



MeckACTs

County Manager's FY23 Workplan

Dena R. Diorio

County Manager



Section 1: Annual Goals

1. FY2024 County Budget

Goal Alignment List the Corporate Strategic Business Plan goal area that this goal will help achieve.

Accountable Government

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Prepare and submit for adoption the FY2024 Mecklenburg County Budget by June 2023

Rationale

The Budget drives the activities that support the organization to meet the needs of the community. The Manager is tasked with developing and proposing a budget based on her understanding of the needs of the community, the organization, operational and fiscal capacity, and the interests of the Board.

Action Steps List the actions/events that need to take place.

- Execute a robust budget public engagement process to serve as one input to the budget
- Lead a high-quality Annual Budget Retreat for the Board of Commissioners
- Engage Board members, business partners, community stakeholders and department leadership in budget development
- Lead periodic budget updates and public policy workshops intended to inform the Board and public on key budget decision points
- Present a Recommended Budget that provides resources sufficient, given known factors, to provide County services, maintain sound fiscal discipline, and implement County strategies
- Present the balanced budget ordinance consistent with straw vote direction provided by the Board

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

Successful completion of all Action Steps.

Section 1: Annual Goals

2. FY24-28 Capital Improvement Plan

Goal Alignment List the Corporate Strategic Business Plan goal area that this goal will help achieve.

Accountable Government, Connected Community

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Oversee the development and adoption of the 2024-28 Capital Improvement Plan by the end of fiscal year 2023.

Rationale

Timely and accurate reporting of financial results is critical to ensure that organizational leaders, elected officials, creditors, and the public have the information they need to make decisions and have confidence in the County’s stewardship of financial resources. In addition, strong financial management is imperative to providing the financial resources necessary to meet the needs of the community.

Action Steps List the actions/events that need to take place.

2024-28 Capital Improvement

- Provide guidance and direction to Finance leadership around project solicitation and input, project evaluation and ranking, funding strategies, and communication with the Board of County Commissioners.
- Solicit input and recommendations from the Citizens Capital Budgeting Advisory Committee (CCBAC) as well as other business partners including Charlotte Mecklenburg Schools, Central Piedmont Community College and the Charlotte Mecklenburg Library to ensure the 24-28 CIP is reflective of the needs of the overall community.

General Obligation Bond Issuance

- Provide guidance and direction to Finance leadership as to timing of bond issuance to ensure the sell of bonds at the best price.
- Provide guidance and direction for planning of future bond referendum.

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

Successful completion of all Action Steps.

Section 1: Annual Goals

3. COVID-19 Response

Goal Alignment List the Corporate Strategic Business Plan goal area that this goal will help achieve.

Economic Opportunities, Healthy Community

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Continue to manage the County's internal response to COVID-19 by utilizing ARPA funds to achieve organizational and community outcomes, implement the recommendations from the Recovery & Renewal Taskforce, and identify and respond to recommendations provided by the County's COVID-19 evaluation.

Rationale

American Rescue Plan Act (ARPA)

On May 10, 2021, the U.S. Department of the Treasury announced the launch of the Coronavirus State and Local Fiscal Recovery Funds, established by the American Rescue Plan Act (ARPA) of 2021, to provide \$350 billion in emergency funding for eligible state, local, territorial, and Tribal governments.

Mecklenburg County received a total of \$215 million from the ARPA plan in two equal installments. The first tranche was received in the amount of \$107.5M and the County has committed to continue spending down the funds in FY2023.

The County will use the ARPA funding to change the course of the pandemic and deliver immediate and direct relief to families and workers impacted by the COVID-19 crisis through no fault of their own.

Continued investments in the community will focus on the five priority areas of the COVID-19 Strategic Recovery Plan. Those areas are:

- Behavioral Health & Health Equity
- Parks, Environment, and Infrastructure
- Affordable Housing & Homelessness
- Workforce & Economic Development
- Childcare & Early Childhood Development

Recovery & Renewal Taskforce Recommendations

In fall 2020, the Mecklenburg Board of County Commissioners appointed several community members to a Recovery & Renewal Taskforce. Since 2020, the Taskforce has diligently worked to examine and help address COVID-19 impact issues specific to employees, businesses, public health, education, the economy, and the overall well-

being of the Mecklenburg County residents. In summer 2021, the Taskforce concluded its work and is prepared to share recommendations to the BOCC in September 2021. Staff have begun implementing recommendations within department director work plans and strategic business plans.

Consultant Evaluation

In early 2021, the County began the process to identify and select a consultant to conduct an evaluation of the County's response to the current COVID-19 pandemic and assist in creating recommendations to support long-term pandemic planning for the County. In addition, the evaluation is aligned to the County Manager's Office Strategic Business Plan.

Hagerty Consulting, LLC was selected as the consultant and a contract was executed in July 2021 with work planned to commence in August 2021. The goals for the consultant are to perform an assessment on the County's response regarding the following:

- Equipment distribution
- Policymaking
- Service Delivery
- Employee Impacts
- Customer impacts
- Partner engagements (MEDIC, Emergency Operations Center, Joint Information Center, the towns within the County).

The implementation of the set of recommendations will occur in FY2023.

Action Steps List the actions/events that need to take place.

American Rescue Plan

- Continue to identify strategic investment opportunities utilizing American Rescue Plan Act funding that aligns with the County's COVID-19 Strategic Recovery Plan.
- Monitor the performance of investments.
- Provide routine updates to the Board of County Commissioners.
- Provide reports to the US Department of Treasury.
- Successfully spend the entire ARPA allocation by the end of 2025.
- Create the infrastructure needed to ensure compliance with federal rules.

Taskforce Recommendations

- Oversee the implementation of the Recovery and Renewal Taskforce recommendations assigned by the Strategic Planning and Evaluation team to County departments and external partners.
- Provide an update on the implementation of taskforce recommendations in early 2023.

COVID-19 Evaluation Consultant Recommendations

- Receive final recommendations from Hagerty Consulting.

- Identify recommendations feasible to implement.
- Prepare a plan to incorporate recommendations to existing crisis response plans, continuity of operations plans, and other emergency management plans.

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

Successful completion of all Action Steps.

Section 1: Annual Goals

4. Business Diversity & Inclusion

Goal Alignment List the Corporate Strategic Business Plan goal area that this goal will help achieve.

Accountable Government, Economic Opportunities

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Implement consultant recommendations to assist with remedying disparities found in County contracting to ensure that all qualified firms within the relevant market are given every chance to succeed in business with Mecklenburg County

This a multi-year initiative with the following Action Steps to be completed by June 2023.

Rationale

In June 2005, the Board of County Commissioners adopted an overarching MWSBE policy and program framework established to provide minority-owned, women-owned, and small business enterprises (collectively “MWSBE”) as well as other responsible vendors with fair and reasonable opportunity to participate in Mecklenburg County’s business opportunities.

The program framework included aspirational goals for MWSBE utilization in proportion to the availability of qualified vendors in the area. However, the data was dated – it was based on the 2003 Disparity Study.

In FY20, the County contracted with a third-party consultant to evaluate the County’s MWSBE procurement and utilization policies and programs as well as to provide recommendations for improving MWSBE participation.

The final report was shared with the Board of County Commissioners in October 2020, and an Implementation Plan was subsequently developed and initiated. As part of this, a new program name of Business Diversity & Inclusion (BDI) has been launched.

Action Steps List the actions/events that need to take place.

- Mandatory Subcontracting for Procurement \$300,000+
- Small Business Reserve Program Launch
- MWSBE Contract Compliance Tracking Phase II: Procurement & Construction \$30,000+

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

Successful completion of all Action Steps.

Section 1: Annual Goals

5. Untold Stories: Historic Latta Place & Hopewell District

Goal Alignment List the Corporate Strategic Business Plan goal area that this goal will help achieve.

Accountable Government, Connected Community

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

With a focus on truth, transparency, compassion, transformation, and unity, develop a master plan to guide the future operations of Historic Latta Place, a former plantation site, as well as including stories about life in the surrounding Hopewell District

This a multi-year initiative with the following Action Steps to be completed by June 2023.

Rationale

Historic Latta Plantation (Historic Latta Place) is a circa 1800 living history museum and farm located on the grounds of Latta Nature Preserve. The plantation house, along with a carriage barn, cabins, and outbuildings, gives visitors a glimpse into 19th century life in the Carolina backcountry.

Historic Latta occupies about 16 acres. There are 19 buildings, two which remain from the original James Latta plantation. The property, historic house and several other historic structures are owned by the County.

In June 2021, Mecklenburg County opted not to renew its agreement with Historic Latta Place, Inc. (HLP), a private non-profit organization. HLP had managed the Historic Latta site since its public opening in 1976.

Historic Latta Place is currently closed to the public, while staff and community partners are in the process of reimagining and revisiting operations to ensure activities and events at the site are historically accurate and inclusive. Moreover, there is value in broadening the geographic boundaries of this initiative to include historical perspectives at other plantations in northern Mecklenburg County, to be known as the Hopewell District.

Action Steps List the actions/events that need to take place.

- ✓ Site Assessment
- ✓ Research Best Practices
- ✓ Mission & Vision & Statement

- Initial Capital Improvements: House & Trails
- Archival Assessment & Chronological Report

- Interpretive Master Plan
- Reopening - Implementation Plan
- Community Engagement (ongoing)

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

Successful completion of all Action Steps.

Section 1: Annual Goals

6. Park & Recreation: New Investments & Reinvestments

Goal Alignment List the Corporate Strategic Business Plan goal area that this goal will help achieve.

Accountable Government, Connected Community

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Increase access to public recreation amenities with strategies that include, but are not limited to, opening new facilities in current gap areas, expanding greenway miles, and maintaining assets

This a multi-year initiative with the following Action Steps to be completed by June 2023.

Rationale

Mecklenburg County continues to work towards its goal of having more recreation amenities for residents to enjoy. Moreover, greenway trails are among the most popular amenities offered by Mecklenburg County Park and Recreation Department. Many County residents enjoy our greenway trails for recreation, transportation, and to experience our natural environment.

In FY20, the County moved forward with a strategy to accelerate construction and completion of greenway projects to meet our goal to complete 30 miles of greenway trails by 2023. The Accelerated Greenway Plan is the County's response to a growing desire from residents to increase the speed at which greenway trails are completed in Mecklenburg County.

Equally important to expanding recreation amenities is maintaining our existing assets. As highlighted in Meck Playbook, the new 10-year comprehensive Park & Recreation Master Plan, there should be reinvestment in priority communities to improve the quality and maintenance of existing amenities and access for users.

To initiate reinvestment efforts, the FY21 adopted budget included a \$2 million (one-time) appropriation for equity investments in park and recreation facilities. For FY22, \$5 million was appropriated. Later In March 2022, the Board of County Commissioners approved investing an additional \$10.81 million of American Rescue Plan Act (ARPA) funds for park improvements in eligible areas. The combined funds will be used to advance capital improvements for parks and facilities identified as being in poor condition based on a recent inventory assessment conducted as a foundation of Meck Playbook.

Action Steps List the actions/events that need to take place.

- Initiate Capital Reinvestments (routine maintenance), ADA Improvements, and ARPA and Cares Act CDBG-CV neighborhood park and WiFi access projects
- Continue advancing the design and construction of capital improvement program, equity investments and new and accelerated greenway projects

Equity Investment

Albemarle Park, Amay James Recreation Center, Fred Alexander Park, Grayson Park, Harrisburg Road Park, L.C. Coleman Park and Viewmont Park.

- Complete the following projects:

Capital Improvement Plan

- Briar Creek Greenway – Lyon Court Bridge
- Dowd Neighborhood Park
- Druid Hills Neighborhood Park Improvements
- Independence Park Improvements
- Irvins Creek Greenway – Idlewild to Lakeview Circle
- Long Creek Greenway (I77-Treyburn)
- Marion Diehl/Sugaw Creek Recreation Center Renovations
- Mayerling Drive Neighborhood Park
- Stewart Creek Greenway – NCDOT Yellowstone to State Street
- Wilmore Centennial Park at Southend

**Dual funded with American Rescue Plan Act allocation.*

Routine Maintenance

- Asphalt Projects: McAlpine Park, Hornets Nest Park, Reedy Creek Park, Ramblewood Park
- Carmel Road Park – Tennis Court Renovation
- Chantilly Park – Front Playground Replacement
- Copperhead Island – Boardwalk Replacements
- Dorothy D. Waddy Pavilion Playground Replacement
- Historic Structure Repairs – Latta Place, Rural Hill
- Hornets Nest Park – Shelter Repairs
- Jeff Adams Tennis Center – Facility Renovation, Court Lighting Replacement
- Latta Nature Preserve – Boathouse Renovation
- McDowell Nature Preserve Campground – Electrical and Sewer Upgrades
- Methodist Home Recreation Center – Playground Replacement
- Ramblewood Park – Restroom Renovations

Equity Investments

- Devonshire Park Improvements
- Enderly Park Improvements
- Tryon Hills Park Improvements

American Rescue Plan Act

- o WiFi (ARPA Round 1)

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

Successful completion of all Action Steps.

Section 1: Annual Goals

7. Environmental Leadership

Goal Alignment List the Corporate Strategic Business Plan goal area that this goal will help achieve.

Healthy Community

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Implement result-oriented steps as outlined in the Environmental Leadership Action Plan with an overarching goal of protecting the environment not only for today but for the benefit of future generations. This will allow the County to operate in a manner that conserves and protects our natural resources; models environmental stewardship for local government, business and industry in our region; and uses the County's assets, both existing and future, wisely for the benefit of its residents.

This a multi-year initiative with measurable goals to be achieved by 2035. FY23 targets are highlighted in Action Steps.

Rationale

The Mecklenburg Board of County Commissioners adopted an Environmental Leadership Policy in 2004, affirmed that the policy address climate protection considerations in 2005, and established the Environmental Stewardship Committee in 2019. Environmental Leadership is identified as a top priority of the Board of County Commissioners.

Over the years, the County has made progress in achieving the initial goals. Notwithstanding these accomplishments, it was acknowledged that there is opportunity to enhance the County's policy and implement new goals and strategies to overcome the impacts of climate change and the side effects of regional growth (energy consumption, transportation, land development).

As such, on March 16, 2021, the Board of County Commissioners adopted an updated Environmental Leadership Policy and affirmed support of the accompanying action plan.

Action Steps List the actions/events that need to take place.

- Ecosystem Management
 - Creek Restorations (2.9 miles)
 - Invasive Species Removal (750 acres)
 - Prescribed Burns (500 acres)

- Land Acquisition
 - Flood Plain Buyout (reduce risk by at least 7,310 points – approximately 12 structures)
 - Parks, Nature Preserves, Greenways (\$50 million of BOCC approved acquisitions)

- Net Zero Carbon
 - ✓ Electric Vehicle & Charging Station Plan
 - 20 New Electric Vehicle Charging Stations Installed
 - 26 New Electric Vehicles Ordered
 - Energy Retrofit & Renewable Energy Master Plans
 - Solar Panel Installations (Eastway & Northern Regional Recreation Centers)
 - Grants to Replace Aging Diesel Engines (GRADE)
- Waste Minimization & Business Operation Enhancements
 - Retrofit Material Recycling Facility: Initiate New Equipment Installation
 - New Steele Creek Full Service Solid Waste Center: Rezone & Design
- Environmental Justice Study & Action Plan
- Responsible Purchasing: Sustainable Purchasing Guide for Staff Use
- Employee Engagement: WorkGreen 2.0 Launch
- Long-Term Capital Improvement Financial Strategy: Solid Waste & Storm Water
- Locomotive Emission Reduction Project
- 2nd Near Road Monitoring Station Installation
- Partnerships
 - Farmland Preservation Exploratory Study
 - Innovation Barn Recycling Exhibit Conceptual Design
 - Unified Development Ordinance: City/County Collaborative Work Group
 - Park Fee in Lieu and Park Land Dedication
 - Solid Waste Requirements

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

Successful completion of all Action Steps.

Section 1: Annual Goals

8. A Home for All

Goal Alignment List the Corporate Strategic Business Plan goal area that this goal will help achieve.

Economic Opportunities, Safe Community

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Provide leadership as a partner in the community's A Home for All strategic framework while strengthening housing and homeless data infrastructure to inform decision-making and drive funding alignment by 2025.

Rationale

Mecklenburg County has a longstanding commitment to reducing and preventing homelessness. Over time, there has been significant investments in prevention, emergency shelter and permanent housing. These efforts have only increased in response to the COVID-19 pandemic to ensure that every person has a safe place to isolate or quarantine. And yet housing instability and homelessness continues to grow in the community. On any given night, there are at least 3,000 individuals experiencing literal homelessness, including in sheltered or unsheltered locations.

The work of the Charlotte-Mecklenburg Housing and Homelessness Strategy (or CMHHS) marks the first time that our community has come together to comprehensively take on the full housing continuum from prevention to shelter, affordable housing and cross-sector supports. Led by Atrium Health, Bank of America, Mecklenburg County, the City of Charlotte, and Charlotte Center City Partners, we have had strong representation from both the public and private sectors.

This new effort marks the first time that the public and private sector have come together to address the full housing continuum, from street homelessness to households experiencing cost-burden. The CMHHS team developed the A Home for All Strategic Framework which provides recommendations to implement and sustain the systemic change required to both reduce and prevent homelessness.

United Way of Central Carolinas (UWCC) will serve as the Quarterback Entity (also known as the Lead Agency) to implement the recommendations from the A Home for All Framework. The main role for the Quarterback Entity is to create an implementation plan to enact the strategic framework in coordination with community stakeholders and organizations.

Action Steps List the actions/events that need to take place.

In partnership with United Way of Central Carolinas:

- Define scope and recruit members for the Advisory Council and Technical Committee to guide the work of the A Home for All Strategic Framework.
- Provide leadership to facilitate the implementation of the A Home for All Strategic

Framework.

- Offer strategy and vision to shape the development of the comprehensive implementation plan.
- Provide executive oversight and input on the development of a fundraising plan.
- Ensure the completion of an ongoing evaluation plan to monitor impact.

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

Successful completion of all Action Steps.

Section 1: Annual Goals

9. Behavioral Health

Goal Alignment List the Corporate Strategic Business Plan goal area that this goal will help achieve.

Healthy Community, Safe Community

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Assess the behavioral health needs of the community to enhance the impact, coordination, and alignment of Mecklenburg County’s behavioral health services/contracts

Rationale

In recent years, the Mecklenburg County Board of Commissioners has identified behavioral health as a top priority for improving the wellbeing of residents. As part of this commitment, the County has invested funding to address gaps in behavioral health services not provided through federal, state or private resources.

Mecklenburg County has implemented or initiated many projects to improve behavioral health services for the community in recent years. In response to the behavioral health impact of COVID-19, the County launched MeckHope which offers behavioral health services for the uninsured and underinsured who may not be eligible for other resources.

To improve our crisis response system, the County established new partnerships that will lead to the creation of the community’s first Behavioral Health Urgent Care and Facility Based Crisis Center for adults. The County also committed significant American Rescue Plan Act funding to expand behavioral health services for vulnerable populations in our community.

Along with these efforts, the County aligned with Alliance Health during FY22 as our Local Management Entity/Managed Care Organization (LME/MCO) to improve oversight of the behavioral health service network for Medicaid recipients and individuals eligible for State-funded resources.

Despite the expanded investments made by Mecklenburg County, and the new partnership with Alliance Health, the behavioral health infrastructure of the community remains fragmented and difficult to navigate. During FY23, the County will work with Alliance Health to assess the behavioral health needs in our community to inform the use of public funding for improved service access and care coordination.

Action Steps List the actions/events that need to take place.

- In coordination with Alliance Health, develop a behavioral health strategic plan for Mecklenburg County encompassing the full scope of mental health care, crisis treatment, Intellectual and Development Disability services and substance use treatment options.
- Assess Mecklenburg County behavioral health contracts to develop enhanced reporting standards to reflect impact and quality of services.

- Align internal behavioral health programs and resources across County departments (including Social Services, Public Health, Criminal Justice Services and Community Support Services) to ensure better coordination of services.

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

Successful completion of all Action Steps.

Section 1: Annual Goals

10. Health Disparities

Goal Alignment List the Corporate Strategic Business Plan goal area that this goal will help achieve.

Healthy Community, Safe Community

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Expand Public Health’s programs that contribute to reducing the burden of chronic disease disparities in the community by the end of the fiscal year

Rationale

While many Americans are living longer lives, they may not be living healthier lives and not all groups are experiencing equal life expectancy. Chronic conditions and health disparities can diminish the quality of life due to disability, dependence on medication, and costly medical care.

Locally and nationally chronic diseases, such as cancer, diabetes and heart disease, are the leading causes of disability and early death. More than half of all deaths in Mecklenburg are due to chronic conditions. Obesity, using tobacco products and limited physical activity are established risk factors for chronic diseases and other poor health outcomes.

Community violence, and its associated trauma, have a severe impact on the health of our community as well. According to the North Carolina State Center for Health Statistics, the number of homicides increased by nearly 64% from 2018 to 2020. Additionally, violence prevention was identified as one of the community’s top four issues in the Public Health department’s 2019 Community Health Assessment.

Mecklenburg County Public Health aims to address these issues and reduce health disparities through policy advocacy, environmental and systems changes, and health education efforts. This work is generally focused on three main areas: (1) improving opportunities for safe, active living (including prevention of community violence), (2) improving access to healthy foods, and (3) reducing tobacco use.

Another key element in preventing and managing chronic disease is improving access to primary care for individuals and families across Mecklenburg County. Primary care includes medical care as well as access to behavioral health and dental services. In 2021, the BRFSS showed that 23% of adults reported not having a primary care provider, and 17% of adults reported delaying dental care due to cost. Public Health currently provides financial support to clinics and health centers across the county that serve uninsured and underinsured adults. In FY2023, the department will complete a feasibility study focused on what resources are necessary to expand Public Health’s pediatric dental clinic to serve adults as well.

Foundational to these efforts is a clear understanding of the disparities in the burden of chronic diseases and other public health issues. African Americans have higher rates of cancer, heart disease and diabetes, and are at higher risk of being victims of community violence, as compared to Whites. Understanding these disparities allows us to enhance outreach and engagement efforts to populations most at risk for disease.

Action Steps List the actions/events that need to take place.

- Scale up existing food security initiatives to improve the availability, inclusivity, and affordability of healthy food within the Public Health priority areas by 50%.
- Complete an in-depth review of performance measures in existing access to care contracts for greater alignment with a set of common quality measures in healthcare.
- Enhance Community Health Worker initiatives to connect residents in priority zip codes to social determinants and healthcare support by 25%.
- Develop and implement a comprehensive Community Health Worker evaluation framework.
- Complete a comprehensive chronic disease policy and prevention plan to identify and address chronic diseases most impacting priority populations.
- Launch the Community Violence Strategic Plan focused on community engagement, multi-media prevention campaigns, program evaluation, and the community violence interruption initiative.
- Complete a feasibility study in collaboration with the Community Oral Health Transformation (COOrHT) Initiative of the BlueCross BlueShield of North Carolina Foundation and other stakeholders to identify the programmatic and physical infrastructure required to expand the department's pediatric dentistry program so that it can also serve adults.

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

Successful completion of all Action Steps.

Section 1: Annual Goals

11. Equity & Inclusion

Goal Alignment List the Corporate Strategic Business Plan goal area that this goal will help achieve.

Accountable Government

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Continue Equity Action Plan Progress and Support BOCC Equity Investments Ad Hoc Committee

Rationale

Mecklenburg County's Equity and Inclusion commitment is vital to creating and maintaining an equitable and inclusive agency founded on the vision that all people can thrive personally and professionally. To eradicate the influence of systemic oppression and structural barriers, the county is centering equity and inclusion as a primary lens through which we look in service to County staff and residents. The county continues to partner with the Government Alliance on Race and Equity (GARE) to implement racial equity training for County staff and to research and implement additional best practices for operationalizing sustainable equity and inclusion efforts. The county is in the process of updating the enterprise-wide Equity Action Plan following a cadence that allows for ongoing assessment, modeling, and continuous improvement for all departments and county stakeholders.

Action Steps List the actions/events that need to take place.

- Continue staff recruitment for the Office of Equity and Inclusion (OEI)
- Continue future progress for the County's Equity Action Plan
 - Document progress on existing County's Equity Action Plan
 - OEI to conduct an equity assessment to baseline Department preparedness
 - Re-establish Department Equity Action Teams (DEAT) for select Departments
 - Begin Department-specific Equity Action Plan development for select Departments
- Support the Board of County Commissioners Ad Hoc Committee on Equity Investments to evaluate and make recommendations to the Board as to how to appropriate \$2M for equity investments
 - Select Consultant that will lead County efforts to:
 - Research exiting county data for equity investment alignment opportunities.
 - Work with local partners to examine a shared agenda to make investment fund go further.
 - Engage with community members to determine community needs/priorities.
 - Make summative recommendation with corresponding implementation plan in partnership with OEI.

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

Successful completion of all Action Steps.

Section 1: Annual Goals

12. Workforce Development

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Economic Opportunities

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Improve residents' access to training, job opportunities, and employment outcomes

Rationale

While job opportunities are increasing in Mecklenburg County, some job seekers find it difficult to access available opportunities that provide a sustainable living-wage. Concurrently, local employers report a lack of available, qualified job candidates to fill job openings.

The difficulty in navigating the workforce landscape is due to many factors including:

- No clear pathway or single entry-point for job seekers.
- A lack of unified messaging in the workforce ecosystem that is easy for residents to understand.
- Missing connections between employers with employment needs and workforce development providers (i.e., some workforce training providers have curriculums that do not align with current job opportunities or employer needs).

This initiative will focus on bridging the gap between employers seeking qualified job candidates and those seeking sustainable livable wage employment.

Action Steps List the actions/events that need to take place.

- Partner with HIRE Charlotte, Queen City Collaborative, and Charlotte Executive Leadership Council to improve online employment access for employers and job seekers.
- Develop a framework to establish Mecklenburg County as an employment partner for workforce development (including partnerships with colleges/universities and workforce training providers).
- Ensure County-funded workforce development contracts are updated to include employer commitment upfront to increase job placement and retention.

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

Successful completion of all Action Steps.

