FY2022 County Manager
Work and Performance Plan

Dena Diorio, County Manager

MECKLENBURG COUNTY GOVERNMENT

Key Initiative 1: Early Childhood Education	
Description:	Foster equal opportunity among children to learn, grow and thrive, as well as to promote economic opportunity regardless of gender, race, ethnicity, or income. The Early Childhood Education initiative is an important focus for the County as it fosters economic mobility and prepares children to learn and be ready to succeed upon school entry.
Rationale:	For many households, childcare serves as an early learning program for the child while also helping parents participate fully in the workforce. This makes the provision of childcare assistance a two-generation strategy: supporting children's early education and economic opportunity for the family through parents' engagement in the workforce. The goal of the Early Childhood Education initiative is for the County to provide effective leadership, management, and advisory support for the County's third year of MECK Pre-K implementation and identify strategies to support the development of children from prenatal through age five.
Timeline:	June 2022
Project Milestones:	• Increase Meck Pre-K programming by adding 16 classrooms for a total of 105 operational county-funded Meck Pre-K classrooms. • Complete a prenatal to age three landscape analysis and develop actionable recommendations to allocate resources to improve outcomes for children and their families. • Contract with a consultant for a Meck Pre-K program evaluation and SWOT analysis to prepare for future expansion. • Finalize and implement the Meck Pre-K enhanced online management system which will include integrated invoicing capabilities along with enhanced eligibility and student management functionality. • Partner with Child Care Resources Inc. to monitor state and county childcare subsidy funding to ensure the maximum number of children are served by available funding.
Outcomes/Measures:	Successful completion of all project milestones.

Key Initiative 2: Business Diversity & Inclusion Transformation (Minority, Women, Small Business Enterprise)	
Description:	Implement consultant recommendations to assist with remedying disparities found in County contracting in an effort to ensure that all qualified firms within the relevant market are given every chance to succeed in business with Mecklenburg County.
Rationale:	In June 2005, the Board of County Commissioners adopted an overarching MWSBE Policy and program framework established to provide minority-owned, women-owned, and small business enterprises (collectively "MWSBE") as well as other responsible vendors with fair and reasonable opportunity to participate in Mecklenburg County's business opportunities. The program framework included aspirational goals for MWSBE utilization in proportion to the availability of qualified vendors in the area. However, the data was dated – it was based on the 2003 Disparity Study. In FY2020, the County contracted with a third-party consultant to evaluate the County's MWSBE procurement and utilization policies and programs as well as to provide recommendations for improving MWSBE participation. The final report was shared with the Board of County Commissioners in October 2020, and an Implementation Plan was subsequently developed and initiated. As part of this, a new program name of Business Diversity & Inclusion (BDI) has been launched.
Timeline:	This a multi-year initiative with the following tasks to be completed by June 2022.

Project Milestones:	• Hire & Onboard New Employees
	    o BDI Program Compliance Officers (3)
	    o BDI Program Specialist (1)
	    o BDI Associate Project Managers – AFM (2)
	    o BDI Procurement Analysts – FIN (2)
	    o BDI Management Analysts – LUESA, PRK (2)
	• Phase I: Launch
	    o Business Diversity & Inclusion Subcontracting – Construction ($500K +)
	    o Updated Good Faith Effort
	• Phase II: Planning
	    o Business Diversity & Inclusion Subcontracting – Construction (under $500K)
	    o Small Business Reserve Program
	    o Contractor Program Guide & Provisions – MWSBE goals and submission requirements

	o Communication Plan
	• Prompt Pay Tracking
	• MWSBE Compliance Tracking
Outcome/Measures:	Effective Executive Team partnership and project oversight to ensure successful accomplishments of established milestones.

Key Initiative 3:
Reducing Racial Disparities, Health Disparities and Community Violence

Description:	During the FY2021 budget process, the BOCC specifically requested the County increase access to and reduce racial disparities and implement efforts to reduce and prevent violence. Areas of focus include food insecurity, health care and increase services hours at County clinics, investing in scholarships and workforce training for public health workers. Efforts include collaboration between Mecklenburg County Public Health, the City of Charlotte, Atrium Health (Mecklenburg County's Level 1 trauma center), and community partners to develop and implement plans to address health disparities, social determinants of health and address community violence and community safety.
Rationale:	While Mecklenburg County residents have enjoyed improvements in many health indicators, it is well understood that good health is not equally within reach for all demographic groups. Persistent health disparities exist, particularly among African Americans and LatinX/Hispanic communities who experience lower life expectancies compared to White residents. These disparities are exhibited in chronic diseases, maternal/child health outcomes and violence. The root causes of these disparities, or social determinants of health, are found in differences in how the places that we live, learn, work, play and worship make good health easy to achieve. To adequately address and eliminate health disparities, the County must look holistically at these areas and understand how to address them. Key priorities identified in Mecklenburg County's Community Health Assessment are improving access to care, chronic disease prevention and violence prevention. Health equity and social determinants of health are considered overarching concerns and a part of each of these priorities. Locally and nationally chronic diseases, such as cancer, diabetes and heart disease, are the leading causes of disability and premature deaths. These conditions disproportionately impact African American and LatinX/Hispanic communities. In Mecklenburg County, the prevalence of chronic conditions like hypertension, diabetes, and obesity is as much as three times higher among African Americans compared to White residents. Despite disparities in chronic health conditions, access to care among these same communities is lower. African Americans are nearly 2 times more likely to be uninsured or avoid care due to cost compared to Whites in Mecklenburg County. In addition, 1 in 5 mothers in Mecklenburg report inadequate levels of prenatal care. African American infants are 2 times more likely to be born prematurely. African American infants are 5 times more likely to die during their first year of life that are White infants. The current ability to fully assess the social determinants that impact maternal, birth and infant outcomes is very limited. One of these social determinants that impact our community disproportionately and impacts the health of the community is food insecurity. Food security is defined as a household's ability to access nutritious foods, which contributes to active and healthy

	life through physical, social, and economic means. In 2018, an estimated 14.9% of Mecklenburg County households reported experiencing food insecurity. Rates of food insecurity are even higher in the six Public Health Priority Zip Codes, who also experience lower median incomes, lower access to grocery stores or supermarkets and are more likely to receive nutrition assistance.
	Increasing access to healthy food is not just a means for reaching improved health outcomes. Equally as important are the accompanying economic benefits—ranging from new jobs, wages, and tax revenues, to stimulating local economic activity and social cohesion in neighborhoods. (PolicyLink, 2013).
	Homicide rates in Mecklenburg have continued to increase over the past 4 years. Exposure to violence can negatively impact individuals in a variety of ways. The number of homicides and other violent acts in Mecklenburg continues to increase, resulting in the need for a more comprehensive approach to violence prevention and community safety. Violence is considered a public health crisis.
	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. Communities across the US 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.
	Ensuring every resident has equal access to safety, healthy food, affordable care, preventive health services and resources to maintain a healthy life is essential to addressing the persisting racial and health disparities in our community. The need to include input from residents is key to addressing all of these issues and making improvements in health disparities and health outcomes.
Timeline:	This is an on-going initiative.
Project Milestones:	**Health Disparities** 1. Build additional capacity to assess maternal health, birth and infant outcomes in Mecklenburg County, including identification of new data and ongoing analysis. 2. Establish a Collective Impact approach to identify social determinants of health that influence health disparities and aligns Community Health Worker (CHW) efforts across the County to collectively meet those needs. MCPH will serve as the backbone organization to this approach, working with all entities engaged in CHW efforts including the Healthcare systems, nonprofits and faith-based organizations. 3. Implement CHW initiative focused on MCH/pregnant women/new moms, working with non-profit organizations to address key initiatives around improvements in maternal/child health outcomes. 4. Continue implementation of strategies for chronic disease prevention and management through the Village HeartBEAT program, including continued expansions for at least 15 hub churches.

5. Increase access to accurate information to inform decisions and thereby improve the health of the community. This involves having a science-based strategic communication process as defined by the National Association of City and County Health Organization and the CDC which includes using multiple behavioral and social learning theories and models, then identifying steps to influence audience attitudes and behavior.

Food Security
1. Continue to research and explore new options for food retail to address food security within the County.
2. Continue to monitor changing demographics and needs within the crescent, define issues and, develop specific strategies to address food security in appropriate locations within the County

Community Safety
1. Partner with the City of Charlotte to implement a Cure Violence Model to reduce violent behavior in the Pilot area. The Cure Violence Model includes community assessment, community engagement, identifying community partners and setting up the model for implementation.
2. Expand analyses of available data and incorporate datasets into public dashboard in partnership with the City of Charlotte. Data can be obtained from police reports, medical examiner files, vital records, hospital charts, registries, population-based surveys, and other sources.
3. Continue engaging 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 community safety:
    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 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.
4. Continue ReCAST efforts to address trauma and resilience in the community, including
    a. Training opportunities
    b. Faith-based Healing Hubs
    c. Youth-based Hubs Pilots

Outcomes/Measures:	Successful completion of project milestones.

Key Initiative 4: **COVID-19 – American Rescue Plan Act, Recovery & Renewal Taskforce Recommendations,** **and Consultant Evaluation**	
Description:	Manage the County's internal response to COVID-19 by focusing three sub-key initiatives: • Identification of outcomes to achieve utilizing the American Rescue Plan Act (ARPA) of 2021 $350 billion in emergency funding for eligible state, local, territorial, and Tribal governments. • Implement the recommendations from the Recovery & Renewal Taskforce • Manage the contract with the evaluation consultant to determine the effectiveness and efficiency of the County's response to the COVID-19 crisis. In addition to the aforementioned new items for the COVID-19 initiative, Mecklenburg County must continue to safely provide and expand County services to the public, maintain critical County business needs through operational planning and policy, and address community needs.
Rationale:	**American Rescue Plan Act (ARPA)** On May 10, 2021, the U.S. Department of the Treasury announced the launch of the Coronavirus State and Local Fiscal Recovery Funds, established by the American Rescue Plan Act (ARPA) of 2021, to provide $350 billion in emergency funding for eligible state, local, territorial, and Tribal governments. Mecklenburg County will receive a total of $215 million from the ARPA plan in two equal installments. The first tranche was received in the amount of $107.5M and the second tranche of the remaining $107.5M will be received in 2022. The current public health crisis and resulting economic crisis have devastated the health and economic wellbeing of Mecklenburg County residents. Individuals and families are facing a deep economic crisis. Several residents have lost their jobs and businesses have closed their doors because of the pandemic. Below are the four broad statutory eligible uses for the ARPA funding: • Respond to public health emergency and its negative impacts • Provide premium pay to essential workers • Replace public sector revenue loss • Investments in necessary water, sewer, and broad band infrastructure **Recovery & Renewal Taskforce Recommendations** In June 2020, the Mecklenburg Board of County Commissioners adopted a resolution creating the Recovery & Renewal Taskforce. Since 2020, the Taskforce has diligently worked to examine and help address COVID-19 impact issues specific to employees,

businesses, public health, education, the economy, and the overall well-being of the Mecklenburg County residents. In summer 2021, the Taskforce concluded its work and is prepared to share recommendations to the BOCC in September 2021. Once a set of recommendations are accepted by the BOCC, the County will identify ways to implement and respond to the recommendations.

Consultant Evaluation

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

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

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

Timeline:	This initiative is ongoing. **ARPA:** The period of performance is March 3, 2021 through December 31, 2026. The funds must be obligated by December 31, 2024 and expended by December 31, 2026. **Taskforce Recommendations:** The period of identifying and responding to the set of recommendations is in FY2022 with ongoing response. **Consultant Evaluation:** Completion in summer 2022.
Project Milestones:	**ARPA** - Development of a strategic business plan that outlines how the ARPA funds will be invested into the community - Engage residents and the business community for feedback on areas that require investment - Develop a communication strategy to promote awareness of the ARPA funds - Design an internal process for receiving funding proposals

	• Monitor the performance and outcomes of investments • Provide routine updates to the Board of County Commissioners • Provide reporting to the US Department of Treasury • Successfully spend the entire amount of the ARPA funds • Create the infrastructure needed to ensure compliance with federal rules **Taskforce Recommendations** • Finalize recommendations for the BOCC • Create an implementation strategy • Track and monitor the activity on a quarterly basis and report outcomes to the BOCC **Consultant Evaluation** • Manage the contract between the County and consultant to ensure timely and efficient delivery of consulting services with the goal for the consultant to deliver an initial set of findings and recommendations as well as final recommendations to County leadership
Outcomes/Measures:	Successful completion of all project milestones.

Key Initiative 5: **FY2023 County Budget**	
Description:	Prepare and submit for adoption the FY2023 Mecklenburg County Budget
Rationale:	The Budget drives the activities that support the organization to meet the needs of the community. The Manager is tasked with developing and proposing a budget based on her understanding of the needs of the community, the organization, operational and fiscal capacity, and the interests of the Board.
Timeline:	Budget Adoption is June 2022
Project Milestones:	• Execute a robust budget public engagement process to serve as one input to the budget • Lead a high-quality Annual Budget Retreat for the Board of Commissioners • Engage Board members, business partners, community stakeholders and department leadership in budget development • Lead periodic budget updates and public policy workshops intended to inform the Board and public on key budget decision points • Present a Recommended Budget that provides resources sufficient, given known factors, to provide County services, maintain sound fiscal discipline, and implement County strategies • Present the balanced budget ordinance consistent with straw vote direction provided by the Board
Outcome/Measures:	Successful completion of all project milestones.

Key Initiative 6: Environmental Leadership	
Description:	Implement result-oriented steps as outlined in the Environmental Leadership Action Plan with an overarching goal of protecting the environment not only for today but for the benefit of future generations. This will allow the County to operate in a manner that conserves and protects our natural resources; models environmental stewardship for local government, business and industry in our region; and uses the County's assets, both existing and future, wisely for the benefit of its residents.
Rationale:	The Mecklenburg Board of County Commissioners adopted an Environmental Leadership Policy in 2004 <u>and</u> affirmed that the policy address climate protection considerations in 2005.

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

As such, on March 16, 2021, the Board of County Commissioners adopted an updated Environmental Leadership Policy and affirmed support of the accompanying action plan. |
| **Timeline:** | This a multi-year initiative with measurable goals to be achieved by 2035. |
| **Project Milestones:** | • Ecosystem Management
   o Creek Restorations
   o Invasive Species Removal
   o Prescribed Burns
• Land Acquisition
   o Flood Plain Buyout
   o Parks, Nature Preserves, Greenways
     ▪ Quarterly Reporting
     ▪ Process Optimization Assessment & Recommendations
• Net Zero Carbon
   o Electric Vehicle & Charging Station Plan
   o Electric Vehicle Charging Stations
   o Electric Vehicle Purchases
   o Energy Retrofit & Renewable Energy Master Plans
   o Geothermal/Solar Panel Installations
   o Green Source Advantage
   o Grants to Replace Aging Diesel Engines (GRADE)
• Waste Minimization & Business Operation Enhancements |

	• Environmental Justice Study
	• Responsible Purchasing
	• Employee Engagement: WorkGreen 2.0
	• Long-Term Capital Improvement Financial Strategy: Solid Waste & Storm Water
Outcome/Measures:	Effective executive oversight of advancing actions for incremental progress towards successful accomplishment of targeted goals by 2035.

	Key Initiative 7: Workforce Development
Description:	The link between jobseekers and employers is created through various avenues. These avenues include: Employer Websites, Workforce Providers, Headhunters and Recruiters, Referrals, Job Boards and Career Websites, Job Fairs, Cold Calling, Staffing Agencies, or Internships. Considering every employer and jobseeker are different, multiple strategies are employed in our community which can be confusing to the job seeker and frustrating to the employer seeking qualified applicants. This initiative will focus on bridging the gap between employers seeking qualified job candidates and job candidates seeking sustainable livable wage employment by assessing the current defined pathways and recommending a solution to streamline the process.
Rationale:	While job opportunities are increasing in Mecklenburg County, some job seekers still find it difficult to access available opportunities that provide a sustainable living-wage. Concurrently, local employers report a lack of available, qualified job candidates to fill job openings.
Timeline:	June 2022

Project Milestones:	Identify a Workforce Development consultant to complete the following tasks:
	
	• Complete an assessment of the existing pathways used to connect employers and job seekers.
	
	    o Partner with the HIRE Charlotte Initiative, Lake Norman Economic Development Corporation and Charlotte Executive Leadership Council to understand local employment pathways and barriers.
	
	    o Partner with Charlotte-Mecklenburg Schools and Central Piedmont Community College to understand current employment initiatives and barriers to student placements.
	
	    o Leverage existing research and strategies to identify national best practices to improve employment outcomes for students, job seekers and employers.
	
	• Recommend to the Board of County Commissioners an array of solutions that are complimentary and supportive of other workforce initiatives.

Outcomes/Measures:	Successful completion of the aforementioned tasks.

Key Initiative 8: Park & Recreation Enhancements	
Description:	Increase access to public recreation amenities with strategies that include, but are not limited to, opening new facilities in current gap areas, expanding greenway miles, and maintaining assets.
Rationale:	Mecklenburg County continues to work towards its goal of having more recreation amenities for residents to enjoy. Moreover, greenway trails are among the most popular amenities offered by Mecklenburg County Park and Recreation Department. Many County residents enjoy our greenway trails for recreation, transportation, and to experience our natural environment. In FY20, the County moved forward with a strategy to accelerate construction and completion of greenway projects to meet our goal to complete 30 miles of greenway trails by 2023. The Accelerated Greenway Plan is the County's response to a growing desire from residents to increase the speed at which greenway trails are completed in Mecklenburg County. In addition, the FY21 adopted budget included a $2 million (one-time) appropriation for equity investments in park and recreation facilities. For FY22, $5 million was appropriated. The combined funds will be used to advance capital improvements for parks and facilities that were identified as being in poor condition based on a recent inventory assessment conducted as a foundation of Meck Playbook, a comprehensive master plan.
Timeline:	This a multi-year initiative.

Project Milestones:	• Initiate capital reinvestment (routine maintenance) projects
	• Develop a multi-year Implementation Plan aligned to Meck Playbook to include prioritization of reinvestment projects
	• Continue equity investment projects begun in FY2021 and identify and advance new equity investment projects for FY2022
	• Continue advancing the design and construction of capital improvement program and new and accelerated greenway projects to include to completion of the following:
	
	    o Briar Creek Greenway – Lyon Court Connector
	    o Dowd Park
	    o Independence Park
	    o Long Creek Greenway (I77 to Treyburn)
	    o Mayerling Drive Neighborhood Park
	    o McDowell Creek Greenway (Gilead to Torrence Creek, Phase 1A)

	o Northern Regional Recreation Center o Pearl Street Park o Wilmore Centennial Park
Outcomes/Measures:	Successful completion of project milestones.

Key Initiative 9: **Equity and Inclusion**	
Description:	Continue the implementation of the County's Equity Action Plan.
Rationale:	Mecklenburg County is committed to addressing its racial inequities through an intersectional analysis. In order to become a more equitable institution, 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 enterprise-wide Equity Action Plan. To continue to build the capacity of the organization, it is critical that the County continue to implement the agreed upon action items identified in the Equity Action Plan despite COVID-19.
Timeline:	This a multi-year project (FY2020-FY2022).

Project Milestones:	• Recruit new leadership and staff for the Office of Equity and Inclusion (OEI)
	• Continue implementation of the County's Equity Action Plan that were postponed due to COVID-19:
	    o Continue rollout of "Advancing Racial Equity Training" for all County employees to enhance abilities to advance racial equity.
	    o Identify performance data needs and ensure mechanisms are in place to track and collect critical data.
	    o Re-establish Department Equity Action Teams (DEAT) for select Departments to begin training to initiate development of department specific equity action plans.
	    o Provide training on Racial Equity Tool usage to County mid-senior management
	• Support the Board of County Commissioner's Ad Hoc Committee on Equity Investments to evaluate and make recommendations to the Board as to how to appropriate the $2 million for equity investments included in the FY22 Budget that align to the goals of the County's Equity Action Plan.

Outcomes/Measures:	End of Year Reporting

Key Initiative 10: **CMS Plan Accountability**	
Description:	Ensure an accountability system of ongoing communication and reporting between Charlotte-Mecklenburg Schools (CMS) and Mecklenburg County regarding finances and performance outcomes achieved based on investments made within CMS.
Rationale:	For the past several years, Mecklenburg County has increasingly gained interest in the educational outcomes of the children matriculating through the Charlotte-Mecklenburg School (CMS) system. While CMS has improved on several of its outcomes such as the high-school graduation rate (four-year cohort) and disparity gaps in demographic group graduation rates, several outcomes especially for certain schools and demographic groups remain unmet. Given that more recently CMS has asked for additional County investments, Mecklenburg County desires to enhance communication with CMS and understand how the investments made in CMS positively impact student and school performance.
	To that end, the County will seek consistent monthly reporting from CMS on budget/financial information that CMS must provide. In addition, this key initiative intends to engage CMS through regular and open conversations about the County's budget appropriation to CMS including conversations on performance towards pre-identified outcomes for the children in Mecklenburg County. The County's Budget and Strategic Planning & Evaluation teams plan to meet quarterly with CMS' budget, finance, strategic planning, and accountability teams to ensure the following milestones are met.
Timeline:	June 2022
Project Milestones:	**Financial** • Hold an initial meeting with CMS to discuss the desired financial spend information to be shared with the County monthly • Share with the BOCC quarterly updates on the monthly spend of resources provided by the County **Performance Outcomes** • Research the Student Based Outcomes Governance Model and share with the BOCC the intent of the model and research findings of other communities using the same or similar model • Review the CMS School Performance Reports and identify a set of performance metrics of interest to the County • Hold a meeting with the BOCC to share the Student Based Outcomes Governance Model and the set of performance metrics to be monitored by County staff quarterly • Create a performance outcomes tracking tool to be used by County staff and shared with the BOCC quarterly

	Multi-Tiered System of Support (MTSS) • Seek quarterly progress updates from CMS on the District's implementation of MTSS including the number of schools fully utilizing the MTSS framework and the number of students receiving intervention plans.
Outcomes/Measures:	Successful completion of all project milestones.

Key Initiative 11: Affordable Housing	
Description:	Lead the County's efforts and commitments to address affordable housing through various initiatives and programs.
Rationale:	The County currently has a wide range of programs to support residents' housing needs. The County has expanded on these efforts, while also putting forth a more comprehensive strategy to address the full continuum of housing instability. Critical home repair, rental subsidy, and community revitalization efforts encompasses this strategy. This includes initiatives aimed at preventing homelessness, maintaining housing, securing stable housing and increasing the stock of affordable housing. Critical home repair will allow for the senior population to age in place. Rental subsidy projects will ensure that apartments and/or housing units can be made affordable by using rental subsidy to offset the cost of market rate rentals. Deed restrictions and ground leases tied to housing units will allow for preservation of long-term affordability. The demand for more affordable units continues to increase. The new partnerships that Mecklenburg County is establishing have allowed for creative solutions to ensure units are affordable. • Mecklenburg County Long Term Affordable Housing Rental Subsidy Projects – Manager's Office (MGR) • Mecklenburg County Rental Subsidy Programs (Supportive Housing Data) – Manager's Office (MGR) **Mecklenburg County Long-Term Rental Subsidy Affordable Housing Projects** • Harmony Place at Grier Heights – senior housing • Eastway Park Apartments – senior housing • Lake Mist Apartments, Naturally Occurring Affordable Housing (NOAH) – Family Housing • Hoke Affordable Housing – Family Housing **Community Revitalization** • Smithville Community Project **Mecklenburg County Rental Subsidy Programs** • MeckHome • LINK Housing • Keeping Families Together (KFT) • Housing for Good (H4G) • Reentry Transitional Housing **Critical Home Repair** • Habitat for Humanity of the Charlotte Region • Elder Response Initiative Critical Home Repair Program

Timeline:	This is a multi-year initiative.
Project Milestones:	- Finalize the affordable housing dashboard. - Formalize the process for receiving affordable housing funding proposals, due to the influx and growing need for partnerships and categorize each project. - Begin development of the blueprint for the Mecklenburg County Long-Term Affordable Housing Plan and Implementation Roadmap to identify gaps for the senior citizens, working-class and other populations to be identified. - Continued expansion of rental subsidy programs. - Finalize schematic design of all the civil and site work for Smithville Community.
Outcomes/Measures:	Successful completion of all project milestones.

Individual Development Plan, Boards & Committees, and Meetings

Individual Development Plan
Development Goal: Professional development opportunities local government management and human resources will be identified and completed within the fiscal year.
• Attend meetings of NCACC • Attend meetings of Women Executives • Attend Charlotte Rotary Meetings • Attend Centralina Regional Alliance Manager Meetings • Attend NACo Conferences and Meetings • Attend National Assoc. of County Administrators (NACA) meetings • Maintain relationships with local managers in and around Mecklenburg County
Board Seats
• Charlotte Center City Partners, Board Member, ex-officio as County Manager • Charlotte Sports Foundation, as County Manager • Charlotte Regional Business Alliance, Executive Committee Member • Blumenthal Board of Trustees, Board Member, ex-officio • United Way of Central Carolinas, Board Member • Read Charlotte, Board Member • National Association of County Administrators (NACA), Director representing Southeast region • NACo – Large Urban County Caucus, Committee Member • NACo – Finance, Pensions & Intergovernmental Affairs, Subcommittee Vice Chair
County/Community/Civic Engagements
• Mecklenburg County Early Childhood Education (ECE) Executive Committee • North Tryon Vision Plan Advisory Committee • 7th and Tryon Joint Committee • GreenLight Fund Advisory Council • Leading on Opportunity Council • Monthly Managers Group • Business Leaders Roundtable • LISC Charlotte Local Advisory Committee • COVID-19 Recovery and Renewal Task Force • A Way Home Board of Directors • 2025 Charlotte Mecklenburg Housing & Homeless Strategy • myFutureNC Local Educational Attainment Collaborative • COVID-19 Policy Group

Leadership Competencies

Leadership Competencies: Strategic Thinking
Competency Description
Strategic Thinking   *Formulating vision into actions*   Builds, communicates, and promotes a shared, long-term vision   • Formulates strategies, objectives and priorities, and implements plans consistent with the vision   • Identifies key issues based on logical assumptions, facts and data   • Capitalizes on opportunities and manages riskClick or tap here to enter text.s   • Understands the interdependency of the working, structure and culture of the organization as well as the social and economic issues/trends affecting the organization

Leadership Competencies: Executive Excellence
Competency Description
Executive Excellence   *Optimizing talent management and financial health*   Attracts, develops, engages, and retains people   • Creates a learning culture that encourages accountability by providing ongoing feedback and opportunities for continual learning for self, employees and teams   • Assesses short-term and long-term fiscal condition; uses cost-benefit thinking to set and balance short-term and long-term priorities   • Determines cost-effectiveness of programs and compares alternative strategies   • Optimizes good financial management

Leadership Competencies: Change & Innovation
Competency Description
Change & Innovation   *Innovating through change and creativity*   Identifies, communicates and drives changes needed to adapt strategically to shifting demands, business conditions, technology, and internal initiatives   • Questions conventional approaches; develops creative and innovative solutions to situations   • Creates a shared responsibility among team members/staff and encourages others to seek different ideas/approaches to address organizational problems and opportunities and then embraces them   • Rapidly adapts to changing conditions and communicates frequently and candidly during times of change   • Designs, communicates and gains the acceptance of and leads the implementation of optimal, new or cutting-edge ideas/processes to manage problems and opportunities

Leadership Competencies: Collaborative Relationships
Competency Description
Collaborative Relationships
Collaborating through alliances and relationships
Identifies opportunities for, initiates, and maintains strategic relationships and networks in and out of the organization
• Promotes openness and trust and builds confidence in one's intentions to achieve goals
• Fosters an inclusive workplace by working effectively with individuals and groups of diverse cultures.
• Utilizes the capabilities, insights, and ideas of individuals and groups to ensure the accomplishment of common business goals/improve results

Leadership Competencies: Values & Integrity
Competency Description
Values & Integrity
Serving with integrity and respect
Models high standards, acting in accordance with moral, ethical, and professional standards, policies and regulations consistent with the County's Values and Guiding Principles; leads by example
• Demonstrates honesty, fairness, openness and being forthright, consistently, in words and actions, treating people with courtesy and respect
• Respects the confidentiality of information and concerns shared by others
• Takes responsibility for and learns from own mistakes; does not misrepresent self