



# Work and Performance Plan FY2021 (DCR)

---

Yulonda D. Griffin, Community Resources



## SECTION 1: DEPARTMENT KEY INITIATIVES

### Key Initiative #1 -- Health and Human Services Integration Initiative

**Link to Strategic Business Plan:**

Yes

**Description:**

Health and Human Services (HHS) Integration seeks to better coordinate service delivery across the Consolidated Health and Human Services Agency. Integration includes:

- 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.
- Implementing a technology platform, Single View of the Customer, 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.

**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 comprehensive manner.
- Create the Single View of the Customer technology platform to improve customer experience when accessing services across HHS departments.
- Help HHS customers have a clearer path to independence and stability.

**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 FY21.)

**Updates/Project Milestones:**

- Create plans that operationalize the changes and improvements to the department's service delivery brought about by HHS Integration:
  - o Define data access for all department staff who will use Single View of the Customer
- Develop and implement communication strategy outlining how HHS Integration will affect the department, specifically the implications for staff and customers
- Collaborate with the HHS Integration Team and Human Resources to implement a Change Management strategy to ensure effective introduction of HHS Integration from leadership to frontline staff:
  - o Identify department champions for implementation of change management plan throughout HHS departments
  - o These staff will serve on an integrated HHS change management consultation team that will help implement HHS Integration trainings and communication for key HHS department staff and teams
- The prototype of the Single View of the Customer technology platform will be completed by the end of FY21 and will include the following elements:
  - o Client Search, Follow-Up Status, and Summary Screens
  - o Defined User and Security Roles

**Outcomes/Measures:**

End of Year Reporting

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



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



## Key Initiative #2 -- Unified Workforce Development Strategy

**Link to Strategic Business Plan:**

Yes

**Description:**

Continued operation of the County's Unified Workforce Development strategy serving multiple County departments. This strategy is focused on improving customer job skills and employment prospects, leveraging the existing workforce development activities performed by Social Services, Child Support Services, Community Support Services, and Criminal Justice. Additionally, it creates partnerships with the Workforce Development Providers Council and Charlotte Works to maximize workforce development activities throughout the Charlotte region.

**Rationale:**

A single, county-wide strategy reduces duplication of services, increases service efficiencies, and helps put more residents to work. This Strategy enables the County to maximize its vast resources and emerge as a leader in both workforce development and supportive/retention services.

**Completion Date:**

This is a multi-year plan.

**Updates/Project Milestones:**

- Secure employment and provide supportive and retention services for 40 individuals
- Partner with MeckSuccess program to create opportunities for economic mobility for working families
- Implement an integrated assessment process focused on addressing holistic customer need
- Track customer outcomes based on implementation of recommendations from the integrated assessment
- Continue to establish performance baselines
- Continue to cultivate and coordinate collaboration efforts within Mecklenburg County departments to increase Unified Workforce Development employer relationships

**Outcomes/Measures:**

End of Year Reporting

**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 cultivate and maintain positive relationships between custodial and noncustodial parents, which in turn will improve outcomes for children.

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)
- Evaluate the data provided by the vendor(s) to ensure customers are experiencing positive outcomes
- In partnership with the MeckSuccess Initiative, design and implement an integrated assessment process that addresses holistic customer needs such as: the relationship with the custodial parent, child/youth school attendance, as well as improved behavior and academic performance
- Continue to establish performance baselines

**Key Metrics:**

- # Participants Referred for Employment
- # Participants Placed in Employment
- # Participants Enrolled in the Program
- % of Placed Participants Maintaining Employment  $\geq 6$  Months
- # of Participants Making Regular and Reliable Payments
- Total Collections Made on Noncustodial Parent Cases
- # of Custodial Parents Participating in the MeckSuccess System of Care Initiative
- # of School Age Youth Enrolled in the MeckSuccess System of Care Initiative

**Outcomes/Measures:**

End of year reporting ONLY

- Track monthly total collections of each participant enrolled in the program
- Track monthly child support payments
- Place 30 fatherhood participants in employment
- Track job retention for 6 months to 1 year once placed in employment



- Enroll 40 fatherhood participants in fatherhood skills training
- Enroll 30 fatherhood participants in employment skills training
- School age youth attendance, behavior and core academics outcomes

**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, MeckHome, 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, design and implement an integrated assessment process focused on addressing holistic customer needs such as: the relationship with the custodial parent, child/youth school attendance, as well as improved behavior and academic performance
- Complete development of technology solution to track and monitor participants in the program
- Develop policies, procedures, and standardized program tools
- In collaboration with customers, set incremental goals and develop action plans toward improvement in the Social Determinants of Health
- Partner with Unified Workforce Development program to create opportunities for economic mobility for working families
- Partner with MeckHome to develop and implement a housing subsidy program with supportive services for families who are facing eviction
- Finalize program metrics and begin to establish performance baselines

### Outcomes/Measures:

End of Year Reporting

### Director Comments: (Year-end)

### Executive Team Comments: (Year-end)



## Key Initiative #5 -- Expansion of the Community Resource Center (CRC) Model

**Link to Strategic Business Plan:**

Yes

**Description:**

Develop program implementation and provide recommendations for future Community Resource Centers 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 exclusively by Community Support Services (CSS), Child Support Services (CSE), Department of Social Services (DSS) and Public Health (PH).

The initiative proposed a system of "Community Resource Centers" that provide a continuum of County 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 FY21.)

**Updates/Project Milestones:**

- Complete technology enhancement in CRC prototype for implementation in future CRCs
- Finalize CRC 2 budget requirements and staffing/equipment needs
- Develop staff training plan
- Update/revise governance, policies and procedures, Standard Operating Procedures, etc.
- Continue implementation of communication plan developed in partnership with Public Information
- Conduct information sessions with community stakeholders and obtain feedback regarding base service delivery and specific community needs
- Identify potential additional community partners

**Outcomes/Measures:**

End of Year Reporting

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





## Key Initiative #6 -- Job Training for Working-Class Residents

**Link to Strategic Business Plan:**

No

**Description:**

Increase access to education, training, and employment opportunities for working class residents in Mecklenburg County by providing targeted service delivery to help families earn living wages in high-demand fields.

**Rationale:**

In Budget Year 2021, the Mecklenburg County Board of County Commissioners (BOCC) provided funding of \$2 million dollars to facilitate employment opportunities for displaced workers and working-class residents. Of this group, underemployed adults and young adults face an especially difficult path when looking for employment that will advance their careers. However, with short-term targeted services and training, these job seekers are more likely to obtain employment that will provide long-term career opportunities and a living wage.

Young and underemployed adults tend to face three key barriers on their employment journey: insufficient awareness of resources, lack of financial means to attend employment training, and wages lower than what is required to support individuals without relying on government benefits.

Mecklenburg County partnered with Charlotte Works to develop a framework for a facilitated job-seeker pathway to assist residents in overcoming these barriers. Each stage of the participant's employment journey will be facilitated and designed to maximize their chances of success:

- A Career advisor to help navigate the employment pathway and connect participants to support resources
- A financial stipend to assist participants in meeting their basic needs while in employment training
- Targeted training scholarships and training-related employment for positions that pay a living wage and offer career progression pathways

**Completion Date:**

This is a multi-year plan.

**Updates/Project Milestones:**

- Execute talent pipeline partnerships between Charlotte Works and targeted employers, including but not limited to Novant Health, Atrium Health and Mecklenburg County
- Develop program screening assessment to facilitate referrals from the Community Resource Center
- Enroll 200 participants in the program and support them through the employment pathway framework
- Collect client experience through targeted surveys to obtain feedback regarding base service delivery and additional client needs
- Develop benchmark metrics to determine program success

**Outcomes/Measures:**

End of Year Reporting

- Number of program participants
- Percentage of participants obtaining employment
- Percentage of participants obtaining employment related to their training
- Increase in participants' average earned wages
- Customer satisfaction rating

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



## Key Initiative #7 -- Equity and Inclusion Initiative

**Link to Strategic Business Plan:**

No

**Description:**

Continue the implementation of Year One and Year Two of the County's Equity Action Plan.

**Rationale:**

To address the challenge for Mecklenburg County to become a stronger pro-equity organization, 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 Equity Action Plan. To continue to build the capacity of the organization, it is critical that the County continues the implementation of action items identified in the Equity Action Plan for Year One and Two.

**Completion Date:**

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

**Updates/Project Milestones:**

Continue FY20 Implementation Action Items of the County's Equity Action Plan that were postponed due to COVID-19:

- Rollout "Advancing Racial Equity Training" for all County employees to enhance abilities to advance racial equity.

Target: Group Two & Group 3 departments identified in the rollout plan.

- Identify performance data needs and ensure mechanisms are in place to track and collect critical data.
- Creation of department specific equity action plans.
- Provide training on Racial Equity Tool usage to County mid-senior management.

Implementation of FY21 action items for those departments with specific accountabilities.

**Outcomes/Measures:**

End of Year Reporting

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



## Key Initiative #8 -- COVID-19 Response

**Link to Strategic Business Plan:**

No

**Description:**

The onset of COVID-19 resulted in the closure of Mecklenburg County government facilities and required many services to be transitioned to remote offerings. This unprecedented pandemic requires a flexible and nimble organization to meet the needs of County employees and the general public. Mecklenburg County will address the following priorities during the pandemic:

**Rationale:**

Mecklenburg County must respond and address the following priorities during the pandemic.

- 1) Continue to safely provide and expand county services to the public;
- 2) maintain critical county business needs through operational planning and policy, and
- 3) address community needs through the development and execution of support efforts through CARES Act funding

**Completion Date:**

This initiative is ongoing. Its completion date is dependent upon the extent of community spread of the virus and Public Health recommendations.

**Updates/Project Milestones:**

- Continue to develop county policies and procedures to address COVID-19
  - Continue to reopen county services in a safe manner
  - Foster innovation and agility in county services
  - Provide assets, technology and collaboration tools needed to safely support county operations
    - Monitor workforce engagement, needs and perspectives
- Monitor and adjust performance outcomes as appropriate
- Provide final report on CARES funding in the community
- CMO-Strategic Business Plan: Partner with the County Manager's Office to develop long-term response to COVID-19 and the impact of it in the organization and community

Note: Departments will have individual responses to these items at year-end.

**Outcomes/Measures:****Director Comments: (Year-end)****Executive Team Comments: (Year-end)**