuss possible partnership opportunities. After this discussion, IKEA chose to partner with YFS to up fit the Family Visitation Center in the Bob Walton Plaza. The renovations were completed in November.
- **Social Media Milestone:** Mecklenburg County's Facebook page passed 2,000 "likes", a 71% increase since Nov. 2013. Mecklenburg County's official Twitter site is closing in on 20,000 followers and is making solid gains in its Instagram and Google+ presence.

Key Monthly Performance Indicators

Department Unit	Measure	Monthly Performance
Direct Communications	Twitter, Facebook followers	18,445 Twitter followers 2,001 Facebook likes
Web Services	MCNC Unique Visitors	224,328
Direct Communications	Number of GovDelivery subscribers (Board Bulletin)	1668
Citizen Involvement Events	Unique Citizen Involvement Events	6
Citizens Engaged	Number of citizen participants	211

Context for Key Monthly Performance Indicators

- PI measures Twitter and Facebook followers as a measure of how many residents are actively engaged in PI's social media presence.
- PI tracks visits to MecklenburgCountyNC.gov; unique page visits are a measure of how many residents visit our main website.
- Direct Communications tracks how many residents, employees, elected officials and other stakeholders have subscribed to the *Board Bulletin* newsletter.
- Citizen Involvement indices gauge the number of citizens who attend CI events. It does not include BOCC meetings and hearings.
- Other monthly measurements are under development.



Monthly Report

Department Overview

CHILDREN’S DEVELOPMENTAL SERVICES AGENCY - CDSA staff help children from birth to age 3 who are at risk due to developmental problems.

- Referrals – 203 children, Enrollment – 1152 children
- Mecklenburg Children’s Developmental Services Agency (CDSA) was awarded \$75,000 in Technical Assistance funds by the North Carolina Division of Public Health to support the roll out of evidence based practices implemented locally to other CDSA’s across the state.

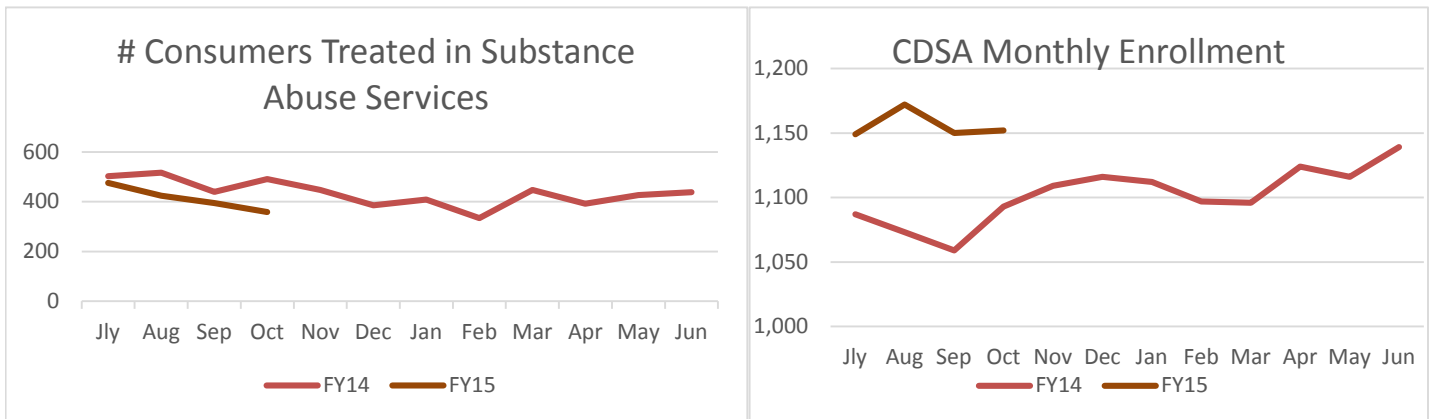
TRAUMA & JUSTICE PARTNERSHIPS - TJP staff coordinate with criminal justice partners to intervene and reduce the effects of violent and traumatic events, ultimately reducing cost by diversion to treatment rather than jail.

- Child Development - Community Policing (CD-CP) received referrals for 266 families in October for acute trauma intervention; 96% of those referred in August received a trauma specific intervention.
- Four CD-CP seminars training over 60 officers were held in the Hickory Grove and University City divisions of the Charlotte Mecklenburg Police Department where CD-CP staff were recently added.

SUBSTANCE ABUSE SERVICES - SAS staff treat adults with substance abuse and co-occurring mental health disorders.

- Substance Abuse Services Center admitted 222 to Detoxification and 24 to Residential Treatment.
- Jail Central Program screened 61 consumers and admitted 48 in Primary Care Treatment.
- Men’s and Women’s Homeless Shelter Programs admitted 12 for Substance Abuse Treatment.
- Carolina Alcohol & Drug Resources (CADRE) program for consumers with HIV/AIDS and in need of abuse treatment has a total of 71 enrolled.
- Jail Central After-Care Program has had a significant increase in the number of consistent members attending the program.
- CADRE began providing Gender Specific Group Services.
- CADRE was able to collaborate with Different Roads Home to provide additional educational and supportive services to our consumers with HIV and other chronic illnesses.

Key Performance Indicators



Context for Key Performance Indicators

- **Substance Abuse Services** consumers admitted for treatment during the month is shown in Graph A.
- **Children’s Developmental Services** consumers enrolled month to month is shown in Graph B.
- Unless otherwise noted, department data lags by one month due to event close-out requirements and availability of data from the State of NC. Website charmeck.org/Mecklenburg/County/PSO



Monthly Report

Department Overview

- The Office launched its final phase of record relocation to the new archives area.
- The Office went live in December with a web solution for ordering marriage records. The office will work with the Public Information Department to market the new on-line service to the public.

Key Performance Indicators

Indicator	November	October	Change
Total Real Estate Documents Filed	10,936	13,120	-16.65%
Deeds Filed	2,027	2,462	-17.67%
Deeds Trust / Mortgages Filed	2,638	3,036	-13.11%
Maps / Map Revisions Filed	57	47	21.28%
Condominium Docs Filed	3	1	200%
Foreclosure Notice Filed	143	210	-31.90%
Sub. Trustee Docs Filed	221	297	-25.59%
Index, % docs indexed in 24 hours	100%	100%	0%
Total Receipt Count/Transactions	8,778	10,986	-20.10%

Context for Key Performance Indicators

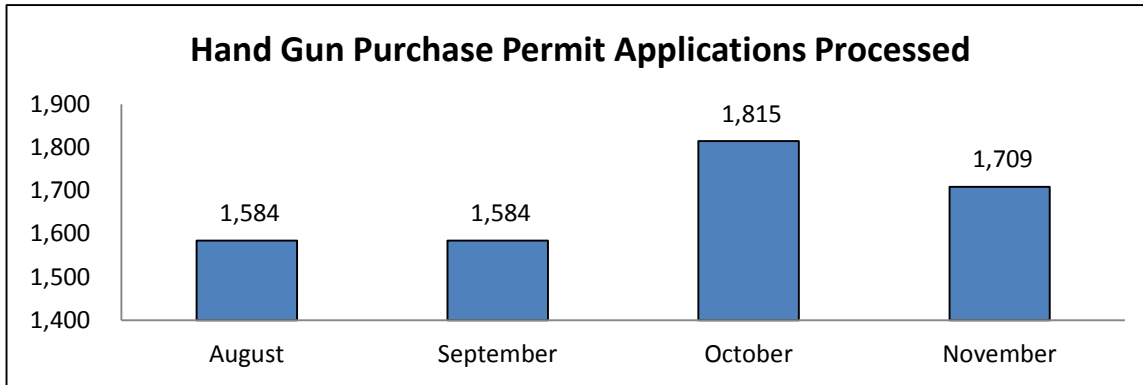
- County Revenue for November was \$1,000,400. The Department expected a seasonal slowdown for November, and there were no very large commercial transactions. The Office is exceeding our monthly revenue projections.
- Number of Maps recorded increased 21.28%. Three new Condominium Plans were filed. Maps and Plans are typically related to new development.
- Foreclosure related document filings, Foreclosure Notices filed and Sub. Trustee Docs filed, went down a cumulative 28% from the previous month. The numbers have been trending down and are approaching 2002 levels.



Monthly Report

Agency Overview

- The Mecklenburg County Sheriff’s Office (MCSO) Inmate Programs department graduated seven (7) Inmates with their GED diplomas in the recent two full months (October and November) since GED testing has been restored*.
- MCSO agency wide inventory audits concluded in the month of November for multiple areas of operations. Preliminary results are very favorable and final results are expected to be positive.
- After 41 years of service to the citizens of Mecklenburg County, Sheriff Bailey served his last month prior to retirement. Several employee and community events were held in his honor as a sign of appreciation for all of his hard work and dedication to the Sheriff’s Office and the community.
- In the months of October and November, MCSO had a spike in the amount of hand gun purchase permit applications processed.



*NC state GED testing systems were down from January- September of 2014 due to the implementation of new state required testing practices.

Key Performance Indicators (October)

MCSO Court Security

- Number of contraband items recovered: 1,260

Detention

- Average daily population: 1,636
- Number of inmates booked: 3,228

Filed Operations/Civil Process

- Number of civil papers served: 6,533

Registration

- Number of hand gun purchase permit applications processed: 1,815

Inmate Programs

- Number of inmate program class participations: 625

Context for Key Performance Indicators

- October data was reported for the Key Performance Indicators. In order to provide accurate data within the deadline for the report, one month lag time will be used.



Monthly Report

Department Overview

The last day to pay real estate and personal property taxes is January 5, 2015. Taxpayers who have not paid these taxes by December 12th will receive a reminder postcard. This has been an effective tool to communicate with our customers prior to the deadline.

The Office of the Tax Collector implemented Auto Agent software that assists with the processing of payments from mortgage companies and other escrow agents. More than half of the real property owners in Mecklenburg County escrow their taxes. Auto Agent streamlines the process of paying taxes from escrow accounts by quickly identifying the appropriate parcels with unpaid taxes for the escrow agent. This process is expected to increase efficiency and reduce refund requests.

Key Performance Indicators

The collections indicators through November 2014 for Mecklenburg County taxes are the following:

- Current Year Real Estate/Personal Property Tax Collection Rate: 43.29%
- Current Year Registered Motor Vehicle Tax Collection Rate: 72.69%
- Current Year Privilege License Tax Collection Rate: 79.21%
- Prior Year Real Estate/Personal Property Tax Collection Rate: 12.04%*
- Prior Year Registered Motor Vehicle Tax Collection Rate: 12.06%*

*The prior year collection rates reflect the percentage of the total due for all prior years that has been collected in FY 2015.

Context for Key Performance Indicators

- The OTC has collected \$397,849,221.83 in real estate, personal property, and registered motor vehicle taxes for the current year county net levy with \$521,062,594.52 remaining to collect.
- For the prior year county net levy, \$6,864,287.74 has been collected in FY 2015.
- The grand total of collections in FY 2015 for all years and all jurisdictions is \$609,950,970.78 through November 30, 2014.
- The OTC has collected 93% of all Mecklenburg County taxes levied since September 1, 2005. This amounts to \$8,026,205,421.26 collected and \$561,680,290.77 uncollected.



Monthly Report

Department Overview

Selected services included in the Key Performance Indicators are highlighted here.

Fraud

The Fraud unit receives and investigates complaints concerning alleged fraud, abuse, and waste in public assistance programs and takes action to recover overpayment of benefits. Additional staffing over the past four years has allowed the unit to expand the scope of investigations to include areas such as welfare trafficking through social media sites. In October, Fraud staff opened 307 investigations, influenced by several factors including a Fraud Awareness community outreach campaign, enhanced emphasis on training case managers to recognize fraud activity, and system errors generated by the state’s new information system, NC FAST. In FY14, the department recovered over \$700,000 in overpayments and proactively prevented the issuance of \$4 million in fraudulent benefits.

LIEAP

The Low Income Energy Assistance Program (LIEAP) provides a one-time cash payment to help eligible families pay their heating and cooling bills. The program serves low-income households and households that include the elderly, persons with disabilities, and young children. Applications for elderly and disabled persons will be accepted beginning December 1; all other applications are accepted between January 1 and March 31. At present, eligibility screening is available daily at DSS offices and, on a limited basis at 15 partner agencies throughout the community. DSS has formed plans to expand the number of off-site locations to include eight senior apartment complexes and three community sites.

Key Performance Indicators

Indicator	October 2014	12-Month Average	October 2013
# of Public Assistance Cases	241,332	210,835	200,367
Medicaid Cases	159,499	129,572	118,999
Food and Nutrition Services Cases	78,511	77,505	76,973
Work First Cases	3,322	3,758	4,395
# of Calls Answered by DSS Call Centers	37,379	33,772	33,656
Benefit (ESD) Call Center	33,048	29,450	28,929
Just 1 Call	2,835	3,093	3,438
Child Protective Services Hotline	1,496	1,229	1,289
# of Protective Service Calls Accepted for Service	1,118	922	1,011
Child	1,034	840	954
Adult	84	82	57



Key Performance Indicators (cont'd)

Indicator	October 2014	12-Month Average	October 2013
# of Individuals under County Responsibility	1,013	1,010	971
Children in Custody	721	723	686
Adult (Guardianship)	292	287	285
# of Intervention Services for At-Risk Customers	6,462	6,152	6,351
Transportation	3,766	3,425	3,714
Adult In-Home Aide Customers Served	358	359	372
Adult Day Care Customers Served	150	160	168
Homebound Customers Who Receive Meals	639	653	588
Congregate Customers Who Receive Meals	1,253	1,245	1,165
Family In-Home Services	296	310	344
# of Completed Fraud Investigations	307	209	164
Completed Investigations	307	209	164
# of Individuals on Waiting List	5,284	5,458	5,894
Child Care Wait List (CCRI)	4,274	4,631	5,195
Homebound Nutrition	124	81	NA
In-Home Aide Waiting List	740	616	489
Adult Day Care Waiting List	146	235	210
# Emergency Assistance Referrals	3,815	3,328	3,756
Crisis Assistance Ministry	659	412	972
Crisis Intervention Program	1,387	926	1,403
Low Income Energy Assistance Program (LIEAP)	NA	1,776	NA
Food	1,769	1,397	1,381

Context for Key Performance Indicators

- This report’s submission deadline precludes use of current-month data. Performance data reported is for October 2014.
- N/A indicates the service was not provided during the reporting period.