



MeckACTs

Cabinet Member Workplan

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Section 1: Annual Goals

1. HHS Integration

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

DCR Goal.1 Develop a system-wide approach to integrated service delivery to improve the health and well-being of Mecklenburg County residents

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

Improve economic, health, and food security outcomes by opening additional Community Resource Centers and integrating service coordination for Mecklenburg County residents

Rationale

In 2015, Mecklenburg 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), Department of Community Resources (DCR), 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 is preparing for the expansion of the Community Resource Center (CRC) model to additional locations.

Along with the CRC model, Mecklenburg County will implement an integrated HHS Service Connection process for select staff/teams serving pregnant and post-partum women. The process involves the following three steps:

- Assessing customers using a Social Determinants of Health Screening Tool to determine household needs.
- Reviewing the resources/benefits a customer may be receiving or eligible for using Single View of the Customer technology which connects data software systems across HHS.
- Referring customers to needed services/resources using NCCARE360, a statewide online coordinated care network, that allows for referrals to resources and services throughout the community.

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

In partnership with the HHS Leadership Team and CRC Project Team:

- Develop baseline measures to determine the impact of CRC services on the social

determinants of health for each CRC service area.

- Implement and operationalize revised CRC Governance Charter and performance metrics.
- Facilitate the opening of the Northeast CRC.
- Lead development of a phased opening plan for CRC 3, 4 and 5.
- Design, develop and implement an integrated HHS service connection process to serve pregnant and post-partum women.

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

Successful completion of all Action Steps.

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2. Increase Access to Services

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

DCR Goal.1 Develop a system-wide approach to integrated service delivery to improve the health and well-being of Mecklenburg County residents

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

Increase access to services that improve socioeconomic outcomes for Mecklenburg County residents

Rationale

Mecklenburg County has established Equity as a top priority area. We envision “all people in Mecklenburg County will have an equitable opportunity to thrive in the workplace and in the community.” Through Mecklenburg County’s FY20-22 Equity Action Plan, the Office of Equity and Inclusion trained County leadership to view policies and programs through an equity lens and to develop strategies that reduce inequities. For the FY23-25 Strategic Business Planning cycle, the Department of Community Resources (DCR) has identified several areas of focus to advance equity for County residents.

The Community Tool Box* created by the University of Kansas encourages institutions to review unintentional barriers to service accessibility such as administrative practices, poor communication, and lack of cultural sensitivity. To ensure the Community Resource Center (CRC) is able to meet the needs of our most underserved residents, DCR will evaluate the accessibility of the CRC's operating hours and capacity to respond to immigrant/migrant customers. The prototype CRC at the Valerie C. Woodard Center currently serves customers 8:00 a.m. – 5:00 p.m. and has a small group of employees who are bilingual in English and Spanish.

DCR will also partner with other agencies to develop an implementation plan for increasing access to childcare during nontraditional work hours (defined as work outside of 7:00 a.m. to 6:00 p.m. on weekdays). Research by the nonprofit Urban Institute** found that communities most impacted by structural inequities, including Black, Latinx, and low-income families, are disproportionately likely to have parents working nontraditional schedules. Limited availability of options and subsidies for childcare during nontraditional working hours exacerbates barriers to employment and education among these communities. The COVID-19 pandemic may have further impeded the ability of parents to access convenient, affordable, and high quality child care.

Sources:

* Community Tool Box, University of Kansas Center for Community Health and Development, 1994-2022. *Implementing Promising Community Interventions*, Chapter 23: Modifying Access, Barriers, and Opportunities. <https://ctb.ku.edu/en/table-of-contents/implement/access-barriers-opportunities/overview/main>

***To Make the Child Care System More Equitable, Expand Options for Parents Working Nontraditional Hours*. Urban Institute, January 14, 2021. <https://www.urban.org/urban-wire/make-child-care-system-more-equitable-expand-options-parents-working-nontraditional-hours>

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

Identify opportunities to improve service options and access for historically underrepresented and marginalized residents:

- Assess the hours of operations within the CRCs to determine if they meet customers' needs and expand if determined feasible. (FY23-25)
- Assess capacity of bilingual employees and onsite interpreters at the CRCs to respond to the specific needs of our immigrant and migrant customers. (FY23-25)

Increase access to childcare providers offering care during non-traditional work hours:

- Engage with the Department of Social Services (DSS) and Child Care Resources, Inc. (CCRI) to conduct an environmental scan to assess number of childcare providers currently offering non-traditional hours. (FY23-24)
- Determine number of customers in need of childcare during non-traditional work hours. (FY23-24)
- In partnership with DSS and CCRI, develop recommendations and implement plan of action to address customer needs. (FY24-25)

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

- Assessment completed of CRC operating hours (Y/N)
- Assessment completed of bilingual employee capacity (Y/N)
- Environmental scan completed of childcare providers with non-traditional hours (Y/N)
- Needs assessment completed for childcare during non-traditional hours (Y/N)

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3. Department Equity Action Plan

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

Accountable Government: Equity and Inclusion

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

Create a Department Specific Equity Action Plan

Rationale

An essential component to our County Equity Action Plan is alignment among our departments. Alignment is the bridge between strategy and execution. The criteria for implementing our Equity Action Plan requires that our systems, leadership, staff, and culture all align with the ideals of our plan and requires the specificity of our department's functions. The development of our Department Equity Action Plans will help us: identify our individual department and enterprise responsibilities, create structure, process, and operational strategy at the department level, get clear on our departmental equity roles and responsibilities, and, understand the experiences, skills, and competencies needed to execute on our equity plan.

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

- Complete FY20-22 County Equity Action Plan
 - Document progress on Existing County EAP
 - Participate in OEI Listening Session and complete the Equity Needs Assessment
- Meet with Chief Equity & Inclusion Officer to Review and Develop Department Equity Action Plan
- Reconstitute Department-Specific Equity Action Team, representative of department staff, in alignment with OEI Sequencing
- In partnership with the Office of Equity & Inclusion, create department-specific equity vision, align department goals and objectives to the Equity Action Plan and identify equity-centered outcome measures

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

- FY20-22 County Equity Action Plan Completed and Progress Documented (Y/N)
- Department Equity Action Plan Completed (Y/N)
- Reconstruction of Department Equity Action Team in alignment with OEI Sequencing (Y/N)

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4. Workforce Development

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

DCR Goal.1 Develop a system-wide approach to integrated service delivery to improve the health and well-being of Mecklenburg County residents

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

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

Rationale

The Mecklenburg County Board of Commissioners has chosen workforce development as a Board priority, with the goal to provide leadership in this area and align communication between jobseekers and employers.

According to JobsEQ, a workforce software tool that provides timely data on local workforce and employers—including demographics, occupations, wages, and certifications, Mecklenburg County's workforce is experiencing a skills gap in the following industries - information technology, Medical Assistant and Class-A commercial Drivers. These are just three of the industries experiencing a labor shortage due to the skills gap. Upskilling and training can increase residents access points to jobs that have career pathways and provide a livable wage.

Recently, Mecklenburg County's Unified Workforce Development (UWD) program was awarded \$1 Million Dollars in Community Project Funding through a request by Congresswoman Alma Adams. UWD provides rapid employment, individualized support, and long-term retention services to residents with multiple barriers to employment. The Community Project Funding will be used to expand UWD's services provided, and populations served, allowing the program to increase its impact.

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

- Partner with Mecklenburg County Departments, Charlotte Mecklenburg Library, and community partners to increase public awareness of available County and contracted workforce development services (FY23-24)
- Upon receipt of Community Project Funding, expand the Unified Workforce Development program to begin serving two additional populations (FY23-25):
 - Graduating high school seniors who are foregoing college to enter the workforce or a vocational trade
 - Underemployed or unemployed residents with limited access to training resources
- Utilize Community Project funding to provide expanded services through Unified Workforce Development, including opportunities for paid vocational or on-the-job training, and supportive services such as transportation (FY23-25)
- Implement consistent service expectations and monitor performance outcomes for vendors contracted to provide workforce development services for Mecklenburg County (FY23)

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

- # Graduating High School Seniors Served by the Unified Workforce Development Program (~40 baseline year)
- # Underemployed Residents Served by the Unified Workforce Development Program (~30 Baseline year)
- # Unemployed Residents Served by the Unified Workforce Development Program (~30 Baseline year)
- % of Unified Workforce Development Active Job Seekers with an Employment Placement (target = 80%)
- % of Placed Unified Workforce Development Participants Maintaining Employment \geq 6 Months (target = 70%)
- Community Awareness of Workforce Development Services (baseline)
- Successfully modify DCR's workforce development contracts, to include Community Culinary School of Charlotte, Latin American Coalition, Urban League of Central Carolinas, She Built This City, and The ROC.

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5. Empowering Fathers Program

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

Goal DCR.3 – Improve Child Support Outcomes to Strengthen Families

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

Monitor the increased capacity for the Empowering Fathers Program to serve additional customers and provide expanded employment and mental health services

Rationale

Incentive Funding – Federal Office of Child Support Enforcement Exemption

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

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

American Rescue Plan Act Funding

GraceMar, the vendor managing the EFP program, is receiving \$900,000 in American Rescue Plan Act (ARPA) funds, over three years, for the expansion of the program. The funds will be used for a dedicated clinician that will provide mental health services to an additional 200 fathers [between 5/2022 and 12/31/2024] with a need for mental health care services. The funding is expected to improve outcomes by increasing access to resources, services, and programming. In addition, the program will add another advocate and job coach/recruiter.

EFP is striving to address the significant levels of job loss, economic instability, and mental health crises resulting from COVID-19.

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

- Oversee Empowering Fathers Program managed by the vendors
- Evaluate the data provided by the vendor(s) to ensure customers are experiencing positive outcomes
- Evaluate how well participants' needs are met and make modifications for continuous service delivery improvement
- In partnership with GraceMar and County's ARPA Manager, provide subject matter expertise for expansion of the EFP program funded by ARPA

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

Key Metrics:

Empowering Fathers Program– Incentive Funding

- # Fathers Served in the Empowering Fathers Program (Target 135)
- # Empowering Fathers Program Participants Placed in Employment (Target 55)

- % 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 \$50,000)
- # Of Fathers Who Attend Fatherhood Skills Training (Target 45)
- # Of Fathers Who Attend Employment Skills Training (Target 35)
- % Of Empowering Fathers Program Participants Increasing Their HHS Screening Tool Score Within 6 Months (TBD)
- % Of Empowering Fathers Participants who report a positive outcome in at least one of the Five Fatherhood Factors (baseline)

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6. Employee Engagement

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

DCR Goal.4 - Promote an engaged workforce that is customer focused, strategic, and collaborative

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

Exceed target on the FY23 Employee Motivation & Satisfaction Index

Rationale

The Department of Community Resources (DCR) endeavors to promote a culture that is strategic, customer focused, collaborative in nature, and employee engaged.

As additional Community Resource Centers (CRCs) open and the department continues to assume additional responsibilities, DCR will need to maximize utilization of its existing resources. DCR will also build on its prior successes to ensure the continuation of a positive and cooperative workplace culture that enhances both the customer and employee experience.

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

- Begin to establish a culture of collaboration and coordination at CRC-2
- Evaluate departmental processes to maximize workforce efficiency, effectiveness, and engagement
- Support staff development through continuous learning and career development opportunities

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

- Employee Motivation & Satisfaction Index (target >88%)
- Employee Development Index (target > 88%)

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7. MeckSuccess

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

**No Strategic Plan alignment*

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

Refine the MeckSuccess program to improve outcomes for families to include children, parents and caretakers

Rationale

MeckSuccess provides case management and care coordination services to assist families in achieving greater levels of economic mobility. First implemented in September 2020, the MeckSuccess program is based on a national model that has demonstrated successful outcomes in the areas of housing, family stability, education, employment, increased earnings, and financial management.

Mecklenburg County residents may enter the program via referrals from Reid Park Academy, Mecklenburg County Health & Human Services departments, external community agencies, and self-referral. MeckSuccess care coordinators assist customers in developing a family-driven case plan to first stabilize the parent/caregiver and then utilize a holistic approach to improve outcomes for the entire family. Program services include: coaching for economic mobility, support in setting and attaining goals, and referrals to partner services.

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

- Review and refine access points to ensure referrals are appropriate and do not strain program capacity
- Ensure all adults participating in the Housing Stipend program have case plans that include goals to increase education, training and/or job opportunities for improved economic mobility
- In partnership with Charlotte-Mecklenburg Schools (CMS) and County Executive Leadership, revise MOU to allow for use of CMS data to determine student outcomes (attendance, behavior, and academic performance (English & Math)) to be used in County reporting

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

- # of MeckSuccess participants completing a training/education program (Target 25)
- % of MeckSuccess families increasing household income (Target 75%)
- % Housing Stipend participants retaining housing at 6 months/1 year (Baseline)
- Increase attendance, decrease school suspensions, and increase academic performance in English and Math (baseline)

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8. HOMES Program

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

**No Strategic Plan alignment*

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

Increase number of Mecklenburg County households served through approved property tax grants awarded by the Mecklenburg County HOMES Program

Rationale

The Helping Out Mecklenburg's Homeowners with Economic Support (HOMES) Program offers financial grants to assist qualifying low-to-moderate Mecklenburg County homeowners in paying their property taxes. In Budget Year 2022, the program transitioned to the Department of Community Resources (DCR), managed in coordination with the County Assessor's Office, Office of Tax Collector, Financial Services, and Public Information.

DCR expects to begin FY23 with \$354,870 allocated for the HOMES program. County residents may submit applications beginning July 1 and ending November 18. Applications will be processed on a first come, first served basis until funds are exhausted.

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

- Streamline the HOMES application process to minimize barriers that may prevent residents from applying
- In collaboration with Public Information and a marketing vendor, increase marketing strategies to include expanded media and community outreach
- Enhance processes for application processing, reporting, and tracking

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

- # HOMES Program Applications Received (target 1,980)
- % Of HOMES Program Applications approved (target 70% / 1,368 applications)
- Total amount of HOMES Property Tax Grants Awarded – Exhaust all funding ~\$354K

