Mecklenburg County
Strategic Business Plans
Department Accomplishments Report

FY 2017

June 2020

Produced by:
County Manager's Office
Strategic Planning & Evaluation Team
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Executive Summary

Background

In 2016, Mecklenburg County embarked on a strategic business planning effort whereby every County department developed a three-year strategic business plan (SBP). While the County has a history of corporate strategic planning since 2002, the departmental strategic business plans were a first for Mecklenburg County. The departments’ strategic business plans helped clarify for County management and staff the departments’ priorities and greatest needs.

Work to develop departmental plans began after a robust two-day training effort on strategic planning using a concept called “train the facilitator.” The concept allowed the County to train and build capacity through staff to do departmental strategic planning – along with the County’s Strategic Planning & Evaluation team – rather than hire outside consultants for every County department. After approximately 60 individuals were trained, departments first created strategic business planning teams within each department. Teams included business planning team lead(s), department leadership, management analysts, and fiscal analysts to name a few. Second, the teams worked tirelessly to develop their department strategic business plans. The department plans include goals, objectives, strategies, annual actions, costs associated with the actions, and measures of success. The strategic business plans went “live” on July 1, 2016 (i.e., FY2017).

Report Overview

The intent of this report is to highlight department accomplishments within the FY2017-FY2019 strategic business plan cycle. Included are key investments that supported departments’ goals and objectives, County activities, milestones met, performance results and associated context, and additional information on how departments performed over the three-year period.

Key Investments

Support for executing many strategic business plans was available through existing resources; however, new strategies implemented often required additional staff or other resources. The graph below shows the total number of positions allocated (Full Time Equivalents or FTEs) to departments during the FY2017-FY2019 period to achieve plan goals.
Over the three-year planning cycle, 135.7 positions were added across all County departments to implement departmental strategic business plan goals. These positions resulted in approximately $10M of additional annual funding by the end of FY2019.

Approximately $35M in non-position funding was allocated annually in the budget process to achieve strategic business plan goals and objectives. That figure, detailed in the following graphic, excludes the following reserve and bond funds: approximately $23M in Technology Reserve funds which may have included funds to achieve SBP goals; $9.1M from the Revaluation Reserve, external grants and Park Bonds; and over $300M in capital reserve funds which contributed to the ambitious building projects that were part of the “Bringing Mecklenburg County to You” master plan.
Items omitted in the final chart above are those less than $100k and include funding for the following departments:

- Department of Community Resources – $50k
- Internal Audit – $25k
- Criminal Justice Services – $20k
- Child Support Enforcement – $17k
- Register of Deeds – $7k

**Findings**

While there were many accomplishments across departments resulting from well-executed strategy, there were also many observed opportunities (i.e., situations with no goal or objective success, or success was unclear) that resulted in continuation of departmental goals and objectives in the FY2020-FY2022 strategic business plans.

For many departments, however, success was mainly due to key investments (existing investments or new investments over the three-year period) made within the departments. For other departments, successes still occurred despite a lower than expected amount of new funding or no funding to execute strategies and actions. For a few of the departments where success did not occur and/or the departments missed goal(s) or objective(s), there was a correlation with two things: (1) no additional new funding provided or (2) lack of resources needed to achieve the goals and objectives. Below you will find an overview of department highlights with the associated goal from the strategic business plan reference.
Department Highlights

Asset and Facility Management (AFM)

1. AFM completed multiple projects in the County’s master plan “Bringing Mecklenburg County to You:” Valerie C. Woodard (VWC) Center renovation; opened first Community Resource Center; new Medic headquarters; relocation of Land Use and Environmental Services Agency; renovations and relocations for the Public Defender’s Office, Criminal Justice Services and the County’s Finance Department. (Goal 1)
2. The department completed fleet utilization studies for all relevant County departments. (Goal 2)
3. AFM developed a new Security Master Plan; completed a new Security Operation Center at Valerie C. Woodward. (Goal 3)

Board of Elections (BOE)

1. BOE expanded the number of early voting sites from 15 to 17 in odd-year elections and maintained 22 sites for presidential year elections. (Goal 1)
2. The department developed a poll-worker satisfaction survey in FY2017 and implemented the survey in FY2018. Staff used results of that survey to inform areas for training improvement. (Goal 3)

Charlotte-Mecklenburg Library (CML)

1. The Library expanded digital collections and resources during FY2017 - FY2019 planning cycle as renovations were completed at Morrison and North County Regional Libraries, bringing more flexible and modern spaces to County Residents. (Goal 2)
2. In house WiFi usage more than doubled from 602K in FY2016 to 1.34 million in FY2019 bringing more residents into the library. (Goal 3)

Child Support Enforcement (CSE)

1. CSE showed steady improvements on core performance measures from FY2017 - FY2019, including Total Child Support Collections, Percent Paternity Establishment, and Payments to Arrears. The division used a combination of improvements to core case management processes and award-winning new efforts such as its Second Chance Amnesty program to drive these improvements. (Goals 1 and 3)
2. The department completed upgrades to courtroom audio visual equipment and some upgrades to TurboCourt to enhance customer service and remain compliant with the federal Uniform Interstate Family Support Act. (Goal 4)

County Assessor’s Office (CAO)

1. CAO completed a successful 2019 revaluation based on careful planning and implementation of a several new systems, canvassing of properties and quality control measures. This was done with a coordinated communication plan with high public awareness and outreach that produced favorable customer responses. (Goal 1)
2. The department closed out the 2011 Revaluation review, including all statutory and Commissioner-requested reports and analyses. (Goal 2)
Community Support Services (CSS)

1. The department launched a Safe Visitation & Safe Exchange Center with the overall objective of increasing safety for adult and child victims of domestic violence while decreasing opportunities for further abuse, especially during the exchange or visitation of children. (Goal 1)
2. CSS’s Veterans Services Division increased the number of claims it supported local veterans to file with the federal Department of Veterans Affairs and established a Memorandum of Understanding with the Sheriff’s Office allowing it to serve veterans who are inmates in the jail. (Goal 1)
3. The department hired a team of six employees to provide supportive services as part of the award-winning Housing First Charlotte-Mecklenburg scattered site project. (Goal 2)

Criminal Justice Services (CJS)

1. Pretrial Services more than doubled the average number of active cases under supervision from 288 in FY2017 to 619 in FY2019, while simultaneously receiving accreditation. (Goal 2)
2. Recovery Courts adopted the use of the Ohio Risk Assessment System in FY2017 to better identify high risk/high need individuals for the program. As a result, the percent of clients with high risk/high need increased from 23.62% in FY2018 to 44% in FY2019. (Goal 2)
3. Re-Entry Services provided rental assistance to more than 200 individuals, totaling 729 months of assistance, over the three-year plan period. (Goal 2)

Department of Community Resources (DCR)

1. DCR completed its first year of operations at the Community Resource Center, with more than 93,000 customer tickets served in a nationally recognized prototype for integrating health and human service delivery. (Goal 1)

Finance Department (FIN)

1. The Finance Department improved revenue and fund balance forecasting through the establishment of a team-based approach. (Goal 1)
2. The department also revised methodology to more accurately analyze and forecast trends in the County’s motor vehicle tax base. (Goal 1)

Human Resources (HRS)

1. Human Resources supported departments in filling over 4,400 positions from FY2017 – FY2019 while leading an effort to reset the County’s overall talent management approach to be implemented in FY2021. (Goal 1)
2. The department established and expanded relationship with OurHealth to provide employees with access to a full suite of primary care services at convenient locations. (Goal 2)
Information Technology Services (ITS)

1. The department completed the Evergreen Technology Network Infrastructure project to replace firewalls and routers to increase bandwidth and enable VOIP (Voice Over Internet Protocol) capability. (Goal 4)

2. After the December 2017 cyber incident, ITS implemented “new normal” practices, with alerts and more restrictions on emails as well as the email gateway to reduce phishing and ransomware. (Goal 5)

Internal Audit (AUD)

1. In FY2018, Internal Audit passed five-year peer review with no suggestions for improvements and several callouts for excellence. (Goal 1)

2. The department completed new fraud hotline case management system customizations and internal training. (Goal 1)

Land Use and Environmental Services Agency (LUESA)

1. One hundred percent of 304 miles of streams monitored were found to be suitable for human contact during Q2 of FY2018. This has never been achieved in the 50-year history of Charlotte-Mecklenburg’s efforts to restore its polluted streams. In 1997, only 25.1% of the streams were suitable for prolonged human contact. (Goal 3)

2. In FY2017, LUESA created a “Mega-Multifamily Team” consisting of 30 positions needed to address the specialized needs of multifamily and large commercial customers. Team members conduct both plan review and field inspections, creating a seamless process for the customer. (Goal 1)

3. The department finalized extension of Mecklenburg’s Landfill contract, providing landfill option with stable fee structure through 2028. (Goal 2)

Manager’s (County) Office (MGR)

1. The Attorney’s Office became a department and brought County attorneys in house, which allowed for reassessment of the business model and improvements in operating efficiency. (Goal 1 & 2)

2. Various divisions in the Manager’s Office supported the successful development and opening, along with the completion of a 6-month operational baseline analysis, of the County’s first Community Resource Center. (Goal 4, 9 & 16)

3. A Long-Range Financial Planning (LRFP) model was developed and used to support the adoption of key County initiatives, in addition to being used as a regular budgeting and financial forecasting tool. (Goal 11)

4. The office implemented the County’s first performance management system to track organizational activity with regards to the three-year strategic business plans, annual work plans and performance measures. (Goal 13 & 15)

5. The Office of Management and Budget implemented a quarterly monitoring process, which incorporated the financial planning model and strategic business plans, to improve budget development. (Goal 14)
Medic (EMS)

1. Medic collaborated with Community Support Services and other community partners to facilitate individual interventions and improvements in the effectiveness of the Frequent User Program. Since its inception in 2015, the program saw a 65.4% reduction in transports from frequent users. (Goal 1)

2. The Agency received a $500,000 grant by NC State University and NC Clean Energy Technology Center to equip 22 ambulances with idle mitigation technology. The two ambulances initially tested saw a 70% reduction in idle time, equating to 3,125 fewer hours spend idling that reduced 20.9 tons of carbon dioxide emissions and 1,891 fewer gallons of fuel used for savings of $4,445. (Goal 2)

3. With the move to Medic’s new headquarter facility, the number of late deployments was reduced by 13% through efficiencies in the ambulance recovery process. (Goal 3)

Medical Examiner (ME)

1. In FY2017 ME adjusted staffing and schedules as part of becoming a 24-hour, 7 day/week operation. This change required that there always be ME Investigators available to receive and release bodies. (Goal 1)

2. The opioid crisis was at its peak from Summer 2017 until Spring of 2018. This affected all aspects of the ME operation, in particular, the number of death investigations that were performed. Due to limited storage capacity in the morgue coolers, caused by an increase in death investigations, ME purchased new morgue cooler racks to accommodate the increase of decedents received for autopsy and external examination. (Goal 1)

Office of Economic Development (OED)

1. OED completed a major review of gaps in the small business services ecosystem in Mecklenburg County and launched three programs based on the findings and recommendations of the review: A Small Business Concierges program, a Lending & Credit Coaching program, and a scale-Up education series and small business mentorship program in partnership with Central Piedmont Community College (CPCC). (Goal 2)

2. The department awarded 15 Business Investment Program (BIP) grants to businesses in Mecklenburg County. These grants will provide 6,647 expected new jobs and $598,562,000 in expected new capital investments for Mecklenburg County. (Goal 1)

Office of the Tax Collector (OTC)

1. The Office of the Tax Collector implemented a variety of improvements to the foreclosure website, including the addition of Geospatial Information Services (GIS) tool and inclusion of Broker Price Options (BPOs), which give interested bidders a source for determining the market value of a property. (Goal 1)

2. From April 2017 through June 2019, the Office of the Tax Collector filed 382 foreclosures, resulting in more than $5 million in collections. (Goal 1)
Park and Recreation (PRK)

1. As a result of County investments, Park and Recreation caught up on deferred maintenance across the park system and reduced the backlog of maintenance projects from $18.5 million dollars (in total cost of project backlogs) in FY2017 to $4.5 million in FY19. An example of the progress included that by FY2019, 95% of Park and Recreation playgrounds identified as being at or near the end of their useful lifecycle were replaced or are in process of being replaced. (Goal 2)

2. The department added 69 acres to nature preserves infrastructure. (Goal 3)

Public Health Department (HLT)

1. Public Health coordinated the development of the *Getting to Zero Mecklenburg* plan to achieve a continuous reduction of new cases of HIV. The plan has three components: education and testing, Pre-Exposure Prophylaxis (PrEP), and Treatment as Prevention (TasP). The department launched a PrEP pilot project what will provide PrEP to uninsured individuals through contracts with community partners who provide clinical services to individuals at high risk for contracting HIV. The pilot project was serving 129 individuals by the end of FY2019. (Goal 1)

2. The department collaborated with the Greater Charlotte Apartment Association (GCAA) on the development of the association’s smoke-free program, which supports smoke-free housing policies by creating a smoke-free certification program, educating association members about the benefits of smoke-free policies, and continuing advocacy efforts. More than 60 housing complexes are now smoke-free as a result of the program. (Goal 2)

3. While executing several simultaneous organization-wide changes, Public Health also underwent its accreditation process by the North Carolina Local Health Department Accreditation Board in FY2019. The department accomplished all 41 benchmarks and all 147 related activities assessed by the board and received “Reaccreditation with Honors.” (Goal 4)

Public Information Department (PID)

1. Public Information designed and implemented new a comprehensive, user-friendly Public Records Request portal and an eDiscovery system. (Goal 1)

2. The department launched MeckNC.gov on time and under budget. (Goal 2)

3. Public Information created a state-of-the-art web and television broadcast service to replace outdated system. (Goal 1)

4. The department helped lead 2019 Revaluation public outreach by engaging with diverse community stakeholders and organizing speaking engagements and information sessions for the County Assessor (Goal 3)
Register of Deeds (ROD)

1. The department completed intensive efforts to publicize new processes associated with a major legislative change – The Assumed Business Name Act. The department provided information to staff and customers with a focus on frequent users of the department’s services. The act took effect in FY2019. (Goal 1)

2. Register of Deeds implemented department-wide training efforts focused on the two key processes related to registered documents – indexing and rekeying. The training program is geared towards improving the overall efficiency and effectiveness of services. (Goal 5)

Sheriff’s Office (SHF)

1. The Sheriff’s Office provided various trainings to officers to help reduce the number of incidents related to inmate behavior, including Mental Health First Aid, Tactical Communications, and Crisis Intervention trainings. The difference between pre-test and post-test scores increased overall for each of the trainings – 20% for Mental Health First Aid, 3.11% for Tactical Communications, and 15.73% for Crisis Intervention Training. (Goal 1)

2. Nearly 400 detention officers completed Gang Awareness Training, which was implemented to provide staff with skills to better manage and identify the rise in gang activity. Test scores between pre-test and post-test improved by 11% as a result of the training. (Goal 2)

Social Services (DSS)

1. While the number of individuals participating in the Work First program declined over the three years, the Economic Services Division led efforts to develop and pilot a unified workforce strategy across various County departments for 40 individuals, designed to reduce duplication of services. (Goal 1)

2. The Services for Adults division opened two new congregate meal sites, where seniors in the community can socialize, access exercise and education programs, and receive a nutritious hot meal. In addition, the division re-classified a part-time driver position to full time to increase meal delivery capacity from 750 to 850 customers. (Goal 1)

3. The Youth and Family Services Division worked with the Annie E. Casey Foundation over the three years to evaluate the efficiency and effectiveness of six work streams within the division. As a result, YFS developed a child welfare practice model and hired additional support positions. (Goal 1)
Conclusion

Even with department leaders executing on strategic business plans for the first time in their career with the County or for those directors that inherited a strategic business plan due to a change in leadership, Mecklenburg County departments stepped up to the challenge. The department leaders set a vision for a three-year period supported by County management, and key investments were made into the departmental strategic business plans. Despite challenges that may have included limited funding, difficulties in hiring key staff, and changes in strategic direction mid-stream, department leaders did well.

The FY2020-FY2022 strategic business plan cycle will allow for departments to build on successes, work on missed opportunities and focus on key strategies to positively impact the community and the organization. More information on the County’s three-year strategic business plan and the departmental three-year strategic business plans can be found on: mecknc.gov/CountyManagersOffice/SPE/Pages/default.aspx.
Department Full Analysis
Asset and Facility Management
**Asset and Facility Management (AFM)**  
**Goal 1: Implement the “Bringing Mecklenburg County To You” Master Plan Projects**

**Objective**

**Objective 1:** Deliver projects to meet or exceed established schedules, budgets and project milestones, while providing high quality work environments for County employees.

**Key Investments**

<table>
<thead>
<tr>
<th>Project</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>BMC2U – Phase I</td>
<td>$165M</td>
</tr>
<tr>
<td>BMC2U – Phase II</td>
<td>$146.7M</td>
</tr>
</tbody>
</table>

**County Efforts**

**Activities**

- Utilized “Construction Manager at Risk” project delivery method.
- Performed cost estimates at every phase of design and sought ways to reduce costs using different materials or less expensive methods of design/construction.
- Used liquidated damages to keep contractors on schedule.
- Used open plan systems for office environments and provided ample natural light and views.

**Impacts**

- BMC2U Projects Completed Within Budget: 100% (FY2017, FY2018, FY2019)
- BMC2U Projects Completed on Schedule: 100% (FY2017, FY2018, FY2019)

**Milestones**

- Valerie C. Woodard Center renovation completed.
- Completed and opened first Community Resource Center (CRC) in June 2018.
- New MEDIC headquarters completed in 2018.
- Facility renovations and relocations completed for the Public Defender’s Office, Criminal Justice Services, and Finance.

**Community Resource Center 1**

There were many successes tied to the “Bringing Mecklenburg County to You” initiative, but perhaps none more impressive than the opening of the County’s first Community Resource Center. The fact that residents were able to access services over 93,500 times in its first year of operations is a testament to AFM’s work and the department’s ability to successfully partner with other stakeholders across the County (e.g. Department of Community Resources, Business Process Management, Information Technology Services and Enterprise Project Management Office).

**Summary**

Mecklenburg County set out an ambitious agenda with its Bringing Mecklenburg County To You master plan. The tangible success of this work is evident: facilities were built, renovated and opened for service, while departments were successfully relocated across the County. This massive undertaking would not have been possible without AFM’s leadership and oversight, as each year the department completed all projects on schedule and within budget.
Asset and Facility Management (AFM)

**Goal 2: Establish and Implement a Long Term Plan for Fleet Maintenance**

### Objective

**Objective 1:** Determine the most cost effective and efficient method of providing fleet maintenance services to customers

### Key Investments

<table>
<thead>
<tr>
<th>Year</th>
<th>Annual Fleet Reserve</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017</td>
<td>$1M</td>
</tr>
<tr>
<td>FY2018</td>
<td>$1.832M</td>
</tr>
<tr>
<td>FY2019</td>
<td>$2.262M</td>
</tr>
</tbody>
</table>

### County Efforts

**Activities**

- Hired consultant to analyze alternative delivery methods.
- Prepared Request for Proposals to determine market place capabilities and costs, compared to in-house services, and implemented best value option.
- Used GPS system to study utilization of fleet (i.e., number of trips per week, per month, per vehicle).
- Reallocated and/or decommissioned oldest vehicles where possible.

**Impacts**

![Fleet Availability Rate Graph]

<table>
<thead>
<tr>
<th>Year</th>
<th>Results</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2015</td>
<td>97.5%</td>
<td>96%</td>
</tr>
<tr>
<td>FY2016</td>
<td>97.6%</td>
<td></td>
</tr>
<tr>
<td>FY2017</td>
<td>97.7%</td>
<td>96.8%</td>
</tr>
<tr>
<td>FY2018</td>
<td>96%</td>
<td>96.2%</td>
</tr>
<tr>
<td>FY2019</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Milestones**

- Completed fleet utilization studies for all relevant County departments.
- Maintained an average County fleet of 1,160 vehicles.
- Maintained fleet availability rate above annual target all three years.
- Completed over 12,600 vehicle repairs and maintenance work orders.

**Best Value Option**

During the three-year plan cycle, AFM not only sought to maintain an active, functioning fleet, but attempted to do so in a fiscally responsible way. One of the key successes in this area was implementing the best value option of the continued contract with the City of Charlotte.

**Summary**

AFM continues to employ a robust, detailed process to maintain a fleet of vehicles capable of meeting the needs of the County. Over the course of the three-year plan cycle, the department successfully completed all relevant fleet utilization studies and maintained a fleet availability rate above 96%. Looking forward, AFM will continue to hold itself to the highest maintenance and availability standards, while also engaging in new initiatives like developing new policies for toll road use and parking.
Asset and Facility Management (AFM)

Goal 3: Enhance Security of County/Library Facilities

Objective

Objective 1: Provide a safe and secure work environment for employees

Key Investments

<table>
<thead>
<tr>
<th>Activity</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enterprise Security Strategy (FY2017)</td>
<td>$179,000</td>
</tr>
<tr>
<td>2 FTEs Security Managers (FY2017- $49,834 and FY2018- $48,232)</td>
<td></td>
</tr>
<tr>
<td>Park Security Enhancements (FY2018)</td>
<td>$227,000</td>
</tr>
<tr>
<td>Park Security Patrol (FY2019)</td>
<td>$372,000</td>
</tr>
<tr>
<td>Weapons Screening (FY2019)</td>
<td>$272,100</td>
</tr>
<tr>
<td>Security Enhancements (FY2019)</td>
<td>$161,870</td>
</tr>
</tbody>
</table>

County Efforts

Activities

- Added security cameras for targeted Park & Recreation locations, parking lots, greenway trailheads, etc.
- Provided fenced, secured parking for employees at Valerie C. Woodard (VCW).
- Separated public and staff areas with access-controlled perimeters at new facilities and major renovations.
- Increased security officer coverage and optimized posting locations for best response.
- Implemented face-to-face Active-Shooter training and prepared MeckEDU module for on-going training.

Impacts

Security Issues Addressed

<table>
<thead>
<tr>
<th>FY2016</th>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,292</td>
<td>1,277</td>
<td>1,376</td>
<td>2,118</td>
</tr>
</tbody>
</table>

Milestones

- Developed new Security Master Plan.
- Completed new Security Operations Center at VCW.
- Installation/Integration of new S2 enterprise security system.
- Completed security coordination planning and security performance evaluation with Park & Recreation.
- Weapons screening implemented at:
  - Criminal Justice Services
  - Community Resource Center
  - Kuralt

Security Guard Services

In addition to the strategic initiatives AFM engaged in during the three-year planning cycle, the department also re-bid security guard services contracts that were scheduled to expire at the end of FY2018. Ultimately, three companies were hired to provide these services under contracts that also included weapons screening at select facilities.

Summary

In the face of an increasingly complex security environment, AFM has made significant progress in their efforts to enhance security at County facilities. Through sound planning and resource allocation, the department has addressed specific security concerns at locations across the County, the impact of which is reflected in the rising Employee Security Satisfaction Rate.
Asset and Facility Management (AFM)

Goal 4: Stabilize Facility Maintenance Program

Objective

Objective 1: Provide outsourced services where the contract price and vendor performance are sufficient to meet the service level expectations

Key Investments

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Investment</th>
<th>Facility Maintenance &amp; Utilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017</td>
<td>$700,000</td>
<td>(FY2017)</td>
</tr>
<tr>
<td>FY2018</td>
<td>$536,273</td>
<td>(FY2018)</td>
</tr>
<tr>
<td>FY2019</td>
<td>$994,999</td>
<td>(FY2019)</td>
</tr>
</tbody>
</table>

County Efforts

Activities

• Used “best value” vs. “low cost-low bid” procurement approach in solicitation of bids for vendor services.
• Used an inspection checklist to evaluate vendor performance on a monthly basis.
• Set clear goals and expectations for vendor to meet key performance indicator targets.

Impacts

<table>
<thead>
<tr>
<th>Year</th>
<th>Employee Facility Satisfaction (% positive results)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017</td>
<td>85.8%</td>
</tr>
<tr>
<td>FY2018</td>
<td>82.0%</td>
</tr>
<tr>
<td>FY2019</td>
<td>86.0%</td>
</tr>
</tbody>
</table>

Milestones

- Requests for Proposals (RFPs) completed and bids received for:
  - Courts Complex
  - Park and Recreation facilities
  - Library facilities
- 99.6% corrective work order completion rate in FY2019.
- Over 28,300 on demand facility maintenance work orders received (FY2018 – FY2019).
- Over 58,800 preventative maintenance work orders created by vendor (FY2018 - FY2019).

Vendor Performance

In FY2019, the preventative maintenance repair ratio dropped below target for the first time, capping a steady decline across the three-year plan cycle. This was due to performance issues with one of the County’s vendors. In response, the contract was re-bid, resulting in a new vendor being brought on for FY2020 and will be assessed in the fiscal year.

Summary

AFM saw several clear successes in relation to facility maintenance and the relationships they maintain with vendors. Employee satisfaction with facilities remains high despite the upheaval caused by the relocation of several departments across the County. The corrective work order completion rate peaked at 99.6% in FY2019 even with the high volume of work orders received over the course of FY2018 - FY2019. Looking forward, the department will continue to enhance partnerships with vendors as services are re-bid and transitioned in FY2020 due to expiring contracts.
**Asset and Facility Management (AFM)**  
**Goal 5: Reduce Mecklenburg County Energy Usage**

### Objective

**Objective 1:** Reduce Mecklenburg County energy usage (kBTU/sqft) by 13% from a 2012 baseline

### Key Investments

No additional County dollar allocations were made during the FY2017-2019 planning cycle for this goal.

### County Efforts

#### Activities

- Replaced old, aging equipment with new higher efficiency equipment.
- Partnered with UNC Charlotte’s Center for Sustainably Integrated Buildings and Sites (SIBS) to develop a process for creating energy performance targets.
- Utilized best practices for energy conservation in major renovations and new buildings (e.g., day lighting, well insulated energy efficient building exteriors, heavy utility metering, smart building control systems, etc.).
- Evaluated specific strategies using life cycle cost analyses for major systems to determine payback on first cost investment Return on Investment (ROI).

#### Impacts

| % Reduction in KBTU per Sq. Foot (vs. a 2012 baseline (68kBtu/Sq)) |
|--------------------------|--------------------------|
| FY2018 | FY2019 |
| -2.5% | -5.0% |

### Milestones

- Created a new tool for establishing energy performance targets for individual building systems.
- Recognized by Duke Energy for participation in the Smart Energy in Offices (SEiO) program.
- Lighting retrofits completed in 15 county-owned facilities across the County.

### Duke Energy

AFM participated in a Duke Energy Incentives program which resulted in a $231,967 savings on the cost of energy efficient products. Duke Energy has partnered with lighting suppliers to sell energy efficient products at a reduced cost for participants in the program. AFM’s facility maintenance vendors are purchasing the supplies and changing out ceiling light bulbs from fluorescent to LED bulbs, which are more energy efficient and have a longer life. In addition to the material cost savings, the LED bulbs save the County approximately $38,000 per year in energy costs.

### Summary

AFM engaged in a focused, planned strategy to increase energy efficiency across old and new County facilities. The department guided lighting retrofits in many existing facilities, utilizing LED bulbs that are energy efficient and lower the County’s energy costs. For new construction projects, AFM developed an innovative tool to set Energy Star targets in Energy Use Intensity (EUI) units. The department will advance these efforts in its FY2020 - FY2022 Strategic Business Plan, continuing to implement energy saving measures in existing facilities (e.g. replacing aging equipment with higher efficiency options) and designing new facilities/conducting major renovations with a focus on energy savings (e.g. day lighting, efficient heating, etc.).
Board of Elections
County Efforts

**Activities**

- To maintain adequate and well-located polling locations for each election in this planning cycle, BOE staff met with a range of owners of existing and potential polling places. This included County Libraries, and Park and Recreation Centers.

- Partnered with Charlotte Mecklenburg Library (CML) to post voter registration information on the Library’s website.

- Partnered with Mecklenburg County Information Technology Services (ITS) to develop a plan for providing computer hardware support for early voting in FY2018.

**Impacts**

**Customer Satisfaction with Voting Experience (% positive results)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Early Voting</th>
<th>Ele Day Voting</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2016</td>
<td>96%</td>
<td>89%</td>
<td></td>
</tr>
<tr>
<td>FY2017</td>
<td>91%</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>FY2018</td>
<td>95%</td>
<td>92%</td>
<td></td>
</tr>
<tr>
<td>FY2019</td>
<td>96%</td>
<td>90%</td>
<td></td>
</tr>
</tbody>
</table>

Customer satisfaction with elections is measured through a public opinion survey of Mecklenburg Residents.

**Milestones**

- Expanded the number of early voting sites from 15 to 17 in odd year elections and maintained 22 sites for presidential year elections. The number of early voting sites has exceeded the minimum (1) required by law for all elections.

- Used laptops scheduled for disposal by ITS to provide needed hardware at voting locations in FY2018.

- In 2017 and 2019 general elections, more that 23% of voters exercised their choice to vote early. The 2015 election early voters were 18.78%.

**Summary**

Many BOE’s efforts to maintain excellent customer service are affected by the variable election cycles. Typically, this is related to special elections, primaries and second primaries. For the FY2017 - FY2019 plan cycle those activities were also affected by increasing numbers of voters due to both population and turnout increases. Strong population growth continues to drive the need for accessible voter locations. High and stable customer satisfaction in an environment of growing demand gives BOE solid results for this goal. This goal continues in the FY2020 - FY2022 Strategic Business Plan.
Board of Elections (BOE)

Goal 2: Maintain Accurate Data

Objective

Objective 1: Respond effectively to voter contact/changes

Key Investments

3 FTEs
$254K
3 Senior Quality & Training Specialists (FY2018)

County Efforts

Activities

- BOE staff closely followed evolving state requirements for data maintenance and implemented changes as applicable.
- New staff positions for BOE were approved in FY2018. These additional staff:
  - Maintained compliance with National Voter Registration Act (NVRA) and North Carolina General Statutes (NCGS)
  - Maintained precinct management’s early voting and precinct compliance regulations.

Impacts

- In January of 2019, there were over 750K registered voters in Mecklenburg County.
- Senior Quality and Training Specialist positions were hired in November of 2019, so the benefits of these additional staff will be realized in the FY2020 - FY2022 planning cycle.

Milestones

- In January of 2019, there were over 750K registered voters in Mecklenburg County.

Summary

The increased volume of registrations during the 2016 presidential election year (accounted for in the FY2017 numbers) resulted in more time needed for processing. 2018 includes only the FY2017 municipal election numbers thus the shorter number of days to process voter registration. 2019 includes the FY2018 general election numbers. Increased voter registration volume crossed the 2017 and 2018 fiscal years thus resulting in increased time to process from 2018 to 2019.

Maintaining accurate voter data requires that staff stay current on evolving state requirements for data maintenance. This will make this goal important for the foreseeable future. This goal continues in the FY2020 - FY2022 Strategic Business Plan.
Board of Elections (BOE)

**Goal 3: Elevate Training Provided to Poll Workers to Accommodate Increased Volume (early voting and election day)**

### Objectives

**Objective 1:** Recruit and train poll workers adequately to provide excellent customer service to voters  
**Objective 2:** Survey of poll workers to identify additional training needs

### Key Investments

No additional County dollar allocations were made during the FY2017-2019 planning cycle for this goal.

### County Efforts

#### Activities

- BOE developed a poll-worker satisfaction survey in FY2017 and implemented the survey in FY2018. Staff used results of that survey to inform areas for training improvement.  
- Provided additional training to Elections poll workers to accommodate increased volume (e.g., voter registrations) during elections.

### Impacts

**Poll Worker Satisfaction**

- FY2018: 97%  
- FY2019: 97%

### Milestones

- Precinct officials were evaluated by state elections staff to make sure implementation of election laws in FY2018 was done correctly.  
- Trained 2,500 or more elections workers for each of seven elections held during the FY2017 - FY2019 planning period.

### Summary

Development and implementation of the poll worker survey provided BOE with a powerful new tool to manage an ever more demanding set of training needs. Changing laws and requirements for voting, as well as the anticipated adoption of new voting equipment make training of poll workers an area of continued importance for BOE operations. Development of a poll worker recruitment site was not able to be completed in the FY2017 – FY2019 planning cycle, but that strategy now has a target for completion in the third quarter of FY2020. This goal continues in the next FY2020 - FY2022 Strategic Business Plan.
Board of Elections (BOE)

Goal 4: Develop Staff

Objective

Objective 1: Increase the percentage of employees with Individual Development Plans (IDPs)

Key Investments

No additional County dollar allocations were made during the FY2017-2019 planning cycle for this goal.

County Efforts

Activities

• Encouraged team members to develop Individual Development Plans (IDPs) in partnership with their managers.
• Explored and supported participation in professional development activities offered to BOE staff by the North Carolina State Board of Elections, including certification of election officials through state core courses and elective courses.

Impacts

% BOE Staff with IDP

<table>
<thead>
<tr>
<th>Year</th>
<th>% BOE Staff with IDP</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2018</td>
<td>88%</td>
</tr>
<tr>
<td>FY2019</td>
<td>100%</td>
</tr>
</tbody>
</table>

Milestones

As of FY2019, all 24 BOE staff had an IDP.

Summary

As with maintaining well-trained poll workers, BOE staff were faced with keeping up with changing laws and requirements for voting. As the source for providing that information to poll workers as well as the needs associated with adoption of new voting equipment, this goal will continue to be a priority for BOE. This goal continues in the FY2020 - FY2022 Strategic Business Plan.
As of the end of FY2019, the adoption of new voting equipment was held up by the North Carolina State Board of Elections that needed to certify a vendor for the State of North Carolina. All equipment must be State certified.

Over the course of FY2019, the General Assembly delayed the implementation of new equipment and the decertification of the old equipment until December 1, 2019. Additional delays were due in part to litigation and part of the lack of a State Board membership that was needed to certify the voting systems.

After many delays, decisions about equipment certification were made after FY2019 that will allow the purchasing of new voting equipment during the FY2020 - FY2022 plan period.

Funding has been identified for the purchase of the new equipment in the FY2020 budget.
**County / Library Efforts**

**Activities**

- The Library continued aligning all opportunity programming to the Leading on Opportunity Strategy. A CML Leading on Opportunity Leader was selected. This role at CML is responsible for coordinating unified efforts to address the various aspects of the Leading on Opportunity Task Force report.
- The CML Community Partnerships Leader role was filled. The critical role responsible for developing and maintaining high-level partnerships with educational, financial, business and nonprofit institutions (ex: Charlotte Mecklenburg Schools, Charlotte Regional Business Alliance, colleges and universities, United Way, etc.).
- Significant progress was made in planning of a reinvented Main Library, which will serve as North Tryon’s “town center” for lifelong learning and community engagement.

**Impacts**

- **Milestones**
  - In FY2019:
    - 64% of Mecklenburg County Residents had visited a library in the past year.
    - 50% of Charlotte Mecklenburg Schools (CMS) students had an active ONE Access card.
    - 367K Mecklenburg County Residents had an active library card.
    - 93.74% of patrons who attended a reader’s workshop program report they are better equipped to deliver reading and literacy skills.

**Library Cardholders**

Active Library Accounts showed negative growth in FY2018 as a result of the closure of the Morrison Regional Library as well as a reduction from the initial large increase in CMS One Access cardholders. Active cardholders grew at a rate of ~3% after stripping out these abnormalities in the data.

**Summary**

The Library aligned programs with the Leading on Opportunity, Third Grade Reading and Digital Inclusion community initiatives. The Library continued to lead as an education partner for the community and provided active reading training seasons and signed up a record number of participants for summer break. Aspects of this goal continue in two goals in the department’s FY2020 – FY2022 Strategic Business Plan (1) “Increase access to resources, knowledge, and services to broaden economic opportunity,” and (2) “Establish the Library as Public Commons.”
Charlotte Mecklenburg Library (CML)

Goal 2: Innovate to support 21st century access

Objectives

**Objective 1:** Provide accessible, convenient library services within 15 minutes of every County resident

**Objective 2:** Provide access to the Library’s resources, programs and services to all County residents with barriers

Key Investments

- **$21.2M (approved)**
  - *Capital Improvement Plan (CIP) Funding for Branch Renovations (FY2014-FY2018)*

- **$5.5M**
  - *Invested in Digital and Physical Collection Material During Cycle (applies to both goals 2 and 3) (FY2017 - $1.5M, FY2018 - $1.5M, FY2019 - $2.5M)*

County / Library Efforts

Activities

The Library’s Digital Strategy included these elements:

- The Digital Branch was refocused to highlight content for Early Literacy and Economic Opportunity.
- Digital Collections and Resources were expanded during FY2017 - FY2019 planning cycle as renovations were completed at Morrison and North County Regional Libraries.

There were also extensive outreach activities (ex.: over 2,000 offsite programs in FY2018) to a range of residents without access to a library. Those included:

- The homebound, persons in senior housing, programs within correctional facilities, persons living with disabilities, those living in housing transition and new Americans.

Impacts

- **Total Digital Circulation (in Millions)**
  - FY2014: 0.30
  - FY2015: 0.51
  - FY2016: 0.96
  - FY2017: 1.32
  - FY2018: 1.33
  - FY2019: 1.75

  - Digital Circulation almost doubled from 960K to 1.75 million.
  - Reach to residents with limited access through outreach programs consistently reached approximately 30K Mecklenburg County Residents (37K – FY2017, 28K – FY2018 and 32K-FY2019)

Milestones

- Digital Access: While digital circulation has greatly increased during this planning cycle, the impact of the Digital Branch has been modest due to resource constraints.

- Physical Access: No new locations were added but objective LIB.2.1 “Provide accessible, convenient library services within 15 minutes of every County resident” has not been positively impacted.

Summary

The Library continues to innovate in ways of reaching Mecklenburg County Residents through technology investments and programming. With over 2,000 offsite programs in FY2019, outreach efforts to Mecklenburg County residents with limited access to the library reached more than 32K people with limited access; including Mecklenburg County jail inmates, school children and the elderly. Digital Circulation almost doubled during the plan cycle. Aspects of this goal continue in two goals in the FY2020 - FY2022 plan cycle (1) “Increase access to resources, knowledge, and services to broaden economic opportunity,” and (2) “Establish the Library as Public Commons.”
**County / Library Efforts**

### Activities

- Expanded collection budgets to serve a diverse and growing community.
- Upgraded Wi-Fi networks to increase capacity and usage.
- Released Android Library app in FY2018
- Implemented a laptop vending machine at Morrison branch.

### Impacts

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Wi-Fi Usage (in Millions of sessions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2016</td>
<td>0.60</td>
</tr>
<tr>
<td>FY2017</td>
<td>0.87</td>
</tr>
<tr>
<td>FY2018</td>
<td>1.03</td>
</tr>
<tr>
<td>FY2019</td>
<td>1.35</td>
</tr>
</tbody>
</table>

**Summary**

The Library made improvements to the distribution system and technology infrastructure, improved business policies, procedures and processes, and increased private support and community awareness. With support from County Asset & Facility Management (AFM), the North County Regional Library was closed for renovation, and the new Scaleybark Library location began construction. Collection investments made during FY2017 - FY2019 helped ensure Library collections evolved to meet the changing needs of the community. This goal continues in the department’s FY2020 - FY2022 Strategic Business Plan.
Child Support Enforcement
Child Support Enforcement (CSE)

**Goal 1: Improve Child Support Outcomes to Strengthen Families**

### Objectives

- **Objective 1**: Ensure that children have a legal relationship established with their fathers
- **Objective 2**: Ensure children have support orders established
- **Objective 3**: Ensure noncustodial parents pay their child support obligations as ordered
- **Objective 4**: Increase Family-Centered Programming that promotes child and family well-being

### Key Investments

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 FTEs</td>
<td>$96,613</td>
</tr>
<tr>
<td>County Funding for 3 CSE Case Coordinators (FY2017)</td>
<td></td>
</tr>
<tr>
<td>$6,494 County Funding for Family-Centered Programming (FY2017)</td>
<td></td>
</tr>
</tbody>
</table>

### County Efforts

**Activities**

Child Support Enforcement (CSE) conducted several innovative, family-centered programming activities to further support high results on its core performance metrics including:

- Six Second Chance Amnesty Events
- Non-Custodial Parent Orientation

**Impacts**

- **Total Child Support Collections (in Millions):**
  - FY2017: $50.91
  - FY2018: $51.96
  - FY2019: $52.29

**Milestones**

- CSE Received an Achievement Award from the National Association of Counties (NACo) in 2019 for its Second Chance Amnesty program. The Second Chance Amnesty Program allows the County to receive child support obligations that would have otherwise gone uncollected.

- In 2019, CSE was awarded the North Carolina Child Support Council’s Excellence in Service Award for its Arrears Collection Project and its Responsible Fatherhood Initiative.

### Department Overview

In FY2019, Child Support Enforcement was merged with the County’s Department of Community Resources (DCR). Starting in FY2019, the State of North Carolina’s Department of Health and Human Services required all 100 counties in North Carolina to enter into a Memorandum of Understanding (MoU) to facilitate monitoring of performance results. Core Child Support Enforcement measures are included in the state’s MoU with Mecklenburg County.

### Summary

Child Support Enforcement supplemented its core case management activities with several innovative initiatives to maintain high performance on its state-mandated core performance measures. The department will continue to implement effective programs and identify additional opportunities to drive improvements in the FY2020 - FY2022 Strategic Business Plan for DCR.
Child Support Enforcement (CSE)

**Goal 2: Increase Child Well-Being and Family Economic Independence through Workforce Development programs**

### Objectives

**Objective 1:** Increase capability for noncustodial parents (NCPs) to provide regular and reliable financial support that promotes child well-being

### Key Investments

No additional County funding allocations were made during the FY2017-FY2019 cycle for this goal.

### County Efforts

**Activities**

- CSE assigned 1-2 case managers each year to provide referrals for non-custodial parents (NCPs) to local employers when needed to support customers in paying regular child support.
- The department conducted an annual Employer Roundtable Luncheon to educate local employers about Child Support Enforcement and its activities.
- CSE is an active partner in the County’s interdepartmental Unified Workforce Development Program.

**Referrals for Non-Custodial Parents to Local Employers**

<table>
<thead>
<tr>
<th>Year</th>
<th>Referrals</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017</td>
<td>100</td>
</tr>
<tr>
<td>FY2018</td>
<td>49</td>
</tr>
<tr>
<td>FY2019</td>
<td>39</td>
</tr>
</tbody>
</table>

### Impacts

**Percent of Referred NCPs Who Report Starting Employment**

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2018</td>
<td>24%</td>
</tr>
<tr>
<td>FY2019</td>
<td>15%</td>
</tr>
</tbody>
</table>

### Milestones

- In FY2019, the federal Office of Child Support Enforcement (OCSE) approved the department’s request to use its incentive funds to implement a fatherhood program.
- Incentive funds are allocated by the state to all 100 counties’ child support enforcement programs based on their core performance results.

### Unified Workforce Development Program

Responsibility for the County’s interdepartmental workforce development strategy (i.e. the Unified Workforce Development Program) was assigned to the Department of Social Services (DSS) in FY2019 and then the Department of Community Resources (DCR) in FY2020. The program provides workforce development services to customers with multiple barriers to employment. Throughout the three-year period from FY2017 to FY2019 Child Support Enforcement shifted its focus within workforce activities from providing its own referrals to participating in the Unified Workforce Development program which explains the year-over-year decreases in referrals.

### Summary

CSE sought every opportunity to support customers in finding employment through both its active involvement in the County’s overall workforce strategy and through its own activities. Despite success, the percent of referred NCPs who report starting employment declined in 2019 due to no funding provided for the initiative and a case coordinator promoted to a new position in December 2018, thus leaving the program without a coordinator. The department will build on these efforts in its FY2020 - FY2022 DCR Strategic Business Plan by using its incentive funds.
Child Support Enforcement (CSE)

Goal 3: Increase Case Management Efficiency and Effectiveness

<table>
<thead>
<tr>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1:</strong> Increase collection of regular and consistent child support payments</td>
</tr>
<tr>
<td><strong>Objective 2:</strong> Formalize the development of staff competencies</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key Investments</th>
<th>$10,200</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Development of Staff Competencies – Mediation Training</td>
</tr>
<tr>
<td></td>
<td>(FY2017)</td>
</tr>
</tbody>
</table>

County Efforts

<table>
<thead>
<tr>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• CSE implemented formal Dual Notice processes in an attempt to shorten the amount of time customers have to wait for court hearings. After encountering limited participation from clients and resistance from some partners, the department has discontinued the Dual Notice processes. However, CSE has integrated components of Dual Notice that worked well into its ongoing case management strategies and processes.</td>
</tr>
<tr>
<td>• CSE also attempted to create efficiencies by exploring an information technology solution that would support its efforts to stratify cases by type. There were significant challenges with a vendor’s demonstration of its system, and the department determined there was no adequate existing solution to meet its needs. CSE developed a tool internally to meet some of its needs for its stratification strategy.</td>
</tr>
<tr>
<td>• The internal stratification tool known as “The Worker Performance Pivot Tables” provides each case coordinator with an easy and simplified way to evaluate multiple components of their caseload and increase their efficiency and effectiveness in working their cases; therefore, increasing performance outcomes.</td>
</tr>
</tbody>
</table>

Impacts

<table>
<thead>
<tr>
<th>Percent Paternity Establishment (Target = 98%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017 94.51%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Payments to Arrears (Target = 66%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017 63.75%</td>
</tr>
</tbody>
</table>

Milestones

• CSE staff completed mediation certifications through a program offered by the Dispute Settlement Center.

• The internal stratification tool contributed to a steady increase in all federal incentive performance metrics from FY2017 to FY2019. The department was especially proud of the increases it saw in its paternity establishment and payments to arrears measures.

Summary

With staff certified in mediation and the use of the internal stratification tool, case managers are able to focus on the cases that have the best potential outcomes for child support customers. In addition, staff will continue to use the mediation training in their core case management activities moving forward. These efforts will continue as a part of the Department of Community Resources’ (DCR) model of offering integrated Health and Human Services programs under its FY2020 - FY2022 Strategic Business Plan.
### Child Support Enforcement (CSE)

#### Goal 4: Utilize Technology Solutions to Improve Customer Service

#### Objectives

**Objective 1:** Through automated solutions, increase efficiency; improve internal and external communication; and reduce manual processes.

#### Key Investments

<table>
<thead>
<tr>
<th>Activity</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$267,000 TurboCourt</td>
<td></td>
</tr>
<tr>
<td>(FY2017 – FY2019)</td>
<td></td>
</tr>
<tr>
<td>$98,500 Audio/Visual</td>
<td></td>
</tr>
<tr>
<td>(FY2017 – FY2019)</td>
<td></td>
</tr>
</tbody>
</table>

#### County Efforts

**Activities**

- The department completed upgrades to TurboCourt, the web-based portal allowing customers to submit applications for child support online from any device connected to the internet. CSE implemented a revised application and began work on a Spanish-language application with completion anticipated in FY2020.
- CSE explored the use of QFlow kiosks in Mecklenburg County Court Room 8110 and the court’s Self-Serve Center in order to improve the customer flow through each room to improve overall customer service. Ultimately, the department decided not to implement QFlow kiosks due to concerns they would unintentionally increase wait times in the court room and other potential complications during implementation.

#### Impacts

**Customer Satisfaction Rate**

<table>
<thead>
<tr>
<th>Year</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017</td>
<td>95%</td>
</tr>
<tr>
<td>FY2018</td>
<td>94%</td>
</tr>
<tr>
<td>FY2019</td>
<td>94%</td>
</tr>
</tbody>
</table>

#### Milestones

- The department completed upgrades to court room audio visual equipment to enhance customer service and remain compliant with the federal Uniform Interstate Family Support Act (UIFSA).

#### Summary

CSE explored several opportunities to improve customer service through the use of technology. The department was able to complete upgrades to audio visual equipment and some upgrades to Turbo Court, its web-based application portal. Overall, customer satisfaction results remained high and steady from FY2017 through FY2019. CSE will continue to identify opportunities to leverage technology to maintain high levels of customer satisfaction in the Department of Community Resources (DCR) FY2020 - FY2022 Strategic Business Plan.
Community Support Services
Community Support Services (CSS)
Violence Prevention & Intervention

Goal & Objectives Included

Goal 1: Strengthen Intervention to Meet the Needs of Veterans and to Decrease Domestic Violence, Community Violence and Substance Use by 2019

• **Objective 1.1:** Maintain and improve service delivery for families affected by domestic violence
• **Objective 1.4:** Maintain and increase neighborhood engagement around community violence prevention

Key Investments

<table>
<thead>
<tr>
<th></th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 FTEs</td>
<td>$193,395</td>
<td></td>
</tr>
<tr>
<td>1 Senior Social Worker, 2 Program Supervisors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bi-lingual Mental Health Clinician (FY2017)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

County Efforts

**Activities**

• CSS continued providing core intervention services to adult and teen victims, child witnesses, and perpetrators of domestic violence.

• CSS’ community violence prevention services conducted intensive community outreach activities and executed multiple initiatives focused especially on preventing teen dating violence and youth violence.

• Worked with stakeholders in the Domestic Violence Leadership Team (DVCLT), which includes government, health and human services providers, educational institutions, the private sector, and the faith community, to implement priorities, for example, potential improvements to e-filing for protective orders and rapid re-housing resources for domestic violence survivors.

Impacts

<table>
<thead>
<tr>
<th>New Options for Violent Actions (NOVA) Recidivism Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017</td>
</tr>
<tr>
<td>5.20%</td>
</tr>
</tbody>
</table>

Milestones

• CSS launched services at the Supervised Visitation & Safe Exchange Center. The overall objective for the center is to increase safety for adult and child victims of domestic violence while decreasing opportunities for further abuse, especially during the exchange or visitation of children.

• The department saw substantial decreases (FY2017 = 828, FY2018 = 765, and FY2019 = 657) among participants in its New Options for Violent Actions (NOVA) program for perpetrators of Domestic Violence.

• In FY2017, the department filled the bilingual Mental Health Clinician position it received during the budget process to increase capacity to serve Spanish-speaking residents.
Community Support Services (CSS)
Violence Intervention & Prevention continued

Core Violence Intervention Services

CSS continues to provide a variety of services for victims and perpetrators of domestic violence including:

- Individual support for adult victims including crisis counseling, individual therapy, support groups, case management, and access to a family law information clinic.

- Services for children and youth affected by domestic violence including assessment, individual and group counseling, crisis counseling, case management, and evidence-based approaches such as Counseling and Responding to DV through Early Intervention (CARE) program for children ages 2-5 and Help, Encouragement and Recognition of Observers (HERO) program.

- New Options for Violence Actions (NOVA), a 26-week state certified Batterer Intervention Program designed to provide education information on how to change abusive behaviors toward intimate partners.

Summary

Overall, CSS continued providing its core domestic violence services making use of the additional positions received through the budget process to enhance services. Although the NOVA recidivism rates increased in FY2019, prior to FY2017, in FY2015 and FY2016, the program saw a 12.2% and 11.7% recidivism rate, respectively. The department also continued valued partnerships to provide specialized services to survivors and engage community partners working in the areas of domestic and community violence prevention. As part of its FY2020 - FY2022 Strategic Business Plan, CSS will continue its focus on the feasibility of a Family Justice Center in Mecklenburg County.
Community Support Services (CSS)
Veterans Services

Goal & Objective Included
Goal 1: Strengthen Intervention to Meet the Needs of Veterans and to Decrease Domestic Violence, Community Violence and Substance Use by 2019
• Objective 1.2: Maintain and improve service delivery for veterans and their families

Key Investments
No additional County funding allocations were made during the FY2017-FY2019 cycle for this goal.

County Efforts

Activities
• CSS’ Veterans Services Division continued services to assist veterans with filing claims to the federal Department of Veterans Affairs to access the benefits they are eligible for. Additionally, the department provides information and referrals as needed to assist veterans with accessing housing and medical care among other resources.
• The division maintained partnerships to provide specialized services to veterans including with Charlotte Center for Legal Advocacy and Mecklenburg County’s Land Use and Environmental Services Agency’s (LUESA’s) Building with Our Veterans program.

Impacts

Milestones
In FY2019, CSS established a Memorandum of Understanding with the Mecklenburg County Sheriff’s Office (MCSO). The MoU will allow the division’s Veterans Services Officers to provide services to veterans who are inmates in the jail.

Veterans Services Relocation
In FY2019, the Veterans Services division moved its main office from the Hal Marshall Building in uptown Charlotte to the Valerie C. Woodard Center on Freedom Drive. The division engaged in a robust effort to inform existing and potential clients of the change, however the change caused temporary challenges for clients.

Summary
During FY2017 - FY2019, CSS remained committed to providing high levels of customer service to veterans through its transition to a new home office at the Valerie C. Woodard Center. In its FY2020 - FY2022 Strategic Business Plan, the department will focus on enhancing the technology solutions it uses to file and manage claims in order to improve services for its clients.
**Community Support Services (CSS)**

**Substance Use Services**

---

**Goals & Objectives Included**

**Goal 1:** Strengthen Intervention to Meet the Needs of Veterans and to Decrease Domestic Violence, Community Violence and Substance Use by 2019

- **Objective 1.3:** Maintain and improve service delivery, through jail and shelter treatment programs, to adults affected by substance use

---

**Key Investments**

No additional County funding allocations were made during the FY2017-FY2019 cycle for this goal.

---

**County Efforts**

**Activities**

- CSS’ Substance Use (SU) program continued offering services at shelters (including the Men’s Shelter of Charlotte and the Salvation Army Center of Hope) and at jail locations (including both the Central Jail and Jail North).
- SU services include both individual and group counseling, family counseling when possible, urine drug screens, and strategies for relapse prevention among other services.

---

**Impacts**

**Recidivism Rates for Jail Substance Use Clients**

<table>
<thead>
<tr>
<th>Year</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017</td>
<td>19%</td>
</tr>
<tr>
<td>FY2018</td>
<td>12%</td>
</tr>
<tr>
<td>FY2019</td>
<td>13%</td>
</tr>
</tbody>
</table>

**Milestones**

- In FY2017, the department received accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF) demonstrating CSS’ commitment to providing high-quality services. SU received accreditation with zero recommendations, an accomplishment achieved by only three percent of CARF surveys.
- FY2018 was the department’s first year overseeing the Community Resources for Empowerment and Wellness (CREW) program, which provides services to consumers with HIV and substance abuse issues. The program provides aftercare, care coordination, and peer support services.
Community Support Services (CSS)

Substance Use Services continued

CARF Accreditation

Commission on Accreditation of Rehabilitation Facilities (CARF) is an independent, non-profit organization focused on advancing the quality of services and outcomes for clients served by rehabilitation centers. In support of that focus, CARF coordinates an accreditation process that offers a framework for continuous quality improvement. In 2017, CSS received its fourth consecutive three-year accreditation which will extend through October 2020.

Summary

SU will continue to be a key component of the FY2020 - FY2022 Strategic Business Plan with a focus on providing core services in jail and shelters, maintaining partnerships, and expanding primary and secondary prevention efforts. The department will also work toward its next CARF accreditation, anticipated in the fall of 2020.
County Efforts

**Goals & Objectives Included**

**Goal 1:** Strengthen Intervention to Meet the Needs of Veterans and to Decrease Domestic Violence, Community Violence and Substance Use by 2019

- **Objective 1.5:** Use data and research to influence and drive decision-making and develop community awareness in an effort to decrease domestic violence, community violence, substance use and meet the needs of veterans
- **Objective 1.6:** Create and use continuous quality improvement

**Goal 2:** Decrease the Number of Homeless Households by the End of 2019 as a Partner in the Community Goal to End Homelessness

- **Objective 2.4:** Use data and research to influence and drive decision-making in the effort to decrease the number of homeless households
- **Objective 2.5:** Create and use continuous quality improvement

**Key Investments**

No additional County funding allocations were made during the FY2017-FY2019 cycle for this goal.

**County Efforts**

**Activities**

- Continuous Quality Improvement (CQI) staff completed program audits of programs in the Violence Intervention and Homeless Services divisions of CSS including New Options for Violent Actions (NOVA), the Supervised Visitation and Safe Exchange (SVSE) Center, and Shelter Plus Care among others.

- Homeless Services staff led efforts to set community-wide benchmarks for the Housing and Urban Development (HUD) system measures that reflect the performance of the community’s response to homelessness. Staff also served as the project manager for the Housing First Charlotte-Mecklenburg program evaluation conducted by University of North Carolina at Charlotte (UNCC).

**CQI File Reviews Completed (FY2019)**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>CQI File Reviews Completed</td>
<td>73</td>
<td>156</td>
<td>165</td>
<td>171</td>
</tr>
</tbody>
</table>
Impacts

Community Support Services (CSS)

Data, Research, and Quality Improvement continued

Milestones

- The department launched an online Housing & Homelessness Dashboard, a one-stop shop for anyone in the community to access information about homelessness and housing in Charlotte-Mecklenburg including performance data, access to various reports, and a regular blog.

- The department coordinated an evaluation of the domestic violence transitional housing program funded by the federal Violence Against Women Act.

- CSS released a series of reports in partnership with the UNC-Charlotte Urban Institute covering evictions in Mecklenburg County and how evictions contribute to the local affordable housing crisis. CSS and the Urban Institute received the G. Thomas Kingsley Impact Award from the National Neighborhood Indicators Partnership in recognition for the work.

Housing & Homelessness Dashboard Use Data

FY2019 was the first full fiscal year the department’s web-based Housing & Homelessness Dashboard was active. The dashboard was well-received with hundreds of users accessing the dashboard in the first half of 2019. Google Analytics, the tool used to track the number of views was deactivated during the latter half of the year which is the reason only Q1 and Q2 data are available.

Summary

As a part of its FY2017 - FY2019 Strategic Business Plan, CSS facilitated original research and evaluation of programs across its divisions and also established quality improvement procedures and tactics. These efforts will remain core components of the department’s FY2020 - FY2022 Strategic Business Plan.
# Community Support Services (CSS)

## Homeless Services

### Goal & Objectives Included

**Goal 2:** Decrease the Number of Homeless Households by the End of 2019 as a Partner in the Community Goal to End Homelessness

- **Objective 2.1:** Provide supportive services as a partner in the community initiative to end veteran homelessness by June 30, 2019 and maintain functional zero (i.e., rare, brief and non-recurring experience)
- **Objective 2.2:** Provide supportive services as a partner in the community initiative to end chronic homelessness by June 30, 2019 and maintain functional zero (i.e., rare, brief and non-recurring experience)
- **Objective 2.3:** Provide supportive services to decrease family homelessness

### Key Investments

<table>
<thead>
<tr>
<th>6 FTEs</th>
<th>$555,226</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Annualized funding for 6 FTEs associated with the Housing First partnership (FY2018)</em></td>
<td></td>
</tr>
<tr>
<td>$309,123</td>
<td><em>Funding to Legal Aid of North Carolina to expand capacity to prevent evictions (FY2019)</em></td>
</tr>
</tbody>
</table>

### County Efforts

#### Activities

- CSS continued providing homeless services programming including:
  - **Coordinated Entry** – a process that aims to connect individuals and families who are homeless or at imminent risk of becoming homeless to an available shelter/housing resource in the community.
  - **Shelter Plus Care (SPC)** – a federally funded permanent supportive housing program that links housing with supportive services to move clients who are homeless, have a disability and a low income, to permanent housing.
  - **Homeless Resource Center** – a center used to collaborate with and provide space to ministries and community service organizations that serve meals to the homeless during evening and weekend hours.
  - **Housing First Charlotte-Mecklenburg (HFCM)** – a collaboration between Mecklenburg County, the Urban Ministry Center, and the Charlotte Housing Authority to provide affordable homes and appropriate support for 120 homeless individuals.
  - **Moore Place (MP)** – a 120-unit permanent supportive housing apartment complex owned by the Urban Ministry Center (UMC) where a team of CSS employees collaborate with UMC staff to provide supportive services to residents.

- CSS partnered with a range of local agencies and organizations to provide and fund supportive services and to coordinate a funding process for supportive housing development and housing subsidies.

### Coordinated Entry Assessments Conducted

<table>
<thead>
<tr>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>4,461</td>
<td>3,858</td>
<td>5,156</td>
</tr>
</tbody>
</table>

### Number of Households Served by Shelter Plus Care (SPC)

<table>
<thead>
<tr>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>283</td>
<td>295</td>
<td>277</td>
</tr>
</tbody>
</table>
The need for more permanent, affordable housing has continued to grow in Charlotte-Mecklenburg. As the need for affordable housing grows, identifying landlords who will work as partners with CSS to house clients in programs such as Shelter Plus Care and Housing First Charlotte-Mecklenburg has become more difficult. As a result, maintaining clients in housing (measured by the Housing Stability data above) and quickly identifying an appropriate housing placement for clients in these programs (measured through the Days to Lease data above) has also grown more difficult from FY2017 - FY2019.

**Affordable Housing Efforts**

- CSS hired a team of six employees to provide supportive services as part of the Housing First Charlotte-Mecklenburg scattered site initiative.
- The department led the integration of United Way’s 211 health and human services information referral and hotline into the Coordinated Entry program expanding the reach of Coordinated Entry within the community.
- In 2019, CSS received an Achievement Award from the National Association of Counties for the work of its Housing First Charlotte-Mecklenburg team that provides supportive services as part of a scattered-site housing program.
- Department staff participate in coordinating the annual Point-in-Time Count and housing inventory count. The Point-in-Time Count is an unduplicated one-night estimate of sheltered and unsheltered homeless populations.

**Summary**

From FY2017 - FY2019, CSS maintained its core services and implemented major service expansions such as the nationally recognized Housing First Charlotte-Mecklenburg scattered site program. These services will continue to be a significant component of the department’s FY2020 - FY2022 Strategic Business Plan. Beginning in FY2020, the department will take a more central leadership role in the Charlotte-Mecklenburg Continuum of Care (CoC), the HUD-mandated structure that serves as an umbrella group for local organizations and stakeholders serving homeless and formerly homeless individuals and families. In addition, CSS will provide support to Countywide strategies for addressing affordable housing needs in the community.
Goal & Objectives Included

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

• **Objective 3.1:** Expand primary prevention efforts to educate the community about Community Support Services Department services
• **Objective 3.2:** Expand secondary prevention activities offered to identified populations with a high-risk focus
• **Objective 3.3:** Expand communications planning, public awareness campaigns, and marketing to support Community Support Services primary and secondary prevention efforts

Key Investments

$47,208

*Additional Funding to Hire Deputy Department Director (FY2019)*

County Efforts

Activities

• CSS executed marketing and information sessions to publicize the department’s services in the community.

• The department conducted broad-based primary prevention outreach activities with Homeless Services, Veterans Services and Violence Prevention & Intervention divisions. Primary prevention efforts are directed at the general population and attempt to address an issue before it occurs.

• CSS completed focused secondary prevention efforts with communities who have one or more risk factors for experience violence and/or homelessness. For example, Violence Prevention & Intervention secondary prevention efforts included specific outreach to neighborhoods where violence is more prevalent and to locations, such as beauty salons, where victims of domestic violence are likely to discuss the issues they are facing.

• Prevention and outreach efforts depend on partnerships for success. The department made significant efforts to identify and prioritize partnerships and relationships to support its prevention and marketing strategies.

<table>
<thead>
<tr>
<th>Total Number of Outreach Events for Veterans Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017: 228</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total Number of Individuals Reached with Violence Prevention Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017: 21,837</td>
</tr>
</tbody>
</table>
Impacts

### Milestones

- The department executed a robust communication plan and marketing efforts to minimize disruptions to clients during CSS’s move from the Hal Marshall building to the Valerie C. Woodard center.

- In FY2018 several non-profit organizations’ programs focused on mentoring and support for populations CSS works with were transferred from the County’s Community Service Grants program managed by the Office of Management and Budget to CSS. The department leveraged relationships with these vendors to support its ongoing prevention efforts such as Love Speaks Out focused on preventing teen dating violence and its Do the Write Thing Essay Challenge.

- CSS completed a Memorandum of Understanding (MoU) with Charlotte-Mecklenburg Schools to formalize and increase the scale of its teen dating violence prevention work.

- The department filled its Deputy Director position to enhance oversight and support for prevention and outreach activities as well as other initiatives.

### Additional Context on Primary & Secondary Prevention

**Primary prevention** activities are directed at the general population and attempt to stop the issue before it occurs. All members of the community have access to and may benefit from these services. Primary prevention activities with a universal focus seek to raise the awareness of the general public, service providers, and decision-makers about the scope and problems associated with the issue. Universal approaches to primary prevention might include: public service announcements or public awareness campaigns that provide information on how and where to learn more, get help, etc.

**Secondary prevention** activities with a high-risk focus are offered to populations that have one or more risk factors associated with the issue such as poverty and substance use exposure. Programs may target services for communities or neighborhoods that have a high incidence of any or all of these risk factors associated with the issue being addressed.

### Summary

Under its FY2017 - FY2019 Strategic Business Plan, the department conducted intensive prevention and marketing efforts to support and extend the work happening in each of its divisions. Despite the decline in the number of outreach events for Veterans Services, the number of attendees has stayed relatively close. In FY2017, there were approximately 6,991 attendees; in FY2018 there were approximately 6,700 attendees, and in FY2019, there were approximately 4,685. In its FY2020 - FY2022 Strategic Business Plan, CSS will build on its existing partnerships to expand the reach and impact of its prevention and marketing programming for each division.
County Assessor’s Office
**County Assessor’s Office (CAO)**

**Goal 1: A Revaluation in 2019 in Accordance with the North Carolina General Statute Exemptions, Canvassing and Quality Control (Objectives 1-3)**

### Key Investments

<table>
<thead>
<tr>
<th>Activities</th>
<th>Quantity</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Appraisers + Appeal Coordinator (FY2017)</td>
<td>7 FTEs</td>
<td>$420,278</td>
</tr>
<tr>
<td>Appraiser Technicians (FY2018)</td>
<td>5 FTEs</td>
<td>$283,740</td>
</tr>
<tr>
<td>Assessment Analysts &amp; Manager (FY2018)</td>
<td>6 FTEs</td>
<td>$293,228</td>
</tr>
</tbody>
</table>

### County Efforts

#### Activities

- Created a tracking system of ‘rollover’ exemptions, intake and outcome of all annual applications.
- Acquired Modria (online dispute resolution platform) to monitor customer inquiries, appeals, and staff response time.
- Implemented quality control/assurance of 3% of the field canvassed properties and new construction each year.
- Trained employees using International Association of Assessing Officers (IAAO) designations.
- Created and updated information brochures to explain the upcoming revaluation and opportunities for exemptions, exclusions or deferments.
- Collaborated with Public Information Services to create an easy-to-understand revaluation notice.

#### Milestones

- Integrated Spatialest and Modria so it appeared as one seamless online system to residents.
- Implemented the new North Carolina Property Tax System (NCPTS) Appeals module on time and on budget.
- Completed required field canvass project beyond International Association of Assessing Officers (IAAO) standards.
- Met and exceeded Quality Control review and control standards in review of property record cards and data entry.
- Earned the IAAO Certificate of Excellence in Assessment Administration Award.
- 100% of CAO employees attended at least one training across all three years of the plan.

#### Summary

The CAO made significant investments to ensure the canvassing, exemption processing, and quality control measures they implemented were timely and accurate. The Personal Property employees supported the Real Property team by taking on additional duties. The team was successful in billing 99% of all personal property assessment while in 2019, there was a decline in the personal property timely assessment due to increased calls and walk-ins. While the successful 2019 Revaluation process speaks for itself, the department and many of their individual employees garnered accolades from the International Association of Assessing Officers and North Carolina Assessor’s Association for their efforts – a reflection of the department’s impressive achievements from the three-year plan cycle.
County Assessor’s Office (CAO)

**Goal 1: A Revaluation in 2019 in Accordance with the North Carolina General Statute Implementation and Communication (Objective 4)**

### Key Investments

| $830,000 | $428,350 | $3.25M |

### County Efforts

#### Activities

- Re-stratified current neighborhoods to support geographical markets affected by the same economic factors.
- Built a Schedule of Values that represents the local economy.
- Verified the consistency of land values and improvements.
- Utilized technology to ensure quality control procedures.
- Met with community groups throughout the year to explain the upcoming revaluation and appeals process.

#### Impacts

- **Public Awareness of the Revaluation**
  - FY2018: 36%
  - FY2019: 87%

- **Sales Ratio**
  - (A study used to measure the level of appraisal)
  - FY2015: 90%
  - FY2016: 86%
  - FY2017: 80%
  - FY2018: 75%
  - FY2019: 99%

#### Milestones

- Sent Sales Qualification letters to 100% of all Real Property transactions that occurred in FY2017.
- One hundred percent (100%) of major tasks were completed on time in FY2018 and FY2019 (tasks essential to the listing and valuing of all taxable property in the jurisdiction).
- The performance test and revaluation production files were created on time.
- Finalized the Schedule of Values for the 2019 Revaluation.
- Scheduled forums with targeted community groups, including: municipalities, citizen revaluation advisory committees, rotary clubs, neighborhood associations, churches, etc.

### Summary

CAO’s hard work around communicating and executing the 2019 Revaluation paid off. The department carried out all major tasks needed for a successful revaluation cycle and did so on time. Department staff and leadership dedicated significant time and effort into reaching out to the public and raising awareness. The sheer volume of activities is reflected in the number of community meetings the Assessor attended, while public awareness skyrocketed in FY2019.
County Efforts

Activities

- Created optional after call participation survey.
- Created customer comment cards for counter.
- Enhanced collaboration between the County Assessor’s Office and Char-Meck 311.
- Developed training tools and hands-on exercises for all internal applications.
- Ensured employees were cross-trained on all applications used during the Revaluation.

FY2019 Customer Service Volume

Note: The spike in May was due to the adjournment of the Board of Equalization and Review (BER), the date to file BER appeals was May 20.

Milestones

- Redesigned the CAO external website to improve communications and distribution of information to the residents.
- Implemented online system giving residents the ability to review property characteristics and perform comparisons.
- In Community Survey (public opinion survey of Mecklenburg County residents) 80% of respondents reported the Notice of Value mailed by the County as “easy to understand.”
- Led a two-day customer service summit with additional follow-up training sessions on internal software.
- Developed and successfully implemented an informal review process and an informal review scheduler for employees to enhance customer service and efficiency.

Summary

CAO put a premium on customer service in the lead up to the 2019 Revaluation, building out the infrastructure for effective customer service support. As was expected, customer service volume spiked once the calendar turned to 2019, with heavy walk-in and call volume continuing through the end of the fiscal year. Despite this, the department successfully rose to the task, maintaining a customer satisfaction rating above target.
County Assessor’s Office (CAO)

**Goal 2: Close the 2011 Revaluation Review Process in Accordance with NC General Statutes**

**Objectives**

**Objective 1:** Ensure all open appeals, refunds and/or tasks related to the 2011 Revaluation Review are closed  
**Objective 2:** Postmortem analysis of the Revaluation Review process

**Key Investments**

No additional County dollar allocations were made during the FY2017-2019 planning cycle for this goal.

**County Efforts**

**Activities**

- Identified all parcels impacted by Senate Bill (SB) §159.  
- Prepared related adjustments (including refunds and discoveries) and mailed notices.  
- Completed exit interview of Pearson Appraisal Service (PAS).  
- Scoped out overall impact of review to include value changes by segment.  
- Determined total costs of the Revaluation review.

**Key Reports**

**Final Analysis of Processes and Costs**

*COMPLETED*

**Summary of Appeals, Discoveries and Refunds**

*COMPLETED*

**Milestones**

- Processed all parcels impacted by the amendment to SL362, Senate Bill (SB) §159.  
- Issued all refunds for current owner(s) that paid discovery bills for years in which they did not own the property as appropriate under SB §159.  
- Contacted all prior owner(s) by generating discovery bills resulting from the SB §159 amendment to SL362.  
- Scheduled and completed all Board of Equalization & Review appeals by February 2016.  
- Completed all legally-mandated and BOCC-requested reports and analyses.

**Summary**

CAO successfully closed out the 2011 Revaluation review process in accordance with North Carolina general statutes. The department properly identified and processed all parcels impacted by Senate Bill (SB) §159, while closing out all Board of Equalization & Review appeals by February 2016. Similarly, the department completed all legally-mandated and BOCC-requested reports and analyses as required.
Criminal Justice Services
## Criminal Justice Services (CJS)

### Business Management Division

#### Goals & Objectives Included

**Goal 4:** Enhance Business Operations to Provide Excellent Services to all Mecklenburg County and Outside Agency Customers

#### Key Investments

No additional County dollar allocations were made during the FY2017-2019 planning cycle for this division.

#### County Efforts

**Activities**

- Facilitated fiscal and budget refreshers for CJS divisions and state partners, which included review of updated Business Management Division (BMD) policies and procedures.
- Published a monthly newsletter with articles focused on department criminal justice led efforts and employee achievements.
- Held bi-monthly knowledge sharing luncheon sessions.
- Held monthly division budget meetings and quarterly state agency budget meetings.

<table>
<thead>
<tr>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.3</td>
<td>2.6</td>
<td>2.5</td>
</tr>
</tbody>
</table>

### Impacts

#### Proportion of employees with at least one professional organization membership

<table>
<thead>
<tr>
<th></th>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>72%</td>
<td>62%</td>
<td>53%</td>
</tr>
</tbody>
</table>

#### Milestones

- Provided mentorship opportunities for interested team members throughout the department.
- Implemented monthly Financial Assessment Survey Tool (FAST) review process and quarterly audit checks.
- Worked with County Security and Risk to develop a Facility Emergency Action Plan.

#### Partner Agencies

One of Criminal Justice Services (CJS) biggest challenges was and continues to be the application of the department’s policies amongst partner agencies. A large portion of the budget goes towards supporting the state agencies. However, it has sometimes been difficult to get non-county organizations to follow the process. As a result, CJS provided various refresher meetings and budget reviews at the start of each new fiscal year.

#### Summary

The Business Management Division was created in FY2017 at the beginning of plan implementation. The division was able to put into place formal policies and procedures regarding the department’s budgeting and business processes for the first time. The creation of policies and procedures has helped ensure consistency and accurate tracking of business operations across the department.
Criminal Justice Services (CJS)  
Forensic Evaluation Unit

Goals & Objectives Included

Goal 1: Promote Data-Driven Decision Making to Improve the Criminal Justice System  
- Objective 4: Increase the efficiency and effectiveness of forensic evaluations available to Mecklenburg County courts

Goal 2: Advance Effective, Evidence-Based Programming to Meet Individual Needs and Reduce Criminal Justice Involvement  
- Objective 5: Reduce number of individuals with severe and persistent mental illness (SPMI) detained in Mecklenburg County Jail Central and Jail North

Goal 3: Lead Interagency and Cross-Departmental Collaboration to Optimize the County’s Investments in Criminal Justice

Key Investments

<table>
<thead>
<tr>
<th>Activity</th>
<th>Description</th>
<th>Budget (FY2017)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 FTE Mental Health Licensed Clinician</td>
<td>Worked with Broughton Hospital in Morganton to improve communication and coordination of care and discharge planning. Executed two memorandums of understanding (MOUs) with community partners to provide mental health services. Received funding from the Cardinal/DHHS grant program, which implemented a computer program that allowed for the sharing of medical info to better identify, treat and divert individuals with mental health issues from the jails and criminal justice system.</td>
<td>$67,398</td>
</tr>
<tr>
<td>$20,000 Pre-release Psychological Evaluation Services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$335,032 Tech Reserve – Forensic Evaluation Solution CRM</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

County Efforts

Activities

- Worked with Broughton Hospital in Morganton to improve communication and coordination of care and discharge planning.
- Executed two memorandums of understanding (MOUs) with community partners to provide mental health services.
- Received funding from the Cardinal/DHHS grant program, which implemented a computer program that allowed for the sharing of medical info to better identify, treat and divert individuals with mental health issues from the jails and criminal justice system.

Number of Forensic Evaluations Clients Served

<table>
<thead>
<tr>
<th>Year</th>
<th>Clients Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017</td>
<td>289</td>
</tr>
<tr>
<td>FY2018</td>
<td>227</td>
</tr>
<tr>
<td>FY2019</td>
<td>174</td>
</tr>
</tbody>
</table>

Impacts

Percent of evaluations assigned to an evaluator within 7 days

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>90.25%</td>
<td>FY2019</td>
</tr>
</tbody>
</table>

Milestones

- Hired a new Mental Health Licensed Clinician/Adult Court Liaison to identify strategies for reducing severe and persistent mental illness.
- Introduced two new juvenile court evaluations that allow targeted evaluations to be completed and submitted to the court 30 to 60 days quicker than evaluations that were previously ordered.
- Implemented the Parent Focused Psychological Evaluation, which reduced the amount of records required to conduct the evaluation and decreased the amount of time for submission to the court.
In FY2018, Mecklenburg County in collaboration with the Charlotte-Mecklenburg Police Department (CMPD) and community service providers launched the Homeless, Outreach and Prevention (HOP) Program. This program focuses on individuals that are identified by CMPD officers as being homeless or at-risk of homelessness. The goal of the program is to prevent these individuals from becoming arrested for “poverty-related crimes” or becoming victims of crime. To fulfill the multiple medical, psychiatric and substance abuse needs of these individuals, the agencies use a collaborative staffing model that allows for coordinated efforts that link individuals to the appropriate services and service providers.

Summary

Over the course of the strategic plan, the Forensic Evaluation Unit focused on providing services for the rising number of individuals with severe and persistent mental illness. Efforts included hiring a new mental health licensed clinician, expanding MOUs to provide mental health services to clients and collaborating with service providers through the HOP Program. In addition, the unit introduced new evaluations that increased the efficiency in delivery of timely information to the court.
**County Efforts**

### Goals & Objectives Included

**Goal 1:** Promote Data-Driven Decision Making to Improve the Criminal Justice System

- **Objective 2:** Increase the efficiency and timeliness of the Public Safety Assessment risk-assessment process
- **Objective 3:** Transition the Pretrial risk-assessment tool, Public Safety Assessment, to the magistrate level to make risk-based information available to magistrates when making their initial bond decisions

**Goal 2:** Advance Effective, Evidence-Based Programming to Meet Individual Needs and Reduce Criminal Justice Involvement

- **Objective 1:** Obtain appropriate tools to provide comprehensive case management services for CJS clients
- **Objective 8:** Pretrial Services will operate according to national standards for providing effective pretrial programming

**Goal 3:** Lead Interagency and Cross-Departmental Collaboration to Optimize the County’s Investments in Criminal Justice

### Key Investments

$161,099

*Tech Reserve – Client Web Portal CRM that provides channel for communication with case managers in Pre-Trial, Drug Court and other programs (FY2019)*

### Average Number of Active Cases Under Pretrial Services Supervision

<table>
<thead>
<tr>
<th>Year</th>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cases</td>
<td>288</td>
<td>363</td>
<td>619</td>
</tr>
</tbody>
</table>

Note: The sharp increase in number of active cases from FY2018 to FY2019 is the result of more referrals from judges, fewer defendants being revoked, and more individuals staying on supervision longer.

### Activities

- Conducted Public Safety Assessment (PSA) refresher trainings with the judges and magistrates in FY2019 in conjunction with the implementation and training of the revised pretrial release conditions matrix.
- Worked with Information Technology Services to develop high-level business requirements to automate the Public Safety Assessment (PSA).
- Secured a letter of support for PSA automation from the North Carolina Administrative Office of the Courts (NCAOC).
- Conducted Criminal Justice (CJLeads) system training with magistrates.
- Convened the Jail Review Committee in December 2018.
- Implemented response to compliance and non-compliance protocols in March 2019.
- Completed procedural justice evaluation that was funded by the Safety and Justice Challenge in May 2019.

### Impacts

*The Public Safety Rate reflects the percent of individuals who are not rearrested for a new charge during supervision. Note: Calculation methodology changed in FY2018, so prior data is not comparable.*

<table>
<thead>
<tr>
<th>Year</th>
<th>Pretrial Services Public Safety Rate*</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2018</td>
<td>82%</td>
</tr>
<tr>
<td>FY2019</td>
<td>76%</td>
</tr>
</tbody>
</table>

### Milestones

- Revised the Decision-Making Framework, which was adopted by the Board of County Commissioners to allow for more non-financial release options.
- Successfully implemented all identified items in the Safety and Justice grant to enhance pretrial services.
- Received national accreditation and became the first stand-alone jurisdiction with an accredited pretrial services program.
- Awarded funding in October 2017 for the public safety assessment automation and hired a Jail Population Coordinator and two additional staff.
- Implemented the Microsoft CRM case management system.
The Public Safety Assessment (PSA) is a research-based assessment that helps judges make risk-based bond decisions on defendants. The PSA uses nine different factors to predict the likelihood of an individual’s success while on supervision. Mecklenburg County sought to automate the process to make it a quicker and more efficient process for the judges. Although funding was secured in October 2017 through the Safety & Justice Challenge, automation was dependent on the State’s Information Technology. Once automation is complete, CJS plans to measure success through percent reductions of the manual PSA process.

Summary

The Pretrial Services Division invested a lot of time and resources into applying best practices, including the implementation of the Public Safety Assessment (PSA) and the related trainings for judges and magistrates. While the Public Safety Rate for Pretrial Services clients decreased from FY2018 to FY2019, the division faced various challenges related to an increased number of individuals being placed on supervision. Moving forward, Pretrial will continue to work with State IT to automate the PSA, which would increase efficiencies and lead to more consistent recommendations for bond requirements.
**Goals & Objectives Included**

**Goal 2:** Advance Effective, Evidence-Based Programming to Meet Individual Needs and Reduce Criminal Justice Involvement  
- **Objective 1:** Obtain appropriate tools to provide comprehensive case management services for CJS clients  
- **Objective 6:** Maximize the Treatment Courts’ effectiveness  

**Goal 3:** Lead Interagency and Cross-Departmental Collaboration to Optimize the County’s Investments in Criminal Justice

---

**Key Investments**

<table>
<thead>
<tr>
<th>1 FTE</th>
<th>$44,628</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Substance Abuse Technician</strong> (FY2017)</td>
<td></td>
</tr>
</tbody>
</table>

| $161,099 | |
| **Tech Reserve – Client Web Portal CRM that provides channel for communication with case managers in Pre-Trial, Drug Court and other programs** (FY2019) |  |

---

**County Efforts**

### Activities

- Began using a self-evaluation tool that was made available through the National Association of Drug Court Professionals. The tool includes in-depth questions for each of the ten national best practice standards.  
- Received a grant from the Bureau of Justice Assistance to evaluate all of the six treatment court programs.  
- Participated in the observation of the treatment courts by evaluators as part of the Bureau of Justice Assistance grant.  
- Audited all service providers to ensure adherence to evidence-based programming that addresses the unique needs of the court population.

---

**Impacts**

**Graduation Rates**

<table>
<thead>
<tr>
<th></th>
<th>District Recovery Court</th>
<th>DWI Recovery Court</th>
<th>FIRST</th>
<th>Wellness Court</th>
<th>Superior Recovery Court</th>
<th>Youth Court</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FY2018</strong></td>
<td>40%</td>
<td>61%</td>
<td>33%</td>
<td>25%</td>
<td>20%</td>
<td>50%</td>
</tr>
<tr>
<td><strong>FY2019</strong></td>
<td>54%</td>
<td>65%</td>
<td>25%</td>
<td>38%</td>
<td>26%</td>
<td>54%</td>
</tr>
</tbody>
</table>

Note: The Recovery Courts began separating out graduation rates by court in FY2018, rather than continue with a combined measure. Given the differences in the courts and population served, the division decided to look at the outcomes separately by court.

---

**Milestones**

- Adopted the use of the Ohio Risk Assessment System (ORAS) in FY2017 to better identify high risk/high need individuals for program.  
- Remodeled the drug lab in February 2018 and permitted for additional space and increased efficiency in lab sample processing.  
- Implemented the Microsoft CRM case management system in May 2018, providing a consolidated management information system for the drug court teams.

Note: The division began tracking this measure in FY2018.
<table>
<thead>
<tr>
<th>Prevention &amp; Family Recovery Grant</th>
</tr>
</thead>
<tbody>
<tr>
<td>In FY2017, CJS was awarded a $300,000 Prevention &amp; Family Recovery grant from Children and Family Futures. This grant focused on systems change for the dependency court area by piloting changes to the family drug treatment court (FIRST program) and ensuring best practices for a family-centered approach are implemented. The FIRST Recovery Court Program was able to make significant changes in the Dependency Court System and includes; decreased amount of time from referral to admission; increased participation from social workers and Guardian ad Litem representatives; and added evidence-based parenting classes for all participants.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Despite serving a rising proportion of clients with high risk/needs, CJS Recovery Courts were able to increase graduation rates across all the various courts from FY2018 to FY2019. To better track progress in each of the courts, the department began monitoring individual court graduation rates in FY2018. The Recovery Courts continue to better align themselves with national best practice guidelines and provide intensive, long-term case management to the individuals served, while also increasing interaction with court and community partners.</td>
</tr>
</tbody>
</table>
Criminal Justice Services (CJS)
Re-Entry Services

Goals & Objectives Included

Goal 2: Advance Effective, Evidence-Based Programming to Meet Individual Needs and Reduce Criminal Justice Involvement
- **Objective 2:** Increase the capacity of Re-Entry Services to provide services to CJS clients
- **Objective 3:** Improve access to affordable housing for those with criminal histories

Goal 3: Lead Interagency and Cross-Departmental Collaboration to Optimize the County’s Investments in Criminal Justice

Key Investments

<table>
<thead>
<tr>
<th>1 FTE</th>
<th>$60,188</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case Manager for Re-Entry Services (FY2017)</td>
<td></td>
</tr>
</tbody>
</table>

| $161,099 |
| Tech Reserve – Client Web Portal CRM that provides channel for communication with case managers in Pre-Trial, Drug Court and other programs (FY2019) |

County Efforts

Activities

- Identified new potential housing partners that increased the number of available beds for residents returning from jail/prisons.
- Participated in the County’s Workforce Development Initiative serving as a partner during the design phase in FY2018 and continuing through the pilot in FY2019 by referring ten clients to the pilot and supplying case management services and on design team.
- Worked with Lincoln and Gaston Correctional Centers to expand services for those inmates that will return to Mecklenburg County upon their release.

Impacts

<table>
<thead>
<tr>
<th>Average Starting Wage per Job Placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017: $10.67</td>
</tr>
</tbody>
</table>

6-Month Employment Retention Rate

- FY2017: 54%
- FY2018: 57%
- FY2019: 60%

Milestones

- Implemented the Microsoft CRM case management system in Q2 FY2019.
- Received the NCDPS Alternatives to Commitment grant approved for FY2017/2018 in the amount of $83,589 to serve 25 juveniles (age 15+) under juvenile court supervision on level II/III dispositions.
- Provided rental assistance to 200 individuals, totaling 729 months. Increased number assisted from 54 in FY2017, to 65 in FY2018, and 81 in FY2019.
Re-Entry Services (RES) began delivering Department of Justice (DOJ) re-entry simulations in March 2018. The goal of this simulation is to gain an understanding of the significant obstacles faced by residents attempting to navigate the system and services upon their release from incarceration. Over 2 hours participants experience the first month of post-release life and engage in a guided discussion debriefing their experiences and reflecting on their successes and failures. RES also developed table-top and juvenile services versions to use for targeted populations. During FY2018-2019, RES delivered six simulations reaching college students, county employees, City/County elected officials and executive staff, Leadership Charlotte participants, landlords and property managers, as well as numerous community-based and faith organizations.

Re-Entry Services (RES) led efforts of Re-Entry Partners of Mecklenburg (RPM) during FY2017 - FY2019. RPM is a network of 40+ core agencies and additional associate agencies working together to serve those residents living with criminal histories. Twice yearly RPM delivers a Career Expo of employers and employment-focused providers and attended by anyone with a criminal history, reaching on average 150 participants annually. RPM also began conducting Resource Fairs inside Lincoln and Gaston Correctional Centers in FY2018-2019, connecting over 300 inmates to community service providers.

Over the course of the FY2017 - FY2019 Strategic Business Plan, Re-Entry Services sought to improve outcomes for clients by increasing access to housing, work opportunities and other supportive services. While the starting wage per job placement saw a slight increase between FY2018 and FY2019, the employment retention rate increased by six percentage points over the course of the three years.
**Goals & Objectives Included**

**Goal 1:** Promote Data-Driven Decision Making to Improve the Criminal Justice System  
**Goal 2:** Advance Effective, Evidence-Based Programming to Meet Individual Needs and Reduce Criminal Justice Involvement  
- **Objective 7:** Provide objective research, evaluation and performance monitoring for county and community-based agencies  
**Goal 3:** Lead Interagency and Cross-Departmental Collaboration to Optimize the County’s Investments in Criminal Justice  
- **Objective 3:** Monitor racial disproportionality in the adult criminal justice system and partner with local justice system stakeholders to reduce any identified disproportionalities  
**Goal 4:** Enhance Business Operations to Provide Excellent Services to all Mecklenburg County and Outside Agency

---

**Key Investments**

<table>
<thead>
<tr>
<th>1 FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>$75,350</td>
</tr>
</tbody>
</table>

*Planning and Research Management Analyst (FY2018)*

---

**County Efforts**

**Activities**

- Collaborated with the Charlotte Mecklenburg Police Department (CMPD) to develop and release public-facing dashboards.
- Helped develop an Implicit Bias Curriculum for criminal justice and judicial employees within Mecklenburg County.
- Worked with the Haywood Burns Institute in FY2019 to conduct an analysis of disparities at several points in the criminal justice system.
- Completed a validation study on the Public Safety Assessment with assistance from the Arnold Foundation.

**Impacts**

**Percent of Performance Measures Aligned with Best Practices**

<table>
<thead>
<tr>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>71.43%</td>
<td>90.00%</td>
</tr>
</tbody>
</table>

**Milestones**

- Received a $2 million grant award from the MacArthur Foundation for the Safety & Justice Challenge in October 2017, which allowed CJS and its justice system partners to move forward with the implementation of several local criminal justice strategies.
- Received a technical assistance award from the Bureau of Justice Assistance and the Pretrial Justice Institute in October 2017 that resulted in a new pretrial violation response grid based on violation levels and graduated responses.
Through the work of the Safety and Justice Challenge (SJC) grant, the CJS Research and Planning Division (RPD) has been able to partner with key criminal justice stakeholders to identify and implement strategies designed to reduce the local jail population. These strategies have included the implementation of bail policy reform, the development of Failure to Appear (FTA) and Failure to Comply (FTC) bench cards for judicial officials, and the redesign of the Release Conditions Matrix to allow for the expanded use of pretrial services. As a result of the work that has been done in Mecklenburg, the MacArthur Foundation invited the county’s CJS site to reapply for additional funding, and the RPD applied in September 2019.

Summary

The Research and Planning Division (RPD) experienced two key challenges during the FY2017-2019 period: expansion and turnover of staff. Through both county and SJC funding the RPD added additional management analyst staff but has also seen turnover at both the manager and analyst positions. In addition, the collection and reporting of department measures has transitioned to the RPD which has provided an opportunity for an alignment of measures with best practices.
**County Efforts**

**Activities**

- Management and Supervisors met regularly to improve efficiency and service delivery in the prototype Community Resource Center (CRC).
- DCR partnered with the County’s Business Process Management (BPM) division to study trends in service utilization and customer wait-time at the prototype CRC.

**Impacts**

- In June 2019, the CRC celebrated its one-year anniversary, serving over 93,000 customers the first year in a nationally recognized prototype for integrating health and human service delivery.
- The County received an Achievement Award in 2019 from the National Association of Counties (NACo) for the Community Resource Center. NACo Awards honor innovative, effective programs that strengthen services for residents.

**Milestones**

- In June 2019, the CRC celebrated its one-year anniversary, serving over 93,000 customers the first year in a nationally recognized prototype for integrating health and human service delivery.
- The County received an Achievement Award in 2019 from the National Association of Counties (NACo) for the Community Resource Center. NACo Awards honor innovative, effective programs that strengthen services for residents.

**Prototype**

FY2019 was the first full year the prototype CRC was open under the Department of Community Resources. During FY2019, the Department of Community Resources absorbed the Child Support Enforcement department as well as the Health and Human Services (HHS) Consolidated mailroom.

**Summary**

DCR completed its first year of operations at the CRC, with more than 93,000 customer tickets served thus garnering national attention. DCR has focused on collaborating on the development of technology solutions such as its Microsoft Dynamics-based system used to manage customer experience as well as participating in the development of the County’s Single View of the Customer platform that will streamline HHS programming to help customers more easily access services. In June 2019, over 80 Health and Human Service leaders from across the nation visited the CRC to tour the center and receive information from staff. The Center has been identified as a national best practice model for integrated service delivery. The department will use the lessons learned during its first year to refine its processes and partnerships to enhance services for customers under its FY2020 – FY2022 Strategic Business Plan.
Department of Community Resources (DCR)

**Goal 2: Business Coordination & Support: To provide support and information to core Health and Human Services departments to improve processes and services necessary to improve the prospects and quality of life for County residents.**

### Objective

**Objective 1:** Management and Data Coordination: Utilize a holistic outcome approach for services by ensuring efficient operations; effective planning; and collection, and analysis and coordination of data collected from County departments, community organizations and stakeholders.

### Key Investments

<table>
<thead>
<tr>
<th>Position</th>
<th>FTE</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Manager</td>
<td>1</td>
<td>$109,000</td>
</tr>
<tr>
<td>Management Analyst</td>
<td>1</td>
<td>$70,078</td>
</tr>
</tbody>
</table>

### County Efforts

**Activities**

- As a new department, DCR developed its Strategic Business Plan, Continuity of Operations Plan, and Departmental Work and Performance Plan. DCR then substantially modified these deliverables in FY2019 as it absorbed the Child Support Enforcement department and the Health and Human Services (HHS) Consolidated mailroom.
- Departmental leadership worked in partnership with the County’s Asset and Facilities Management department and the County’s other Health and Human Services departments (i.e., Public Health, Community Support Services and Social Services) to begin preparation for future Community Resource Centers.

### Impacts

**Milestones**

- DCR filled its Business Manager and Management Analyst positions.
- These employees provided key support to the department’s collaboration with internal-facing departments, including the County Manager’s Office, Financial Services, Human Resources, and Information Technology Services as well as other County Health and Human Services Departments such as the Department of Social Services, Community Support Services, and Child Support Enforcement.
- DCR absorbed the Department of Social Services Mailroom and integrated additional HHS departments to create the Health and Human Services (HHS) Consolidated mailroom. Throughout FY2019, the mail functions for Child Support Enforcement, Community Support Services, and Public Health were consolidated into HHS Mail Services.

### Summary

Goal 2 of the plan included hiring critical members of DCR’s management team, which was crucial for DCR as it established itself as a new department. With the core team and processes in place, the activities associated with this goal have become more routine and part of the department’s everyday activities. As a result, this goal was completed and is not included in the department’s FY2020 – FY2022 Strategic Business Plan.
**Department of Community Resources (DCR)**

**Goal 3: Generation: To generate opportunities to strengthen and build communities through effective communication, coordination, partner engagement and solutions-focused planning efforts**

### Objective

**Objective 1:** Community and Partner Engagement: Provide outreach and engagement to communities and stakeholders to address risks, challenges, and barriers to neighborhood growth, and to collectively develop opportunities and strategies to build healthy, thriving communities.

### Key Investments

No additional County funding allocations were made during the FY2017-FY2019 cycle for this goal.

### County Efforts

#### Activities

- Throughout FY2019, DCR leadership and staff have provided outreach to the local community, sharing information and resources and building relationships with individuals, families, and community organizations.

- DCR initiated efforts to align the System of Care (SOC) model with CRC service delivery. The goal for including the SOC model into the CRC framework is to develop family-specific plans where appropriate that will move families to greater independence.

- The department began transitioning the County’s Unified Workforce Development program into DCR. The program will leverage workforce development activities performed by multiple County departments and community partners to improve residents’ employment prospects.

#### Impacts

**Milestones**

- The department completed phase one of the System of Care project within DCR, focused on strategy development.

- A Senior Program Manager was selected to manage the Unified Workforce Development program during and after the program’s transition to DCR.

**Community Engagement**

DCR’s community engagement included outreach to key community partners outside of the County such as: Central Piedmont Community College, Novant Health, Communities in Schools, and Charlotte Center for Legal Advocacy. Beginning in FY2019 or FY2020, newly developed partnerships will allow customers to conveniently access services from these organizations during visits to the Community Resource Center.

### Summary

DCR focused on relationship building with various community partners in FY2019. The department also began efforts to implement System of Care and Unified Workforce frameworks under its FY2020 – FY2022 Strategic Business Plan. DCR is positioned to expand its coordination of services and resource offerings, improving its ability to assist residents in achieving economic independence. The department will continue to engage communities, refine its strategies, and define success indicators as the specific priorities of its collaboration efforts emerge.
Finance
**Finance (FIN)**

**Goal 1: Improve Fiscal Competency of County Employees**

### Objectives

**Objective 1:** Increase knowledge of financial and procurement operations, policies, and procedures for County employees

**Objective 2:** Enhance general and technical knowledge, skills, and abilities in the field of local government finance for fiscal employees

### Key Investments

<table>
<thead>
<tr>
<th>1 FTE</th>
<th>$31,545</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior QA &amp; Training Specialist (FY2017)</td>
<td>$75,413</td>
</tr>
<tr>
<td>Tech Reserve - Financial Analytics and Dashboards (FY2019)</td>
<td></td>
</tr>
</tbody>
</table>

### County Efforts

#### Activities

- Led training on purchasing policy, travel, invoice processing and more for departments across the County.
- Partnered with HR to deliver the biennial P-card refresher training.
- Developed a uniform training process to align training with employee Individual Development Plans (IDPs) and meet department training needs.
- Expanded training opportunities for entry and mid-level staff, allowing more team members to cross-train in all areas of local government finance and related areas.

#### Impacts

![Employee Development Index (% positive response)](chart)

<table>
<thead>
<tr>
<th>FY2015</th>
<th>FY2016</th>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>92%</td>
<td>89%</td>
<td>91%</td>
<td>90%</td>
<td>88%</td>
</tr>
</tbody>
</table>

#### Milestones

- Developed comprehensive onboarding for new employees with an info packet and Finance representative at County orientations.
- Improved revenue and fund balance forecasting through the establishment of a team-based approach.
- Revised methodology to more accurately analyze and forecast trends in the County’s motor vehicle tax base.
- Developed a framework to create and distribute dashboards and embed them into SharePoint to illustrate and share crucial data.

### Training and Engagement

In Oct 2018, the Quality Assurance and training specialist left. As such, while employees continued to receive training, it did not necessarily align with department goals and needs. Finance leadership devoted significant efforts to identify gaps and real training needs, which they mapped out comprehensively by the end of FY2019. This information coupled with the insights gleaned from the employee engagement partnership with the UNC School of Government.

### Summary

Finance had some significant successes (i.e. procurement guidelines being updated for the first time in five years), but leadership recognized there were targeted areas for improvement to strengthen the organization and enhance employee development. While the number of employees participating in training remains high, this was partially due to attending ‘All Hands’ meetings. Instead of resting on these seemingly high results, the Department took a proactive approach to design and implement an innovative training framework that will carry through its FY2020 - FY2022 Strategic Business Plan, although this goal does not continue in the reorganized FY2020 - FY2022 plan.
Finance (FIN)
Goal 2: Improve Communication of Financial and Procurement Information

Objectives

Objective 1: Increase internal employee satisfaction with internal communication
Objective 2: Increase awareness and knowledge of fiscal, procurement, and calendar year-end deadlines among internal employees and departments

Key Investments

Repurposed Funds to Create a Front Office Leadership Position

Business Manager
(FY2019)

County Efforts

Activities

• Revised and expanded the Finance newsletter to include more relevant information for staff.
• Created an Advantage Pending Transactions Report distributed daily to all Procurement staff.
• Reviewed MeckWeb and MeckNC.gov Finance pages, and other departments, to identify options/best practices.
• Coordinated with stakeholders and developed an internal communications plan for staff about the departmental move, including in-person information sessions, emails and a process to collect and address questions.
• Department staff participated in an internal communications survey as part of the department’s employee engagement initiative to gather information on employee preferences and giving employees voice.
• Widened the avenues of communication to assist departments in completing their year-end requirements.

Impacts

Milestones

• In FY2018, 67% of Finance respondents “agreed” or “strongly agreed” that communication had improved since previous year.
• Updated MeckWeb to include links to critical information for staff on the landing page for easier navigation.
• Started a quarterly economic briefing to discuss forecasts/recent events and how they may impact the county.
• Published a new webpage to share economic reports:
  o Quarterly Economic Update
  o Residential Housing Market Report

Management

Recognizing challenges with management within the department, Finance has sought to invest in leadership at all levels. To improve communication across divisions during the three-year plan cycle, the Department instituted regular managers meetings to share information and get feedback from mid-level managers; get input on priorities, needs and process changes; and better understand how cross-divisional issues impact different areas to generate better solutions.

Summary

Finance recognizes the challenges around communication, but the Department has worked diligently to address these issues. The employee engagement initiative has sought to better capture, understand and tackle employees’ concerns and give employees voice. The Department has also moved to streamline communication, moving away from the confusion and inefficiency of a distributed model. Improving communication to enhance collaboration and customer experience remains a key goal in the department’s FY2020 - FY2022 Strategic Business Plan.
**Finance (FIN)**

**Goal 3: Improve Coordination of Financial & Procurement Processes, Policies and Procedures**

### Objectives
- **Objective 1:** Improve the accuracy and consistency of, and the ability to electronically search for and locate all financial and procurement policies and procedures
- **Objective 2:** Increase efficiency of financial and procurement processes, staff, and technology resources

### Key Investments
- Repurposed Funds to Create an Analytics Position
  - IT Business Analyst (FY2019)
  - Finance has also viewed every vacancy as a strategic opportunity, repurposing positions where appropriate.

### County Efforts

**Activities**
- Revised the Reconciliation Form (Cash Receipts Form) to auto-populate key information from the Cerner Transaction Detail report.
- Developed a Claims Management Project List that identifies projects designed to increase efficiency of staff, eliminate paper-driven/manual processes and improve revenue collection.
- Completed enhancements to several forms and policies, including the Accounts Payable Policy, the New Unit Request Form, Office Depot Authorization Form and the Sole Source Justification Form.
- Worked with Information Technology Services (ITS) to identify and update the IT End User Buying Guide.

**Impacts**

![Compliance Reviews Completion Rate](chart)

- **Milestones**
  - Revamped the Long-Range Model and established framework for improving regular update & reporting of long-term financial impacts.
  - Implemented Claims Work and Inquiry Queues to increase efficiencies in managing and processing claims.
  - Streamlined CAFR development and financial projections from actuals with spreadsheet server implementation.
  - Consolidated all procurement documents to one location, implemented naming convention and standardized retention process.

### Audit Program Reviews

One significant win for Finance during the three-year plan cycle was changing the process for Internal Audit program reviews. Previously, requests were not always well-documented and, as a result, not always filled. To address these concerns, the Department proactively developed a SharePoint site and process to ensure all Internal Audit requests were captured and addressed accurately and timely.

### Summary

Finance made significant progress on updating policies and procedures, completing functional reviews of Central Finance and identifying opportunities to improve organizational design. Despite the wide range of other enhancements made (like updating cash management policies to properly reflect state law), implementing a continuous improvement plan for financial processes and policies remains an area of focus for the department’s FY2020 - FY2022 Strategic Business Plan.
Finance (FIN)

**Goal 4: Increase the Value of Procurement Services**

### Objectives

**Objective 1:** Improve the capability of an enterprise-wide strategic spend methodology to achieve maximum flexibility and cost-effectiveness for County departments  
**Objective 2:** Improve the coordination of and collaboration on purchasing activities in conjunction with other support departments  
**Objective 3:** Improve the effectiveness of County’s Environmentally Preferable Purchasing (EPP) Program

### Key Investments

No additional County dollar allocations were made during the FY2017-2019 period

### County Efforts

**Activities**

- Implemented CyberSure, a software that sends out automatic notifications to the vendor, to track Certificates of Insurance (COI).
- Developed improvements for vendor master file management to improve accuracy and reduce risk of fraud or misapplied payment.
- Implemented Procurement Service Request Tool, a single electronic entry point to request and track all project requests.

**Impacts**

![Graph of percentage purchases made on contract](image)

- 79.5% to 80.0% in FY2019
- 77.2% to 78.9% in FY2018

Note: The measure assesses the total dollar amount spent on contract vs. the total dollar amount

**Milestones**

- Acquired and uploaded the NC HUB vendor list into the CGI Advantage (financial) system, leading to:
  - 30% increase in new, previously unidentified vendors
  - 55% increase in total vendors with an active Minority and Women Small Business Enterprise (MWSBE) certification.
- Rolled out updates to procurement policies for Federal funding to align with new Uniform Guidance requirements.
- Rolled out Vendor Self Service as a part of the e-procurement, procure-to-pay implementation project.

### Public Health Pilot

Finance partnered with the County’s Public Health on a pilot to improve procurement processes and communication. Several short-term goals were completed by the end of FY2019, including utilizing data archiving to ensure consistent and complete contract files; improving communication by including the vendor name within email subject line for all POs; and enhancing MWSBE vendor search within CGI InfoAdvantage by adding a commodity code filter on the data. The pilot will be closing out in FY2020, with any outstanding items left to be addressed in the study follow up.

### Summary

Despite the gains made during the three-year plan cycle, (e.g. updates to Uniform Guidance and significant increase in vendors with an active MWSBE certification), there is more to be done. The Department has already partnered with the National Government Procurement Institute to evaluate procurement policies, procedures, roles, and responsibilities and secure recommendations for improving customer service and procurement outcomes. The department has also reached out to other government agencies (e.g. Wake County, Raleigh) to learn what’s working in the procurement space, as this goal continues as a critical part of the department’s FY2020 - FY2022 Strategic Business Plan.
Human Resources
Human Resources (HRS)

Goal 1: Implement a Holistic, Integrated Talent Management Approach for the County

Objectives

Objective 1: Create a strategic, enterprise-wide plan for talent management
Objective 2: Increase organizational readiness to attract, retain, and develop talent by improving talent acquisition process to ensure the County is acquiring the best talent

Key Investments

| 3 FTE | $171,026 |
| Recruitment Positions (FY2017) |
| $17,202 |
| Recruitment Materials (FY2017) |
| $52,000 |
| Recruitment Licenses and New-Hire Drug testing (FY2019) |

County Efforts

Activities

• HR contracted with Deloitte to review its talent management strategies and provide recommendations for improvements.
• The department implemented a new talent management model with a pilot group of departments.

Impacts

Average Days to Fill Positions

| FY2017 | FY2018 | FY2019 |
| 58 | 62 | 67 |

Number of Positions Filled

| FY2017 | FY2018 | FY2019 |
| 1,348 | 1,279 | 1,840 |

Milestones

• HRS hired an employee to focus on employee retention and engagement.
• HRS initiated the development of a new Applicant Tracking System to support its recruitment efforts. The department anticipates the system will be implemented in FY2020.

Context

The increases from FY2017 - FY2019 in the Average Days to Fill Positions measure reflect the challenges of hiring in a competitive labor market with low unemployment. Additionally, the department has noted that the definition of this measure is slightly different from the industry standard. In response to these challenges, HR has included enhanced recruitment strategies and tools in its FY2020 - FY2022 Strategic Business Plan and has brought the definition of the measure in line with the industry standard starting in FY2020.

HR also experienced leadership changes in both FY2018 and FY2019. The current department director has included the development of a new competency model and associated technology in the department’s F2020 - FY2022 Strategic Business Plan. The Learning and Organizational Effectiveness division will lead the effort.

Summary

The department’s approach to talent management experienced a high degree of change from FY2017 - FY2019 due to multiple changes in leadership. The department’s FY2020 - 2022 Strategic Business Plan reflects a new vision for talent management within the County that HRS will implement over the coming years.
Human Resources (HRS)

**Goal 2: Improve the Physical and Mental Health and Wellness of County Employees**

### Objectives

**Objective 1:** Redesign benefit plans to ensure the County is providing competitive options for employees  
**Objective 2:** Introduce wellness platform and increase participation in wellness platform programs

### Key Investments

$90,400  
*Cigna Wellness Platform and Screening (FY2017)*

### County Efforts

#### Activities

- The department completed annual changes to the benefit plan design and communicated the changes to employees.  
- HRS identified additional locations for biometric screenings by offering screenings at OurHealth clinics.  
- The department offered various classes, trainings, and activities to support employees in improving their physical and mental health.

#### Impacts

<table>
<thead>
<tr>
<th>Percent Year-Over-Year Change of Health Plan Members with Common Chronic Conditions (FY2019)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diabetes</td>
</tr>
<tr>
<td>Hypertension</td>
</tr>
<tr>
<td>Obesity</td>
</tr>
</tbody>
</table>

#### Milestones

- In FY2019, HRS expanded its contractual relationship with OurHealth clinics to include full clinic services in addition to biometric screenings.  
- HRS planned the transition of benefit vendors from Cigna to Blue Cross Blue Shield which will take effect on January 1, 2020.

#### Context

HR began reporting results for a more robust set of measures related to employees’ physical wellness in FY2019 including measures related to the prevalence and cost of diabetes, hypertension, and obesity for individuals on a County health plan. Additionally, in the number of wellness activities completed by Mecklenburg County employees overall increased from FY2017 (13,991) to FY2018 (15,039) to FY2019 (14,391).

#### Summary

HR continues to place a high priority on providing a competitive benefits package as a key tool for increasing employee retention, engagement, and satisfaction. The department’s efforts to support employees in improving their mental and physical health will continue under its FY2020 - FY2022 Strategic Business Plan.
Quarterly IT Governance meetings have been a key strategy used to help maintain alignment with management and departmental technology needs. These meetings have generated much greater communication and decision-making throughout the organization.

The impacts of this goal can best be measured by the implementation of prioritized projects. The list below highlights key projects completed by fiscal year between FY2017 and FY2019:

**Health and Human Services:**
- Youth and Family Services (YFS) Safe Measures (FY2017);
- Community Resource Center (CRC) Customer Service Management and Queueing system (FY2018);
- My CRC Connection Tool (FY2018);
- YFS Child Protective Services Hotline (FY2018);
- Social Services (DSS) Hybrid Mail Expansion (FY2018);
- Echo Hosting Online (FY2019);
- DSS Day Sheet Automation (FY2019)

**Criminal Justice Services:**
- Civil Paper Service Mobile Imaging (FY2017);
- Medical Examiner LODOX Body Scanner (FY2017);
- Mass Fatality Tracking System (FY2017);
- CJS Pre-Trial Case Management System (FY2018);
- CJS Data Warehouse (FY2018);
- CJS Court Date Text Messaging Notifications (FY2018);
- Public Defender OnBase Expansion (FY2019);
- Re-Entry Services Case Management System (FY2019)

**County Administration/Financial Services:**
- CharMeck Web Hosting (FY2017);
- Asset and Facilities Management (AFM) Large File Storage (FY2017);
- Long Range Financial Planning (FY2017);
- AssessPro Upgrade (FY2017);
- Advantage Procurement (FY2017);
- PeopleSoft 9.2 Upgrade (FY2017);
- Azure Site Recovery (FY2017);
- Assessor’s Office Modria Dispute Resolution Solution (FY2017);
- Oracle High Availability (FY2017-2018);
- Performance Management System (FY2018);
- Public Website Accessibility (FY2019);
- Radio Repeater System Replacement (FY2019)

**Sustainable Communities:**
- Land Use and Environmental Services Agency (LUESA) Posse to Winchester Upgrade (FY2017);
- Library Point of Sale System replacement (FY2017);
- Winchester High Availability (FY2018);
- Library network upgrades (FY2017-2019);
- Economic Development (EDO) Grants Management System (FY2019);
- Google Fiber Connectivity to Imagine-On (FY2019);
- Library Horizon Cloud Hosting (FY2019);
- LUESA Address Management Solution replacement (FY2019);
- Waste Works Upgrade (FY2019)

**Summary:**
ITS has implemented a large portfolio of projects while managing significant changes in technology and management. As systems and processes became more routine, and challenges with staff and technology were managed, the number and scale of projects has increased. This goal remains the same in the FY2020-FY2022 ITS Strategic Business Plan.
Information Technology Services (ITS)

Goal 2: Financial Management: Maximize IT-Related Resources, Optimize Return on Investment, and Provide High-Value IT Services in a Cost-Effective Manner

Key Investments

| 2 FTEs |
| $171K |

1 IT Asset Manager, 1 IT Vendor Risk Manager (FY2019)

County Efforts

Activities

• In FY2019, ITS implemented IT vendor risk management and IT asset management (ITAM) functions, which includes a formal ITAM team and IT asset management system.

• The IT asset management system tracks technology assets and purchasing history (as of FY2019: desktops, laptops and mobile devices). Measures have been implemented to remediate internal audit findings to ensure controls and compliance of technology assets.

Impacts

| Percent Total Expenditures on Non-Discretionary Programs/Projects |
| FY2018 | 45% |
| FY2019 | 52% |

Milestones

To enhance processes in this area, in Q2 of FY2019, ITS began producing a weekly department management report that highlights the department’s current financial status, contract status, vacancy status, and performance trends. The report has allowed ITS to respond quickly to changes and new issues.

Context

Non-Discretionary spending keeps normal business operations running, whereas discretionary spending allows for enhancements and innovation. Efforts have been made to ensure the County’s technology investments move more spending into the non-discretionary category to better align with the industry standard of 60% and to ensure stability, security and reliability of technology. Additionally, a multi-year budget plan has been developed for IT enterprise risk management.

Summary

ITS faced financial management challenges during this planning cycle including multiple sets of start-up expenses for new functions and filling positions in a tight hiring market. Asset management is critical to lifecycle management, financial management, and security of County technology assets. Vendor risk management is critical to the protection and controls of county data managed by third party vendors.

This goal does not continue in the FY2020 - FY2022 ITS Strategic Business Plan, but the measurement and monitoring established between FY2017 and FY2019 continue and is an integral part of the operation. IT Vendor Risk Management and IT Asset Management have been realigned to Secure the Business Platform in the department’s FY2020-FY2020 Strategic Business Plan.
Information Technology Services (ITS)

Goal 3: Implement and Drive Maturity of an IT Operating Model that Utilizes a Consistent Methodology and is Focused on Continuous Improvement of Service Delivery

County Efforts

Activities

Investments in development, service monitoring and quality services tools were the initial efforts taken to reach this goal. That was followed by two reorganizations and realignments of existing staff in the following fiscal years to establish the roles required to support the following maturity activities:

- Defined Enterprise Architecture standards for platform and data management and creation of an Architecture Review Board in FY2017
- Continuous improvements to the software development life cycle (SDLC) methodology (FY2017-FY2019)
- Implemented tighter IT change management controls and disaster recovery tabletop planning in FY2018
- Formalized the IT incident and event management processes in FY2019
- Realigned the ITS Enterprise Architecture function to be combined with Strategy and Planning division to improve business partner/customer collaboration, accelerate speed to business outcomes, and transform resident outcomes in FY2019.

Impacts

Milestones

- Adoption of new Azure DevOps tools in FY2019 supported software quality assurance, including: requirements management, test management and business process testing for IT and application environments.
- These features address key aspects of this goal:
  - To know what work should be done, at what stage, and by whom.
  - Consistent processes and documentation to ensure provision of IT Services that meet County business needs.

Summary

Efforts to achieve this goal began with investing in tools and systems in FY2017. Organizational changes in FY2018 and FY2019 were followed by the adoption of a new quality services tool. This is an ongoing effort and ITS now has a much more robust and developed Quality Assurance (QA) infrastructure.

This goal continues in the department’s FY2020-FY2022 Strategic Business Plan in the goal “Mature the ITS Organization.”
Information Technology Services (ITS)

Goal 4: Provide Available & Scalable IT Services and Systems that are Dependable and Flexible

### Key Investments

<table>
<thead>
<tr>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>$7.5 Million</td>
<td>Tech Reserve - commitments to Evergreen computer replacement along with network upgrades, VOIP phone migration and backup system replacement (FY2017-FY2019)</td>
</tr>
<tr>
<td>8 FTEs</td>
<td>$703K 1 System Architect; 2 Sr QA Analysts (FY2017) - $283K; 2 Architects, 1 QA Analyst, 1 Tech Analyst, 1 Firewall Administrator (FY2019) - $420K</td>
</tr>
</tbody>
</table>

### County Efforts

#### Activities
- ITS implemented personnel changes during FY2017 that increased the focus on Business Systems Analysts, IT Architecture, Quality Services Testing and IT Business Operations.
- In FY2018, ITS developed a five-year plan to replace old and failing network equipment and improve security, data and other network standards.
- Supported multiple relocations throughout the County in FY2019.

#### Impacts

By FY2019, the effects of the investments in this goal included:
- Enterprise Resource Planning (ERP) systems migrated to Oracle Data Appliance (ODA) to ensure high availability.
- PeopleSoft database (for Human Resources), POSSE Winchester (for Land Use and Environmental Services) and Advantage (for Financial Services) were completed.
- Completed Library Network Infrastructure.
- Continued strategy to replace 25 percent of existing computer fleet every year.

#### Milestones

ITS Completed the Evergreen Technology Network Infrastructure project to replace firewalls and to increase bandwidth and enable VOIP (Voice Over Internet Protocol) capability (FY2017 - FY2018).

### Summary

The overarching strategy for this goal was to move from a reactive to proactive approach to addressing technology issues. This has required a deliberate sequence of first building personnel and hardware infrastructure in the early stages of the FY2017 - FY2019 planning cycle, while still maintaining and providing key services, like the multiple moves of County departments.

Efforts to achieve this goal began with investing in and realigning positions along with developing plans for network upgrades. This was done in combination with large investments in the evergreen replacement to bring desktop equipment up to standards.

This goal has been realigned into a new structure in the FY2020 - FY2022 ITS Strategic Business Plan. Elements of this goal appear in “Mature the ITS Organization” and “Secure the Business Platform” in the FY2020 - FY2022 Strategic Business Plan.
Information Technology Services (ITS)

**Goal 5: Utilize Appropriate Risk Management Processes and Tools that Protect and Secure Enterprise IT Resources**

### Key Investments

| $5.5 Million | 4 FTEs |
| Tech Reserve - for Risk and Disaster Recovery, Data Loss Prevention, SIEM, Malware detection, Wireless Systems upgrades (FY2017-FY2019) | $344K |
| 1 Technical Analyst II (FY2017) - $87K; 1 IT Manager; 1 Security Analyst, 1 SCCM Engineer (FY2019) - $257K |

### County Efforts

**Activities**

- A large portion of Dynamics Platform was implemented in a “second datacenter” in the MS Azure cloud in FY2017.
- This doesn’t seem like a direct core activity to securing technology/platforms. Malware Detection Solution was completed in FY2019.
- Began installation of networking equipment in Atlanta in order to re-engineer the network for resilience with redundant Infrastructure (FY2019).
- Updated Business Continuity Plan for the ITS Service Desk to ensure sustainable operations (FY2019).
- Installed a firewall to contain and isolate existing application servers from network activity to mitigate cyber security risks (FY2019).
- Completed Phase 1 of Multifactor Authentication to protect the County from credential theft. This will enable enhanced security posture by requiring external users to utilize multifactor authentication to access Mecklenburg County’s Office 365 Portal (FY2019).
- Completed initial implementation of SIEM (Security Information Event Management) tool, which will allow ITS to view activity on the network and respond to security events faster (FY2019).
- IT Security rolled out the Phish Alert Email Button to all County employees (FY2019).
- Completed the project to use an eDiscovery system for public information requests. This will allow Mecklenburg County to effectively process eDiscovery requests (FY2019).

### Impacts

#### % Critical Applications with Disaster Recovery Coverage

| FY2018 | FY2019 |
| 57% | 67% |

### Milestones

- After the December 2017 cyber incident, ITS implemented “new normal” practices, with alerts and more restrictions on emails as well as the email gateway to reduce phishing and ransomware (FY2018).
- During FY2018, multiple hardware and software updates were implemented or initiated that enhanced risk management: Windows 10 workstation upgrade, SQL Server Consolidation, Library network upgrade, HIPPA PCI assessment and remediation, Purchase of new Security Event and Incident Management tool (SEIM) and E-Discovery chosen for public information requests.

### Summary

This part of the plan followed an arc of building the needed technical and personnel infrastructure in FY2017, catching up on desktop and back-end infrastructure in FY2018, while readjusting and reprioritizing after the cyber incident. By FY2019 important tools and updates were being rolled out to end-users and key ITS staff for back-end monitoring and protection. This goal continues in the department’s FY2020 - FY2022 Strategic Business Plan in the goal “Secure the Business Platform.”
Information Technology Services (ITS)  

Goal 6: Develop an IT Services Culture that Fosters Engaged and Productive Team Members

County Efforts

Activities

In FY2018, the Employee Climate Survey Committee, which was created as part of the strategy for this goal, presented goals and recommendations to ITS leadership to improve employee climate. Several actions followed in FY2019:

- Distributed FY2018 Employee Climate Survey results and reviewed scores at the July IT-ALL Meeting.
- Started a ‘Munch and Learn’ series of presentations and discussions around topics that employees have expressed interest in as well as general topics.
- Held employee appreciation events to recognize ITS achievements.

Another strategy used was to work with Human Resources on a Job Role Architecture project. This project’s aim was to increase market rate pay equity and create clearly defined career paths. Team proposals were submitted to Human Resources in FY2019.

Impacts

<table>
<thead>
<tr>
<th>Most Days I feel Good About Coming to Work (% positive response)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017</td>
</tr>
<tr>
<td>71%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>I Would Recommend Meck. Co. as a Good Place to Work (% positive response)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017</td>
</tr>
<tr>
<td>70%</td>
</tr>
</tbody>
</table>

Milestones

To further enhance employee engagement, ITS staff helped develop the FY2020-FY2022 Strategic Plan.

Summary

Efforts to manage large scale changes in leadership and technology have resulted in stabilizing employee climate survey results. Sentiments of ITS staff as seen through the Employee Climate Survey results have shown improvement in the percent of positive responses to the statement “Most days I feel good about coming to work.” However, results for “recommending the County as a good place to work,” remained stable at a relatively low rate of positive response. This goal does not continue in the department’s FY2020 - FY2022 Strategic Business Plan, but the operational changes implemented to make improvements in this area will continue.
Internal Audit
Internal Audit (AUD)
Goal 1: Deliver High-Quality Assurance and Consulting Services

Key Investments

<table>
<thead>
<tr>
<th>1 FTE</th>
<th>$25,000</th>
<th>1 FTE</th>
<th>1 FTE</th>
<th>$155,925</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

County Efforts

Activities

- Implemented optimal audit management software.
- Employed new project management approach (e.g. work breakdown structure, tollgates, etc.) to improve efficiency and effectiveness.
- Provided relevant mentoring, training, and coaching to build staff knowledge, skills, abilities, and job satisfaction.
- Updated fraud hotline processes to align with new case management system.
- FACilitated annual control self-assessment survey and reporting.
- Conducted annual countywide risk assessments to identify and respond to changes in the County’s risk universe, optimizing resources and ensuring the relevance and value of the annual audit plan.
- Updated audit planning process and internal KPIs to increase audit accountabilities and efficiencies.
- Maintained the Quality Assurance and Improvement Program (QAIP) to review audit activities and ensure compliance with The Institute of Internal Auditors International Professional Practices Framework Standards.

Impacts

- % of Auditors Meeting Continuing Education Requirements
  - FY2017: 100%
  - FY2018: 100%
  - FY2019: 100%

- # of Audits Completed
  - FY2017: 9
  - FY2018: 35
  - FY2019: 31

- # of Continuous Auditing and Monitoring Scripts in Use
  - FY2017: 24
  - FY2018: 24
  - FY2019: 32

- Employee Climate Survey Indexes
  - 2017: 98%
  - 2018: 100%
  - 2019: 95%
  - Target: 95%
Impacts (cont.)

![Graph showing % of Adjusted Audit Plan Completed]

**Milestones**
- In FY2018, passed five-year peer review with no suggestions for improvements and several callouts for excellence.
- Completed new fraud hotline case management system customizations and internal training (Phase II is underway to provide necessary system training and consistent hotline case investigator training).
- Implemented new project management tools to enhance efficiency.
- Implemented new audit management software, modifying the audit process to be more efficient and effective.
- Three years of conducting the annual Control Self-Assessment Survey.

**Professional Development**
Internal Audit has cultivated a highly skilled workforce garnering a myriad of professional accomplishments and designations:
- Certified: Internal Auditor (9), Risk Management Assurance (6), Information Systems Auditor (3), CPA (1)
- Lean Six Sigma: Yellow Belt (9) and Green Belt (2)
- Audit managers serve on NFBPA Southern Piedmont Chapter Executive Committee
- Director serves on/in multiple Institute of Internal Auditors Boards, Committees and roles.

**Context**
Internal Audit faced some challenges over the three-year plan cycle:
- The FY2017 Health Department Audit, which required all auditors’ participation, delaying current audit activities.
- Numerous follow-up audits that required shifting staffing resources and delaying other current audit activities.
- Turnover and lack of qualified applicants for open senior and information technology (IT) auditor positions: they received a senior and IT auditor position in the FY2019 budget and have been unable to fill the IT Auditor position.

**Summary**
Internal Audit has faced several unique challenges over the three-year plan cycle, from unplanned activities (2017 Health Department Audit), implementation activities for new audit management and fraud hotline systems, and challenges acquiring or retaining senior and IT auditor open positions. Despite these hurdles, the department continues to produce high-quality audit and consulting work, maintaining a highly-credentialed workforce and working to enhance efficiencies in their project management and audit processes. In addition to the day-to-day work, the department has taken active leadership roles in several County initiatives, e.g., Enterprise Risk Management and the annual CSA survey, developed and maintained countywide trainings, i.e., Fraud Awareness and Ethics in the Workplace, as well as provided trainings to increase County employee awareness of risk, internal controls, and internal auditing activities. This goal continues as a renamed Goal 1 in the FY2020 - FY2022 planning cycle: “Effect Positive Change in the County’s Governance, Risk Management and Control Activities.”
Land Use and Environmental Services Agency
Land Use and Environmental Services (LUESA)

Goal 1: Enhance the Customer Experience for Building Development Services (Code Enforcement Division)

Objective

Objective 1: Implement more efficient, customer-friendly and seamless processes

Key Investments

$473,000

Funds used to implement a more customer friendly and seamless process to enhance the customer experience for building development services (FY2017-2019)

County Efforts

Activities

- During FY2018, LUESA created online customer dashboards to allow customers to more actively manage projects.
- Existing staff were transitioned to a Special Projects Team in FY2019, focusing on the time-sensitive, unique process of permitting special events. These refinements reduced turnaround time and addressed the lack of customer familiarity with permit requirements.
- In FY2019, LUESA overhauled its website to create a more refined, user-friendly experience.

Impacts

Milestones

- In FY2017, LUESA created a “Mega-Multifamily Team” consisting of 30 positions of the types needed to address the specialized needs of multifamily and large commercial customers. Team members conduct both plan review and field inspections thus creating a seamless process for the customer.
- In FY2019, a contract was executed for a new electronic plan management and review system called Accela.

New Rules

During FY2018, state legislation created new rules for North Carolina State Building Codes enforcement, changing some long-held standards for customers. LUESA implemented technology changes and a comprehensive educational campaign to inform customers of development services about the changes.

Summary

Code Enforcement staff have continuously focused on strategies for enhancing customer experience. Technology enhancements have allowed customers to be better informed and to better manage projects, including holds, which can delay a certificate of occupancy. The strategic communications strategy for engaging with customers has been completely overhauled. Service streams and processes are more customer-oriented and user-friendly. Staff are working with and educating customers as the 2018 State Building Codes and other legislative changes are fully phased in and implemented. This goal will continue in the department’s FY2020 - FY2022 Strategic Business Plan.
Land Use and Environmental Services (LUESA)

**Goal 2: Ensure Cost Effective and Alternative Long-term Solutions for Solid Waste Management (Solid Waste Division)**

### Objectives

**Objective 1:** Review current contracts and opportunities for renewal for long-term Waste Disposal & Re-cycling needs for all of Mecklenburg County

**Objective 2:** Have cost effective environmental solutions toward waste reduction, re-use and recycling

**Objective 3:** Evaluate and update Solid Waste infrastructure necessary for waste acceptance and processing

### Key Investments

- **$5M**
  - Operating Equip, Solid Waste Facilities (FY2017-2019)

- **$1.2M**
  - Two scales for Foxhole Landfill (FY2018)

### County Efforts

#### Activities

- Conducted study of future waste disposal sites (FY2017-FY2018) and assessment of full-service waste and recycling facilities (FY2017).
- Purchased heavy equipment to restructure work more efficiently (Edge Compost Turner, Materials Handler, Vermeer Grinder and Articulated Dump at the Foxhole Landfill) (FY2017-FY2019).
- Added two additional scales at the Foxhole Landfill facility to accommodate customer service concerns.

#### Impacts

**Residential Diversion Rate**

<table>
<thead>
<tr>
<th></th>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>35%</td>
<td>34%</td>
<td>35%</td>
</tr>
</tbody>
</table>

### Milestones

In FY2019:

- Finalized extension of Speedway Landfill contract, providing landfill option with stable fee structure through 2028.
- Extended Material Recover Facility (MRF) contract by one year while developing RFP and examining options to operate facility internally.
- At the Foxhole Landfill, the two additional scales reduced waiting times of inbound customers by 80% (FY2018).

### Context

Tracking recycled materials by weight continues to be the standard measurement, however, materials continue to weigh less and be made of less dense products. This affects weight comparisons between years, as aluminum cans, plastic bottles and other items are ‘light weighted.’ Residential diversion rates remain stable, indicating participation in recycling and waste diversion continues.

### Summary

Solid Waste Management completed planned projects during FY2017 - FY2019. This included renewal of the key contract for long-term waste disposal, additional acceptance facilities and changes to improve efficiency and service while minimizing cost. This goal will continue in the department’s FY2020 - FY2022 Strategic Business Plan.
**County Efforts**

- Mecklenburg County Air Quality (MCAQ) led effort to create the “Breathing Room” initiative to prioritize ozone-reduction strategies for the region in FY2018-FY2019.

- Filter-based fine particulate monitoring techniques were replaced with real-time continuous instruments at all eligible air quality monitoring sites reducing costly filter analysis and providing real-time data to the public.

- The majority of Air Quality Division revenue (74%) was invested in staff that provide service to approximately 545 businesses with air quality permits; respond to requests from the public; apply for and manage state and federal grants; and maintain a certified air monitoring program taking hundreds of measurements daily.

**Impacts**

**Milestones**

- On September 17, 2019, the Mecklenburg Board of County Commissioners approved the Breathing Room Path Forward, a plan to reduce ozone-forming emissions.

- MCAQ was awarded $2.2 Million in competitive grant funding to support GRADE (Grants to Replace Aging Diesel Engines) in FY2019 which will reduce air pollution by 300 tons.

- MCAQ became the first agency in the southeast to receive federal approval for an online asbestos notification system. This allows customers to submit the required information electronically and will be accessed through Code Enforcement’s online permitting systems.

**Summary**

MCAQ is a "certified local air pollution program" throughout Mecklenburg County, including incorporated areas. The division continues to be funded through local permitting fee revenue, state gasoline tax and federal and state grants and is the only certified local air program in the state to do so. This goal will continue in the department’s FY2020-2022 Strategic Business Plan.
Land Use and Environmental Services (LUESA)

Goal 3: Enhance Quality of Life through Environmental Stewardship
(Storm Water Services Division)

Objectives: 3.2. Implement the Creek Use Policy—All waters be suitable for prolonged human contact and support varied species of aquatic vegetation and aquatic life; 3.3. Prevent loss of life and property due to flooding

Key Investments

$940K
Department of Homeland Security (DHS) Grant to reduce flood risk (FY2017-2019)

$219K
retroFIT Grant Funds Awarded (FY2017-2019)

County Efforts

Activities

- Storm Water Services (STW) finished a pilot implementation of the retroFIT (Floodproofing Improvements Together) grant program to reduce flood losses for local property owners in FY2017 (the program has continued since that time).
- STW developed and implemented flood reduction strategies to obtain a Community Rating System (CRS) class reduction that lowered flood insurance premiums for residents in FY2017.
- Worked to improve creek water quality through elimination of point and non-point pollution sources, providing public education and controlling runoff in coordination with the City of Charlotte and other Mecklenburg towns.
- Worked with Department of Homeland Security (DHS) in FY2019 to enhance the Risk Assessment/Risk Reduction (RARR) Tool.

Impacts

% of Stream Miles Suitable for Human Contact

<table>
<thead>
<tr>
<th></th>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Results</td>
<td>81%</td>
<td>83%</td>
<td>86%</td>
</tr>
<tr>
<td>Targets</td>
<td>87%</td>
<td>93%</td>
<td>97%</td>
</tr>
</tbody>
</table>

Milestones

- 100% of 304 mile of streams monitored were found to be suitable for human contact during Q2 of FY2018. This has never been achieved in the 50-year history of Charlotte-Mecklenburg’s efforts to restore its polluted streams. In 1997, only 25.1% of the streams were suitable for prolonged human contact.
- STW received approximately 100 low-cost flood sensors doubling the size of the flood warning system from the Department of Homeland Security (DHS) in FY2019.
- New fee structure approved in FY2019 that makes the Storm Water Program 100% cost recoverable by FY2021.

Summary

STW efforts have contributed to greatly improved water quality in Mecklenburg creeks and in protecting homeowners and residents from flood risk. Through grants programs with Department of Homeland Security (DHS), STW created opportunities to further enhance flood warning systems. In the FY2020 - FY2022 Strategic Business Plan, the RARR Tool will be used to define Residual Flood Risk and set operational and financial strategies to reach Residual Flood Risk in the future. This goal will continue in the department’s FY2020 - FY2022 Strategic Business Plan.
Land Use and Environmental Services (LUESA)

Goal 4: Ensure Best in Class Geographical Information Data Mapping Systems (Geospatial Information Systems (GIS) Division)

Objectives

Objective 1: Maintain Accurate and Timely Property Ownership and Addressing data

Key Investments

| $618K | Tech Reserve support for master addressing conversion and integration of ROD and CAO data (FY2017 - $529K, FY2019 - $88K) |
| $20K | Staff Training (FY2018) |
| 1 FTE | GIS Technician (FY2018) |

County Efforts

Activities

- Automated an interface between the geospatial information data layers and Charlotte Water’s billing system for efficient billing of commercial storm water properties in FY2018.
- In partnership with County Assessor’s Office (CAO) and the Register of Deeds (ROD), GIS implemented a new workflow manager to process ownership information and parcel mapping changes digitally as part of the department’s modernization initiative in FY2018.
- Partnered with the City of Charlotte in FY2017, FY2018 and FY2019 to offset the cost of Oblique Photography.

Impacts

Milestones

- GIS implemented Tax Parcel Management in partnership with CAO to migrate tax parcel mapping from an outdated vendor system to a more modern mapping system supported by software vendor ESRI in FY2018.
- Completed master addressing conversion (master address table maintenance and centerline tools from Farragut to ESRI) in FY2019.
- Over, FY2017 - FY2019 planning cycle, processed a total of 122,453 deeds within 30 days.

Master Addressing Conversion

The master address conversion project supported Police, Fire and MEDIC in their use of the new “next Generation 911” (NG911) dispatch system. NG911 operates on an Internet Protocol and allows for interconnection among multiple networks. This involved County GIS staff working with City and County Emergency response teams to identify data needs and maintenance processes.

Summary

GIS increased overall Land Records currency by implementing new technologies, forming partnerships and aligning staffing resources. Examples of these partnerships include the improved address integration with City and County IT databases that utilize County addresses. The department continued supporting emergency response and permitting across the County during the FY2017-2019 planning cycle. This goal will continue in the departments’ FY2020 - 2022 Strategic Business Plan.
Manager’s Office
County Manager’s Office (MGR) – Attorney’s Office

**Goal 1: Mitigate Non-Compliance in the Organization**
**Goal 2: Leverage the Judiciary to Enhance Coordination Between Courts & Court Systems**

### Key Investments

<table>
<thead>
<tr>
<th>2 FTEs</th>
<th>$144K</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Legal Assistants</strong> (FY2018)</td>
<td></td>
</tr>
</tbody>
</table>

| $18,800 |
| **Family Law Facilitator Program** (FY2018) |

### County Efforts

**Activities**

- Developed training modules that effectively communicated the requirements for information security compliance and the consequences for failing to do so.
- Met with judges, system stakeholders, guardian ad litem office, service providers, juvenile court and district court representatives to discuss and outline issues noted from each perspective.
- Developed an action plan to address identified impediments and create communication strategy for dual court involved juveniles.
- Collected data on juvenile case progression to identify weaknesses in the process and how best to address weaknesses in order to address issue of permanence.

### Impacts

**Fraud Awareness & Workplace Ethics Training Completion Rates**

- FY2017: 86%  89%
- FY2018: 86%  89%  72%

**Privacy/Security & Prohibited Practices Training Completion Rates**

- FY2017: 89%  85%  72%
- FY2018: 89%  85%  72%

### Organizational Improvements

Bringing County attorneys in house allowed for reassessment of the business model and improvements in operating efficiency, including reallocation of the workforce (i.e. use of legal staff for work on litigation and other major projects that would normally be contracted out).

### Summary

The Attorney’s Office spent time during the planning cycle enhancing relationships with judges and standing up a new department. Some of the things the department focused on were: invoicing, implementing education and learning structure for employees, enhancing knowledge of budget and spend, etc.
County Efforts

Activities

Collaborated with:

- County Assessor’s Office (CAO) on all improvement processes and reviewed the field canvassing and assessment processes and procedures.
- Human Resources team to create a talent management strategy that attracts, retains, and develops employees.
- ACS (vendor) and Health and Human Services (HHS) Departmental staff to design and implement a pilot program for 40 individuals.
- HHS Departmental staff and Library staff to document current state referral process for early childhood programs.
- Public Health Departmental staff and selected vendor to operationalize new lab services model.
- Department of Social Services (DSS)-Economic Service Division leadership team to identify and incorporate NCFAST (North Carolina Families Accessing Services Through Technology) functional and system program improvements as they relate to processing, timeliness, and quality standards.
- HHS leadership to determine operational & governance strategies needed to meet the CRC program requirements.

Project Tollgate Metrics Met:

<table>
<thead>
<tr>
<th>Metric</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>CRC Prototype</td>
<td>98.6%</td>
</tr>
<tr>
<td>Early Childhood Referral</td>
<td>100%</td>
</tr>
<tr>
<td>HHS Operational Model</td>
<td>100%</td>
</tr>
<tr>
<td>Public Health Service Model</td>
<td>100%</td>
</tr>
<tr>
<td>Assessor’s Office</td>
<td>100%</td>
</tr>
</tbody>
</table>

CRC

- Completed development of service delivery workflows (processes) for programs to be offered in the Community Resource Center (CRC).
- Assisted with final configuration and staff training for the CRC queuing solution.
- CRC Prototype opened on June 4, 2018.
- Worked with CRC staff to operationalize service delivery and complete a 6-month operational baseline analysis.
- Completed work to include Novant Health services in the CRC Prototype.

Summary

- Conference Center Operations Design: Collaborated with AFM, ITS, HR, and other resources to design and implement the reservation, use, and maintenance protocols for the new Conference Center.
- Criminal Justice Services (CJS) Current State Evaluation: Partnered with the CJS staff to review and document 14+ current state business operation processes and recommended areas for review and improvement.
- Legal Department: The newly formed Legal Department staff were interviewed to document current state operations and provided recommendations for reporting metrics, KPIs, and process improvement opportunities.
- County Assessor’s Office (CAO) and Office of the Tax Collector (OTC) on Lobby Workflow Design: Worked with CAO and OTC to plan and engineer the best customer interaction processes for the move to the new location and upcoming tax season.
County Manager’s Office (MGR) – Enterprise Project Management

**Goal 1: Provide Project Management Training and Resources to Advance Dept. SBPs**

**Goal 2: Provide Project Management Expertise in Coordination of Enterprise Initiatives**

### Key Investments

No additional County dollar allocations were made during the FY2017-2019 planning cycle for these goals.

### County Efforts

#### Activities

- Ensured the standardization of processes across Project Managers related to time, scope and budget.
- Developed Roles and Responsibilities Matrix (with ITS on technical aspects of projects).
- Refined Risk and Issue management techniques.
- Trained project management staff on agile methodologies.
- Created Practical Management Training Module for County employees.
- Partnered with various stakeholders in a consultative role for initiatives with regards to providing recommendations, Project Management services, and all support activities (e.g. Bringing Mecklenburg County To You (BMC2U) facility moves, County policy for document imaging services).
- Trained Project Managers and utilized the Sure Step methodologies.
- Enterprise Project Management (EPMO) managed large Enterprise Projects such as:
  - Healthy Vending - to ensure 100% compliance with the Healthy Vending and Food Policy.
  - Criminal Justice Case Management (Microsoft Dynamic CRM) – forefront of Mecklenburg County's enterprise solution for case management utilizing the Microsoft Dynamic CRM suite.

#### Impacts

- Customer Satisfaction Rating

<table>
<thead>
<tr>
<th>Year</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2018</td>
<td>94%</td>
</tr>
<tr>
<td>FY2019</td>
<td>98%</td>
</tr>
</tbody>
</table>

#### Milestones / Narrative

- Established standardized training curriculum for Project Managers.
- Created standardized Risk and Issue management practice and incorporated into all Steering Committee Communications and meetings.
- Rolled out Project Portfolio Management (PPM) training through MeckWeb and classroom settings.
- Completed MEDIC, VCW, and government district moves in partnership with AFM.

### CRC

The Community Resource Centers (CRC) supports the core departments of Mecklenburg County Health and Human Services (HHS) in providing customers an integrated service delivery model representing each core department service and community partners. EPMO led the multi-year project to strategize, develop, and create the prototype CRC with a mission to strengthen individuals and families, promote health and wellness, and build community.

### Summary

Enterprise Project Management provided support for a number of key County-wide projects, including the opening of the first Community Resource Center and multiple facilities move that were part of the Bringing Mecklenburg County To You initiative. In addition to managing a variety of large projects across the county, EPMO invested in the training and development of employees.
County Efforts

Activities

• Scheduled broad-based training on division operations quarterly.
• Scheduled individual training sessions monthly on a rotating basis.
• Re-aligned individual responsibilities where appropriate.
• Partnered with BPM to review current work processes.
• Partnered with HR on developing transition plans.
• Partnered w/AFM to research possible options for record room locations.
• Met with City, County, and CMS staff to discuss up-fitting the dais.

Individual Training Sessions Conducted

10

Impacts

Milestones / Story

• Identified a designated area for a records room in the renovation plans for CMGC 11th floor
• Created transition plan for Clerk to the Board of County Commissioners

Summary

The Clerk’s Office had to keep an eye on past, present and future during the three-year plan cycle with the impending retirement of the Clerk to the Board of County Commissioners. Despite the change, the division continued to function successfully, conducting training sessions to improve staff competencies and working closely with Asset and Facilities Management (AFM) to find space for a new records room. Staff worked proactively and diligently to develop transition plans to avoid unnecessary disruption with the new Clerk to the Board as of December 2019.
County Efforts

Goal 1: Strengthen Crisis Management Capabilities
Goal 2: Maintain Economic Sustainability

**Key Investments**

* $60,000
  * Lobbying Contract
    * (FY2017)

**County Efforts**

**Activities**

* Established written procedures and uniform language/approach to crisis management within the Manager’s Office.
* Tested, revised and re-tested the Crisis Management Plan.
* Identified and addressed proposed legislative changes to County revenue sources and service delivery models.
* Developed Long Range Financial Planning (LRFP) model and made significant updates:
  * CIP Tracker with links to InfoAdvantage and automation of CIP Budget publications
  * Construction Planning Tool
  * Vehicle and sales tax data analyzers, along with a five-year housing database
  * Continual refinements to enhance revenue forecasting and budget accuracy

**Impacts**

**Crisis Management Plan Draft**

* Completed

**Milestones**

* In response to the Ransomware Attack, no data were lost and ITS was able to recover almost 100 percent of critical systems within 30 days.
* ITS implemented several “new normal” security policies and tools to upgrade system/data recovery capabilities.
* The LRFP tool was used to:
  * Guide the adoption of the FY2019-2023 Capital Improvement Program and the Greenway Acceleration key initiative.
  * Support Affordable Housing, the Sales Tax Referendum, a Land Bond Study and Health Care Reserve Analysis among other initiatives/strategies.

**LRFP Model**

The development of the LRFP model was a major success and was used extensively to support the adoption of key County initiatives. It has become a critical budgeting tool and has improved financial forecasts. The model has been shared with the bond rating agencies and the State Treasurer’s Office, leading the bond rating agencies to now list long-range financial planning as a core strength for Mecklenburg County.

**Summary**

Extensive progress was made across the core Manager’s Office functions over the course of the three-year plan cycle. The accomplishments tied to the development and enhancement of the Long Range Financial Planning model are well-documented. The key stakeholders made significant progress in completing the Crisis Management Plan draft, and the framework and infrastructure for a more robust Enterprise Risk Management approach were also put into place.
County Manager’s Office (MGR) – Office of Management and Budget (Combined)

Goal 1: Stabilize, Grow Knowledge and Skill Base of Enterprise Management Analysts
Goal 2: Enhance the Strategic Planning and Budget Process

Key Investments

No additional County dollar allocations were made during the FY2017-2019 planning cycle for these goals.

County Efforts

Activities

- Ensured cross-training of key information from senior Enterprise Management Analysts (EMAs).
- Assessed EMAs and support team members knowledge, skills and abilities to customize approach to enhance skill set.
- Created list of strategic planning and budget activity over an 18-month period.
- Provided accurate and timely information to dept. contacts on concepts linking strategic planning and budget activities.
- Identified the needs of dept. staff and developed content and process documents to enhance competencies.

Impacts

Customer Satisfaction - Budget Communication Practices

<table>
<thead>
<tr>
<th></th>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Results</td>
<td>82%</td>
<td>100%</td>
<td>94%</td>
</tr>
</tbody>
</table>

Customer Satisfaction - Strategic Planning Communication Practices

<table>
<thead>
<tr>
<th></th>
<th>FY2018</th>
<th>FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Results</td>
<td>96%</td>
<td>96%</td>
</tr>
</tbody>
</table>

% of Team Members w/ "Exemplary" Performance Scores

<table>
<thead>
<tr>
<th></th>
<th>FY2017</th>
<th>FY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Results</td>
<td>13%</td>
<td>50%</td>
</tr>
</tbody>
</table>

Milestones

100% of Enterprise Management Analysts presented to the Executive Team

Summary

The strategic planning and budget team had three successful years by ensuring that consistent and constant communication occurred across the organization with regards to key work performed. The strategic planning and evaluation team continued to enhance its communication with staff by conducting bi-monthly strategy and performance internal consultant meetings.
County Manager’s Office (MGR) – Office of Management and Budget (Budget)
Goal 1: Promote Sound Financial Management: Improve Reporting and Monitoring

Key Investments

No additional County dollar allocations were made during the FY2017-2019 planning cycle for this goal.

County Efforts

Activities

• Conducted deep dive analyses and zero-based budget exercises on department operating budgets.
• Incorporated financial planning model and three-year strategic business plans into the annual budget process.
• Analyzed key financial information to determine trends, drivers and other contextual factors that affect department budgets.
• Created and established a year-round monitoring and reporting process for the operating budget to ensure County funding is utilized efficiently and assist with promoting sound financial management.
• Planned annual Board of County Commissioner retreats.

Impacts

<table>
<thead>
<tr>
<th>% of Quarterly Budget and Monitoring Reports Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017</td>
</tr>
<tr>
<td>100%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Customer Satisfaction w/ Budget Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017</td>
</tr>
<tr>
<td>Service Quality</td>
</tr>
<tr>
<td>Timeliness</td>
</tr>
<tr>
<td>Respect</td>
</tr>
<tr>
<td>Communication</td>
</tr>
</tbody>
</table>

Milestones

• Received 2018 GFOA Excellence in Government Award for development and implementation of the quarterly budget monitoring process.
• Completed deep-dive analysis for Park and Recreation, Community Support Services, and the Community Outreach Division of Department of Social Services.
• Held successful Board Retreats prior to each fiscal year, incorporating Board priority setting in FY2019 in preparation for the FY2020 Budget.

Summary

From FY2017 through FY2019, the Office of Management and Budget (OMB) implemented a quarterly monitoring process to improve budget development and awareness of budget trends throughout County organizations. The budget team adjusted the budget process to incorporate the financial planning model and strategic business planning.
County Manager’s Office – Office of Management and Budget (SP&E)

Goal 1: Promote SP&E practices to Create a Proactive and Strategic Thinking Culture

Key Investments

| $510,186  |
| Performance Management System |
| (FY2017 + FY2019) |
| $50,000  |
| Performance Management Executive Dashboards |
| (FY2019) |

County Efforts

Activities

- Conducted survey of dept. directors to gauge needs on performance management and measurement practices.
- Developed and implemented comprehensive performance management program that includes real-time ongoing collecting, tracking and reporting of data to enhance performance management practices throughout the County.
- Collected customer satisfaction data from departments on strategic planning team practices around performance management.
- Refined the strategic planning process for how to modify department strategic business plans on an annual basis.
- Provided quarterly reports on department strategic business plans to the Executive Team and annual report outs on the performance of the corporate strategic business plan to the Board.
- Collected annual performance data, conducted reviews vs. baselines and prepared KPI analyses for Executive Team.

Impacts

Customer Satisfaction - Strategic Planning Practices

<table>
<thead>
<tr>
<th>FY2018</th>
<th>FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>83%</td>
<td>85%</td>
</tr>
</tbody>
</table>

Customer Satisfaction - Performance Management Practices

<table>
<thead>
<tr>
<th>FY2018</th>
<th>FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>96%</td>
</tr>
</tbody>
</table>

Milestones / Narrative

The following milestones were achieved:

- Achievement of the Association for Strategic Planning’s Richard M. Goodman Award in 2017.
- Performance Management System implementation in 2018.

Summary

The Strategic Planning and Evaluation team made great strides over the last three-years with the implementation of the County’s first performance management system to track organizational activity with regards to the three-year strategic business plans, annual work plans and performance measures. In 2019, work began to develop performance management dashboards and work will continue for the FY2020-FY2022 strategic business plan cycle. Over the three-year planning period, $25,307,340 in total funding was budgeted for Strategic Business Plan initiatives.
MEDIC
**Medic (EMS)**

**Goal 1: Reduce Demand for Service on Medic**

**Objectives**

- **Objective 1:** Reduce reliance on the 911 system by frequent users by 38%
- **Objective 2:** Identify tactics to safely reduce unnecessary use of the 911 system by 10%

**Key Investments**

No additional County dollar allocations were made during the FY2017-2019 planning cycle for this goal.

**County Efforts**

**Activities**

- Collaborated with Public Health to identify community-based interventions aimed at addressing patient need before it becomes acute.
- Collaborated with Community Support Services and other community partners to facilitate individual interventions and improvements in the effectiveness of the High Frequent User program.
- Engaged staff at Charlotte-Mecklenburg Police Department (CMPD) to understand their new Community Policing Crisis Response Team and Medic’s interaction in caring for patients on scene.
- Completed qualitative testing of the First Responder Only project, learnings will be used to develop improvements in the program and increase dispatcher enrollment of eligible calls.

**Impacts**

**First Responder Only Project**

In 2017, MEDIC launched an improvement project based on the theory that many requests initiated by allied agencies (i.e., CMPD, Charlotte Fire Department (CFD)) were preventable and resulted in cancellations of the crew and ambulance, a refusal by the patient, or transport for a non-life threatening condition. Analysis showed that 77.3% of these requests for service likely occurred before a need for medical support was identified and, as a result, 53% did not result in a patient transport. Using a combination of retrospective data and associated simulation testing, the project team established eligibility criteria for a delayed EMS dispatch to requests for service. Through FY2019, a total of 2,086 (19.24%) eligible and preventable responses have been avoided, leaving ambulances in place for quicker response Medic’s most critical patients.

**Summary**

The Medic High Frequency User program created a venue for community partnership across first responder agencies and community organizations such as housing, behavioral health, and social work. Through hard work, high frequency 911 users receiving intervention from the team have demonstrated a 20.8% reduction in EMS transports from FY2017 to FY2019. This program will continue to operate with the aim of working with partner organizations and linking patients to more appropriate care. In addition, the Agency’s Alternative Response Time project led to the implementation of a first responder only dispatch methodology that decreased unnecessary ambulance responses in 19% of applicable calls in FY2019.
Medic (EMS)

Goal 2: Further Improve Fiscal Sustainability

Objective

Objective 1: Decrease total cost of ownership for Medic’s ambulance fleet

Key Investments

No additional County dollar allocations were made during the FY2017-2019 planning cycle for this goal.

County Efforts

Activities

• Developed a fleet replacement strategy based on the new ambulance design.
• Tracked total cost of ownership for the new Dodge 5500 chassis for comparison to the previously used Navistar chassis.
• Continued to transition fleet to the new Dodge chassis and assess cost of vehicle ownership.
• Tested an idle reduction tool that showed excellent promise in field trials, which will potentially reduce fuel and vehicle maintenance costs.

Impacts

Ambulance Cost Reduction Strategies

$22,000 reduction per ambulance chassis

$1.23 reduction per mile driven on new chassis

70% reduction of engine idling with technology install

Milestones

• Dodge 5500 chassis replacement schedule:
• An idle mitigation solution was tested on two ambulances and resulted in the awarding of a $500,000 grant by NC State University and NC Clean Energy Technology Center to equip 22 additional ambulances
  • In 2019, the two test ambulances saw a 70% reduction in idle time, equating to 3,125 fewer hours spent idling that reduced 20.9 tons of CO₂ emission and 1,891 fewer gallons of fuel used for savings of $4,445.

Ambulance Redesign

Mecklenburg EMS Agency (MEDIC) embarked on a project aimed at completely revamping the Agency’s ambulance design – from chassis to internal configuration. The Agency sought a more comfortable and ergonomically designed patient care module compliant with newly released ground-vehicle safety standards, in addition to a vehicle platform with a lower total cost of ownership. The highly successful project was led by Medic employees, and the improved design was tested using cardboard mock-ups and based on input received from more than 200 caregivers who make these ambulances their office each and every day. This remains an iterative process, with new feedback resulting in additional changes to future modules. The above figure demonstrates the reduced cost achieved by the redesign.

Summary

The Ambulance Redesign project was a low-cost, high-yield effort. Using inexpensive and flexible materials, the Agency was able to test the functionality of a new design and make in-time adjustments. Considering only cost/mile to operate, Medic’s entire fleet of 64 ALS ambulances will cost $1,792,000 less to operate over the life of the fleet (approximately eight years). By exploring the efficacy of an idle mitigation technology in Medic’s system, engine life is extended, fuel consumption is decreased, and environmental impacts of a diesel engine are diminished. The future of this work includes installing units into additional ambulances and testing the added benefit of solar panels.
County Efforts

**Activities**

- Planned and implemented logistics processes to utilize the new headquarters.
- Conducted a needs assessment to understand how employees interact with their work environment.
- Continued efforts to integrate employee feedback into workspace improvements and work towards measuring progress.
- Undertook two projects to improve employee satisfaction with the work environment, with increased opportunity to provide input into the design and uses of community space.

**Impacts**

- **Employee Satisfaction with Medic HQ**
  - FY2018: 54.13%
  - FY2019: 51.83%

**Data Context**

- Employee Satisfaction with Medic HQ Design Input (above) showed a slight decrease – this may be attributed to the volume of new hires who would not have had the opportunity to provide input into the design.
- The slight decrease in overall employee satisfaction (left) was further explained through free-text feedback. Scores were lower, overall, due to missed expectations of timelines for planned activities from initial employee feedback.

**New Medic Headquarters**

The new Wilkinson Boulevard location has afforded new efficiencies and flexibility to support new endeavors. Prior to relocating to this facility, agency improvement efforts were undertaken to understand waste associated with ambulance deployment and recovery. End-of-shift recovery was improved through campus design, including easy-to-access fueling stations, automatic wash bays, and dual restocking lanes. To improve the restock process, the team relocated supplies, reducing both time and steps to prepare an ambulance for re-deployment. The building boasts considerable configurable space, which allows Medic Headquarters to host county events including the 2020 Republican National Convention.

**Summary**

In FY2019, Medic celebrated its second year at the new Wilkinson facility. Since moving, the number of late deployments was reduced by 13% through efficiencies in the ambulance recovery process. In addition to increasing efficiencies, Medic worked to ensure employees had a smooth transition to the new building. Prior to relocation, Medic administrators sought employee input in design, with specific interest in improving safety and workflows of the Agency’s varied departments. After relocation, employee feedback was utilized to assess workflow and location needs. As of FY2019, 51.8% of employees were either “extremely satisfied” or “very satisfied” with the new facilities.
Medical Examiner
Medical Examiner’s Office (ME)

Goal 1: Build a National Best in Class Operation
Objectives: 1.1 Provide the highest level of forensic pathology service

County Efforts

Activities

- ME changed the educational requirements on future Forensic Pathologist postings to require Forensic Board certification upon hire or within two years of date of hire.
- The department continued the useful life of the full body Lodox X-ray machine by extending the warranty for this critical equipment used in conducting autopsies with greater accuracy.
- Upgraded software licenses of critical systems to stay current for continued support and service.

Key Investments

| $27,105  |
| X-ray machine warranty (FY2018) |
| $28,000  |
| Technology Upgrades and Licenses (FY2018) |

Impacts

Verification of Forensic Board Certification

| FY2018 | FY2019 |
| 4     | 4     |

Forensic Board Certification Rate

| FY2018 | FY2019 |
| 100%   | 100%   |

Milestones

In both FY2018 and FY2019, all of ME’s four Forensic Pathologists were board certified.

Summary

During the FY2017 - FY2019 planning cycle, MED moved to a completely board-certified Forensic Pathologist staff. Critical systems were also maintained so that the highest level of service could be provided. This goal continues in the FY2020 - FY2022 department Strategic Business Plan.
Medical Examiner's Office (ME)

**Goal 1: Build a National Best in Class Operation**

*Objectives: 1.2 Provide competent, trained death scene investigators to assist the Forensic Pathologists in determining an accurate cause and manner of death*

### Activities

Medical Examiner Investigators were required to be trained and certified through the American Board of Medicolegal Death Investigators (ABMDI) within 24 months of employment.

### Impacts

#### ABMDI Certification Rate

<table>
<thead>
<tr>
<th>Year</th>
<th>Certification Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2018</td>
<td>60%</td>
</tr>
<tr>
<td>FY2019</td>
<td>60%</td>
</tr>
</tbody>
</table>

### New Me

Staff turnover, and rules about obtaining ABMDI Certification affected the reported result. For example, at the beginning of FY2018, two ME Investigator had certifications, four were eligible for certification, and four were new hires (not eligible for certification) during Q1. The four ME Investigators eligible for certification received their ABMDI certification at the end of Q4.

### Summary

During the FY2017 - FY2019 planning cycle, ME’s new requirement for Medical Examiner Investigators to have professional certification was a strategy designed to raise the level of service these critical positions provide to Mecklenburg and regional county residents. This goal continues in the next planning cycle for FY2020 - 2022. This goal continues in the FY2020 - FY2022 department Strategic Business Plan.
Medical Examiner’s Office (ME)

Goal 1: Build a National Best in Class Operation

Objectives: 1.3 Staff office with full time ME Investigators in-house 24/7

County Efforts

Activities

• In FY2017 ME adjusted staffing and schedules as part of becoming a 24-hour, 7 day/week operation. This change required that there always be ME Investigators available to receive and release bodies.

• ME redirected revenue to fund positions for full 24/7 coverage.

Impacts

Summary

ME faced a few challenges for FY2017 - 2019 as the department moved to operating on a 24/7 basis. The increase in deaths related to the opioid crisis and the resulting limited morgue cooler capacity were two issues. Another issue was hiring new staff for full-time ME Death Investigator positions in a tight employment market. However, with some changes in operational processes, and working more closely with County HR on recruitment and retention, has allowed the department to be successful in providing its service for Mecklenburg County, its residents and those within the regional area (Anson, Cabarrus, Cleveland, Gaston and Union counties). This goal continues in the FY2020 - FY2022 department Strategic Business Plan.
Medical Examiner’s Office (ME)

Goal 1: Build a National Best in Class Operation

Objectives: 1.4 Expand the facility’s County morgue/cooler to accommodate increased body storage capacity

Key Investments

$118,436

*Morgue racks added to expand storage capacity (FY2018)*

County Efforts

Activities

- New storage racks were purchased and installed to create increased capacity within the morgue coolers during FY2019. This is an interim solution to the actual physical reconfiguration of the morgue cooler that is expected to begin during the FY2020 - FY2022 Strategic Business Plan.
- Selection of an architect for the morgue cooler expansion project was confirmed in FY2019. Project expected to commence in FY2020.

Impacts

Death Investigations by ME

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017</td>
<td>2042</td>
</tr>
<tr>
<td>FY2018</td>
<td>2,596</td>
</tr>
<tr>
<td>FY2019</td>
<td>2,575</td>
</tr>
</tbody>
</table>

Milestone

Due to limited storage capacity in the morgue coolers, caused by an increase in death investigations, the department received funds to purchase new morgue cooler racks to accommodate the increase of decedents received for autopsy and external examination.

Context

The Opioid crisis was at its peak from Summer 2017 until Spring of 2018. This affected all aspects of the MED operation, in particular, the number of death investigations that were performed.

Summary

Buying new morgue racks to increase cooler capacity ME has been successful strategy to meet the immediate needs for more space until a full renovation of the morgue cooler is completed in the next planning cycle for FY2020-FY2022. This goal continues in the FY2020 - FY2022 department Strategic Business Plan.
Medical Examiner’s Office (ME)

Goal 1: Build a National Best in Class Operation

Objectives: 1.5 Obtain Office accreditation by the National Association of Medical Examiners (NAME)

Key Investments

No additional County dollar allocations were made during the FY2017-2019 planning cycle for this goal.

County Efforts

Activities

• ME originally planned to apply for National Association of Medical Examiners (NAME) accreditation during the FY2017-FY2019 planning cycle. In FY2018, ME re-evaluated whether to pursue the accreditation due to the continuous increase in caseload. During FY2018, ME decided not to pursue NAME accreditation and all activities related to NAME were paused.

• In FY2019, ME restarted the process of NAME Accreditation process. It is an on-going, multi-year process. The first phase, self-assessment of compliance with the new checklist, began in FY2019 and is expected to be completed in FY2020 followed by application for the accreditation inspection in FY2021.

Summary

After a pause in pursuing this strategy due to high caseload in FY2018, ME restarted the process in FY2019, and expects to complete accreditation in the next planning cycle (targeting FY2020). This goal continues in the FY2020 - FY2022 department Strategic Business Plan.
Medical Examiner’s Office (ME)

Goal 2: Build Collaborative Partnerships

**County Efforts**

**Activities**

- ME partnered with the Mecklenburg County Public Health Department in FY2018 to provide commentary during Opioid Crisis Summit.
- During FY2019 ME conducted small group monthly events with partner agencies to better collaborate with death investigations.
- During this planning cycle (FY2017-FY2019), ME has been in discussion with state Medical Examiner’s Office about changes to the counties Mecklenburg serves. This reflects ME’s growing role in the region and state.

**Impacts**

ME leverages a set of ongoing activities to build and maintain collaborative relationships:

- Contact with regional Medical Examiners happens daily as part of normal operations.
- Mecklenburg County’s Medical Examiner’s Office operates as both the County Morgue and as regional autopsy center for the state.
- Calls to ME encompass all death-related calls. These calls involve other regional Medical Examiner Offices, local police/law enforcement and residents.

**Key Investments**

No additional County dollar allocations were made during the FY2017-2019 planning cycle for this goal.

**Milestones**

- A Mass Fatality Exercise involving ME, Charlotte Mecklenburg Police Department (CMPD), The Charlotte Fire Department (CFD), the Federal Bureau of Investigation (FBI) and other emergency operations was conducted during FY2017.
- In FY2018, a ME-conducted a Mass Fatality tabletop exercise with Union County, North Carolina.

**Summary**

ME has maintained strong partnerships in the County and the region during this planning cycle. For the next planning period, ME is considering offering opportunities to other offices’ staff to “shadow” ME staff.

During this planning cycle, ME has been in discussion with the State Medical Examiner’s Office about changes to the counties Mecklenburg serves. This reflects ME’s growing role in the region and state. This goal continues in the FY2020 - FY2022 department Strategic Business Plan.
**County Efforts**

**Activities**
- OED launched the Existing Industry program in January 2018 by hiring a position to focus on supporting incumbent businesses in the County.
- The department co-hosted a symposium to build awareness among manufacturers of apprenticeship opportunities and the benefits of modern manufacturing jobs.
- OED continued its business recruitment efforts through its Business Investment Program (BIP).

**Impacts**

- **Business Investment Program (BIP) Grants Awarded**
  - FY2017: 6
  - FY2018: 4
  - FY2019: 5

**Milestones**
- During FY2017-FY2019, 15 Business Investment Program (BIP) grants were awarded. These grants will provide 6,647 expected new jobs and $598,562,000 in expected new capital investments for Mecklenburg County.
- The Existing Industry program continued to build its client base in FY2019 by visiting 108 businesses across the County.

**Consolidation of Partner Agencies**

The FY2019 consolidation of the Charlotte Chamber and Charlotte Regional Partnership into the Charlotte Regional Business Alliance created a need for OED to further increase its business recruitment activities in FY2019 and beyond.

**Summary**

From FY2017 - FY2019, OED continued existing business recruitment efforts and enhanced its business retention services through implementation of an Existing Industries Program. The department will continue its work to promote a vibrant economy with diverse job opportunities across the County will continue in its FY2020 - FY2022 Strategic Business Plan.
Office of Economic Development (OED)
Goal 2: Promote Job Growth through Creation of a Small Business Program and Entrepreneur Programs

Objective

Objective 1: Foster economic growth through increasing both the number and the variety of businesses in Mecklenburg County

Key Investments

<table>
<thead>
<tr>
<th>2 FTE</th>
<th>$188K</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Development Specialists (FY2017)</td>
<td>$110,167 &amp; (FY2018) - $77,772</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>$20,000</th>
<th>$46,670</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consulting Services for Small Business Credit Coaching (FY2018)</td>
<td>Partnership with CPCC for entrepreneur program (FY2019)</td>
</tr>
</tbody>
</table>

County Efforts

Activities

- OED completed a 2017 Small Business Assessment to evaluate the countywide small business ecosystem and make recommendations for meeting needs in the community.
- As a result of the consultant recommendations, the department launched two programs to support small businesses in Mecklenburg County: 1. Small Business Concierges and 2. Lending and Credit Coaching.

Impacts

| Customers Receiving Individual Support (FY2019) |
|---|---|
| Lending and Credit Coaching | Small Business Concierges |
| 771 | 3657 |

| Individuals Included in Community Outreach (FY2019) |
|---|---|
| Lending and Credit Coaching | Small Business Concierges |
| 1,421 | 5,584 |

Milestones

- In the Fall of 2017, OED launched the Small Business Lending & Credit Program and the Small Business Concierge Program with the hiring of two new positions.
- In the Fall of 2018, the department launched a Scale-Up Education Series and a Small Business Mentorship Program in partnership with Central Piedmont Community College (CPCC).

Small Business Consultant Report

The 2017 Small Business Assessment on the countywide small business ecosystem included recommendations for a concierges-style program to help small businesses navigate existing resources, a program to increase small businesses’ loan readiness, and a program to support existing small businesses in maintaining operations after they have started. The programs OED launched from FY2017 - FY2019 directly address each of these recommendations.

Summary

This goal received the most sustained attention in each year of the FY2017 - FY2019 plan in line with the Board of County Commissioners’ and management priorities. The department completed a major review of need in the community and launched three programs to support small businesses across the county. The County will continue its efforts to support small business growth in FY2020 by launching a small business revolving loan program.
Objective 1: By FY2018, provide coordination of and enhancements to workforce development efforts to bridge service delivery gaps in to increase economic mobility and access to jobs

Key Investments

$200,000
Workforce Development
(FY2017)

Summary

The County moved accountability and funding for its core interdepartmental workforce development program, the Unified Workforce Development Program, to DSS in FY2018 and then to DCR in FY2019. As a result, OED did not pursue this goal, and it is not included in the department’s FY2020-FY2022 Strategic Business Plan.
Office of Economic Development (OED)

Goal 4: By FY2018, Implement a Centralized Contract Management System for Grants

Objective

Objective 1: To increase timely and accurate tracking and reporting of information and activity

Key Investments

$94,050

Tech Reserve – Grants Management System
(FY2018)

County Efforts

Activities

- OED began the requirements gathering process in partnership with Information Technology Services (ITS) in FY2018.
- OED and ITS determined there was no off-the-shelf product available to meet OED’s needs. As a result, ITS added the development of a Microsoft Dynamics-based solution to the Tech Reserve.
- OED and ITS anticipate completion of the system in FY2020.

Summary

The grants management system under development in partnership with ITS will fill a long-time need to streamline the management of Business Investment Program and Economic Development Agreement activity. The system will also enable OED’s programs to track their activity more comprehensively over time. OED and ITS anticipate completing the system in FY2020. While the system will support various ongoing strategies, it is not identified as a specific component of OED’s FY2020 - FY2022 Strategic Business Plan.
Office of Economic Development (OED)

**Goal 5: Promote the Growth of Minority, Small, and Women-Owned Business Enterprises**

### Objective

**Objective 1:** Broaden awareness of M/W/SBE utilization benefits

### Key Investments

No additional County dollar allocations were made during the FY2017-2019 planning cycle for this goal.

### County Efforts

#### Activities

- OED’s Minority, Women, and Small Business Enterprise (MWSBE) staff participated in community outreach programs, education programs, and trade shows to promote the County’s services.
- The department partnered with Turner School of Construction Management to provide in-depth training and mentoring for MWSBE construction and contracting firms.

#### Impacts

![Customers Receiving Individual Support (FY2019)]

- **FY2017:** 466
- **FY2018:** 337
- **FY2019:** 8,471

### Milestones

- The department participated in the NBA’s 2019 All Star Game Diversity Tip-Off to education potential vendors about the County’s MWSBE Registration Process.
- OED released a Request for Proposals for an assessment of current MWSBE policies and procedures. The department anticipates the study will be completed in FY2020, and OED will begin developing responses to the study’s recommendations.

### Transition in program leadership

The MWSBE program experienced a renewed focus beginning in FY2019 with the hiring of a new program manager. During the transition from the former MWSBE program manager to the current incumbent, there was a brief gap in the MWSBE program activities and data.

### Summary

OED is managing a consultant-led disparity study to assess County MWSBE policies and procedures and MWSBE utilization. The review will be completed in FY2020, and the department will incorporate specific strategies from the review into its FY2020 - FY2022 Strategic Business Plan.
Office of the Tax Collector (OTC)

Goal 1: Maximize Tax Collections

Key Investments

<table>
<thead>
<tr>
<th>$160,000</th>
<th>$500,000</th>
<th>$225,000</th>
<th>$75,000</th>
</tr>
</thead>
</table>

County Efforts

Activities

Objective 1: Expanded Legal Services + Objective 2: Implement a Comprehensive Foreclosure Strategy

- Contracted with legal services providers to file foreclosures and work with delinquent taxpayers to collect their taxes.
- Contracted with K.M. Minemier & Associates for real estate services.
- Made 351 referrals to legal services providers in FY2018 and 360 referrals in FY2019 for foreclosures.
- Improved the foreclosure website by adding properties to the Geospatial Information Services (GIS) tool.
- Added Broker Price Opinions (BPOs) to the foreclosure website, which gives interested bidders a source for determining the market value of a property.

Impacts

Number of Foreclosures Filed

<table>
<thead>
<tr>
<th>Q1 FY2019</th>
<th>Q2 FY2019</th>
<th>Q3 FY2019</th>
<th>Q4 FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>40</td>
<td>61</td>
<td>107</td>
<td>147</td>
</tr>
</tbody>
</table>

Foreclosure Dollars Collected

<table>
<thead>
<tr>
<th>Q1 FY2019</th>
<th>Q2 FY2019</th>
<th>Q3 FY2019</th>
<th>Q4 FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>$750,412.04</td>
<td>$1,500,287.97</td>
<td>$2,078,763.25</td>
<td>$2,562,336.38</td>
</tr>
</tbody>
</table>

Note: Prior to FY2019, data was not available on a quarterly basis. From April 2017 to June 2018, the OTC filed a total of 235 foreclosures, which resulted in collection of $2,454,249.23.

Technology

The OTC’s third objective “Maximize Use of and Acquire Existing Technology” was not funded, so actions for this work concluded in FY2017.

Summary

The first two objectives within the OTC’s one goal consisted of “Expanded Legal Services” and “Implement a Comprehensive Foreclosure Strategy”. With support from the Board of County Commissioners and the County Manager’s Executive Team, the OTC was able to complete the foreclosure policy and work with a real estate services vendor to implement the Foreclosure Strategy. The Foreclosure Acquisition Program is no longer a pilot program and continues to be a success, resulting in $2,562,336.38 in total collections for FY2019. This represents a 4.4% increase from the first 15 months of the program (April 2017 through June 2018) when collections totaled $2,454,249.23.
Park and Recreation
County Efforts

Activities

- Staff engaged with neighborhood associations, PTA’s, churches and community groups within their service area to share program opportunities and seek input on future programs.
- Collaborated with Department of Social Services (DSS) and the Public Health Department (HLT) to add six new program opportunities for seniors in fitness and wellness.
- Created a pilot program to certify Park and Recreation staff to provide free group exercise fitness classes.
- Partnered with the “Learn to Ride” program (local organization focused on teaching children how to ride bicycles) to host events.
- In partnership with Public Health, implemented Village HeartBEAT in the County. Village HeartBEAT is a national program that promotes heart health in underserved and minority communities.
- PRK Nature Centers partnered with the PRK Recreation Centers to implement the Connecting Communities to Nature (CC2N) initiative, which infuses nature-based programs in non-traditional settings such as recreation centers.

Impacts

Targeted fitness/wellness programs resulted in:

- 9,038 free swim lessons provided (FY2017 - FY2019)
- 127 Learn to Ride programs hosted for more than 1,775 participants (FY2017 - FY2019)
- 400 visits to Recreation Centers by Village Heartbeat participants (FY2017 - FY2019)

Through CC2N program, PRK offered more than 1,233 programs to more than 28,703 children from FY2017 - FY2019.

Summary

Park and Recreation sought to increase awareness of their programs through partnerships with other County departments (Public Health and Social Services). The department also strategically partnered with local schools and other local non-profits like “Learn to Ride” to promote awareness and availability of health and wellness programs.

This goal does not continue in the department’s FY2020 - FY2022 Strategic Business Plan but is encompassed in restructured goals designed to increase availability, awareness and utilization of park facilities and programs.
**Objective 1:** Increase Facility and Operations Maintenance initiatives of repairing and replacing structures and amenities for the safe use and enjoyment of residents

**Objective 2:** Continue executing Multi-year Deferred Maintenance Program of assessing the condition of park facilities and amenities and prepare cost estimates to repair versus replace

**Objective 3:** Develop annual operating, maintenance and one-time cost estimates for New Parks/Facilities – Operational Needs Assessment (ONA) - for Board approved projects

**Objective 4:** Establish a plan for continuing replacement of obsolete heavy equipment used for structural repairs to facilities and parks.

---

### Key Investments

<table>
<thead>
<tr>
<th>$13.4M</th>
<th>17 FTEs</th>
<th>$2.43M</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Deferred Maintenance</strong>&lt;br&gt;(backlog of maintenance projects)&lt;br&gt;(FY2017 - $4.4M, FY2018 - $4.5M, FY2019 - $4.5M)</td>
<td><strong>$1.38M</strong>&lt;br&gt;Maintenance FTEs&lt;br&gt;(FY2017)</td>
<td><strong>Operational Needs Assessment (ONA)</strong>&lt;br&gt;(funds needed to staff and outfit new facilities)&lt;br&gt;(FY2018 - 12 FTEs - $1.8M,) FY2019 - 8 FTEs - $190K, new facility cost - $441K</td>
</tr>
</tbody>
</table>

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### Impacts

**% Residents with Positive Perceptions of Facilities**

<table>
<thead>
<tr>
<th>FY2018</th>
<th>FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>89%</td>
<td>87%</td>
</tr>
</tbody>
</table>

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### Milestones

By FY2019, 95% of Park and Recreation playgrounds identified as being at or near the end of a useful lifecycle were replaced or are in process of being replaced.
Funding (for both deferred maintenance and ONA) was critical to maintain aging park infrastructure that had deteriorated due to funding cuts during the last Recession around FY2010, FY2011, and FY2012. The improvements may have improved the customer experience for all County residents.

This goal does not continue in the department’s FY2020 - 2022 Strategic Business Plan, but strategies are encompassed in restructured goals designed to address future community needs through the completion of plans with adequate resources. Funding for deferred maintenance continues through FY2021, at which time the department will shift to a routine maintenance model for facilities.
**Park and Recreation (PRK)**

**Goal 3: Stewardship of Mecklenburg County’s natural and cultural resources through protection, management, interpretation, property assessment and restoration of natural communities and resources**

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### Objectives

**Objective 1:** Expand the County’s nature preserve system by 800 acres to attain a target of 8,000 acres under stewardship management by 2025

**Objective 2:** Protect and manage habitat for declining/rare species

**Objective 3:** Continue to be the premier environmental education provider in the County by planning for two new nature centers to meet demands of a growing population and per the approved Master Plan

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### Key Investments

$1.55M

*Nature Preserve projects from the $25M Park Bond Package approved in 2008 (FY2017 - FY2019)*

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### County Efforts

#### Activities

- Engaged contractor to manage invasive species on multiple Park and Recreation-owned properties.
- PRK used mowing, herbicides and a prescribed or controlled fire program to maintain natural & cultural habitats (habitat data was also shared with US Fish and Wildlife service annually).
- By the end of FY2019, work had begun on hiring a trail crew and purchased related supplies to enhance the maintenance and management of trails throughout the County.
- Wayfinding packages were developed with standards specific to nature preservers, including road signs, directional signs, kiosk design and trail markers.

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### Impacts

- **69 total acres were added to nature preserves (between FY2017 - FY2019).**
- Wayfinding work (updated signage) was completed in Flat Branch, Evergreen, Iswa (Gateway) and Clarks Creek Nature Preserves (FY2019).
- Used controlled burns to manage habitat in over **400** acres in FY2018 and FY2019.

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### Milestones

Three nature preserve projects included in the 2007 bond package were opened during the FY2017 - 2019 planning cycle:

- Flat Branch (FY2017) – Budget $600K
- Iswa (Gateway) (FY2018) – Budget $550K
- Evergreen (FY2019) – Budget $400K.

Planning for two new nature centers was completed.

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### Acre Expansion

The 69 acres added to nature preserves is part of an objective to expand the nature preserve system by 800 acres by 2025. This objective is a continuing challenge with open land being less and less available in Mecklenburg County.

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### Summary

The department continued work on 2007 bond projects, added 69 Nature Preserves acres to the system and laid the groundwork for hiring a trail team, which was funded for FY2020. This goal does not continue in the same form in the FY2020 - FY2022 cycle, but strategies in restructured goals address the availability of current and future park facilities. Land acquisition and management efforts are ongoing for additional nature preserve acreage. An FY2020 departmental focus reflected in the department director’s work plan is Invasive Species Management.
Goal 4: Enhance access and availability of security systems, services, resources and practices for all PRK facilities, sites, and events.

**County Efforts**

**Activities**

- Hired consultant for Park Ranger training and coordination for safety and security.
- Conducted three focus groups (one in each region) and six to seven follow-up meetings/focus groups with Park Ranger staff to increase job satisfaction and retention.
- Installed automatic gates at many community and regional parks.
- Began collaboration with County Information Technology Services (ITS) for creating a park ranger incident reporting system.
- Worked in partnership with the County’s Asset and Facility Management Department (AFM) to enhance facility security with a focus on gates and cameras.
- Partnered with Charlotte Mecklenburg Police Department (CMPD) on analyzing and implementing security data for greenways and parks.
- Staff safety training plan updated and is implemented in annual safety training with employees.
- Work to add cameras to all maintenance compounds began in FY2019.

**Impacts**

*Note: Results represent the % positive responses to survey of PRK employees annually.

**Milestones**

- In FY2018 PRK launched the Greenway Initiative in partnership with Charlotte Mecklenburg Police Department (CMPD) to improve and enhance security for users of greenways.
- By FY2019, cameras were installed in 10 maintenance compounds and 11 Recreation Centers and other PRK facilities; 26 parks had automatic gates.

**Summary**

This goal continues in the department’s FY2020 - FY2022 Strategic Business Plan as “Improve Safety and Security Throughout the Park and Recreation System.” Work towards this goal continues to be central to the department’s strategic plan.
Public Health
Public Health (HLT)
HIV Services

Goals & Objectives Included

Goal 1: Improve Services to Prevent and Control Infectious Diseases across the Entire Community

• Objective 1.1: Reduce the number of new HIV Cases

County Efforts

Activities

• Launched the Pre-exposure prophylaxis (or PrEP) pilot project that will provide PrEP to uninsured individuals through contracts with community partners who provide clinical services in areas with access to individuals at high risk for contracting HIV.

• Convened the HIV Planning Group including HLT and key community stakeholders to develop the Getting to Zero Mecklenburg plan to reduce HIV cases in the county.

• Ongoing services include HIV testing, notification and counseling for newly infected HIV patients and individuals at high risk of contracting HIV.

• Maintained the Ryan White program, which awards federal money to local partners to provide comprehensive HIV health and support services.

Patients Enrolled in PrEP Pilot

Clients Served through Ryan White Program

Number of Ryan White Providers

Milestones

• HLT filled the Patient Navigator position to support newly infected HIV patients in establishing appropriate care.

• The PrEP pilot saw steady growth in patients served through FY2018 and FY2019, and 0% of patients in the program converted to HIV as of the end of FY2019. The department was also able to leverage the County funding for the initial PrEP pilot to receive additional funding from the State of North Carolina.

• In 2019, the department received an Achievement Award from the National Association of Counties (Nacho) recognizing the PrEP pilot project.

*The Ryan White grant cycle runs from February to March each year. Since the program is in its final quarter of the 2019-2020 grant year, the 2019 results above are partial and cover March 1, 2019 – December 31, 2019 only.
Under its FY2017 - FY2019 Strategic Business Plan, HLT made substantial improvements to its existing HIV services and coordinated the development of a robust plan to organize and focus the community’s response to the HIV epidemic locally. The department also initiated a PrEP pilot project to improve options for the uninsured at high risk for contracting HIV. HLT will maintain its focus on the work associated with the Getting to Zero Mecklenburg Plan in the department’s FY2020 - FY2022 Strategic Business Plan.

**Getting to Zero Mecklenburg Plan**

The Getting to Zero Mecklenburg plan, developed by a group of stakeholders including community members, educators, members of the faith community HIV care providers, includes three main strategies:

- Education and Testing
- Pre-Exposure Prophylaxis
- Treatment as Prevention (TasP).

Together, these three strategies will allow Mecklenburg County to accomplish the plan’s overall goal: To achieve a continuous reduction of new cases of HIV. HLT created a position to coordinate the work occurring under the Getting to Zero Mecklenburg Plan.

**Summary**

Under its FY2017 - FY2019 Strategic Business Plan, HLT made substantial improvements to its existing HIV services and coordinated the development of a robust plan to organize and focus the community’s response to the HIV epidemic locally. The department also initiated a PrEP pilot project to improve options for the uninsured at high risk for contracting HIV. HLT will maintain its focus on the work associated with the Getting to Zero Mecklenburg Plan in the department’s FY2020 - FY2022 Strategic Business Plan.
Public Health (HLT)
Environmental Health Services

Goals & Objectives Included
Goal 1: Improve Services to Prevent and Control Infectious Diseases across the Entire Community
  • Objective 1.2: Increase safety of food, facilities, and water

Key Investments

| 1 FTE | $70,941 |
| 1 FTE | $57,916 |
| 3 FTEs | $286,034 |

County Funding for Environmental Health Specialist (FY2017)  
County Funding for Environmental Health Specialist (FY2018)  
County Funding for 3 Environmental Health Specialists (FY2019)

County Efforts

Activities

• Filled Environmental Health Specialist position received in FY2017 budget. The position was filled in September; however, the state requires a lengthy training and certification process for inspectors. As a result, the new employee did not receive authorization to begin inspections until late April.

• Hired employees into the three Environmental Health Specialist (EHS) positions received in the FY2019 budget. Two of the three employees hired were already trained and authorized to begin inspections. One of the three required several months of training with the state before receiving approval to begin inspections.

Impacts

Percent of Required Food and Facility Inspections Completed

<table>
<thead>
<tr>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>90%</td>
<td>85%</td>
<td>81%</td>
</tr>
</tbody>
</table>

Number of Food, Lodging, and Institutional Inspections Completed and Required

<table>
<thead>
<tr>
<th></th>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inspections Completed</td>
<td>13,553</td>
<td>11,727</td>
<td>11,338</td>
</tr>
<tr>
<td>Inspections Required</td>
<td>13,450</td>
<td>14,777</td>
<td>15,053</td>
</tr>
</tbody>
</table>

Milestones

The department hosted an annual Food Safety Summit in FY2018 and FY2019 to cover priority educational topics for the food industry. The FY2019 summit included topics such as:

• Strategies restaurants can use to successfully prepare for inspections
• Actions restaurants can take to prevent foodborne illnesses such as Norovirus
• Identifying fraud restaurants may face from seafood suppliers.

Note: The chart above does not include swimming pool or tattoo inspections. Additionally, the 2017 inspections completed result is an estimate due to a change in software reporting change.
Public Health (HLT)
Environmental Health Services continued

**Food & Facility Inspection Compliance Rate**

HLT has noted the decrease in its Food and Facility Compliance Rate despite substantial efforts from FY2017- FY2019 to improve results. While the department has been able to fill the positions, it has received in the budget process, retaining employees remains an ongoing challenge. The State of North Carolina requires a lengthy training and certification process before employees are authorized to begin inspections. As a result, inspectors who already have state authorization are in high demand across the state.

The department has noted an increasing incidence of employees completing training to gain authorization then being hired away by other counties that offer compensation such as signing bonuses and that are not as complex as Mecklenburg County in terms of Environmental Health inspection needs. Mecklenburg County has a higher number of inspections required and more special events (e.g. golf tournaments, the NBA All Star Game in 2019, concerts, street fairs, etc.) that add to inspectors’ workload than other counties in the state. The department is actively working with HR to improve retention.

In addition, the number of inspections required in the county increased from FY2017 to FY2019 mostly driven by restaurants opening. The steady growth in demand exacerbates the decreases in the compliance rate caused by the underlying retention issues.

**Summary**

FY2017 - FY2019 was a challenging period for Environmental Health Services as challenges in retaining employees and increases in demand have led to a decline in the percentage of required inspections completed. The department is working with Human Resources to improve retention and will continue that focus in its FY2020 - FY2022 Strategic Business Plan.
County Efforts

Activities

- Continued implementation of the local Behavioral Risk Factor Surveillance Survey (BRFSS) partially funded by the contract dollars received in the FY2017 budget. Conducting the survey locally provides the community with specific information that can be compared to the state and the country.

- Effectively responded to a Hepatitis A outbreak and a number of exposures for large groups of people by offering immunization at the Public Health department clinics and through community partners as well as conducting a major public awareness campaign. The department saw an especially large number of vaccines administered during November 2018 during which there were two large community events where the vaccines were offered: (1) the exclusion clinic, offered by Public Health for children who have been excluded from school if they do not have their required vaccinations, and (2) a full day clinic at Camino Community Center.

- Led discussions among local partners, including local hospitals and Medic, to coordinate resources and public messages related to the higher number of influenza cases the county experienced during the FY2019 flu season.

Hepatitis A Vaccines Administered During Mass Clinic Events (FY2018 & FY2019)
Impacts

Milestones

- Used Big Shot Saturdays, a major effort to provide families in the community with an opportunity for children to receive school-mandated immunizations, as an opportunity to practice the implementation of the Incident Command System (ICS), a mandatory emergency management structure.

- Filled preparedness coordinator position received during the FY2019 budget process. The new employee will support the department’s efforts to ensure the continuity of preparedness operations and is a requirement for its accreditation with the State of North Carolina.

- Completed and released the 2017 Community Health Assessment (CHA), a state-required process in which the department brings together community stakeholders as well as data on multiple public health topics to enable effective monitoring and prioritization of issues affecting the community’s health.

- Launched a Microsoft Dynamics-based system to improve the management of required immunizations for health department staff.

Incident Command System (ICS)

ICS is a standardized structure used in managing and coordinating emergency response to a wide range of events, including public health crises. The structure is recommended by the Federal Emergency Management Agency (FEMA) and is mandated by law for many types of emergency response. All Public Health staff are required to take the foundational ICS training courses. Many are required to take the higher-level training as well.

ICS improves response by facilitating staff from a wide range of institutions and fields to merge into a single team with common practices and terminology. It also improves the cost effectiveness of emergency response by reducing the duplication of efforts among various partners. ICS trainings and certifications are offered by FEMA through the National Incident Management System (NIMS).

Summary

HLT improved its emergency preparedness by adding a coordinator position to create a more resilient structure and identifying opportunities for formally practicing the ICS processes. These preparedness activities positioned the department to effectively respond to major incidents including Hepatitis A outbreaks and Hurricane Florence. Additionally, HLT continued its effective management of the Behavioral Risk Factor Surveillance Survey and coordination of the Community Health Assessment process. These will continue to be important components of the department’s work under its FY2020 - FY2022 Strategic Business Plan.
Public Health (HLT)
Chronic Disease Prevention

Goals & Objectives Included

Goal 2: Promote Community Health by “Making the Healthy Choice the Easy Choice”
  • Objective 2.1: Implement evidenced based chronic disease prevention strategies

Goal 3: Improve Monitoring and Increase Access to Resources and Care that Address Health Disparities
  • Objective 3.1: Equip MCPH, faith-based organizations, community groups, small minority businesses and individuals to become effective partners in efforts to reduce risk factors for chronic disease in high risk populations, with emphasis on public health focus areas

Key Investments

<table>
<thead>
<tr>
<th></th>
<th>Amount ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Village Heart B.E.A.T Program Expansion (FY2017)</td>
<td>$184,509</td>
</tr>
<tr>
<td>Promotion for Village Heart B.E.A.T (FY2018)</td>
<td>$25,000</td>
</tr>
</tbody>
</table>

County Efforts

Activities

• Continued core chronic disease prevention work focused on: (1) improving the built environment, (2) increasing healthy food choices, and (3) reducing tobacco use/exposure.

• Completed Health Impact Assessment of walking trails around Novant Presbyterian Hospital.

• Engaged corner stores to improve healthy food options available for their customers.

• Collaborated with Greater Charlotte Apartment Association (GCAA) to implement smoke-free policies in multi-family housing developments.

• Expanded Village Heart B.E.A.T (Building Education and Accountability Together), a program that promotes heart health awareness and resources to address obesity and heart disease among African American and Latino populations. Overall, the program engaged more than 60 faith-based organizations to help more than 20,000 local residents access health resources to reduce their cardiovascular risk.
Impacts

<table>
<thead>
<tr>
<th>Percent of Village HeartB.E.A.T. Participants Showing Improvement in at Least One Health Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2018: 100%</td>
</tr>
<tr>
<td>FY2019: 99.8%</td>
</tr>
</tbody>
</table>

Milestones

- Village HeartB.E.A.T won two awards from the Aetna Foundation: a $25,000 Spotlight Award and a $500,000 Grand Prize as part of the Healthiest Cities & Counties Challenge.
- Five corner stores were awarded the North Carolina Healthy Food Retail Designation in recognition for meeting healthy retail standards.
- The Greater Charlotte Apartment Association (GCAA) was given the 2019 Public Health Partners Award from the NC Association of Local Health Directors for establishing a Smoke-Free Certified Housing program.

Greater Charlotte Apartment Association Collaboration

HLT collaborated with the GCAA on the development of its smoke-free program. The program supports smoke-free housing efforts by:

- Creating a smoke-free certification which improves the quality of life for residents and can help developments attract new residents reduce maintenance, turnover, and fire damage costs.
- Educating its members on the benefits of smoke-free policies.
- Continuing advocacy efforts in a year-round campaign.

More than 60 housing complexes are now smoke free as a result of the program.

Summary

Through its FY2017 - FY2019 Strategic Business Plan, Public Health expanded its efforts to support increased access to healthy food, promote tobacco cessation policies with an emphasis on smoke-free certifications, and to partner with the faith community on chronic disease prevention. The department will continue to focus on these areas as a part of the FY2020 - FY2022 Strategic Business Plan with an added emphasis within tobacco cessation on the emerging issue of vaping and e-cigarette products.
County Efforts

Activities

- The department continued its implementation of the Improving Community Outcomes for Maternal and Child Health (ICO4MCH). The strategy includes offering education for families through the Reproductive Life Planning component of the program as well as activities focused on breastfeeding and promoting positive parenting models.
- The department is implementing process improvements in the Adult Health Clinics to decrease patient wait time and allow more patients to be served.

Individuals Reached through Reproductive Life Planning Education Efforts (FY2019)

Milestones

- In FY2018, Public Health learned the ICO4MCH funding would be extended for two additional years. The department is planning to apply for a third round of the grant funding in FY2020 as well.
- The department completed a Health Equity Impact Assessment on the Reproductive Life Planning component of ICO4MCH with 30 community participants to support the provision of high-quality services for all.
Improving Community Outcomes for Maternal and Child Health (ICO4MCH) Grant

ICO4MCH is an evidence-based strategy funded by the State of North Carolina. The program involves partnering with medical providers, faith communities, and other community partners to focus on three areas:

- **Reproductive Life Planning** – education for families to increase awareness, education, and equal access for optimal reproductive health and family planning services
- **Ten Steps to Successful Breastfeeding** – education for communities and engaging community partners to apply policy, normalize breastfeeding, and increase community support for breastfeeding families
- **Triple P (Positive Parenting Program)** – support for organizations and individuals to train in the Triple P model which offers varying levels of parenting support addressing common childhood behaviors and promotes positive parenting strategies.

Summary

Under its FY2017 - FY2019 plan, HLT offered additional contraceptive choices, improved clinical processes, and successfully established the ICO4MCH program. The department will remain focused on reproductive health in its FY2020 - FY2022 Strategic Business Plan by continuing to enhance flow and reduce wait times in its sexual and reproductive health clinics and strengthening partnerships with a range of community partners to offer lifetime reproductive and sexual health education and services to all county residents.
**Public Health (HLT)**

**Youth Health**

### Goals & Objectives Included

**Goal 3:** Improve Monitoring and Increase Access to Resources and Care that Address Health Disparities

- **Objective 3.2:** Retain a school nurse workforce for Charlotte-Mecklenburg Schools that allows for daily student access to the services of a school nurse
- **Objective 3.3:** Increase immunization compliance rates for CMS students

### Key Investments

<table>
<thead>
<tr>
<th>3 FTEs</th>
<th>$183,364</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 School Health Nurses to Support 3 New Schools (FY2018)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5.7 FTEs</th>
<th>$298,863</th>
</tr>
</thead>
<tbody>
<tr>
<td>Limited Part Time School Nurse Positions (FY2018)</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3 FTEs</th>
<th>$178,245</th>
</tr>
</thead>
<tbody>
<tr>
<td>School Health Nurses to Support 3 New Schools (FY2019)</td>
<td></td>
</tr>
</tbody>
</table>

### County Efforts

#### Activities

- Created plan to deploy float pool resources. The float pool of limited part-time (LPT) nurse positions allows the department to provide coverage to schools and manage the impact of turnover and leave within the program.
- The department conducted Big Shot Saturday clinics to provide students with an opportunity to receive the mandatory immunizations they need to remain in school.
- Partnered with Human Resources to conduct focus group with program staff to better understand nursing employees’ needs.

#### Milestones

<table>
<thead>
<tr>
<th>Number of Vacant School Health Positions (as of 6/30)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017</td>
</tr>
<tr>
<td>19</td>
</tr>
<tr>
<td>8</td>
</tr>
</tbody>
</table>

- Regular School Health Nurse Vacancies (includes 10-month positions)
- Temporary School Health Vacancies

### Impacts

#### Voluntary Turnover for School Health Nurse Positions (lower is better)

| 20% | 17% | 13% |
| FY2017 | FY2018 | FY2019 |

### Summary

The department utilized resources received under its FY2017 - FY2019 Strategic Business Plan to reduce turnover among School Health nurses in an effort to improve services. Public Health will continue these efforts as a part of its FY2020 - FY2022 Strategic Business Plan.

#### Milestones

- The department developed trainings related to immunization requirements for both school health nurses and Charlotte-Mecklenburg Schools (CMS) registrars. The training was incorporated into new employee orientation.
- The department developed a new approach to its Big Shot Saturday for implementation in FY2019 and FY2020. As a part of the effort, Public Health expanded daily appointment capacity for immunization clinics in May and June and increased Saturday clinic hours at seven Saturday clinics from June – September.
Public Health (HLT)
**Trauma & Justice Partnerships**

### Goals & Objectives Included

**Goal 3:** Improve Monitoring and Increase Access to Resources and Care that Address Health Disparities

- **Objective 3.5:** Improve law enforcement-mental health collaborative responses to individuals experiencing a mental health crisis
- **Objective 3.6:** Complete the expansion of Child Development-Community Policing (CD-CP) services to children and families exposed to violence (CEV) and other trauma to reach all of Mecklenburg County including the six towns
- **Objective 3.7:** Create a trauma-informed workforce equipped to provide trauma-informed services to Mecklenburg County citizens

### Key Investments

<table>
<thead>
<tr>
<th>1 FTE</th>
<th>$67,744</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mental Health Clinician to Expand Child Development – Community Policing (CD-CP) services</td>
<td></td>
</tr>
<tr>
<td>(FY2017)</td>
<td></td>
</tr>
</tbody>
</table>

### County Efforts

#### Activities

- The department held trainings for law enforcement officers through its Crisis Intervention Team (CIT) program. In FY2019, the department had to cancel two trainings in the fall due to Hurricane Florence, which accounts for the decrease in officers participating in CIT trainings.
- Public Health expanded the Child Development-Community Policing (CD-CP) program to enhance services for children and families exposed to violence. As a result of the expansion, the program saw a dramatic increase in program utilization from FY2017 to FY2018 as measured by incidents referred as part of the program.

#### Impacts

**Incidents Referred to Child Development-Community Policing Program**

<table>
<thead>
<tr>
<th></th>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Families</td>
<td>5,156</td>
<td>7,735</td>
<td>7,555</td>
</tr>
<tr>
<td>Children</td>
<td>8,643</td>
<td>11,895</td>
<td>12,312</td>
</tr>
</tbody>
</table>

**Milestones**

- In FY2017, Public Health filled the Mental Health Clinician position it received as part of the budget process to support expansion of the CD-CP program.
- In FY2019, Public Health was invited by the Chicago Police Department to share its experiences with the CIT project.
- The Mental Health Task Force, facilitated by Public Health, contracted with the National Behavioral Health Council to develop a local trauma-informed learning community. Public Health will leverage the learning community to increase its employees' capacity to provide trauma-informed services.
Through CD-CP services, mental health professionals are on call 24 hours a day, seven days a week to respond immediately to police calls involving child victims or witnesses to violence or other trauma. The two overall goals of CD-CP are to:

- Increase officer awareness and identification of children exposed to violence and other trauma
- Increase clinical assessment and coordinated services to targeted children and families

As a result of the department’s expansion efforts, the program saw a substantial increase in incidents referred for both families and children from FY2017 - FY2018. The incidents included in the chart above include only those meeting program criteria for trauma intervention services. Referrals not meeting program criteria are not included. While overall incidents referred decreased slightly in FY2019, the number of incidents in certain subcategories of more serious violent incidents (e.g. number of children who are victims of abuse or number of children in homes that are shot into, etc.) increased.

**Summary**

Under its FY2017 - FY2019 Strategic Business Plan, Public Health enhanced trauma-informed services through partnerships with law enforcement agencies and for its employees in partnership with other agencies in the Mental Health Task Force.

In its FY2020 - FY2022 Strategic Business Plan, the department will expand trauma-related services through the Resiliency in Communities After Stress and Trauma (ReCAST) grant awarded by the Substance Abuse and Mental Health Services Administration (SAMHSA). The grant will enable the department to coordinate a collective impact approach with community partners to promote resiliency and healing for youth and families of color in the Public Health Priority Areas. The department was notified of the award in FY2019 and will initiate services in FY2020.
Public Health (HLT)

Linking County Residents to Care

Goals & Objectives Included

Goal 3: Improve Monitoring and Increase Access to Resources and Care that Address Health Disparities
- **Objective 3.8:** Link people to needed personal health services and assure the provision of health care when otherwise unavailable
- **Objective 3.9:** Identify behavioral health needs of public health clients and link to needed behavioral health care

Key Investments

$1.55M

*Contracts Transferred from Community Service Grant Program (FY2018)*

County Efforts

Activities

- In FY2018, Public Health executed contracts with 5 community partners (Camino Clinic, Care Ring, Charlotte Community Health Clinic, NC MedAssist, and Shelter Health Services) to increase access to healthcare in the community. These contracts were transferred to the department from the Community Service Grants (CSG) program managed by the Office of Management and Budget.

- The department conducted Mental Health First Aid training for staff starting in FY2019 to build employees’ capacity to recognize behavioral disorders.

Impacts

Milestones

The department monitored services provided by five community partners under contracts transferred from the Community Service Grants program managed by the Office of Management and Budget based on regular performance data provided by the contract partners. The department opted to continue these contracts in FY2019 and FY2020.
Under its FY2017 - FY2019 Strategic Business Plan, Public Health accepted oversight of contracts to support core services among a group of community partners providing healthcare, linking patients to care, and providing pharmaceutical services. Additionally, the Department built capacity among staff to recognize behavioral health needs among the departments’ clients.

The department will continue these efforts under its FY2020 - FY2022 Strategic Business Plan by continuing and strengthening oversight over contracts with community partners. The department will also enhance its ability to link patients in Public Health clinics who have behavioral health needs to appropriate services.

The Office of Management and Budget’s CSG program provides grants to a range of community organizations through an annual competitive application process. If a program receives three consecutive years of funding through the CSG program, it is sunset and offered the opportunity to apply to become a vendor under the supervision of a County department.

During the development of the FY2018 budget development process, Public Health reviewed the applications of six sunset programs (provided by five partners) from the CSG program applying for vendor status. The department determined these programs could support implementation of the Public Health Strategic Business Plan (SBP) and agreed to manage contracts for these five partners. Based on Public Health’s determination that the programs could support its SBP, the contracts were transferred to Public Health in FY2018.
**Public Health (HLT)**

**Public Health Transformation**

**Goals & Objectives Included**

Goal 4: Implement comprehensive performance management framework to promote and support culture of excellence

- **Objective 4.1:** Transform department to ensure exceptional Public Health services; including the delivery of quality care

**Key Investments**

2 FTEs  
$145,186  

*To serve as lead positions for the Total Quality Team (FY2018)*

**County Efforts**

**Activities**

- Public Health completed a department-wide reorganization to reduce the span of control and enhance accountability and clinical oversight.
- The department conducted a survey and focus groups with employees to understand staff perspectives on a variety of issues within the organization and to build support for a culture of excellence. These staff outreach activities informed the creation of a department-wide training that serves as a cornerstone of the department’s culture change efforts.
- Public Health began an effort to optimize its Electronic Medical Record system and associated processes to improve data collection and enhance patient flow within Public Health clinics. Additionally, the department focused on ensuring staff are practicing “at the top of their licenses,” meaning staff’s routine activities use the full extent of their education, training, and experience.
- The department executed its contract with LabCorp in FY2019 to begin providing laboratory services to Public Health clinics.
- Public Health created the Total Quality Team to manage the department’s program performance management and quality improvement efforts.

**Impacts**

**Milestones**

While executing several simultaneous organization-wide changes, the department also underwent its accreditation process by the North Carolina Local Health Department Accreditation Board in FY2019. The department accomplished all 41 benchmarks and all 147 related activities assessed by the board and received “Reaccreditation with Honors.”
Under its FY2017 - FY2019 Strategic Business Plan, the department implemented several changes to support a culture of excellence including a department-wide reorganization, enhancements to its Electronic Medical Record system, execution of a contract to improve laboratory services, and the creation of the Total Quality team. Public Health will take every opportunity in its FY2020 - FY2022 Strategic Plan to build on each of these successes.

Goal 4 of the Public Health Strategic Business Plan ("Implement comprehensive performance management framework to promote and support culture of excellence") was included in FY2018 in response to changes in departmental leadership and Executive Team priorities.
Public Information
## Public Information (PI)

### Goal 1: Inform Residents and Stakeholders about County Responsibilities and Services

<table>
<thead>
<tr>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1:</strong> Effectively identify Communication Trends for county residents</td>
</tr>
<tr>
<td><strong>Objective 2:</strong> Effectively identify Communication Trends for internal customers</td>
</tr>
</tbody>
</table>

### Key Investments

<table>
<thead>
<tr>
<th>Investment</th>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tech Reserve - Video Service Upgrade (FY2018)</td>
<td>$50,000</td>
<td></td>
</tr>
<tr>
<td>Tech Reserve - Public Records Request Upgrade (FY2018)</td>
<td>$754,000</td>
<td></td>
</tr>
</tbody>
</table>

### County Efforts

<table>
<thead>
<tr>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Created custom communication plans and marketing and advertising campaigns.</td>
</tr>
<tr>
<td>• Utilized video, digital and multimedia content to enhance communication.</td>
</tr>
<tr>
<td>• Constantly provided County information via the web, social media and the news media.</td>
</tr>
<tr>
<td>• Used MeckWeb, Employee News Now, Outlook magazine and social media to communicate to employees.</td>
</tr>
</tbody>
</table>

### Impacts

<table>
<thead>
<tr>
<th>Impact</th>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Satisfaction w/ ENN Content</td>
<td>96%</td>
<td>97%</td>
<td>97%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Impact</th>
<th>Result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resident Awareness of Key County Initiatives</td>
<td>37%</td>
<td>33% 34% 43% 35%</td>
</tr>
</tbody>
</table>

### Milestones

<table>
<thead>
<tr>
<th>Milestone</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Implemented new comprehensive, user-friendly Public Records Request portal and eDiscovery system.</td>
</tr>
<tr>
<td>• Created a state-of-the-art web and television broadcast service to replace outdated system.</td>
</tr>
<tr>
<td>• Coordinated updates and public-facing response to the FY2018 cyberattack, resulting media coverage of the crisis.</td>
</tr>
<tr>
<td>• Played a significant role in raising awareness of the 2019 Revaluation through multiple forms of communication.</td>
</tr>
<tr>
<td>• Won 14 Telly Awards (6 in FY2017, 3 in FY2018, 5 in FY2019), multiple NACIO Awards, and an IAAO PI.</td>
</tr>
</tbody>
</table>

### Summary

Public Information made significant investments in people and platforms during the three-year plan cycle, helping them enhance the ways in which they interact with residents and other stakeholders, in both medium and content. The County faced unique communication challenges each fiscal year (FY2017 – Public Health, FY2018 – Cyberattack, FY2019 – Revaluation) that the department helped lead response and outreach to accordingly. Moving forward, PI will continue to seek new ways (e.g. tracking stories published across the full spectrum of media outlets) to highlight their impact. This goal continues in the department’s FY2020 - FY2022 Strategic Business Plan.
Public Information (PI)

Goal 2: Improve MeckNC.gov for Additional Functionality and Public Engagement

Objectives

Objective 1: Improve ability to access information electronically via the website and regularly fix broken links
Objective 2: Increase functionality and ease of use of MeckWeb and regularly fix broken links

Key Investments

<table>
<thead>
<tr>
<th>Investment</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 FTE Web Content Editor</td>
<td>$74K</td>
</tr>
<tr>
<td>Tech Reserve – MeckWeb Upgrade</td>
<td>$75,000</td>
</tr>
<tr>
<td>Tech Reserve - MeckNC.gov</td>
<td>$100,000</td>
</tr>
<tr>
<td>Tech Reserve - ADA Website Updates</td>
<td>$50,000</td>
</tr>
</tbody>
</table>

County Efforts

Activities

- PI worked to ensure all MeckNC.gov content meets accessibility standards and guidelines, and is Section 508 compliant on all devices (accessible to people with disabilities).
- Developed new accessible web forms for any device for MeckNC.gov and MeckWeb.
- Developed and implemented archiving and speed solutions for video files.

Impacts

Perceptions of MeckNC.gov

<table>
<thead>
<tr>
<th>FY2016</th>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>95%</td>
<td>95%</td>
<td>99%</td>
<td>94%</td>
</tr>
</tbody>
</table>

MeckNC.gov Engagement Rate

Note: # of visitors who visit between 3 to 7 pages on the website

<table>
<thead>
<tr>
<th>FY2017</th>
<th>FY2018</th>
<th>FY2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>69%</td>
<td>74%</td>
<td>76%</td>
</tr>
</tbody>
</table>

Milestones

- Launched MeckNC.gov on time and under budget.
- Optimized website to improve navigation, search, customer service experience and mobile device functionality.
- Led sustained effort to improve MeckNC.gov ADA compliance: at the outset, the County’s accessibility score sat at 55.8/100 by Oct 2019 the score reached 85.1 (well above the government industry benchmark of 72.8).
- Upgraded MeckWeb to a more user-friendly platform with increased functionality (December 2019).

Summary

Public Information’s work on the County’s public facing and internal websites has been highly impactful. The department redesigned, renamed and relaunched MeckNC.gov on time and under budget, leading to meaningful upticks in engagement and ADA compliance. Perceptions of the information shared on MeckNC.gov and how to find it remain high across residents and County employees. Similarly, MeckWeb satisfaction remained high among employees, with an upgrade to the platform slated to go live in December 2019. This continues as a combination of two goals in the reorganized in the department’s FY2020 - FY2022 Strategic Business Plan.
Public Information (PI)

**Goal 3: Increase Visibility of Mecklenburg County Gov’t Using PI Community Relations**

**Objective**

**Objective 1:** Engage the community in County initiatives; increase resident awareness of County responsibilities

**Key Investments**

No additional County dollar allocations were made during the FY2017-2019 planning cycle for this goal.

**County Efforts**

**Activities**

- Used community meetings and face-to-face interactions to effectively educate target audiences about major County initiatives.
- Identified and met community leaders and stakeholders in all parts of the County.
- Helped organize Board of County Commissioners (BOCC) meetings and town halls according to County policy.
- Developed and maintained a Community Relations Database.

**Impacts**

- **Community Meeting First-Time Attendee Rate**
  - FY2018: 57%
  - FY2019: 84%

- **% of Residents Who Consider the County to be "Open and Transparent"**
  - FY2015: 50%
  - FY2016: 46%
  - FY2017: 53%
  - FY2018: 55%
  - FY2019: 52%

**Milestones**

- Helped lead 2019 Revaluation public outreach by engaging with diverse community stakeholders and organizing speaking engagements and information sessions for the County Assessor.
- Worked closely with Health and Human Services to coordinate public input for the Community Resource Centers.
- Increased public speaking opportunities for Board Chair and County Manager (in FY2018 alone: 41 speaking engagements for the County Manager and 20 for the Chair).
- Community Relations Coordinator was named an “Emerging Cities Champion” for creating “a boxed toolkit and event series aimed at making it easier to interact with local government.”

**Summary**

Public Information has made a significant effort to increase the County’s presence across the community using a range of outreach and engagement strategies. This is reflected in the sharp increase in the number of community meetings arranged across the three-year plan cycle. The effects of this work are tangible, with the County reaching more first-time attendees at meetings and helping drive awareness around County priorities like the 2019 Revaluation. The department is continuing to build on these successes. Although this goal does not continue in the department’s FY2020 - FY2022 Strategic Business Plan, aspects do continue in the reorganized plan.
Public Information (PI)

**Goal 4: Increase Social Media Engagement with County Residents and Employees**

### Objectives

**Objective 1:** Increase resident involvement and engagement on all social channels by becoming more user-centric in our social media presence  
**Objective 2:** Coordinate social media presence across all departments to ensure consistency, accuracy and adherence to social media policy and industry standards/best practices

### Key Investments

1 FTE  
*Existing funds were realigned to create the position of Social Media Specialist (FY2017)*

### County Efforts

#### Activities

- Coordinated with departments to ensure consistency, accuracy, and security of all Mecklenburg County social media accounts.  
- Identified new ways to use social media to inform residents and engage with them about County services.  
- Used video tailored for social media (recorded and live) to increase reach and engagement.  
- Increased responsiveness to questions and feedback across platforms to encourage engagement.  
- Identified and participated in “viral opportunities”.

#### Impacts

- **# of Post Engagements (000s)**
  - FY2015: 32.5  
  - FY2016: 24.4  
  - FY2017: 74.7  
  - FY2018: 103.1  
  - FY2019: 53.9

- **# of Followers of County Social Media**
  - Facebook:
    - FY2015: 24.7  
    - FY2016: 35.0  
    - FY2017: 51.7  
    - FY2018: 61.7  
    - FY2019: 65.4
  - Twitter:
    - FY2018: 2.8
    - FY2019: 4.8

### Milestones

- Launched a live Twitter broadcast of the BOCC regular meetings and expanded the potential viewing audience for the meetings by 65K.  
- In FY2018, the official Mecklenburg County Twitter site surpassed 60,000 followers, making Mecklenburg the most-followed county in North or South Carolina.  
- In FY2018, Mecklenburg County webpages were ranked among the top 5 among of all county Facebook pages in NC.

### Summary

Public Information has put dedicated resources towards expanding the County’s engagement with residents through social media. In addition to their own work producing content, broadcasting BOCC meetings, etc., they’ve sought to train others throughout County departments. The number of post engagements increased significantly once a social media specialist was hired in FY2017, while the number of followers of the County’s social media accounts has risen steadily since 2015. This goal continues in the FY2020 - FY2022 Strategic Business Plan, in the reworded goal “To Create Content for Social Media, Broadcast Media, and Web Channels to Inform and Engage Our Audiences.”
Register of Deeds
Register of Deeds (ROD)

Goal 1: Enhance Register of Deeds’ Knowledge of Current and Proposed Legislation

Objective

Objective 1: Stay abreast of general legislation by using the information posted to various websites and review current publications related to session law

Key Investments

No additional County funding allocations were made during the FY2017-FY2019 cycle for this goal.

County Efforts

Activities

- The Register of Deeds actively participated in professional associations such as the North Carolina Association of Registers of Deeds (NCARD) and the Property Record Industry Association (PRIA) to remain abreast of changes to legislation and regulations.
- The Register of Deeds communicated minor changes, such as adjustments to the proper methods for recording various documents, to the public and to frequent customers to ensure compliance with new processes.

Impacts

Milestones

The department completed major efforts to publicize new processes associated with a major legislative change – The Assumed Business Name Act. The department provided information to staff and customers with a focus on frequent users of the department’s services. The act took effect in FY2019.

Context

There was a leadership change in the department when a new Register of Deeds took office in FY2017. While the overall structure of the plan was already set by the previous Register of Deeds, the current Register of Deeds was asked to maintain the plan structure for FY2017 - FY2019. The current Register of Deeds did add a goal (Goal 5) to address his priority on staff training. The department made substantial changes to its plan’s structure when developing its Strategic Business Plan for FY2020 - FY2022.

Summary

The department is confident in its ability to remain aware of current and proposed legislative change as well as changes in its overall regulatory environment, and it will continue these efforts as a component of its FY2020 - FY2022 Strategic Business Plan.
Register of Deeds (ROD)

**Goal 2: Increase Register of Deeds’ Access to and Use of Data in the Areas of Revenue Projections, Housing Market Trends, and Performance**

**Objective**

**Objective 1:** Enhance knowledge of mortgage bankers’ data for projected home sales, refinancing applications and future marketing forecasts including mortgage rate data, and Federal Reserve forecasts

**Key Investments**

No additional County funding allocations were made during the FY2017-FY2019 cycle for this goal.

**County Efforts**

**Activities**

The current Register of Deeds intensified the department’s focus on local data and associated trends to improve on the methodologies in the department which tended to rely on national data.

**Impacts**

**Milestones**

In FY2018, the Register of Deeds key staff completed a training with the Government Finance Officers Association to improve analyzing trends and forecasting.

**Context**

This goal was established by the previous Register of Deeds and focused more on national data. The current Register of Deeds decided to include more local data in the forecasting process to tailor projections to what is happening in Mecklenburg County. There were 2-3 large outlier commercial transactions in FY2019 that increased the percentage of revenue received above the projected revenue. The department continues to work with the Office of Management and Budget to monitor and refine its revenue projections.

**Summary**

Ensuring that the department continues to meet its revenue target is a key concern for the Register of Deeds. While it will continue efforts to monitor its incoming revenue and projections, this is not an explicit component of the department’s FY2020 - FY2022 Strategic Business Plan since it has become more routine and part of business as usual.

<table>
<thead>
<tr>
<th>Revenue Received as a Percentage of Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2018: 103%</td>
</tr>
<tr>
<td>FY2019: 111%</td>
</tr>
</tbody>
</table>
Register of Deeds (ROD)
Goal 3: Improve Public Access to Information

<table>
<thead>
<tr>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1:</strong> Enhance functionality for website</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key Investments</th>
</tr>
</thead>
<tbody>
<tr>
<td>No additional County funding allocations were made during the FY2017-FY2019 cycle for this goal.</td>
</tr>
</tbody>
</table>

County Efforts

<table>
<thead>
<tr>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The department worked with one of its vendors, U.S. Imaging, to improve the quality of images available on the Register of Deeds historical website.</td>
</tr>
<tr>
<td>• The department renegotiated a major contract with its website vendor allowing it to provide a higher level of service to the public with greater cost efficiency.</td>
</tr>
</tbody>
</table>

Impacts

<table>
<thead>
<tr>
<th>Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>In FY2019, The Register of Deeds completed a project to enhance its website functionality, improving the ability of users to search through historical documents more easily. The project involved migrating all historical books from the years 1763 – 1990 to the new website.</td>
</tr>
</tbody>
</table>

Summary

In its FY2017 - FY2019 Strategic Business Plan, the Register of Deeds Office substantially improved public access to information by improving the quality of images available on its historical website and improving the website overall. The department will continue its focus on improving publicly available documents in its FY2020 - FY2022 Strategic Business Plan with a particular emphasis on improving the preservation of physical historical records and the conditions for storing historical documents.
Register of Deeds (ROD)

Goal 4: Ensure System Reliability and Integrity of Information

Objective

Objective 1: Have the most efficient and accurate technology, including software and hardware
Objective 2: Ensure system compatibility

Key Investments

No additional County funding allocations were made during the FY2017-FY2019 cycle for this goal.

County Efforts

Activities

- In FY2019, the department prepared for server upgrades that will likely occur in FY2020 and early FY2021.
- The department also recognizes that it will need to review options for upgrading equipment such as its map machines in early FY2021.
- The department learned the operating system for the equipment it uses to send microfilm copies of records to the state as required may need to be upgraded.
- While reviewing its technology and associated agreements, the department renegotiated its contract with Thompson Reuters, which operates the County’s land records management software and provides server space for associated data.

Impacts

Narrative / Context

This goal was created by the previous Register of Deeds, and in order to accommodate more pressing priorities such as staff training, the current Register of Deeds shifted most of the activities associated with this goal to the department’s FY2020 - FY2022 Strategic Business Plan.

Summary

The Register of Deeds began planning and exploring options for upgrading various components of its technology. Most of the activities associated with this project were shifted beyond FY2019 but will be a core focus of the department moving forward.
Register of Deeds (ROD)
Goal 5: Increase Overall Staff Performance, Efficiency and Development

Key Investments

$6,550
Training Modules
(FY2018)

County Efforts

Activities

• The department completed changes to physical workspaces and its internal processes to facilitate ongoing training for staff on key procedures for recording various types of documents.

• The Register of Deeds office created an internal structure to monitor training progress, included developing a tiered system to track the level of training each employee received.

• The training allowed the department to more effectively deal with a high volume of transactions observed in FY2018 and FY2019.

Impacts

<table>
<thead>
<tr>
<th>Employees Trained to Index Real Estate Documents</th>
<th>Employees Trained to Rekey Real Estate Documents</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2018: 18%</td>
<td>FY2018: 6%</td>
</tr>
<tr>
<td>FY2019: 45%</td>
<td>FY2019: 34%</td>
</tr>
</tbody>
</table>

Milestones

The department completed the purchase and installation of new training modules with funding received in the FY2018 budget in coordination with the Information Technology Services department.

Summary

Instituting a systematic training program for employees is a core effort in the Register of Deeds Office. Ensuring employees are well trained allows the department to manage a high volume of real estate documents and to ensure compliance with state mandates. The department’s training efforts will continue as a part of its FY2020 - FY2022 planning cycle.
Sheriff’s Office
Sheriff’s Office (SHF)

**Goal 1: Reduction of Significant Incidents Related to Inmate Behavior**

**Objective**

**Objective 1:** Increase staff knowledge and skills

**Key Investments**

The Sheriff’s Office used existing dollars to fund all FY2017-2019 Strategic Business Plan activities.

**County Efforts**

**Activities**

- Provided Mental Health First Aid training for all uniformed detention staff.
- Held two Tactical Communication training sessions for all uniformed detention staff to provide techniques to redirect behavior, diffuse difficult situations and generate voluntary compliance.
- Increased the number of annual Crisis Intervention Training (CIT) trainings from 4 to 5, along with making more seats available to Mecklenburg County Sheriff’s Office (MCSO) Staff.

**Impacts**

| Percent Increase in CIT Test Scores from Pre-Test to Post-Test |
|---|---|---|
| FY2017 | 28% | |
| FY2018 | 25% | |
| FY2019 | 16% | |

**Percent of Detention Staff Trained**

<table>
<thead>
<tr>
<th>Mental Health First Aid (494 staff)</th>
<th>98%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tactical Communications (572 staff)</td>
<td>95%</td>
</tr>
</tbody>
</table>

**Milestones**

- Improved Mental Health First Aid Training test scores by 20% from pre-test to post-test.
- Improved Tactical Communications Training test scores by 3.11% from pre-test to post-test.
- Improved Crisis Intervention Training (CIT) test scores from by 15.73% from pre-test to post-test in FY2019.

**Mental Health First Aid**

Many residents within MCSO custody suffer from varying degrees of mental illness. To increase detention officer skills when managing this resident population and to increase overall awareness of mental illness within the corrections environment, MCSO provided this mandatory training and hired additional staff. The training has provided detention staff with additional skills to recognize signs of mental illness and techniques to better help residents suffering from mental illness.

**Summary**

To help reduce the number of significant incidents related to inmate behavior, the MCSO implemented various mandatory trainings focused on managing inmates with mental illness and implemented de-escalation techniques. The MCSO expanded mental health training by providing staff the additional opportunity to complete a 40-hour industry recognized mental health training and certification through the American Correctional Association - Correctional Behavioral Health Certification.
Sheriff’s Office (SHF)
Goal 2: Improve Management of the Inmate Gang Population

Objectives

Objective 1: Increase staff knowledge and skills
Objective 2: Increase number of dedicated staff to gang management initiatives

Key Investments

The Sheriff’s Office used existing dollars to fund all FY2017-2019 Strategic Business Plan activities.

County Efforts

Activities

• Provided Gang Awareness/Identification training in FY2017.
• Sent ten classification staff and members of the Security Threat Group Unit (STGU) to three-day gang school certification training.
• Identified and assigned staff members to the Security Threat Group Unit (STGU) to increase the number of dedicated staff to gang management initiatives.

Number of Detention Officers Completed Gang Awareness Training

<table>
<thead>
<tr>
<th>Number of Detention Officers</th>
<th>Completed Gang Awareness Training</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY2017</td>
</tr>
<tr>
<td>395</td>
<td></td>
</tr>
</tbody>
</table>

Impacts

Percent Increase in Gang Awareness Test Scores from Pre-Test to Post-Test

<table>
<thead>
<tr>
<th>Percent Increase in Gang Awareness Test Scores from Pre-Test to Post-Test</th>
</tr>
</thead>
<tbody>
<tr>
<td>11%</td>
</tr>
</tbody>
</table>

Milestones

• 99% of MCSO uniformed detention staff completed the Gang Awareness and Identification training.
• Two positions were repurposed for the Security Threat Group Unit, leading to a total of four vacancies filled within the unit.
• All ten staff sent to gang school training received North Carolina Gang School Certification.

Gang Awareness/Identification

Between FY2008 and FY2015, MCSO saw an increase of 272% in the number of validated/suspected gang members in custody. Mandatory training was implemented to provide staff with additional skills to better manage and identify gang activity. This additional information about gang members in custody has assisted with ensuring proper classification and improved management of this population. Staff knowledge gain is represented in the 11% improvement between pre and post-test evaluations.

Summary

Efforts to improve the management of the inmate gang population focused on providing training to detention staff that would enhance knowledge and skills to de-escalate incidents and manage inmates with gang affiliations. In FY2017, 395 detention officers went through the gang awareness training and gained skills that have assisted in the day-to-day management of managing inmates.
Sheriff’s Office (SHF)

Goal 3: Improve and Reduce the Number of Internal Paper Processes through Automation and Utilization of New Technology

Objective

**Objective 1:** Reduce the number of internal paper processes

Key Investments

The Sheriff’s Office used existing dollars to fund all FY2017-2019 Strategic Business Plan activities.

County Efforts

Summary

This goal was aimed at gaining efficiencies within operations and reducing the amount of paper generated. To obtain this goal, the MCSO set out to purchase tablet technology and evaluate existing paper processes. However, the Sheriff’s Office moved this goal to the FY2020 - 2022 Strategic Business Plan based on pending implementation of a new jail management system.
Sheriff’s Office (SHF)

Goal 4: Increase Safety Awareness within the Community and Staff Volunteerism

Objectives

Objective 1: Provide additional public safety programs/events
Objective 2: Increase staff volunteerism within the community

Key Investments

The Sheriff’s Office used existing dollars to fund all FY2017-2019 Strategic Business Plan activities.

County Efforts

Activities/Milestones

• Purchased items to support and promote MCSO community safety events.
• Presented awards to staff who met the Presidential Volunteer Service Award Criteria.
• Conducted a variety of community safety events throughout the community.

Impacts

Number of Community Safety Events Offered

<table>
<thead>
<tr>
<th>Year</th>
<th>Events Offered</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017</td>
<td>208</td>
</tr>
<tr>
<td>FY2018</td>
<td>176</td>
</tr>
<tr>
<td>FY2019</td>
<td>204</td>
</tr>
</tbody>
</table>

Below are examples of a few of the regular community safety events the MCSO offered to the public:

• Active shooter trainings
• Safety presentations to houses of worship
• Medication drops for medications that are out of date or no longer needed

Presidential Volunteer Service Award

In 2003, the President’s Council on Service and Civic Participation founded the President’s Volunteer Service Award to recognize the important role of volunteers in America’s strength and national identity. This award honors individuals whose service positively impacts communities in every corner of the nation and inspires those around them to act. About 33 MCSO staff members participated by logging their volunteer hours. Of those, two staff members received silver and bronze medals for serving a combined 324 volunteer hours in the community during FY2018.

Summary

The Sheriff’s Office believes it is important for its staff to be present in the community through activities, such as holding safety events and volunteering in the community. As a result, the MCSO held 588 community safety events over the course of the FY2017 - FY2019 Strategic Business Plan. While the Sheriff’s Office was not able to capture all the ways its staff contribute to the community, each year MCSO staff participate in countless hours of community service outside of the Presidential Volunteer Service Award program.
Social Services
The Clinical and Contractual Services Division (formerly Behavioral Health Division) was created April 1, 2014, to support other Health and Human Services departments. Originally, it was a self-directed, cross functional team that focused on four main functional areas: Behavioral Health Clinical Care, Community-Provider Network(s), Cross System Collaboration, and Provider Performance Outcomes.

On July 1, 2018, the division was strategically moved under the Department of Social Services to enhance collaboration and partnerships with and between the division’s largest customers. Currently, as one of five divisions under the DSS umbrella, Clinical and Contractual Services (CCS) continues to offer clinical consultation and contract management (roughly $41 million). In 2019, the division incorporated nurse care management as one of its core functions. Although Mecklenburg County Department of Social Services has employed nurses for several years, this change afforded an opportunity to streamline and integrate healthcare services under a unified division.
Social Services (DSS)
Economic Services Division

Goals & Objectives Included

Goal 1: To strengthen and stabilize families through efficient delivery of mandated programs and services
- **Objective 1**: To increase the percentage of households receiving their benefits timely and accurately, and to enhance overall customer service
- **Objective 2**: Improve the employment prospects and quality of life for DSS customers through the provision of Social Work and/or Work Force Development Services. Decrease the number of Public Assistance customers that re-apply for Work First Family Assistance and Food and Nutrition services

Goal 2: To strengthen families through an integrated delivery of programs and services
- **Objective 1**: Reduce the need for at risk/poverty-stricken families, caretakers, disabled and elderly clients to return to DSS for the same service
- **Objective 3**: Embedding Continuous Quality Improvement philosophy in DSS culture

Key Investments

$326,296
*Tech Reserve - Client Mobile Upload – no money expensed (FY2019)*

County Efforts

Activities

- Placed employment and training social workers onsite at NCWORKS Career Center and Goodwill Industries Opportunity Campus.
- Collaborated with Central Piedmont Community College (CPCC) to relocate the STARS Workforce initiative program to the CPCC campus to ensure access to classes and services that help clients attain self-sufficiency.
- Led efforts to develop and pilot a unified workforce strategy across various county departments, designed to reduce duplication of services.

Impacts

- Implemented the Transition to Excellence (T2E) onboarding process to ensure success of new employees and improve retention rates.
- Opened the CARE3 (Community Access to Resources that Engage, Empower and Employ) site that provides free access to computers, high-speed internet and other resources for job-seekers.

Milestones

<table>
<thead>
<tr>
<th>Food &amp; Nutrition Services &quot;Normal&quot; Application Timeliness Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017: 95.33%</td>
</tr>
</tbody>
</table>

% of Individuals who Complete Work First that Enter Employment

<table>
<thead>
<tr>
<th>Year</th>
<th>% Complete</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017</td>
<td>87%</td>
</tr>
<tr>
<td>FY2018</td>
<td>76%</td>
</tr>
<tr>
<td>FY2019</td>
<td>68%</td>
</tr>
</tbody>
</table>
The Economic Services Division faced various challenges over the three years, including being placed on a corrective action plan with the state for Medicaid application timeliness and struggling with employee retention in the midst of an overall improved job market. In addition, the division was challenged with retaining clients in the Work First program, as the North Carolina Department of Health and Human Services suspended the childcare program due to lack of funding in FY2019. In spite of the setbacks, the division was able to clear the Medicaid backlog and successfully implement Mecklenburg County’s first Unified Workforce Development Pilot project.

The Unified Workforce Development Pilot project is a county-wide strategy to reduce duplication of services, increase service efficiencies and help put more residents to work. The strategy leveraged national best practices and the existing workforce development activities across various county departments, including Social Services, Child Support Enforcement, Community Support Services, Economic Development and Criminal Justice Services. The pilot program involved securing employment for 40 participants and providing placement retention services. While the pilot program was completed in FY2019, policies and procedures have been put in place to scale the program beyond the initial pilot phase.

Summary

The Economic Services Division faced various challenges over the three years, including being placed on a corrective action plan with the state for Medicaid application timeliness and struggling with employee retention in the midst of an overall improved job market. In addition, the division was challenged with retaining clients in the Work First program, as the North Carolina Department of Health and Human Services suspended the childcare program due to lack of funding in FY2019. In spite of the setbacks, the division was able to clear the Medicaid backlog and successfully implement Mecklenburg County’s first Unified Workforce Development Pilot project.
Social Services (DSS)
Services for Adults Division

Goals & Objectives Included

Goal 1: To strengthen and stabilize families through efficient delivery of mandated programs and services
- **Objective 3:** Increase outreach and offerings to clients that will prevent at risk/poverty-stricken families, caretakers, disabled and elderly clients need for protective services
- **Objective 4:** Increase Mecklenburg’s capacity to serve those referred to state-mandated Adult Protective and Guardianship services
- **Objective 5:** Increase participation in congregate and home-delivered meal programs to meet the needs of the increased aging population in Mecklenburg County

Goal 2: To strengthen families through an integrated delivery of programs and services
- **Objective 1:** Reduce the need for at risk/poverty-stricken families, caretakers, disabled and elderly clients to return to DSS for the same service
- **Objective 2:** Increase trip capacity and revenue for Mecklenburg Transportation System
- **Objective 3:** Embedding Continuous Quality Improvement philosophy in DSS culture

Key Investments

<table>
<thead>
<tr>
<th>Activity</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meal Delivery and Congregant Service Kiosk</td>
<td>$30,751</td>
</tr>
<tr>
<td>Program Funding for Care Transitions In-Home Aide</td>
<td>$104,000</td>
</tr>
<tr>
<td>Route Match Transit System Maintenance</td>
<td>$62,000</td>
</tr>
<tr>
<td>Additional Adult Guardianship Clients</td>
<td>$108,000</td>
</tr>
<tr>
<td>Tech Reserve - Case Management System – no money expensed</td>
<td>$755,134</td>
</tr>
</tbody>
</table>

County Efforts

Activities

**Adult Social Work**
- Continued community engagement with various stakeholder and partners, including healthcare system partners, local Home Health companies, the regional library system and Charlotte-Mecklenburg Police Department (CMPD).
- Provided training of the Money Smart for Older Adults module at 15 congregate sites to 386 seniors in the community to enhance the ability of the elderly population to protect their finances.
- Updated Standard Operating Procedures for all Adult Social Work Services positions, while evaluating caseload size and duties to ensure efficiencies are maximized.

**Community Social Work**
- Created Care Transitions (CT) process model for DSS and Hospital Partners to follow identifying at risk clients, eligibility criteria, developed budget and measures for success goals.
- Identified key “champions” within the Novant and CHS, as well as extended collaboration to the Emergency Departments, Behavioral Health Hospital, Atrium Health Senior Care, and Carolinas Institute of Rehabilitation.

**Senior Citizens Nutrition Program (SCNP)**
- Partnered with Second Harvest Food Bank to distribute 73,000 pounds of food to seniors with an income at 130% or below poverty level.
- Evaluated the home-delivered meal program for additional staffing, vehicle and food budget expense in order to clear the wait list.

**Mecklenburg Transpiration System (MTS)**
- Provided additional safety training to 77 contracted drivers on wheelchair securement and Passenger Assistance, Safety and Sensitivity (PASS).
- Met with the Charlotte Regional Transportation Planning Organization, NCDOT and CATS on a new initiative to leverage federal grant funding to increase the efficiency of services delivered to transportation-disadvantaged residents.
Impacts

<table>
<thead>
<tr>
<th>% of Adult Protective Services Clients Who Are Not Repeat Victims of Maltreatment</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017</td>
</tr>
<tr>
<td>95.11%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Hospital Non-Readmission Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017</td>
</tr>
<tr>
<td>88%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>% of Homebound Meal Participants Reporting the Program Helps</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2017</td>
</tr>
<tr>
<td>96.10%</td>
</tr>
</tbody>
</table>

Milestones

- Implemented a new application with Verizon Wireless to directly connect reporters and after-hours staff through the Careline, where adult abuse can be reported.
- Completed installation of 14 customer kiosks at congregate meal sites throughout the County.
- Opened two new congregate meal sites at Parktowne Terrace apartments and McCrorey YMCA, increasing the number of sites to 19 in the County.
- Re-classified a part-time driver position to full time to increase delivery capacity from 750 to 850 customers.
- Added two roundtrips per week for Adult Day Care customers, added trips for banks, Mecklenburg County facilities, hairdressers and exercise facilities.
- Implemented RouteMatch software in November 2018 (with assistance from Information Technology, Enterprise Project Management and Mecklenburg Transportation Services), which resulted in increased optimization and efficiency of trips per hour through enhanced scheduling, routing and tablet technology.

Aging Services Plan

The Services for Adults division developed a multi-year initiative to support the designation of Mecklenburg County as an Age-Friendly Community. As part of the initiative, the new Services for Adults Director successfully reconvened the age friendly advisory committee and organized monthly meetings to identify gaps in the county’s current services for senior adults. In addition, the division launched a survey to 19 senior citizen nutrition program congregate nutrition sites to more than 400 seniors in the community to gain firsthand knowledge regarding their thoughts on livability options for seniors in Mecklenburg County. Efforts to increase collaboration included strengthening partnerships with Centralina Area Agency on Aging, UNC Charlotte Department of Gerontology, Charlotte’s Alzheimer’s Association, Novant Health and other key influencers in the aging network.

Summary

Mecklenburg County’s Adult Protective Services exceeded the state goal for timely case decisions around abuse/neglect and exploitation. While the guardianship caseload for social workers remains above the state standard, the Guardianship Unit was 100% on timely submission of status reports and 100% on initiation time frames. Through social work an in-home assistance, the non-readmission rate for Mecklenburg County clients improved by six percentage points over the three years, while the rate remained at 83% for hospitals in the County. Expansion of congregate meal sites and home-delivered meal program helped ensure the physical needs of more seniors were met. While there were some challenges with a growing number of referrals, the unit worked with community partners to help ensure the needs of everyone were being met.
**Social Services (DSS)**

**Youth and Family Services Division**

**Goals & Objectives Included**

**Goal 1:** To strengthen and stabilize families through efficient delivery of mandated programs and services

- **Objective 6:** Improve the outcomes for children and families and meet or exceed the Child & Family Services Reviews (CFSR) outcome measures

**Goal 2:** To strengthen families through an integrated delivery of programs and services

- **Objective 1:** Reduce the need for at risk/poverty-stricken families, caretakers, disabled and elderly clients to return to DSS for the same service
- **Objective 3:** Embedding Continuous Quality Improvement philosophy in DSS culture

**Key Investments**

$93,985

*Annie E. Casey Study Positions (17 FTEs)*

*(FY2018)*

**County Efforts**

**Activities**

- Held bi-weekly meetings with Human Resources to address vacancies within the division and develop a retention & recruitment workstream.
- Implemented a second shift for investigations.
- Changed degree requirements to expand the pool of qualified candidates.
- Implemented continuous job posting and monthly interviews to fill vacant positions.

**Impacts**

| % of Child Protective Services Clients Who Are Not Repeat Victims of Maltreatment |
|---|---|---|
| FY2017 | FY2018 | FY2019 |
| 97.26% | 97.11% | 97.24% |

**Milestones**

- Launched a new child and protective services hotline, which is solely dedicated to reporting child abuse, neglect dependency & trafficking.
- Implemented “Safe Measures” agency-wide, which is a data reporting system that enhances the County’s ability to communicate outcomes of children and families involved in child welfare cases.
- Developed a child welfare practice model and hired all of the support positions, including a policy practice supervisor, practice model coaches, policy staff, management analyst, independent living social worker and information/education coordinator.
Mecklenburg County’s Youth and Family Services partnered with the Annie E. Casey Foundation in June 2016 to improve services and outcomes for children and families in the county. The work with the Casey Foundation is part of the division’s desire to move the service delivery from “Good to Great.” Over the last three years, six work streams were identified to support improving system efficiency and effectiveness. The work streams include intake and investigations; practice model development; data and reporting; timely permanency; race, ethnicity, equity and inclusion; and staff recruitment and retention. The hiring of additional staff was a major step in providing support and sustainability of the new YFS Practice Model.

The Youth and Family Services (YFS) Division continues to improve its system efficiency and effectiveness to serve some of the most vulnerable children and families in Mecklenburg County. The collaborative efforts of YFS and the Annie E. Casey Foundation are improving outcomes for children and families receiving services from the Division. The performance measures in the areas of child safety, permanency and well-being are improving.
Social Services (DSS)
Administration Division

**Goals & Objectives Included**

**Goal 2:** To strengthen families through an integrated delivery of programs and services
- **Objective 2:** Increase trip capacity and revenue for Mecklenburg Transportation System
- **Objective 3:** Embedding Continuous Quality Improvement philosophy in DSS culture
- **Objective 4:** Increase mail services efficiency or cost savings

**Key Investments**

No additional County dollar allocations were made during the FY2017-2019 planning cycle for this division.

**County Efforts**

**Activities**

- Collaborated with the state division of Health and Human Services to include root cause analysis in corrective action plans.
- Provided daysheet training to all DSS staff to help reduce entry errors.
- The Social Services mailroom transitioned to the Department of Community Resources (DCR) as a Consolidated Health and Human Services Mail Center.
- DCR initiated a Request for Procurement (RFP) process for replacement of its virtual mail print software.
- Mail Services developed a list of potential Hybrid Mail enhancements to improve user interface and functionality.

**Impacts**

**Savings from Bulk Mail Pricing via HybridMail**

Total Savings: $72,212.93

2-3 cents per 1st class mail piece processed

**Milestones**

- Implemented new myDaySheet application, which resulted in fewer day sheet errors.
- Created quality expectations for imaged documents.
- Began consolidation of mail operation at Valerie C. Woodard (VCW) for the Health and Human Services agencies.
- October 2018 - Mail Service integration with Child Support completed.
- January 2019 - Public Health and Community Support Services were successfully integrated into the VCW portfolio.
Social Services (DSS)
Administration Division continued

**Six Sigma Certification**

In fiscal year 2019, Sr. Quality & Training Specialists in Administration became Six Sigma Green Belt certified by passing the IASSC Certified Lean Six Sigma Green Belt Exam. Certification led to additional resources in those divisions for process analysis. The Six Sigma Green Belt certification is designed for individuals who analyze and solve quality problems and are involved in quality improvement projects.

**Summary**

The development of the stand-alone day sheet application was a significant achievement in FY2019, as safeguards in the application prevent erroneous entries, thereby reducing audit errors and increasing revenue for the department. The Information Technology (ITS) department and the cross-departmental project team was recognized with a 2019 Achievement Award by NACo in the category of Information Technology. In addition, mail for all Health and Human Services departments is now centralized under the purview of the Department of Community Resources Mail Center.