



Work and Performance Plan FY2022 (DCR)

Yulonda D. Griffin, Community Resources



SECTION 1: DEPARTMENT KEY INITIATIVES

Key Initiative #1 -- Health and Human Services Integration

Link to Strategic Business Plan:

Yes

Description:

Health and Human Services (HHS) Integration seeks to better coordinate service delivery across Mecklenburg County's Consolidated Human Services Agency which includes the Department of Community Resources (DCR), Community Support Services (CSS), Department of Social Services (DSS) and Public Health (PH). HHS Integration will be achieved by:

- Connecting data software systems across HHS departments to help customers receive information and/or referrals for needed services regardless of which HHS department they first interact with.
- Fully expanding usage of the Single View of the Customer technology platform that streamlines HHS programming to help customers easily access services.
- Ensuring Mecklenburg County residents can receive HHS services as close to their homes as possible through Community Resource Centers.

Rationale:

Many residents receive services from multiple HHS departments, but efficient coordination of these services is difficult because of operational, policy and technology constraints.

HHS Integration takes a broader look at how the HHS Agency can be best organized to serve Mecklenburg County residents. HHS Integration is important because the initiative will:

- Enhance collaboration across HHS departments to offer programs and services in a more coordinated and comprehensive manner.
- Expand the functionality of the Single View of the Customer technology platform to improve customer experience when seeking or receiving services across HHS departments.
- Help HHS customers have a clearer path to independence and stability through greater access to HHS benefits and programs.

Completion Date:

This is a multi-year plan with the completion date yet to be determined. (The updates or milestones below will be completed during FY22.)

Updates/Project Milestones:

- Revise the Community Resource Center governance charter to ensure appropriate staffing levels and performance expectations for each HHS department.
- Develop and implement standardized integrated Health & Human Services policies and procedures designed to holistically assess customer needs across CSS, DCR, DSS and PH.
- Develop and implement a project plan for the full implementation of the Single View of the Customer and NCCARE 360.
- Develop a communication strategy outlining how HHS Integration will affect each HHS department, specifically the implications for staff and customers.
- Create and utilize a survey tool to assess staff understanding of HHS integration.

Outcomes/Measures:

End of Year Reporting



Director Comments: (Year-end)

Executive Team Comments: (Year-end)



Key Initiative #2 -- Meck Works

Link to Strategic Business Plan:

Yes

Description:

Mecklenburg County's Meck Works initiative is focused on improving job skills and employment prospects for County residents facing barriers to employment or entering the job market with limited education and training. This initiative leverages activities offered through the Unified Workforce Development Program and partnerships with other workforce development vendors such as Charlotte Works and Urban League of Central Carolinas. By preparing job-seekers for today's workforce, we will bridge the gap between employers seeking qualified job candidates and job candidates seeking sustainable living wage employment.

Rationale:

While job opportunities are increasing in Mecklenburg County, some job seekers still find it difficult to access employment that provides a sustainable living-wage. The Meck Works initiative is designed to improve economic mobility among unemployed and underemployed residents by linking them with short-term vocational training opportunities, supportive services, targeted job development in fields of client interest, employment placement, job retention services, and job-to-career coaching.

In FY22, the Meck Works initiative will expand the population it serves to include two groups with an increasing need for upskilling and supportive services: first-time job seekers, including graduating high school students, and women whose workforce participation was disproportionately impacted by COVID-19.

Completion Date:

This is a multi-year plan with the completion date yet to be determined. (The updates or milestones below will be completed during FY22.)

Updates/Project Milestones:

- Coordinate with other programs and services such as Central Piedmont Community College and the MeckSuccess program to provide unemployed and underemployed residents with training opportunities, wraparound services, and career coaching that will increase access to employment and upward mobility
- In partnership with the Mecklenburg County Employer Engagement Team, support employed customers in retaining a job through educational advancement, individualized coaching, employer engagement, and community resources
- Oversee the progress of the 215 participants enrolled in the Meck Works program through Charlotte Works to ensure vendor meets performance outcomes including: participants earning credentials for high demand fields; training-related employment placement; supportive services, and job retention
- Monitor performance of Urban League's Women's Exclusive Workforce Training Program in increasing women's access to sustainable employment through skills training, professional development opportunities, and job placement

Outcomes/Measures:

Successful completion of the aforementioned tasks.

Director Comments: (Year-end)**Executive Team Comments: (Year-end)**



Key Initiative #3 -- Empowering Fathers Program

Link to Strategic Business Plan:

Yes

Description:

The Federal Office of Child Support Enforcement has approved the use of incentive funds for the 'Empowering Fathers Program' for noncustodial parents.

The program will focus on the relationship between the custodial and noncustodial parents, assisting them in gaining skills and knowledge of how healthy relationships benefit the health of their children. The program will also help noncustodial parents find viable employment, improve their parenting skills, and strengthen their interpersonal relationships.

Rationale:

Child Support Services implemented the Empowering Fathers Program (EFP) to help eligible noncustodial fathers achieve economic self-sufficiency and improved relationships with the custodial parent and their children.

EFP seeks to be a holistic program by improving outcomes for the whole family. The program focuses on fatherhood/parenting skills, economic mobility and stability, life skills coaching, improving outcomes for school age youth, and conflict resolution to build healthy relationships.

Completion Date:

This is a multi-year plan with the completion date yet to be determined.

Updates/Project Milestones:

- Manage continued implementation of the Empowering Fathers Program by the vendor(s)
- Continue to evaluate the data provided by the vendor(s) to ensure customers are experiencing positive outcomes
- In partnership with the MeckSuccess Initiative, implement an integrated assessment process that addresses holistic customer needs such as fatherhood/parenting skills and the social determinants of health, as well as child/youth school attendance, behavior, and academic performance
- Continue to establish performance baselines

Outcomes/Measures:

Key Metrics:

- # Participants Referred for Employment (No target)
- # Empowering Fathers Program Participants Placed in Employment (Target = 45)
- # New Participants Enrolled in the Program (No target)
- # Fathers Served in the Empowering Fathers Program (Target = 100)
- % of Placed Empowering Fathers Program Participants Maintaining Employment > =6 Months (Baseline)
- % of Empowering Fathers Participants That Make Child Support Payments (Target = 60%)
- Total Collections from Empowering Fathers Participants (Target = \$30,000)
- # of Fathers Who Attend Fatherhood Skills Training (Target = 40)
- # of Fathers Who Attend Employment Skills Training (Target = 30)
- % of Empowering Fathers Program Participants Increasing Their HHS Screening Tool Score Within 6 Months (baseline)
- % of Empowering Fathers Participants Improving in at Least One of the Five Fatherhood Factors, One Month After Completing Fatherhood Skills Training (baseline)
- # of Custodial Parents Participating in the MeckSuccess System of Care Initiative (no target)
- # of School Age Youth Enrolled in the MeckSuccess System of Care Initiative (no target)
- School age youth attendance, behavior, and core academics outcomes (baseline)

Director Comments: (Year-end)



Executive Team Comments: (Year-end)



Key Initiative #4 -- MeckSuccess Initiative

Link to Strategic Business Plan:

Yes

Description:

Begin implementation of the MeckSuccess Initiative and partner with community agencies and other County programs, including Unified Workforce Development and the Empowering Fathers Program, to address holistic customer and family needs.

Through MeckSuccess, customers voluntarily work with a Family Care Coordinator to develop a family driven case plan based on the customer's goals, strengths, and needs for all members of the family.

Following a holistic needs assessment, MeckSuccess provides coaching for economic mobility, support in setting and attaining goals, peer support groups, referrals to community partner services, and opportunities to increase social capital.

Rationale:

MeckSuccess is an approach to integrated human services delivery that helps customers achieve greater levels of independence, economic and social mobility, by improving executive functioning skills such as problem-solving, goal setting, impulse control, and working memory.

The program is based on a national model of care coordination that has demonstrated successful outcomes in the areas of housing, family stability, education, employment, increased earnings, and finance management. Implementation of MeckSuccess will strengthen the Department's ongoing efforts to support Mecklenburg County's most vulnerable residents to build pathways to greater economic independence.

Completion Date:

This is a multi-year plan.

Updates/Project Milestones:

- In partnership with the Empowering Fathers Program, implement an integrated assessment process focused on addressing holistic customer needs such as parenting skills and the social determinants of health, as well as child/youth school attendance, behavior, and academic performance
- Complete development of technology solution to track and monitor participants in the program
- In collaboration with customers, set incremental goals and develop action plans toward improvement in the Social Determinants of Health
- Continue partnership with Unified Workforce Development program to create opportunities for economic mobility for working families
- Develop and implement a housing stipend for qualified MeckSuccess participants, to support short-term education or training that will improve access to higher-paying employment
- Establish performance baselines

Outcomes/Measures:

Successful completion of the aforementioned tasks.

Director Comments: (Year-end)**Executive Team Comments: (Year-end)**



Key Initiative #5 -- Community Resource Centers

Link to Strategic Business Plan:

Yes

Description:

Develop program implementation and provide recommendations for future Community Resource Centers (CRCs) based on initial prototype.

Rationale:

In 2015, the County kicked-off an HHS Integration Initiative under the Bringing Mecklenburg County to You (BMC2U) project. The primary objective of this Initiative is to develop, implement and refine a comprehensive, integrated Health & Human Services business model that encompasses programs currently administered by Community Support Services (CSS), Child Support Services (CSE), Department of Social Services (DSS), Public Health (PH), and targeted community partners.

The initiative proposed a system of "Community Resource Centers" that provide a continuum of County and community partner services at a single location, expanding access to services across the County and meeting customers where they are. The prototype Community Resource Center opened at 3205 Freedom Drive in June 2018. Based upon the success of the prototype, Mecklenburg County has begun preparing for the expansion of the Community Resource Center (CRC) model to additional locations.

Completion Date:

This is a multi-year plan. (The updates or milestones below will be completed during FY22.)

Updates/Project Milestones:

- Design, develop, and implement a comprehensive Social Determinants of Health internal and external community referral and service delivery plan to meet the transactional and outcomes-based needs of our residents
- In partnership with HHS Departmental Leadership and CRC Project Team, lead development of a phased opening plan for CRC 2, 3 & 4 to include County and Community Partner programs and services, business process design and workflow, staffing, plan and projected budget
- In partnership with Public Information and Community Partners, develop and implement a comprehensive phased internal and external communication plan to gain input and ensure awareness of the CRC virtual and in-person service plan, opening dates and locations

Outcomes/Measures:

Successful completion of the aforementioned tasks.

Director Comments: (Year-end)**Executive Team Comments: (Year-end)**



Key Initiative #7 -- Equity and Inclusion Initiative

Link to Strategic Business Plan:

Yes

Description:

Continue the implementation of the County's Equity Action Plan.

Rationale:

Mecklenburg County is committed to addressing its racial inequities through an intersectional analysis. In order to become a more equitable institution, strategies must be implemented and enforced that enhance the work Mecklenburg County has already completed to promote equity and inclusion. The County has partnered with the Government Alliance on Race and Equity (GARE) to create both a racial equity training curriculum for County staff, an Equity Action Toolkit and a three-year enterprise-wide Equity Action Plan. To continue to build the capacity of the organization, it is critical that the County continue to implement the agreed upon action items identified in the Equity Action Plan despite COVID-19.

Completion Date:

This is a multi-year project (FY2020-FY2022).

Updates/Project Milestones:

Continue implementation of the County's Equity Action Plan that were postponed due to COVID-19:

- Continue rollout of "Advancing Racial Equity Training" for all County employees to enhance abilities to advance racial equity.
- Re-establish Department Equity Action Teams (DEAT) for select Departments to begin training and to initiate development of department specific equity action plans (pending further guidance from the County Manager's Office); and
- Provide training on Racial Equity Tool usage to County mid-senior management.

Implementation of FY22 Equity Action Plan items for those departments with specific accountabilities.

- Establish an annual accountability agreement in alignment with annual workplan
- Completion of training on the approved Customized Racial Equity Toolkit by Mid-Senior Management to use the tool with policies and programs
- All staff of current and future CRCs will participate in Implicit Bias and Trauma Informed Training
- Continue to review and include health data for future CRC service provisions. Include Public Health in pre-planning phase for space recommendations for future CRCs.
- In collaboration with the Health & Health Equity Workgroup and the Office of Equity & Inclusion, explore partnerships for comprehensive Reproductive Life Planning within community
- In collaboration with the Health & Health Equity Workgroup and the Office of Equity & Inclusion, seek opportunities to better communicate options for those with limited transportation to ensure pre-natal care access is provided

Outcomes/Measures:

End of Year Reporting

Director Comments: (Year-end)**Executive Team Comments: (Year-end)**



Key Initiative #8 -- Workplace Culture, Communication and Collaboration

Link to Strategic Business Plan:

No

Description:

The Department of Community Resources (DCR) endeavors to promote a culture that is strategic, customer focused, collaborative in nature, and employee engaged. As Mecklenburg County resumes normal operations with more flexible employee work arrangements, this initiative will build on the department's prior successes to ensure the continuation of a positive and cooperative workplace culture. By modeling a culture of service excellence, the department will enhance both the customer and employee experience.

Rationale:

The COVID-19 pandemic caused significant disruption to departmental operations and the employee work experience. As DCR offices re-open to customers, the department must onboard a number of new staff members and integrate them into the DCR environment. This effort will be challenged by the introduction of more varied and flexible work arrangements. Maintaining open communication, collaboration, and an affirming workplace culture are essential to the department's business model.

Completion Date:

This is an ongoing effort. The updates or milestones below will be completed in FY22.

Updates/Project Milestones:

- Integrate new employees into the DCR culture through employee orientations and service culture trainings
- Ensure clear, open, and consistent communication through Director's Forums, Employee Town Halls, division and all-staff meetings, and e-newsletters
- Foster an environment that is customer focused and collaborative through cross-training, professional development sessions, guest speakers from partner agencies, and opportunities to engage with other service areas
- Provide employee engagement and appreciation offerings to promote teamwork and an affirming workplace culture

Outcomes/Measures:

Successful completion of the aforementioned tasks.

Director Comments: (Year-end)**Executive Team Comments: (Year-end)**



Key Initiative #9 -- Mecklenburg County HOMES Program

Link to Strategic Business Plan:

No

Description:

The Helping Out Mecklenburg's Homeowners with Economic Support (HOMES) Program offers financial assistance to reduce the burden of retaining primary residence for qualifying Mecklenburg County homeowners. The program will be managed by the Department of Community Resources, in coordination with the County Assessor's Office, Office of Tax Collector, Financial Services, and Public Information.

Rationale:

In Budget Year 2021, the Mecklenburg County Board of County Commissioners (BOCC) appropriated funding for the HOMES program to provide grants to qualifying residential homeowners after the 2019 countywide revaluation significantly raised many homeowners' property tax bills, especially those in older, established neighborhoods near Uptown Charlotte. In FY2022, the program is transitioning to the Department of Community Resources, with a budget of \$366,482 appropriated by the BOCC (\$250,000 plus \$116,482 FY21 carry-forward).

This grant program is designed to assist qualified Mecklenburg County residential homeowners with low to moderate income to retain their homes by reducing the financial burden. County residents can apply for the HOMES program beginning July 1 and ending October 31, 2021. Applications will be processed on a first come, first served basis until funds are exhausted.

Completion Date:

This initiative is ongoing. (The updates or milestones below will be completed during FY22.)

Updates/Project Milestones:

- In partnership with the County Assessor's Office, develop program considerations including eligibility requirements and grant amounts by income threshold
- Finalize processes for application processing, reporting, and tracking
- In collaboration with Public Information and a marketing vendor, develop and implement a marketing and communications plan
- Establish performance measures

Outcomes/Measures:

Successful completion of the aforementioned tasks.

Director Comments: (Year-end)**Executive Team Comments: (Year-end)**