



FY2019 Assistant County Manager/ Chief of Staff Work and Performance Plan

DERRICK RAMOS, COUNTY MANAGER'S OFFICE



Key Initiative 1	
Description:	“Bringing Mecklenburg County to You” Master Plan Project Implementation
Rationale:	<p>The first phase of the “Bringing Mecklenburg County to You” program includes several key projects which support the Manager and Board’s strategic agenda. These projects include:</p> <ol style="list-style-type: none"> 1. The relocation of LUESA from the Hal Marshall Center to Suttle Avenue, which will improve the experience for customers and employees while supporting the redevelopment of the North Tryon corridor (Project Complete). 2. The relocation of MEDIC from over-utilized, leased facilities to a permanent home. This involves the adaptive re-use of a warehouse and distribution facility central to their service area (Project Complete). 3. The vacant portion of the Valerie C. Woodard Center will be renovated, providing a home for the balance of staff from the Hal Marshall Center, the Tax Assessor and Tax Collector offices, and some functions of the consolidated Health and Human Services Agency. Some renovation will occur to support the work of creating new Community Resource Centers. 4. The initial phase of work within the Government District will be initiated, with the relocation of a consolidated Finance Department as a focus along with renovations to and use of underutilized spaces.
Completion Date:	This is a multi-year project.
Updates/Project Milestones:	<ul style="list-style-type: none"> • August 1, 2018: Criminal Justice Services Relocation to 715 E. 4th - 100% complete • September 15, 2018: Finance Relocation to Judge Johnson Building - 100% complete • March 15, 2019: Woodard Renovation: Construction - 100% complete • June 30, 2019: CRCs- Northeast & West- Architect and CM@Risk Selection - 100% complete <ul style="list-style-type: none"> ○ Participate in and/or lead internal work group meetings on future CRC planning • Internal Audit and Victim Assistance Relocations (Johnson Bldg.): Construction - 100% complete • Guardian Ad Litem and partial Juvenile Justice (CCOB): Construction - 50% complete • CMGC 11th Floor Renovations: Design Phase - 100% complete <ul style="list-style-type: none"> ○ Architect Selection – complete Nov. 15, 2018 ○ Space Programming Verification – complete Jan. 30, 2019 ○ Schematic Design – complete April 1, 2019 ○ Design Development - complete May 1, 2019 ○ Construction Documents – 50% complete June 30, 2019
Outcome/Measures:	Successful accomplishment of established milestones.



Key Initiative 2
Enhance Security of County/Library Facilities

Key Initiative 2 Enhance Security of County/Library Facilities	
Description:	Begin multi-year implementation of Enterprise Security Strategy that encompasses County/Library programs and facilities, including Park and Recreation (excludes Sheriff's Office). The Strategy will include implementation of Security Master Plan recommendations for County security policy, organizational structure, facility security guidelines, video surveillance & access control, contracted security services (security officers), cash transport, and emergency preparedness.
Rationale:	Security consultant recommended placing management of security budgets and facility security under the direct control of Asset and Facility Management, potentially creating efficiencies and more consistent practices.
Completion Date:	6/30/2019
Updates/Project Milestones:	<ul style="list-style-type: none"> • December 31, 2018: <ul style="list-style-type: none"> • Implement weapons screening at the Kuralt Center • June 30, 2019: <ul style="list-style-type: none"> • Obtain ET approval for updates to Mecklenburg County Security Policy and protocols • Roll out Emergency Preparedness Plan to County departments (establishment of all facility Incident Management Teams complete in FY20) • Complete construction of new Security Operations Center (SOC) and begin operations • Complete security coordination planning and security performance evaluation with Park & Recreation, including timely installation of video cameras at identified facilities • Complete installation/integration of new S2 enterprise security system
Outcome/Measures:	Successful accomplishment of established milestones.



Key Initiative 3
Safety and Justice Challenge Oversight

Description:	Oversee the participation of Mecklenburg County in the MacArthur Foundation Safety and Justice Challenge. Promote healthy dialogue, collaboration, planning, and action among criminal justice partners to advance strategies to safely reduce the jail population and reduce racial disproportionalities and disparities in the adult criminal justice system.
Rationale:	The Safety and Justice Challenge involves system-wide partnerships that include all the major criminal justice agencies in Mecklenburg County: CMPD and town police departments, the Sheriff's Office, the DA's Office, the Judiciary, the Clerk of Court, the Public Defender's Office, the Magistrates, Community Corrections, and other community partners. As the official grantee, Mecklenburg County's goals in pursuing grant strategies are to strengthen partnership relationships and to implement sustainable means of achieving system reform. The CJS director will work in close collaboration with the Research and Planning Manager and MacArthur Foundation technical assistance provider to guide and monitor progress.
Timeline:	Safety and Justice Challenge grant funding expires in October 2019.
Updates/Project Milestones:	<ul style="list-style-type: none"> • Project milestones have been established in cooperation with the County, its justice system partners, and the MacArthur Foundation. These milestones are detailed in the Safety and Justice Challenge Implementation Plan. • All project milestones will be met by the grant expiration date.
Outcome/Measures:	<ul style="list-style-type: none"> • Partner with the W. Haywood Burns Institute to analyze racial disproportionalities/disparities in Mecklenburg County's criminal justice system by the end of June 2019. • Percent reduction in the number of revocations from pretrial supervision for technical violations. (On-going) • Percent reduction in the number of referrals to pretrial supervision who are denied. (On-going) • Finalize and launch online implicit bias training continuum modules in partnership with NDRI. (June 2019) • Onboard Equity and Inclusion Specialists who will work with CJS and partners to identify local contributors to racial disproportionalities/disparities in Mecklenburg County's criminal justice system (December 2018); Identify and foster opportunities to compliment enterprise level equity work currently underway within the County. (On-going) • Meet identified goal for reduction in the local jail population. (By the term of the S&JC grant - October 2019) • Continue efforts to improve Pretrial Services practice and process as identified in the Safety and Justice Challenge implementation plan. Accept evaluator and technical assistance provider recommendations when deemed appropriate. (On-going)



Key Initiative 4
Opioid Crisis Response Coordination

<p>Description:</p>	<p>To address the need for a strategic approach to prevention and treatment of opioid use, Criminal Justice Services has partnered with local and national partners to coordinate a community response and develop local interventions. Specifically, Criminal Justice Services is participating in the University of North Carolina School of Government/Blue Cross Blue Shield of North Carolina (UNC-BCBS) Opioid Grant and the Mecklenburg County Comprehensive Opioid Abuse Program (COAP).</p> <p>The UNC-BCBS Opioid Grant will provide technical assistance in coordinating a community response across County Departments and with local partners to the local opioid epidemic.</p> <p>COAP is a grant funded project through the Department of Justice’s Bureau of Justice Assistance (BJA). The Mecklenburg Opioid Systemic Response Plan is a diversionary program aimed at gathering information to create a cross-system response plan to the opioid crisis and address the needs of opioid abusers involved with the criminal justice system using the Sequential Intercept Model. Interventions will focus on Intercept point 3 (jail/courts) and point 5 (community corrections), with goals of reducing recidivism and increasing access to community services and supports for the target population. It is anticipated that better identification and treatment of the target population will increase the likelihood of successful return to the community and reduce recidivism.</p>
<p>Rationale:</p>	<p>Mecklenburg County has a well-established history of investing in criminal justice diversion and alternative sentencing programs, including several within Criminal Justice Services (i.e., S.T.E.P. Program, SOAR-Criminal Justice Project, and CMPD-Mecklenburg County Homeless-Outreach-Prevention collaborative). However, like counties across the nation, Mecklenburg County is facing an unprecedented community-wide issue in the form of the Opioid Crisis. From 2013 to 2017, Mecklenburg County has seen a rise in Opioid use, overdoses, administration of Naloxone, arrests, and even deaths. The magnitude of this epidemic, and its resulting effect on our community, indicate the need for a County-wide strategic approach to prevention and treatment of opioid use.</p>
<p>Completion Date:</p>	<p>On-going</p> <ul style="list-style-type: none"> • UNC-BCBS Opioid Grant scheduled for completion in FY20 (approximately 05/2020) • COAP Grant scheduled for completion in FY21 (approximately 09/2020)
<p>Updates/Project Milestones:</p>	<p>UNC-BCBS</p> <ul style="list-style-type: none"> • Establish a local, collaborative team • Attend the five forums hosted by the UNC-BCBS Opioid Program • Formulate specific plans, policies and strategies to reduce the impact of the local opioid epidemic <p>COAP</p> <ul style="list-style-type: none"> • Development and approval of Strategic Plan by BJA • Development and execution of vendor contracts for grant-funded Opioid Use Disorder services



	<ul style="list-style-type: none">• Updated Sequential Intercept Model map for Mecklenburg County• Quarterly assessment of project data, outcomes, etc. to ensure compliance with grant requirements• Other grant milestones as identified
Outcome/Measures:	<p>UNC-BCBS</p> <ul style="list-style-type: none">• Develop of a collaborative team, led by Mecklenburg County CJS, of local government, non-government, and non-profit agencies, who are committed to establishing measures and goals which will address the opioid epidemic in Mecklenburg County.• Develop a shared vision for Mecklenburg County <p>COAP</p> <ul style="list-style-type: none">• Number of participants enrolled in the program• Percentage of admitted participants engaged in services assessed on a quarterly basis• Recidivism rates of participants measured at 6-month intervals from starting the program



Key Initiative 5
Successfully Implement Our Health Wellness Initiative

Description:	In January of 2019, the County will launch the Our Health “My Clinic” program.
Rationale:	In order to reduce the cost of employee health care, the county made the decision in 2018 to contract with Our Health to provide accessible and affordable health care services to county employees. The goal is for employees to be more involved in their overall health and have access to health coaches.
Completion Date:	The contract with Our Health is for three years. The initial launch date is January 2019.
Updates/Project Milestones:	<ul style="list-style-type: none"> • Develop an employee Communication Plan by Q2. • Develop incentive program to increase employee utilization of My Clinic and related services for implementation in FY 2020. • Our Health meets performance targets as outlined in the contract in Year 1. • Re-evaluate performance guarantees in the contract for Years 2 and 3 to ensure health objectives are effective. Data reviewed in June 2019.
Outcome/Measures:	Successful accomplishment of established milestones.



Key Initiative 6
Implement Next Phase of Talent Management Project: Recruitment

Description:	In order to meet the HR needs of the organization, the County needs system support to automate talent management processes. The County should investigate the system requirements needed to manage the applicant experience, from attracting applicants, to an applicant tracking management systems.
Rationale:	When County three-year strategic plans were developed, nearly every department indicated that recruitment and retention of talent was their top priority. Given the organizational emphasis placed on recruitment and retention initiatives, Human Resources contracted with a human capital consulting firm to complete a road map and identify next steps. The most pressing need identified was to align the various HR initiatives throughout the organization through the development of functional and technical competencies that complement the core and leadership competencies already in place.
Completion Date:	June 2019
Updates/Project Milestones:	<ul style="list-style-type: none"> • Identify needs and resources for managing applicant data and communication related to the overall Talent Acquisition framework. <ul style="list-style-type: none"> ○ System requirements developed by Q2 ○ Map out business processes by Q2 ○ Review (demo) technology solutions by Q3 ○ Make recommendations to senior management by Q3 • Create and implement a branding strategy for Mecklenburg County Recruitment. <ul style="list-style-type: none"> ○ Plan created by Q1 ○ Senior leaders approve plan by Q2 ○ Website changes completed by Q3 • Continue the development and implementation of the Executive Recruiting process to hire key executive vacancies in FY19 (ex. Child Support Enforcement Director, Deputy Clerk to the Board, etc.)
Outcome/Measures:	Completion of milestones above. Summary of Executive Recruitment activity.



Key Initiative 7 Implement Key Human Resources Planning and Analysis Tools	
Description:	HR needs to be more proactive and be an “Anticipator” rather than just a “Business Partner”. HR needs to build its planning function in order to provide leadership with data and ideas that will assist in attracting, managing and retaining talent both now and in the future.
Rationale:	In order to create a progressive Strategic Business Plan for FY 20-22, key tasks need to be completed in FY 2019 to implement critical planning and analysis functions. In addition to planning and analysis, HR has a compliance function that must be more strategic.
Completion Date:	June 2019
Updates/Project Milestones:	<ul style="list-style-type: none"> • Review and Develop meaningful HR metrics/dashboard measures in all key areas of HR. <ul style="list-style-type: none"> ○ Determine appropriate measures by function by Q2 ○ Create new service level agreements based on quantity and quality of workloads by Q2 ○ Change organizational structure to focus on planning and analysis by Q2 • Partner with Office of Management and Budget to ensure that HR is included with the budget planning process related to new positions and other HR needs (reorganizations, reclassifications, market studies, merit program). Create standard processes for tasks that have HR and budget implications by Q3. • Create a workforce plan for the county for 2019-20 by Q4. • Refine HR policy review process and timeline to ensure HR policy is appropriately written, vetted, communicated, trained and evaluated. <ul style="list-style-type: none"> ○ Determine policy owners and stakeholders by Q2 ○ Create process map that vets policy through key stakeholders by Q2 ○ Create standard communication and training rollout for new and/or updated policies by Q3 ○ Create a priority list and timeline for policy revisions by Q4
Outcome/Measures:	Successful accomplishment of established milestones.



Key Initiative 8 Crisis Management	
Description:	Assist in the creation of the Enterprise-wide Crisis Management Plan.
Rationale:	<p>A crisis is an event or series of events that put public safety at risk, disrupt critical services, or demonstrate an override of fiduciary or ethical controls. How the County addresses as crisis has a direct bearing on public trust. Therefore, a crisis management plan is a critical tool for senior leadership to exercise control and coordination to (1) inform the public and set expectations; (2) minimize damage and disruption; and (3) make critical short-term and strategic decisions during times of crisis.</p> <p>To address the lack of a formal crisis management plan, the County contracted iParametrics to create a Strategic Crisis Management and Response Plan. The creation of this plan will allow the County to react in a proactive and consistent manner in the face of an emergency. The plan will focus on interoperability of the County’s Departments, and will build upon the existing COOP plans to create capacity for long-term response. The plan will serve as a guide for the County Manager and executive leadership to respond to a crisis event that would negatively affect the county’s reputation, financial security, or ability to operate efficiently and effectively.</p> <p>This project will establish a Crisis Planning Team of internal employees, conduct a risk review of the County, and host workshops to determine the needs of the County.</p> <p>The end goal will be to create a flexible internal crisis plan and provide interactive trainings to County employees.</p>
Completion Date:	Efforts to be completed by June 2019.
Updates/Project Milestones:	<ul style="list-style-type: none"> • Establish an internal Crisis Planning Team – Q1 • Conduct risk review of the County- including individual Departments – Q1 <ul style="list-style-type: none"> ○ Review current County policies and procedures and document a gap analysis • Hold Crisis Planning Workshop #1 – Q2 • Create Draft of the Crisis Plan – Q2 • Finish Draft Plan and gain ET approval – Q2 • Create Final Strategic Crisis Management and Response Plan – Q2 • iParametrics to conduct training and table-top exercise – Q3
Outcome/Measures:	Successful achievement of established updates and project milestones.



Key Initiative 9 Equity & Inclusion Initiative	
Description:	Continue to implement Phase One and begin Phase Two of the Equity and Inclusion Initiative.
Rationale:	To address the challenge for Mecklenburg County to become a stronger pro-equity organization, strategies must be implemented that enhance the work Mecklenburg County has already completed to promote equity and inclusion. The County aims to build upon the current organizational diversity training and has partnered with the Government Alliance on Race and Equity (GARE) to create both an equity training curriculum for County staff and an Equity Action Toolkit. To continue to build the capacity of the organization, it is critical that the County approaches equity work holistically and enterprise wide to advance equity. Phase I of this initiative is to engage a consultant to develop the framework for this work. Phase II is to implement the Action Plan and train all employees.
Completion Date:	This is a multi-year project.
Updates/Project Milestones:	<ul style="list-style-type: none"> • Continue the implementation of Phase I of the Equity initiative to include: <ul style="list-style-type: none"> ○ Provide effective oversight and management of GARE activities. Seek consistent feedback from Executive Team (ET), and provide recommendations to GARE as needed, regarding GARE plans, processes and communication with County staff. Target date: Ongoing ○ Oversee all Equity Core Team activities, including development of Pilot projects, and seek continuous ET and Cabinet feedback to ensure alignment with County direction and feedback. Target date: Ongoing ○ Develop and deliver training for core team, leadership and train the trainer. Target date: February 2019. ○ In conjunction with GARE, develop an Equity Action Plan for future implementation within the County. Ensure that GARE’s Racial and Equity Toolkit is included into the Action Plan to guide future County decision making. Target date: February 2019 • Begin the implementation of Phase II: <ul style="list-style-type: none"> ○ Work collaboratively with Procurement to hire contract trainers to deliver countywide Equity and Inclusion training. Target date: December 2018. ○ Begin countywide training for all employees <ul style="list-style-type: none"> ▪ Rollout Plan Dates: March 2019 through June 2020. ○ Develop communications plan for Equity Action Plan rollout by March 2019 <ul style="list-style-type: none"> ▪ Work with both the Equity Core Team and Public Information to determine the needs of the County, and how the proposals should be communicated. • Determine FY20 budget requirements and submit budget proposal for approval early in the budget process to carry out Phase II. Target date: Early March 2019.
Outcome/Measures:	Successful accomplishment of established milestones



Key Initiative 10
Health and Human Services Integrated Service Delivery Project

Description:	Transform current service provision from a Regulative Business Model to an Integrative Business Model by expanding the focus beyond eligibility and adherence to policies/regulations to a more comprehensive focus that considers root causes of clients' needs and problems by coordinating and integrating services. This work encompasses optimizing facilities utilization including CRC prototype, engagement of community stakeholders, and finding customer centric solutions.
Rationale:	<p>Providing health and human services is a core function of Mecklenburg County government. Numerous residents receive services from more than one service department. There are many collaborations within the Health and Human Services Agency, however these have occurred at the program or service level. This initiative takes a broader look at how the County's Health and Human Services Agency can be organized to serve residents more effectively and efficiently. Focus will be on the following items:</p> <ul style="list-style-type: none"> • Improving the health and well-being of Mecklenburg residents, especially people most in need of support and assistance, emphasizing education and prevention and optimal human service delivery. • Seeking more opportunities to involve and integrate Health and Human Services Agency departments in collaborative service delivery. • Seek to establish an integrated customer interface to improve both the customer experience as well as the outcome of the services provided.
Timeline:	This is a multi-year plan with the completion date yet to be determined. (All updates/project milestones listed below will be initiated or completed in FY19.)
Updates/Project Milestones:	<ul style="list-style-type: none"> • Develop an HHS Change Management Strategy to facilitate an Integrative Business Model (HHS/HR) • Implement HHS Consolidated Mailroom which will handle all outgoing mail for HHS departments (HHS/EPMO) • Complete a post implementation evaluation of the initial Community Resource Center, which will review customer volume/demand, wait-times, capacity requirements, and service correlations (HHS/BPM/ITS) • Provide a list of recommendations (ex. program offerings, facility design, stakeholders, demographics information) for future Community Resource Centers based on initial prototype (HHS/BPM/ITS/AFM) • Develop a proposed business model for serving shared HHS customers (HHS/BPM/ITS)
Outcome/Measures:	Successful accomplishment of established milestones.