FY2020

Executive Management
Work & Performance Plan

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MECKLENBURG COUNTY GOVERNMENT
### Key Initiative #1 -- Health and Human Services Integration Initiative

**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 FY20.)

**Updates/Project Milestones:**
- Finalize data sources needed to create the Single View of the Customer technology platform.
- Define data access for HHS staff who will use Single View of the Customer
- Create comprehensive case plans for customers that are consistent with the Single View of the Customer service delivery model.

**Outcomes/Measures:**
End of Year Reporting
Key Initiative #2 -- Community Violence/Community Safety Initiative

Description:
Collaboration between Mecklenburg County Public Health and Atrium Health, Mecklenburg County’s only Level 1 trauma center, working with community partners to develop and implement a plan to address community violence and community safety.

Rationale:
The 2017-18 Community Health Assessment process identified 4 health priorities: 1) Mental Health; 2) Access to Care; 3) Chronic Disease Prevention; and 4) Violence Prevention. Health equity and social determinants of health are considered overarching concerns and a part of each priority.

Homicide rates in Mecklenburg have increased 54% between 2014 and 2016. Violence takes many forms in our communities including intimate partner violence, child abuse, sexual violence and bullying. Violent acts are not just physical in nature but can be emotional and even social media is used as a platform for bullying and threats. Exposure to violence can negatively impact individuals in a variety of ways. The number of homicides and other violent acts in Mecklenburg has increased significantly in CY 2019, resulting in the need for a more comprehensive approach to violence prevention and community safety. Violence is being considered a public health issue.

Atrium Health serves as the regions only Level 1 Trauma Center. A retrospective cohort study of the trauma registry from 2009-2015 showed 25% of patients discharged from an initial violent injury returned with a second injury. Overall hospital charges in this cohort was $53 million, with an additional $16M in charges from subsequent recidivist injuries. And overall, these patients had increased disability and premature death.

Approaching violence as a public health issue means searching for the root causes of this epidemic and using data, tools, and evidence-informed best practices to address those causes. There are four steps to the approach: 1) define and monitor the problem; understanding the “who”, “what”, “when”, “where” and “how” associated with it; 2) identify risk and protective factors; understanding what factors protect people or put them at risk for experiencing or perpetrating violence; 3) develop and test prevention strategies; and 4) assure widespread adoption of prevention programs that have been proven effective. Communities are encouraged to implement evidence-based programs and to evaluate the program’s success. Dissemination techniques to promote widespread adoption include training, networking, technical assistance, and evaluation.

Completion Date:
This initiative is part of a multi-year plan with FY20 milestones to be completed presented below.

Updates/Project Milestones:
1) Conduct analysis of available data and develop an integrated report for the community, Data can be obtained from police reports, medical examiner files, vital records, hospital charts, registries, population-based surveys, and other sources.

2) Engage community partners, including community members, law enforcement, criminal justice, local universities, community-based organizations, faith-based organizations in the development of a comprehensive plan to address violence
   a. Understand the current available resources (data, programs, initiatives, etc.)
   b. Identity the current gaps in resources and possible solutions.
   c. Work with community partners and community members to understand the protective and risk factors that are present in the county.
   d. Research literature and data from research, community needs assessments, community surveys, stakeholder interviews, and focus groups to design prevention programs.
   e. Create, alongside the community, an advocacy plan focused on community safety.
3) Begin implementation of programming:
   a. Prevention: ReCAST efforts, including resilience and trauma training for clinicians, law enforcement, criminal justice, CBOs (esp. those serving youth), government, faith-based organizations and others; building capacity in the Public Health Priority Areas to serve youth and families.
   b. Violence Intervention Program (partnership with Atrium Health)- This is an evidenced-based, intensive hospital-based program that assists victims of intentional violent injury. It is interdisciplinary approach that includes behavioral interventions, skills training, marital and family therapy, and peer support.
   c. Support and expand the scope the Atrium Health Youth Violence Symposium to include multiple community stakeholders.
   e. Implement standardized screening for social determinants of health across multiple settings and community resource navigation services.

Outcomes/Measures:
End of Year Reporting
### Description:
Provide executive direction and project leadership to transform the department ensuring exceptional public health services, including the delivery of quality care.

### Rationale:
In a continued effort to improve service delivery, the FY20 focus of the department includes:
- Continue implementation of Public Health’s change management strategy.
- Continue Electronic Medical Record (EMR) optimization of the current platform and conduct an EMR RFI/RFP to conduct market research and determine the potential for a more appropriate vendor.
- Continue to transform the clinical care model to ensure staff perform at top of license; and enhance policies, procedures and protocols to adequately respond to customer needs.
- Evaluate the effectiveness of the outside vendor who is managing and operating Public Health labs to assure laboratory results are available timely to clinics and all regulatory requirements are maintained.
- Expand departmental quality assurance/improvement capabilities.
- Prepare department for North Carolina Medicaid transformation (managed care).

### Completion Date:
This initiative is part of a multi-year plan with FY20 milestones to be completed presented below.

### Updates/Project Milestones:
1) Organizational Development/Change Management: Implement standardized performance and communication standards for all Public Health staff and develop/implement plans for increasing manager/supervisor capacity to implement and manage change effectively.

2) Electronic Medical Record (EMR) Optimization and Technology Assessment:
   a. Continue to assess and implement Cerner system enhancements.
   b. Complete an RFI process to review available software capabilities.
   c. Develop business requirements for a new EMR system.
   d. Complete RFP process and decide on EMR replacement options.

3) Clinical Care Model Delivery Enhancement: Implement clinical processes that assure:
   a. Updated productivity measures for all Nurses and Physician Extenders.
   b. Continue implementation of the quality improvement plan for all clinic functions.
   c. Review opportunities to enhance best-practices in clinics including engaging with Upstream around reproductive life planning, integrating immunization services in all clinics and implementation of expedited partner therapy.

4) Strategic Laboratory Management Affiliation: Monitor and evaluate LabCorp contract for management and operation of laboratory services.

5) Preparing for Medicaid Transformation:
   a. Prepare and submit the Health Opportunities Pilot RFP.

### Outcomes/Measures:
End of Year Reporting
Key Initiative #4 -- Medicaid Transformation

Description:
Ensure Mecklenburg County HHS is prepared for the NC Department of Health and Human Services (NCDHHS) Medicaid Transformation. As directed by the General Assembly and under authority of the State's approved 1115 Demonstration Waiver, NCDHHS will delegate the direct management of certain health services and financial risks to Managed Care Organizations (MCO) Prepaid Health Plans (PHPs). PHPs will receive a monthly capitated payment and will contract with providers to deliver health services to their members.

To ensure a smooth transition to the MCO model, HHS Agency will:

1) Define how changes will impact HHS budget and operations.
2) Develop comprehensive communication strategies for both staff and customers.
3) Respond to the breadth and scope of changes (including Non-Emergency Medical Transportation Services, Health Department Clinics, DSS Call Centers, etc.) during and post-MCO implementation.

Rationale:
A comprehensive Medicaid Transformation transition plan will ensure the HHS Agency continues to provide quality services to all Medicaid-eligible customers across its departments.

Completion Date:
July 2020

Updates/Project Milestones:
- Define and communicate the implications of Medicaid Transformation to internal and external community partners
- Identify County operations that will shift to managed-care and determine the budget and operational impact for each item
- Implement appropriate operational changes as defined by NCDHHS policy

Outcomes/Measures:
End of Year Reporting
**Key Initiative #5 -- Raise the Age**

**Description:**
In preparation for North Carolina’s Raise the Age (RTA) legislation beginning December 1, 2019, the Department of Social Services is responsible for ensuring residential placement and evidence-based programming for youth involved with both the juvenile justice and child welfare systems as remanded by the Juvenile Court in Mecklenburg County. The RTA initiative transfers jurisdiction of nonviolent juvenile offenders, up through age 17, to the Juvenile Court.

**Rationale:** The Center for Juvenile Justice Reform (and other child-serving agencies) has emphasized the need to allocate programming and special resources to youth involved with both the juvenile justice and child welfare systems. Research supporting a link between delinquency and child maltreatment stretches over the last forty years. That is, there is substantial evidence that maltreated children are more likely to engage in delinquency and juvenile offending than children who have not been maltreated. The relationship is evident regardless of the methods used to measure maltreatment and delinquency. Further, the Office of Juvenile Justice and Delinquency Prevention stresses the importance of examining key indicators affecting juvenile offending, including healthcare, behavior issues, environment and safety, and history of child maltreatment. Additionally, crossover youth are often undetected and use a disproportionate share of agency resources.

As such, the Department anticipates the need to ensure access to enhanced residential and healthcare (physical and emotional) services to promote optimal outcomes, and to partner with other stakeholders.

**Completion Date:** Ongoing

**Updates/Project Milestones:**
- Assess existing DSS contracts with community-based service providers to ensure use of evidence-based programming to meet the needs of RTA youth and families of origin toward permanency planning.
- Develop an internal tracking/monitoring system of youth who are involved with both the criminal justice and child welfare systems.
- Collaborate with Cardinal Innovations to ensure foster care placements are both timely and adequate to meet the needs of RTA youth.
- Expand therapeutic residential foster care contracts to ensure proper placement for RTA youth who have the greatest needs.

**Outcomes/Measures:**
End of Year Reporting
**Key Initiative #6 --**

**Provide Leadership to Strengthen Services Across the Housing Continuum and Create Affordable Housing Opportunities**

**Link to Corporate Strategic Business Plan:**
Yes

**Description:**
Lead the County’s efforts and commitments to address affordable housing through various efforts

**Rationale:**
The County currently employs a range of programs to support residents’ housing needs. In recent years, the primary focus has been on combating homelessness and providing supportive services to those in need. The County will expand on these efforts moving forward, while also putting forth a more comprehensive approach to address the full continuum of housing instability. This includes initiatives aimed at preventing homelessness, maintaining housing, securing stable housing and increasing the stock of affordable housing.

Examples of investments and efforts the County is engaged in include

- **Preventing Homelessness:** Supportive services and housing assistance through the Criminal Justice Services and Community Support Services departments
- **Maintaining Housing:** Habitat for Humanity’s Critical Home Repair Program; Expansion of legal aid services
- **Securing Stable Housing:** Rental Housing Subsidy Fund; Community Service Grants for local programs offering wraparound education and employment services
- **Increasing the Affordable Housing Stock:** Tax Foreclosure Affordable Housing Pilot; County Code Enforcement incentives

Additionally, the County seeks to develop a comprehensive affordable housing strategy and land disposition strategy in fiscal year 2020.

Primary work for this key initiative is four-fold:

1. Rental Housing Subsidy Program
2. Housing Continuum – Community Support Services
3. Tax Foreclosure Affordable Housing Pilot – Office of the Tax Collector
4. Housing Assistance for Reentry Services’ Clients – Criminal Justice Services

**Rental Housing Subsidy Program**
In this fiscal year, County staff will identify and work with a potential housing partner to administer the rental housing subsidies to families in need throughout Mecklenburg County. This work will ensure the County is remaining committed addressing affordable housing matters in the community. The initial investment in the program is $11 million.

**Housing Continuum – Community Support Services**
Housing status is a continuum, in which individuals may move towards or away from housing stability due to changing life circumstances or ongoing challenges. Understanding the process that both cause and prevent homelessness, and the programs designed to help individuals at each stage, is important to improving coordinated care for individuals experiencing housing instability, homelessness, or who are formerly homeless.

**Tax Foreclosure Affordable Housing Pilot – Office of the Tax Collector**
The Office of the Tax Collector foreclosure affordable housing pilot presents a unique opportunity to partner with organizations and agencies to use foreclosed property for affordable housing. The County is empowered by law to
take actions for the purpose of providing affordable housing to people in need of it. This is a portion of an overall enterprise strategy to provide affordable housing that utilizes innovative tactics to contribute to the enterprise solution.

**Housing Assistance for Reentry Services’ Clients – Criminal Justice Services**

Criminal Justice Service (CJS) is responsible for promoting improvements in the local criminal justice system that enhance systemic performance and heighten public safety. As such, CJS provides programs and supportive services to individuals with various levels of justice involvement (i.e. pretrial, probation, post-release, etc.) Research shows the lack of suitable housing puts people at risk of arrest and incarceration. Unfortunately, justice involvement creates significant housing barriers and negatively impacts recidivism rates. Therefore, in FY2020, the department will work to increase the availability of housing options for justice involved persons who do not qualify for federal housing assistance or other housing services.

**Completion Date:**
This is a multi-year initiative

**Project Milestones:**

**Rental Housing Subsidy Program**

- The key step to developing a rental housing subsidy program is first to receive and review proposals from potential partners that will administer the program and second, assist the County with fully implementing the program in fiscal year 2021. The work associated with this key initiative will also align to other work focusing on child care and workforce development.

**Housing Continuum**

- **Annual updates regarding eviction prevention**
  Evictions play an important role at the intersection of housing stability, housing instability and homelessness. Every year in Mecklenburg County, there are over 20,000 households at risk of formal eviction through the court system.

- **Annual update on the rental subsidy fund**
  Develop and begin implementation of a rental subsidy fund program in FY20 to help address the lack of affordable housing for low-income residents of Mecklenburg County.

- **Annual update on Keeping Families Together**
  The Corporation for Supportive Housing (CSH) provided technical assistance to Mecklenburg County to address the intersection of child welfare and homelessness. A program model, known as Keeping Families Together, is based on promising practices developed by CSH to provide housing subsidy for families who are frequent-users of the child welfare system and experiencing housing instability or homelessness.

  CSS in partnership with DSS will develop and begin implementation of a Keeping Families Together program in FY20.

- **Annual update on the Continuum of Care transition**
  In response to the continued community need for permanent, affordable housing, Mecklenburg County and the City of Charlotte partnered to shift the management of the Continuum of Care (CoC) from the City to the County.
The work of the CoC is mandated by the U.S. Department of Housing and Urban Development (HUD) and is designed to promote community-wide commitment to the goal of ending and preventing homelessness as well as providing funding, oversight, planning and evaluation of housing-related services. The CoC boundaries include all of Mecklenburg County. This community change enables the City and County to maximize their individual strengths as well as promote coordination across the housing continuum, helping more individuals and families access and sustain housing.

Mecklenburg County believes that to effectively and efficiently address housing instability and homelessness across the housing continuum requires leadership, collaboration and coordination across public and private sectors. To that end, CSS will lead a community engagement process in alignment with technical assistance provided by the U.S. Department of Housing & Urban Development (HUD), to oversee this management transition.

**Tax Foreclosure Affordable Housing Pilot**
- Q2 – Adopt and implement affordable housing strategy policies and documents
- Q2 – Modify the Foreclosure Acquisition Program Capital Project Ordinance to permit the funding to be used for affordable housing in addition to foreclosure
- Q4 – Refine tracking, measures, and reports to establish performance baseline

**Criminal Justice Services – Housing Assistance for Reentry**
- Advocate for the inclusion of persons with criminal records and their families in the affordable housing discussions, recruit potential housing partners through education on resources available and the positive impact on the community, and create access to additional housing units through increase in housing vendors.
- Develop partnerships with housing programs in the community.

**Outcomes/Measures:**
End of Year Reporting
**Key Initiative #7 --**

**Provide leadership to facilitate the transition of the management of the Continuum of Care (CoC)**

**Description:**
In response to the continued community need for permanent, affordable housing, Mecklenburg County and the City of Charlotte partnered to shift the management of the Continuum of Care (CoC) from the City to the County to oversee the work to end and prevent homelessness. The Department of Community Support Services (CSS) works in partnership with other agencies in the community to end and prevent homelessness by providing leadership, high quality data and context, funding, and supportive services to support homeless households to obtain and sustain housing.

**Rationale:**
The work of the CoC is mandated by the U.S. Department of Housing and Urban Development (HUD) and is designed to promote community-wide commitment to the goal of ending and preventing homelessness as well as providing funding, oversight, planning and evaluation of housing-related services. The CoC boundaries include all of Mecklenburg County. This community change enables the City and County to maximize their individual strengths as well as promote coordination across the housing continuum, helping more individuals and family’s access and sustain housing. CSS will lead a community engagement process in alignment with technical assistance provided by the U.S. Department of Housing & Urban Development (HUD), to oversee this management transition.

**Completion Date:**
This is a multi-year plan with an estimated completion date of June 30, 2020.

**Updates/Project Milestones:**
- Ensure the Continuum of Care (CoC) process is shifted from the City of Charlotte to Mecklenburg County in FY20.
- Integrate community feedback and engagement to implement the transition plan.
- Evaluate implementation, using community engagement feedback loop.

**Outcomes/Measures:**
End of Year Reporting
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<td>Partner in the planning and implementation of the Charlotte-Mecklenburg Family Justice Center (FJC). The FJC is a multi-agency, multi-disciplinary co-located model of services for survivors of intimate partner violence, sexual assault, child abuse, elder abuse, and human trafficking.</td>
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<th>Rationale:</th>
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<td>Family Justice Centers focus on reducing the number of times victims tell their story, the number of places victims must go for help, and aim to increase access to services and support for victims and their children. Documented and published outcomes associated with Family Justice Centers include: reduced homicides; increased victim safety; increased autonomy and empowerment for victims; reduced fear and anxiety for victims and their children; increased efficiency in collaborative services to victims; and increased prosecution of offenders. The FJC model has been identified as a best practice in the field of domestic violence intervention and prevention services by the U.S. Department of Justice.</td>
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<td>This is a multi-year, phased plan with the completion date to be determined. Phase 1 will feature limited co-located services in a temporary space to begin establishing the partnerships, policies and procedures required for an expansive, permanent Phase 2 Family Justice Center. Planning for both Phase 1 and Phase 2 is ongoing. The primary focus for FY20 will be implementing Phase 1 while planning for Phase 2.</td>
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<tr>
<td>• Participate in FJC Steering Committee and subcommittees for both Phase 1 and Phase 2.</td>
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<td>• Identify County services and personnel to integrate into Phase 1 of the Family Justice Center.</td>
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<td>• Identify future budgetary requirements of integrating County services and personnel into the Family Justice Center.</td>
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<td>• Develop centralized intake and referral processes for Phase 1.</td>
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<td>• Develop evaluation measures for Phase 1.</td>
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<td>• Develop a plan to launch Phase 1 in partnership with Safe Alliance, Pat’s Place, DSS, Law Enforcement, District Attorney, and other community providers.</td>
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### Key Initiative #9 -- Equity and Inclusion Initiative

**Description:**
Begin the implementation of the County’s Equity Action Plan adopted in June 2019.

**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 has partnered with the Government Alliance on Race and Equity (GARE) to create both an 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 begin the implementation of year one action items identified in the Equity Action Plan.

**Completion Date:**
This is a multi-year project (FY2020-FY2022).

**Project Milestones:**
Begin the Implementation of Year One of the County’s Equity Action Plan:

- Rollout “Advancing Racial Equity Training” for all County employees to enhance abilities to advance racial equity. Target: Training completed by Group One and Two departments identified in the rollout plan.
- Develop ongoing communication, training and engagement plan to ensure employees have the understanding and ability to advance equity.
- Identify performance data needs and ensure mechanisms are in place to track and collect critical data.
- Collaborate with department action teams to support the creation of department specific equity action plans.
- Finalize development of the Customized Racial Equity Toolkit and provide training on tool usage to County mid-senior management.
- Begin building partnerships/alliances with nonprofits, towns, cities, counties in North Carolina and Government Alliance on Race and Equity jurisdictions to advance racial equity.

**Outcomes/Measures:**
End of Year Reporting
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<th><strong>Key Initiative #10 -- Medicaid Performance and Accountability Plan</strong></th>
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Develop and implement Medicaid performance and accountability strategies to ensure compliance with the North Carolina Department of Health and Human Services (NCDHHS) Medicaid application timeliness measures, outlined in the March 2019 Medicaid Corrective Action Plan (CAP). To be compliant with the CAP, the Department of Social Services (DSS) must meet all Medicaid timeliness performance standards, for three consecutive months.  

**Rationale:**  
Implementing a comprehensive performance and accountability strategy will ensure that the Department is removed from its Corrective Action Plan with NCDHHS and is compliant with the minimum performance standards.  

**Completion Date:**  
June 2021  

**Updates/Project Milestones:**  
Department will ensure completion of the following:  
- Engage staff to gain their input for organizational changes, and improvements in application/case processing  
- Engage a consultant to increase efficiencies and implement best practices for application/case processing  
- Design, develop and implement new performance metrics and reports to improve managerial and supervisory accountability  
- Design, develop and implement organizational redesign and business process changes  
- Ensure monthly compliance with NCDHHS Medicaid Timeliness performance measures.  

**Outcomes/Measures:**  
End of Year Reporting
# Key Initiative #11 -- State MOU Compliance

**Description:**
Ensure compliance with the minimum performance standards outlined in the North Carolina Department of Health and Human Services Memorandum of Understanding for the Department of Social Services (DSS) and Child Support Enforcement (CSE) Division.

To be compliant, DSS must not miss specific performance standards for three consecutive months or for five months out of twelve, while CSE specific outcomes are measured cumulatively, and would not be at risk for non-compliance unless out of compliance for two consecutive 12-month periods.

**Rationale:**
DSS and CSE will establish program operations that support compliance with North Carolina Department of Health and Human Services Memorandum of Understanding and avoid any risk of non-compliance. Doing so will help ensure timely and quality services are provided to customers of both divisions.

**Completion Date:** Ongoing

**Updates/Project Milestones:**
DSS will ensure completion of the following:

- Finalize Intake process changes and one-touch case processing
- Design, implement and test new metrics and reports to improve managerial and supervisory accountability
- Engage a consultant to increase efficiencies and implement best practices for application/case processing
- Engage staff to gain their input for organizational changes, and improvements in application/case processing
- Work with Human Resources to Develop Recruitment and Retention Plan
- Finalize redeveloped business process strategy and present to staff
- Implement Supervisor Development strategy to improve employee retention
- Complete organizational redesign and business process implementation plan
- Implement new business process
- Begin implementation of division-wide realignment strategy

CSE will ensure completion of the following:

- Closely monitor and track alerts from Case Management System
- Identify and remove improper referrals to ensure accurate caseload count is maintained
- Pilot Hybrid Team model to determine appropriate team structure and alignment
- Modify Workplans to ensure staff focus on achievement of Incentive percentages rather than volume
- Increase training and awareness of intergovernmental practice to ensure all staff achieve required performance standards

**Outcomes/Measures:**
End of Year Reporting
### Key Initiative #12 -- 2020 Republican National Convention Preparation

**Description:**
Lead the County’s role with the 2020 Republican National Convention and ensure Mecklenburg County departments and staff are prepared accordingly.

**Rationale:**
The 2020 Republican National Convention (RNC) will be hosted in Charlotte, NC in 2020. Multiple federal, state and local government agencies have been asked to support planning efforts as well as to prepare the community to receive the multitude of visitors to the City and County. The following Mecklenburg County departments and offices are expected to support RNC preparation efforts:

- County Manager’s Office (CMO)
- MEDIC
- Sheriff’s Office (SHF)
- Land Use and Environmental Services Agency (LUESA)
- Park and Recreation (PRK)
- Public Health (HLT)
- Public Information Department (PID)
- Asset and Facilities Management (AFM)
- Information Technology Services (ITS)
- Financial Services (FIN)

**Completion Date:**
This is a multi-fiscal year initiative from FY2020-FY2021

**Project Milestones:**
All milestones are multi-year initiatives and are subject to change based on planning efforts to begin in FY2020:

- Implement activities that will secure the business platforms and provide proactive measures and collaboration with federal, state, and local planners to reduce cybersecurity risks (ITS)
- Coordinate permitting, plan review, inspections and records requests activities between the City of Charlotte and the County’s Land Use and Environmental Services Agency (LUESA)
- Conduct safety assessments, facility inspections, volunteer management, staff trainings and reviews of various park facilities and operational plans (PRK)
- Hold ongoing meetings with the NC Public Health Preparedness and Response, Homeland Security/Biowatch and Food and Drug Administration (HLT)
- Hold regular meetings with MEDIC to coordinate medical assets and plans to deliver Emergency Medical Services to citizens and visitors of Mecklenburg County as needed (MEDIC)
- Conduct regular meetings to review communications, community engagement efforts, and media relations activities (PID)
- Coordinate with the City of Charlotte to ensure accurate and timely payments are provided to the appropriate service providers and vendors (FIN)

**Outcomes/Measures:**
End of Year Reporting