

# Mecklenburg County Balanced Scorecard

FY2027 – FY2030

May 19, 2026

Presented to the Board of County Commissioners

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# Why use the Balanced Scorecard framework?

The Balanced Scorecard is a strategic framework for measuring what matters, learning as we go, and managing for results.



## Strategic

Anchored to  
community-facing outcomes



## Iterative

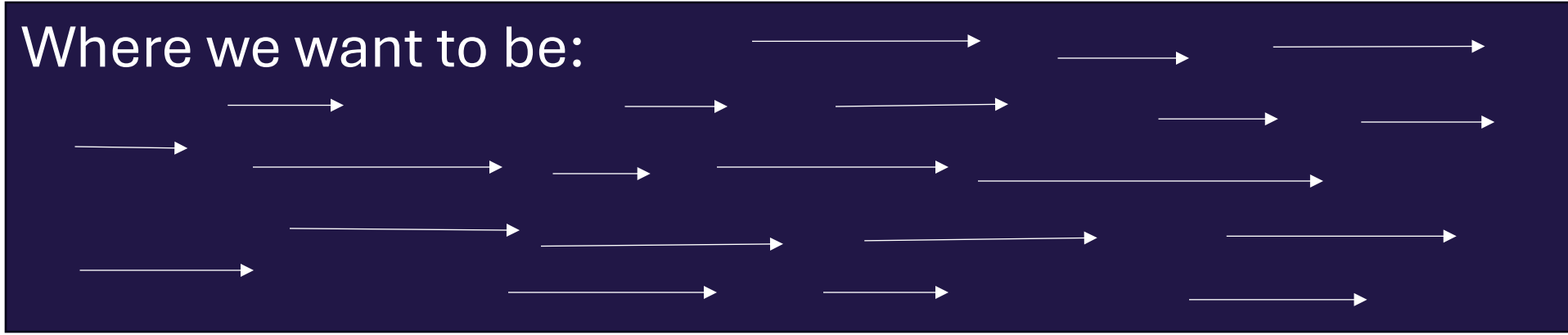
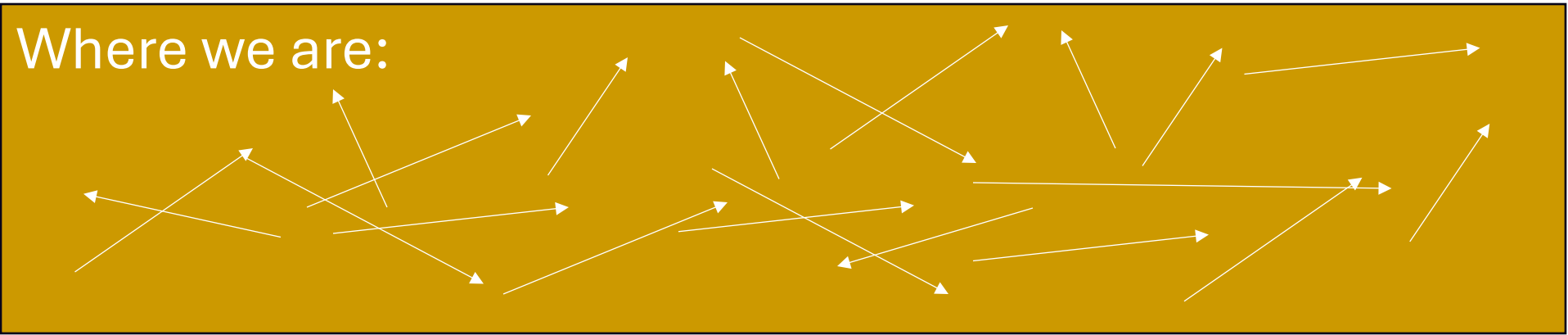
Built to evolve as data, capacity,  
and conditions change



## Accountable

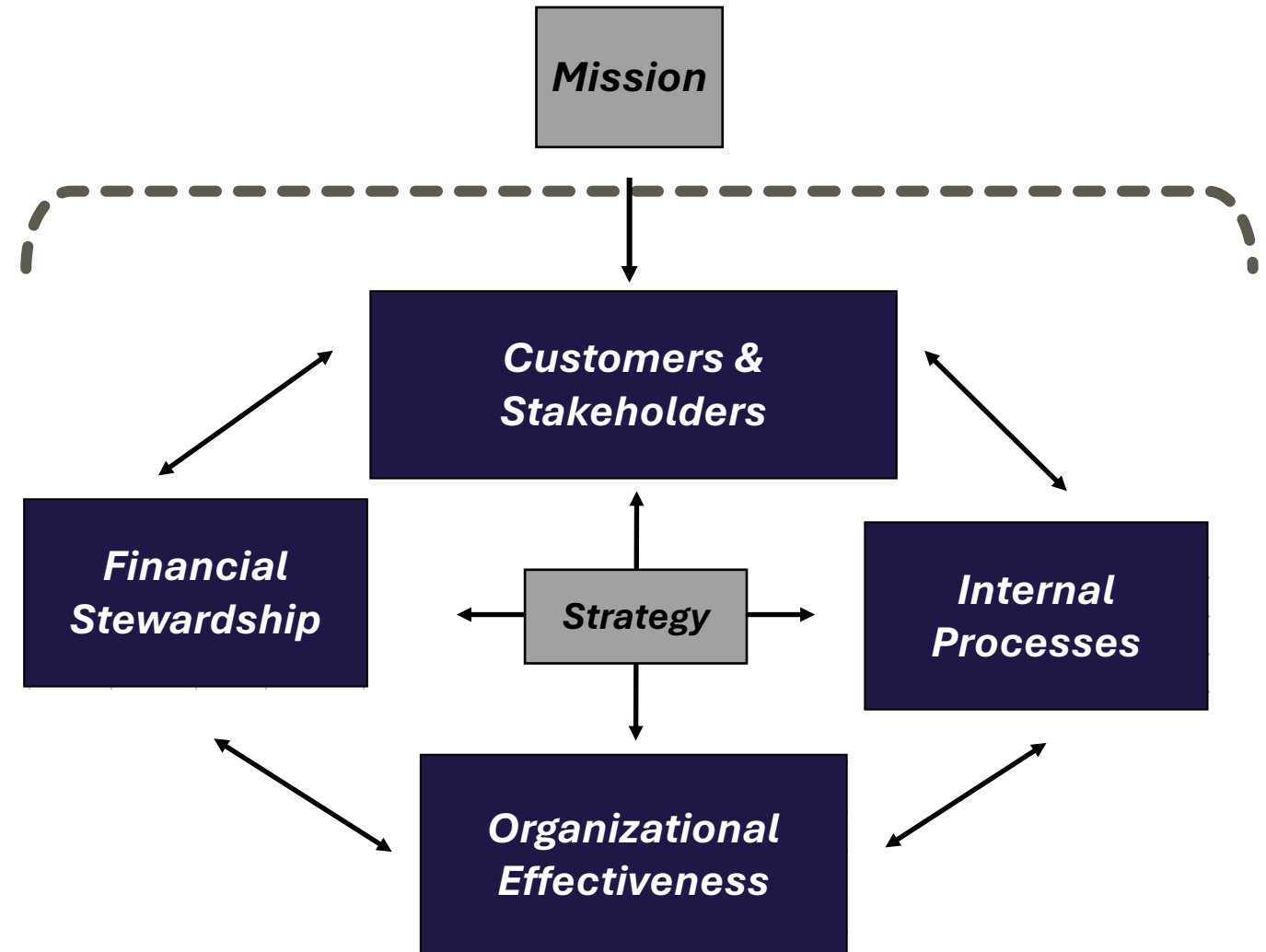
Owned by result owners and will  
be managed via Focus Area  
Collaboration Teams (FACTs)  
beginning in FY2027.

# Aligning the Organization



# What is the Balanced Scorecard?

- The Balanced Scorecard is a **management system that enables organizations to clarify their vision and strategy and translate them into action**
- Provides an organization with feedback of both the *internal processes* and *external outcomes*, which allows for **continuous improvement of strategic performance and results**
- The Balanced Scorecard **blends both operational and strategic views** of the organization.

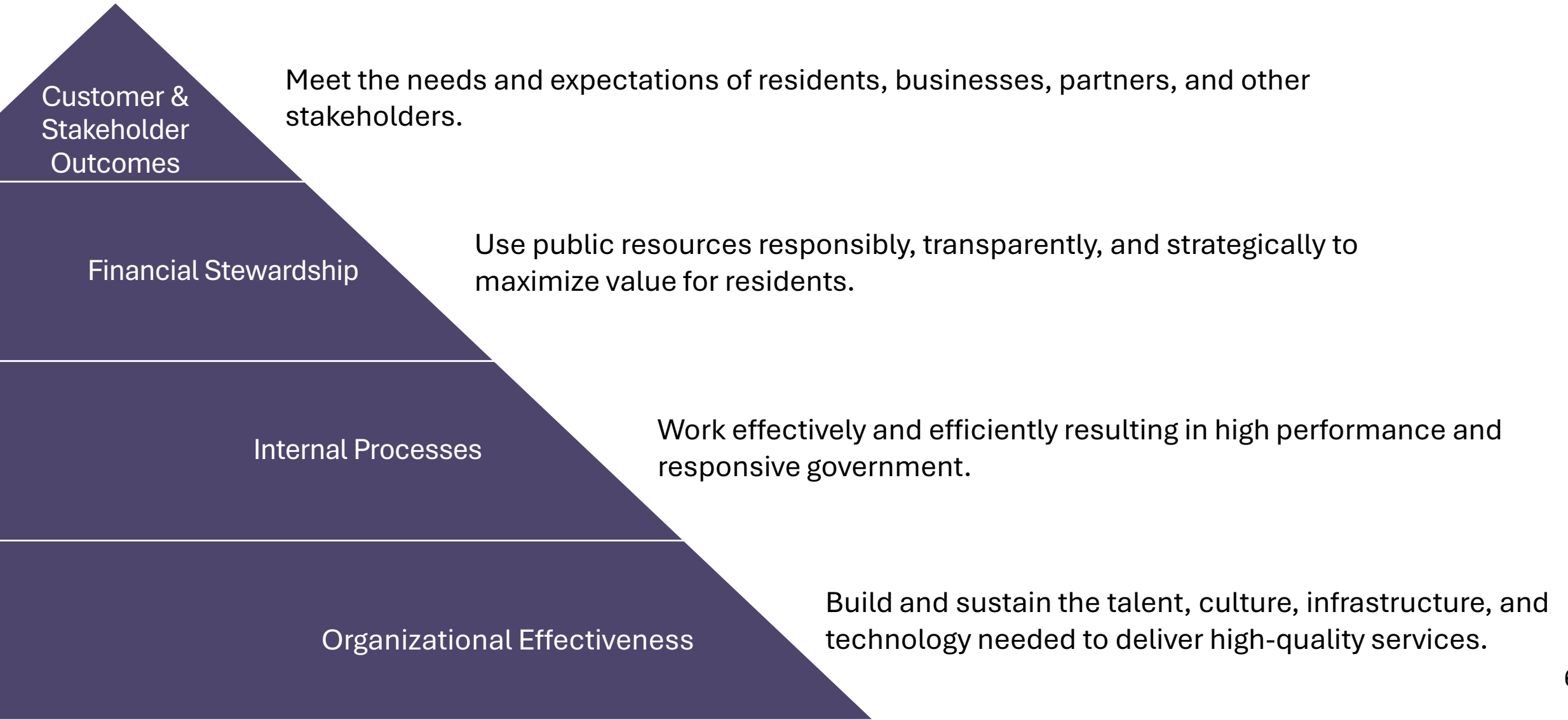


# Our Scorecard is Grounded in Best Practice

- The **Balanced Scorecard Institute** (BSI) is the professional authority on the Balanced Scorecard (BSC) methodology, development, and implementation.
- Mecklenburg County's BSC design is grounded in BSI best practices for strategy execution and performance management.
- BSI has trained thousands of professionals across public, private, and nonprofit sectors.



# Four Scorecard Perspectives



# Focus Areas

Mecklenburg County will be a community of pride and choice  
for people to

**LIVE, LEARN, WORK and RECREATE**

LIVE		LEARN	WORK	RECREATE
Health	Safety	Education	Jobs	Environment and Recreation
<b>Healthy and Thriving Community</b>	<b>Safe and Prepared Community</b>	<b>Learning and Educational Opportunities</b>	<b>Jobs and Economic Opportunities</b>	<b>Environment, Culture, and Recreation</b>
This focus area promotes a high quality of life through healthy, safe, and affordable living conditions for all residents.	This focus area centers on protecting residents and promoting trust through effective public safety and emergency preparedness.	This focus area supports lifelong learning and educational advancement to empower residents and prepare a skilled future workforce.	This focus area promotes economic opportunity and workforce development for residents and businesses.	This focus area promotes wellness, connection, and enjoyment through accessible environmental, recreational, and cultural opportunities.

# FY2026-2027 Board Budget Priorities



**Economic Development:** Stimulate business vitality by supporting small business and MWSBEs, expand employment opportunities, grow property tax base, and enhance quality of life in communities and neighborhoods



**Education:** Promote healthy early childhood development and education from ages birth to five while aligning investments to improve college and career readiness outcomes for all students



**Environmental Stewardship:** Preserve and protect the County's environmental resources



**Health Equity and Wellness:** Improve access to physical and behavioral healthcare – and promote healthy behaviors – for all County residents



**Services for Seniors:** Expand and enhance services for seniors to improve quality of life and opportunities to age in place



**Workforce Development:** Champion initiatives to better understand the workforce needs of the community and implement solutions to close jobs-skills gaps, address job access, and improve upward mobility



## Reducing Racial Disparities:

Ensure that investments by the County focus on closing racial and ethnic gaps so that race does not predict one's success, while also improving outcomes for all

# Improve overall Quality of Life for Mecklenburg residents

		Healthy and Thriving Community	Learning and Educational Opportunities	Jobs and Economic Opportunities	Environment, Culture, and Recreation	Safe and Prepared Community
Community	Customer / Stakeholder	Improve access to County Health and Human Services*	Improve K-readiness for Meck Pre-K students*	Promote economic mobility by connecting residents to jobs, training, and career growth*	Enhance environmental stewardship through conservation, monitoring, and sustainable practices*	Support policies and practices that enhance public safety, reduce recidivism, and reduce community violence
		Enhance resident access to safe and affordable housing*	Promote literacy and digital access*	Make Mecklenburg County a premier place to start, grow, and sustain a business*	Expand access to parks, open space, and recreation opportunities*	Ensure the safety of buildings and public infrastructure
		Reduce hunger and improve nutrition across our community*	Support student success through partnerships with local public schools, higher education, and non-profits*		Protect and promote the historic, arts, and cultural resources in Mecklenburg County	Promote timely and reliable emergency response
		Increase stability for individuals and families*				Ensure the integrity of elections and accessibility of public records

## Drive internal service excellence through people, processes, and stewardship

Internal	Financial Stewardship		Manage County resources responsibly, transparently, and sustainably to maximize value for residents	Maintain affordable and competitive tax rate	
	Internal Processes		Promote a high-performing government through efficiency, accountability, and transparency	Increase community awareness and engagement through proactive communication and outreach	
	Organizational Effectiveness	Build a dynamic workforce that reflects our community and fosters belonging*	Improve technology utilization and capacity	Strengthen County culture and invest in the County workforce	Enhance data available for decision-making

- Dotted Lines indicate that Partnership or Collaboration will be required. These partnerships will be highlighted as part of the County's periodic balanced scorecard reporting.

- Asterisk (\*) indicates BOCC Priority Alignment

# County Goals and Community Indicators

SMART goals describe the County's goals. Community indicators describe the conditions we're working to influence.

## COUNTY GOALS

### What the County will do

- Specific, time-bound results the County directly controls
- The scorecard tracks management performance year over year

#### REGULAR CADENCE

Tracked and monitored quarterly

#### COUNTY DATA

Sourced from County data and systems

#### DIRECT CONTROL

Result Owners are accountable within their sphere of influence

## CONTRIBUTING TO COMMUNITY-LEVEL CHANGE ↓

## COMMUNITY INDICATORS

### What we want for our community

- Longer-term measures of community impact
- These indicators sit outside the County's direct control

#### MULTI-YEAR

Often lagging indicators that move slowly across cycles

#### EXTERNAL DATA

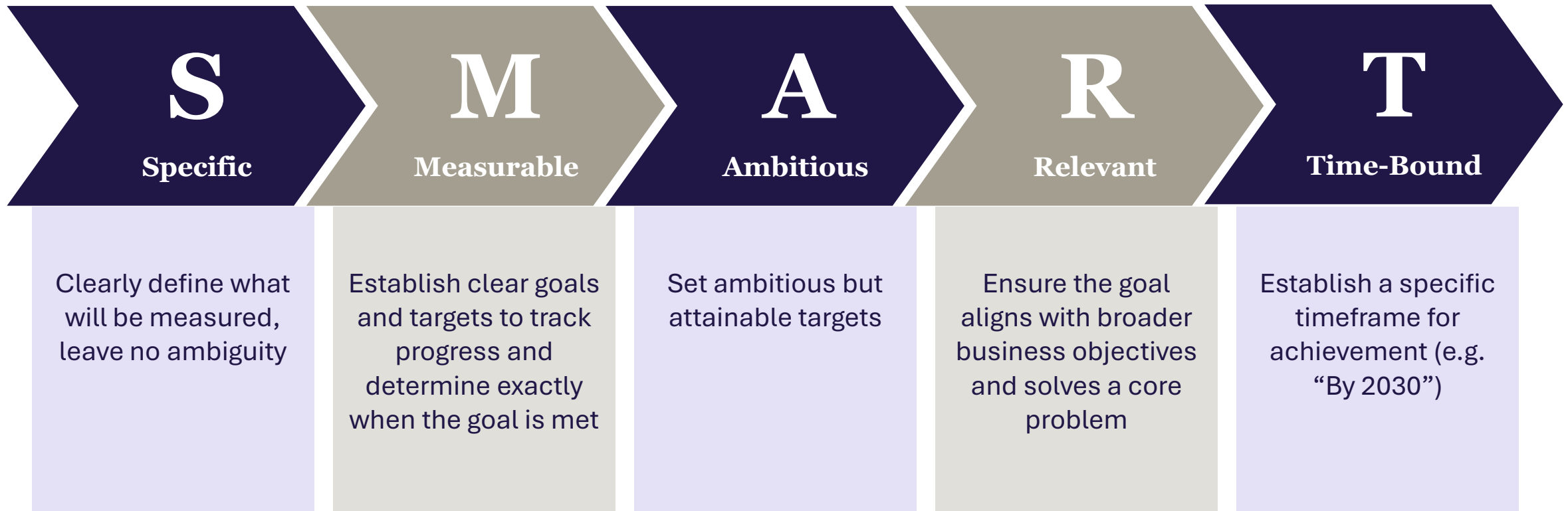
Non-County and partner sources

#### SHARED INFLUENCE

County contributes alongside many community stakeholders

# Using the *SMART* Approach for Goal Setting

A *SMART* goal translates a broad objective into a concrete, measurable target with clear intent, a defined timeframe, and a standard for success.



# Mecklenburg County's Target Setting Philosophy

## Compliance

- Many measures, particularly within Health and Human Service (HHS), have mandates to which the County must adhere
- In some cases, the County is more ambitious than State/Federal standards

## Benchmark

- If no compliance standard is mandated, targets are set in comparison to peer jurisdictions and/or current research

## Historic Trend

- When no compliance standards nor benchmark data is available, targets are set based on the historic trend of internal data
- Targets are established as stretch goals that intentionally exceed historical performance baselines to drive continuous improvement

The Office of Strategy & Innovation reviews performance results each year with County Executive Leadership. Performance targets are discussed during these reviews, and any changes are approved for the upcoming year.

# County Goal Scoring

Each County goal is assessed against its target using three performance bands



**UNDER DEVELOPMENT**

- Objectives whose SMART Goal(s) are still under development.
- Objectives that may have established goal(s) but are pending a final target.

**OPPORTUNITY**

**Less than 85% of goal**

- Performance is significantly below target.
- Requires diagnosis and intervention.

**Ex. Result of 65% against a target of 90%**  
**(65/90 = 72% of target)**

**PROGRESSING**

**85% – 99% of goal**

- Approaching target but not yet meeting.
- Active attention warranted.

**Ex. Result of 78% against a target of 90%**  
**(78/90 = 87% of target)**

**PERFORMING / ACHIEVED**

**100% or more of goal**

- Target met or exceeded.
- Sustain and consider whether the target should stretch.

**Ex. Result of 91% against a target of 90%**  
**(91/90 = 101% of target)**

**Future Recommendation:** After evaluating the first full year of results, leadership could consider incorporating year-over-year improvement as a factor in the scorecard’s color indicators.

**Note:** Reverse measures (where a lower result is better) are categorized via the same performance bands above, but the calculation is reversed. These measures are calculated as Target divided by Result. For example, a measure where lower is better, with a target of 100% and a result of 125% would be **Opportunity** because it is 80% of target (100 / 125 = .8)

# Balanced Scorecard Strategic Objectives

FY2027 – FY2030

Note: The May 19 presentation to the Board will highlight all 16 Community Objectives and 3 selected Internal Objectives. The remaining internal objectives are included in Appendix A.



# Objective 1.1: Improve access to County Health and Human Services

## Objective Description

Improving access to County services is essential for ensuring residents can readily obtain the support and resources needed for healthy lives.

Public health services, social services, and other support services are vital safety nets and pathways to opportunity.

County SMART Goals	Target	Most Recent Result
By June 2030, Mecklenburg County Public Health (MCPH) will consistently maintain a minimum 75% up-to-date vaccination rate among served children at 24 months of age <span>Health Equity &amp; Wellness</span>	75%	75%
Through June 2030, MCPH will maintain at least an 80% HIV viral load suppression rate among the population served <span>Health Equity &amp; Wellness</span>	80%	88%
By June 2030, the County's Community Resource Centers (CRCs) will maintain an average service point wait time of 30 minutes or less <span>Health Equity &amp; Wellness</span>	30 minutes	11 minutes
Community / Partner Indicator	Target	Most Recent Result
The community will maintain a rate of 16% or fewer adults (18+) reporting they do not have a primary care provider* <span>Health Equity &amp; Wellness</span>	16%	12%** (2024)
The community will maintain a rate of 14% or fewer adults (18+) reporting they were unable to see a doctor due to cost* <span>Health Equity &amp; Wellness</span>	14%	13.3% (2024)

\* The Behavioral Risk Factor Surveillance System (BRFSS) is the nation's premier system of health-related surveys that collect data from US residents regarding their health-related risk behaviors, chronic health conditions, and use of preventive service

\*\*The Primary Care Access question was modified in 2024; therefore, the data gathered for that year is not comparable to reports from previous years.

# Objective 1.2: Enhance resident access to safe and affordable housing

## Objective Description

This objective focuses on ensuring all residents have access to safe and affordable housing, which is essential to personal well-being, family stability, and community health.

**Note:** While current SMART targets are being met, the County is actively expanding its housing strategy to further improve community outcomes. Future goals and targets will be updated to reflect this new strategy.

County SMART Goals	Target	Most Recent Result
Increase the total number of County-funded affordable housing units – both Naturally Occurring Affordable Housing (NOAH) and new – by 2030	Target to be set in FY2027 as OHCD** is established.	1,866 units
Achieve an average annual utilization rate of at least 90% for all available* County-funded affordable housing units – both NOAH and new	90%	100%
At least 70% of the critical home repairs facilitated by the County will be for senior residents <span style="border: 1px solid red; padding: 2px;">Services for Seniors</span>	70%	72%

\* Not all housing units are *available* for rent when acquired since some may have existing tenants. *Available* means that the unit is funded, vacant, and ready for Housing Collaborative referrals.

\*\* Office of Housing and Community Development

Community / Partner Indicator	Target	Most Recent Result
Collaborate with community partners to monitor and reduce the number of people experiencing homelessness in Charlotte-Mecklenburg (i.e. the “One Number”)	Reduction	2,333 (as of 10/31/25)
Improve the percent of residents who exit into permanent housing and do not return to homelessness within two years	79%	77%
By June 2030, increase the number of evictions prevented or diverted by 20% over the FY2022-2024 average of 664 to 800 per year	800 per year	664 (FY22-24 avg)

# Objective 1.3: Reduce hunger and improve nutrition across our community

## Objective Description

Reducing hunger and improving nutrition are vital for a healthy, thriving Mecklenburg County.

Food insecurity and poor diet quality directly impact residents' health, children's cognitive development and academic performance, and overall economic stability.

County SMART Goals	Target	Most Recent Result
By June 2030, meet or exceed a 95% timeliness rate when processing Food and Nutrition Services applications <span style="border: 1px solid red; padding: 2px;">Health Equity &amp; Wellness</span>	95%	73%
By June 2030, increase the average number of seniors served each month through the Senior Citizens Nutrition Program by 10% - from a baseline of 2,750 in FY2025 to 3,000 by FY2030 <span style="border: 1px solid red; padding: 2px;">Health Equity &amp; Wellness</span> <span style="border: 1px solid red; padding: 2px;">Services for Seniors</span>	3,000 / month	2,750 / month

Community / Partner Indicator	Target	Most Recent Result
The community will maintain a rate of 14% or fewer residents reporting they were hungry and did not eat due to a lack of money for food* <span style="border: 1px solid red; padding: 2px;">Health Equity &amp; Wellness</span>	14% or lower	11% (FY24)

\* The Behavioral Risk Factor Surveillance System (BRFSS) is the nation's premier system of health-related surveys that collect data from US residents regarding their health-related risk behaviors, chronic health conditions, and use of preventive service

# Objective 1.4: Increase stability for individuals and families

## Objective Description

Increasing stability for individuals and families is foundational to a resilient and prosperous community.

When families are stable, they contribute to the local economy and foster stronger neighborhoods. Enhanced stability reduces long-term social service costs and builds a more equitable community where all residents can thrive.

County SMART Goals	Target	Most Recent Result
By June 2030, increase the percentage of clients who report a reduction in substance use since starting shelter-based programming to 80% from a baseline of 78% <span style="border: 1px solid red; padding: 2px;">Health Equity &amp; Wellness</span>	80%	78%
Maintain the safety of vulnerable adults by ensuring at least 95% of <b>Adult Protective Services (APS)</b> clients do not experience repeat maltreatment through June 2030 <span style="border: 1px solid red; padding: 2px;">Services for Seniors</span>	95%	98%
By June 2030, reach a 95% target for <b>Child Protective Services</b> clients who are not repeat victims of maltreatment, up from the FY2025 baseline of 85%	95%	85%
By June 2030, increase the percentage of Empowering Fathers Program (EFP) participants who are making support payments to 75% from a baseline of 71%	75%	71% (FY24-25 average)
Community / Partner Indicator	Target	Most Recent Result
By June 2030, in collaboration with community partners and stakeholders, implement priority initiatives from phases 1-4 of Mecklenburg County's Behavioral Health Strategic Plan to enhance integrated service delivery and support for individuals and families <span style="border: 1px solid red; padding: 2px;">Health Equity &amp; Wellness</span>	Phases 1-4	New
In collaboration with community partners, increase the number of licensed foster care families in Mecklenburg County by an additional 60 families to a total of at least 124 by June 2030	124	64 (2026)

\*Existing State/County Target and national standard per the Adoption and Foster Care Analysis and Reporting System

# Objective 2.1: Improve Kindergarten-readiness for Meck Pre-K students

## Objective Description

Improving kindergarten readiness for Meck Pre-K students is crucial because a strong early education foundation is essential for lifelong success.

Children who enter kindergarten prepared are more likely to achieve academic milestones, graduate on time, and become productive members of the community.

County SMART Goals	Target	Most Recent Result
Facilitate access to high quality pre-k programs by ensuring that at least 99% of available MECK Pre-K seats are filled <span>Education</span>	99%	99%
MECK Pre-K graduates will achieve a rating of at least 85% on the standard <b>Social-Emotional Benchmark</b> through June 2030 <span>Education</span>	85%	85.8%
MECK Pre-K graduates will achieve a rating of at least 85% on the standard <b>Physical Benchmark</b> through June 2030 <span>Education</span>	85%	90.6%
MECK Pre-K graduates will achieve a rating of at least 85% on the standard <b>Language Benchmark</b> through June 2030 <span>Education</span>	85%	85.3%
MECK Pre-K graduates will achieve a rating of at least 85% on the standard <b>Cognitive Benchmark</b> through June 2030 <span>Education</span>	85%	82.5%
MECK Pre-K graduates will achieve a rating of at least 85% on the standard <b>Literacy Benchmark</b> through June 2030 <span>Education</span>	85%	83.9%
MECK Pre-K graduates will achieve a rating of at least 85% on the standard <b>Math Benchmark</b> through June 2030 <span>Education</span>	85%	78.6%
Community / Partner Indicator	Target	Most Recent Result
Pre-K student* Language Scores on the Teaching Strategies Gold formative assessment will increase to 90% at or above the benchmark by EOY 2027 <span>Education</span>	90%	78.3% (2024-2025)

\* PreK Students in the Bright Beginnings and NC PreK Programs

# Objective 2.2: Promote literacy and digital access

## Objective Description

Literacy and digital access are foundational to personal growth, employability, and civic engagement.

By improving reading proficiency and closing the digital divide, the County helps residents build the skills needed to succeed in education, the workforce, and daily life.

County SMART Goals	Target	Most Recent Result
By June 2030, increase literacy proficiency levels among Mecklenburg County residents participating in community-based literacy programs, with at least 85% of participants demonstrating measurable improvement as assessed by validated literacy assessments <span>Education</span>	85%	Baseline will be established in FY2028 CSG cycle.
By June 2030, increase digital literacy and technology access among Mecklenburg County residents, with at least 85% of residents completing community-based digital skills training programs demonstrating proficiency in essential digital skills <span>Education</span>	85%	Baseline will be established in FY2028 CSG cycle.
Community / Partner Indicator	Target	Most Recent Result
Increase the percent of K-2 students scoring at or above benchmark in <b>early literacy</b> as measured by DIBELS from 67% in June 2023 to 91% in June 2029 ( <b>Goal 1</b> ) <span>Education</span>	83% (2026-2027)	72% (2024-2025)
Increase the percent of students scoring <b>CCR (college and career ready) on reading</b> end of grade assessments in grades 3-8 from 31% in June 2023 to 50% by June 2029 ( <b>Goal 2</b> ) <span>Education</span>	43% (2026-2027)	37% (2024-2025)

# Objective 2.3: Support student success through partnerships with local public schools, higher education, and non-profits

## Objective Description

By supporting efforts of education partners, the County helps build a strong talent pipeline that supports individual and community prosperity.

**Tier 1: Foundational** - Entry-level certifications that provide students with their first industry-recognized credential and a base for future stackable qualifications. Examples include:

- Microsoft Office Specialist
- First Aid / CPR / AED

**Tier 2: Springboard / Door-Opener** - In-demand credentials that appear in job postings and give students a competitive edge in their career field. Examples include:

- North Carolina Nurse Aide I
- NCCER Carpentry I

**Tier 3: Advanced** - High-level credentials often required for hire that leverage higher starting pay and long-term earning potential. Examples include:

- Certified Pharmacy Technician (CPhT)
- Emergency Medical Technician (EMT)

County SMART Goals	Target	Most Recent Result
SMART goal(s) related to the MeckPathways program will be established by County Leadership in FY2027 <span>Education</span> <span>Workforce Development</span>	-	-
Community / Partner Indicator	Target	Most Recent Result
Community goal(s) related to partnerships with local colleges, universities, and non-profits will be established by County Leadership in FY2027 <span>Education</span> <span>Workforce Development</span>	-	-
Increase the number of students earning tier 1, 2, or 3 credentials from 11,517 in June 2024 to 13,581 by June 2026 <span>Education</span> <span>Workforce Development</span>	13,581	13,315
Increase the number of students earning tier 2 or 3 credentials from 2,222 in June 2024 to 2,312 June 2026 <b>(Goal 4)</b> <span>Education</span> <span>Workforce Development</span>	2,312*	2,267*
* Awaiting final numbers from the state data file		

# Objective 3.1: Promote economic mobility by connecting residents to jobs, training, and career growth

## Objective Description

This objective focuses on advancing economic mobility by ensuring residents have access to meaningful employment and the skills needed to succeed in today's workforce.

\* Occupational skills training program that leads to job placement or job advancement for successful completers

\*\* Customers are participating employment services that are not participating in occupational skills and are need of employment placement within 90 days

\*\*\* ALICE households earn more than the Federal Poverty Level but less than the basic cost of living for the county. Households below the ALICE Threshold – ALICE households plus those in poverty – can't afford the essentials such as housing, childcare, food, transportation, and health care.

County SMART Goals	Target	Most Recent Result
By June 2030, at least 65% workforce development customers completing employment and/or training services annually will secure employment <span>Workforce Development</span>	65%	New
By June 2030, at least 75% of responsive workforce development customers completing a career advancement program* will receive an hourly wage of at least \$21 (adjusted for inflation) <span>Workforce Development</span>	75%	New
By June 2030, responsive rapid employment** customers (those with significant barriers to employment and who need a job to stabilize) will achieve an average hourly wage of at least \$18 (adjusted for inflation) <span>Workforce Development</span>	\$18	\$17.46
Community / Partner Indicator	Target	Most Recent Result
<b>Direct Employer Pathways:</b> Achieve at least 80% of residents that are employed via direct employer pathway initiative (above living wage) <span>Workforce Development</span>	80%	New
<b>Employer Partnerships</b> – Increase the number of local employers who are implementing upward mobility best practices <span>Workforce Development</span>	Target to be set as strategies develop	New
Number of new jobs (above living wage) created because of transit investments <span>Workforce Development</span>	Co-lead tracking with Charlotte	New
Decrease the percentage households in Mecklenburg County at or below the Asset Limited, Income Constrained, Employed (ALICE) threshold*** <span>Workforce Development</span>	Target will be set in FY2027	38% (2023)

# Objective 3.2: Make Mecklenburg County a premier place to start, grow, and sustain a business

## Objective Description

This objective focuses on strengthening Mecklenburg County’s position as a top destination for business investment, entrepreneurship, and innovation. By improving the business climate, reducing barriers, and fostering partnerships, the County will attract new employers, support local entrepreneurs, and ensure sustained economic growth that benefits all residents.

County SMART Goals	Target	Most Recent Result
By June 2030, improve the Three-Year Survival Rate for Small Businesses assisted by the Office of Economic Development by 10% over the baseline established in FY2027 <span>Economic Development</span>	Baseline + 10%	Baseline to be established in FY2027
By June 2030, improve the percentage of Minority and Women-Owned Business Enterprise (MWBE) certified contractors awarded work on competitively bid projects to 30% <span>Economic Development</span> <span>Reducing Racial Disparities</span>	30%	27.7%
By June 2030, increase the percentage of contractors with at least one MWBE subcontractor from 63% to at least 70% <span>Economic Development</span> <span>Reducing Racial Disparities</span>	70%	63%

Community / Partner Indicator	Target	Most Recent Result
-	-	-

# Objective 4.1: Enhance environmental stewardship through conservation, monitoring, and sustainable practices

## Objective Description

This objective focuses on protecting Mecklenburg County’s natural environment, ensuring that its land, air, and water resources are healthy and resilient for future generations.

County SMART Goals	Target	Most Recent Result
SMART goal(s) will be established by County Leadership in FY2027 following a strategic deep-dive assessment <span style="border: 1px solid red; padding: 2px;">Env. Stewardship</span>	-	-

Community / Partner Indicator	Target	Most Recent Result
-	-	-

# Objective 4.2: Expand access to parks, open space, and recreation opportunities

## Objective Description

This objective focuses on ensuring all Mecklenburg County residents have access to high-quality parks, open spaces, and recreation opportunities that promote health, connection, and community pride.

County SMART Goals	Target	Most Recent Result
SMART goal(s) will be established by County Leadership in FY2027 following a strategic deep-dive assessment <span style="border: 1px solid red; padding: 2px;">Env. Stewardship</span>	-	-

Community / Partner Indicator	Target	Most Recent Result
-	-	-

# Objective 4.3: Protect and promote the historic, arts, and cultural resources in Mecklenburg County

## Objective Description

This objective focuses on preserving and celebrating the historic, artistic, and cultural resources that define Mecklenburg County's unique identity. By protecting historic sites, supporting the arts, and promoting cultural experiences, the County ensures these community stories, creativity, and traditions are preserved.

County SMART Goals	Target	Most Recent Result
Maintain a 90% or higher completion rate for decisions on Minor Certificates of Appropriateness (COAs) within 30 days through June 2030	90%	95%
SMART goal(s) related to return on investment for culture and tourism events will be established by County Leadership in FY2027	-	-

Community / Partner Indicator	Target	Most Recent Result
-	-	-

# Objective 5.1: Support policies and practices that enhance public safety, reduce recidivism, and reduce community violence.

## Objective Description

This objective seeks to advance a safe and prepared community through a coordinated approach to public safety, recidivism reduction, and community violence prevention.

\* Targets associated with County SMART goals for Objective 5.1 reflect current targets.

Performance targets and goal language will be re-evaluated in FY2027-Q3 to align with the full implementation of HB307 (Iryna's Law).

County SMART Goals	Target	Most Recent Result
By June 2030, continue to maintain a Pretrial Services Public Safety Rate of at least 82%	82%*	92%
By June 2030, continue to maintain a Recovery Courts Two-Year Recidivism Rate of 18% or less	18%*	12.2%
By June 2030, continue to maintain a Re-Entry Services Two-Year Recidivism Rate of 13.5% or less	13.5%*	7.6%

Community / Partner Indicator	Target	Most Recent Result
Increase the percentage of contracted youth served by the Juvenile Crime Prevention Council (JCPC) from 91% to 95% by June 2030	95%	91% (FY22-FY25 avg)
Reduce the homicide rate (per 100,000 population) to 6.0 by 2030 ( <i>Mecklenburg County's Office of Violence Prevention</i> )	6.0	7.9 (2023)
Collaborate with local justice system partners to dispose of at least 90% of non-capital felonies in Superior Court within 365 days of filing	90%	31% (FY25)
Collaborate with local justice system partners to safely reduce the average daily population for the County jail to at or below the jail's functional capacity	<=100%	130.5% (As of 4/30/26)

# Objective 5.2: Ensure the safety of buildings and public infrastructure

## Objective Description

This objective is intended to ensure the safety and resilience of all buildings and public infrastructure by delivering efficient, customer-focused services that protect the residents, businesses, and visitors of Mecklenburg County.

County SMART Goals	Target	Most Recent Result
Maintain the top-tier ISO Building Code Effectiveness Grading Schedule (BCEGS) rating of 1 through June 2030	1 (highest)	1
Maintain a 90% or higher rate of on-time or early plan review completions through June 2030	90%	91%
Maintain a 95% or higher rate of code enforcement inspection completions within 3 business days of the request through June 2030	95%	99%

Community / Partner Indicator	Target	Most Recent Result
-	-	-

# Objective 5.3: Promote timely and reliable emergency response

## Objective Description

This objective seeks to ensure that residents receive fast, reliable, and coordinated emergency response when they need it most. Mecklenburg County’s emergency and post-mortem services play a critical role in protecting life and property and, at the time of death, preserving the dignity of life.

County SMART Goals	Target	Most Recent Result
By June 2030, at least 95% of autopsies conducted by Mecklenburg County pathologists will be completed within 180 days of initiation	95%	88.4%

Community / Partner Indicator	Target	Most Recent Result
Improve MEDIC’s Priority 1 response-time compliance rate to at least 90% (arrival within ≤10:59) *	90%	81%

\* This goal does not yet factor the recently completed EMS study. Given that this study includes recommendations that are intended to improve MEDIC operations, this goal may need to be revisited/adjusted as this study’s recommendations are implemented.

# Objective 5.4: Ensure the integrity of elections and accessibility of public records

## Objective Description

Reliable elections and accurate public records are foundational to a functioning democracy and the civic infrastructure residents depend on.

When these functions operate with consistency, accuracy, and transparency, they reinforce confidence in local government and ensure these critical systems remain sound and accessible to all.

County SMART Goals	Target	Most Recent Result
Each election cycle, continue to administer effective elections while maintaining zero (0) validated and sustained election protests	0	0
Continue to process at least 98% of all documents requiring rekeying to permanent indexing within 30 days	98%	100%

Community / Partner Indicator	Target	Most Recent Result
-	-	-

# Objective 6.1: Manage County resources responsibly, transparently, and sustainably to maximize value for residents

## Objective Description

This objective focuses on ensuring responsible and strategic fiscal stewardship to maximize value of taxpayer dollars for residents and build public trust.

By efficiently managing budgets, investments, and assets, the County can sustain essential services, plan for future growth, and remain flexible to address challenges and opportunities.

County SMART Goals	Target	Most Recent Result
Maintain AAA Bond Rating through June 2030	AAA	AAA
For each fiscal year through FY2030, total actual annual General Fund Revenue will be no more than 104% of revenue estimate	Not greater than 104%	103.40%
For each fiscal year through FY2030, General Fund Total Obligations + Carryforwards should be at least 96% of estimates	Not less than 96%	98.2%

# Objective 7.2: Increase community awareness and engagement through proactive communication and outreach

## Objective Description

Effective outreach builds public trust and encourages engagement with local government.

By proactively sharing information and listening to feedback, the County strengthens its connections with residents and ensures services are responsive to community needs.

County SMART Goals	Target	Most Recent Result
Increase overall resident awareness of County programs from a baseline of 49 percent to 55 percent by June 2030	55%	49%
Increase resident satisfaction with County communication about programs and services from baseline of 57% to 65% percent by June 2030	65%	57%
Increase resident trust in Mecklenburg County government to 70% by June 2030	70%	62%

# Objective 8.3: Strengthen County culture and invest in the County workforce

## Objective Description

This objective focuses on fostering a positive, inclusive, and high-performing workplace culture that values employee well-being, growth, and engagement.

By building a *Culture of Caring*, the County aims to create a supportive environment where employees feel respected and motivated to do their best work.

County SMART Goals	Target	Most Recent Result
By June 2030, achieve a 10% or lower Voluntary Turnover Rate for Regular, Full-Time employees*	10% or lower**	10.4%
By June 2030, achieve a Two-Year Retention Rate*** (Regular, Full-Time) of 80% or better for Regular, Full-Time employees	80% or higher	76.9%
Additional SMART goal(s) will be established by County Leadership in FY2027 following the redesign of the employee survey	-	-

\* This metric includes the Mecklenburg County Sheriff's Office

\*\* This target is aligned with SHRM standards for local governments of comparable size to Mecklenburg

\*\*\* Calculated as  $1 - (\text{Total Turnover for relevant group})$

# Closing and Next Steps

FY2027 – FY2030



# Objective-Level Scoring

How individual goal results combine into a single objective result

## PERFORMING / ACHIEVED

At least 80% of goals are green and no goals are red

## PROGRESSING

Mix of colors with less than 50% of goals red

## OPPORTUNITY

More than one goal is red, or 50% or more of goals are red

## UNDER DEVELOPMENT

All established goals are categorized as Under Development, or there are not yet any established goals

### Examples

 →  3 of 3 green

 →  4 of 5 green, 1 yellow (≥80% green)

 →  2 of 3 green (only 67% green)

 →  1 red out of 3 (under 50%)

 →  2 reds out of 3 (67% red)

 →  2 reds out of 4 (50% red)

 →  0 non-gray goals

**Scoring Note:** Only County Goals influence objective scoring. Community Indicators are for monitoring and awareness purposes.

# Improve overall Quality of Life for Mecklenburg residents

		Healthy and Thriving Community	Learning and Educational Opportunities	Jobs and Economic Opportunities	Environment, Culture, and Recreation	Safe and Prepared Community
Community	Customer / Stakeholder	Improve access to County Health and Human Services*	Improve K-readiness for Meck Pre-K students*	Promote economic mobility by connecting residents to jobs, training, and career growth*	Enhance environmental stewardship through conservation, monitoring, and sustainable practices*	Support policies and practices that enhance public safety, reduce recidivism, and reduce community violence
		Enhance resident access to safe and affordable housing*	Promote literacy and digital access*	Make Mecklenburg County a premier place to start, grow, and sustain a business*	Expand access to parks, open space, and recreation opportunities*	Ensure the safety of buildings and public infrastructure
		Reduce hunger and improve nutrition across our community*	Support student success through partnerships with local public schools, higher education, and non-profits*		Protect and promote the historic, arts, and cultural resources in Mecklenburg County	Promote timely and reliable emergency response
		Increase stability for individuals and families*				Ensure the integrity of elections and accessibility of public records

## Drive internal service excellence through people, processes, and stewardship

Internal	Financial Stewardship		Manage County resources responsibly, transparently, and sustainably to maximize value for residents	Maintain affordable and competitive tax rate	
	Internal Processes		Promote a high-performing government through efficiency, accountability, and transparency	Increase community awareness and engagement through proactive communication and outreach	
	Organizational Effectiveness	Build a dynamic workforce that reflects our community and fosters belonging*	Improve technology utilization and capacity	Strengthen County culture and invest in the County workforce	Enhance data available for decision-making

- Dotted Lines indicate that Partnership or Collaboration will be required. These partnerships will be highlighted as part of the County's periodic balanced scorecard reporting.

- Asterisk (\*) indicates BOCC Priority Alignment

# Managing for Results (MFR) and the Balanced Scorecard



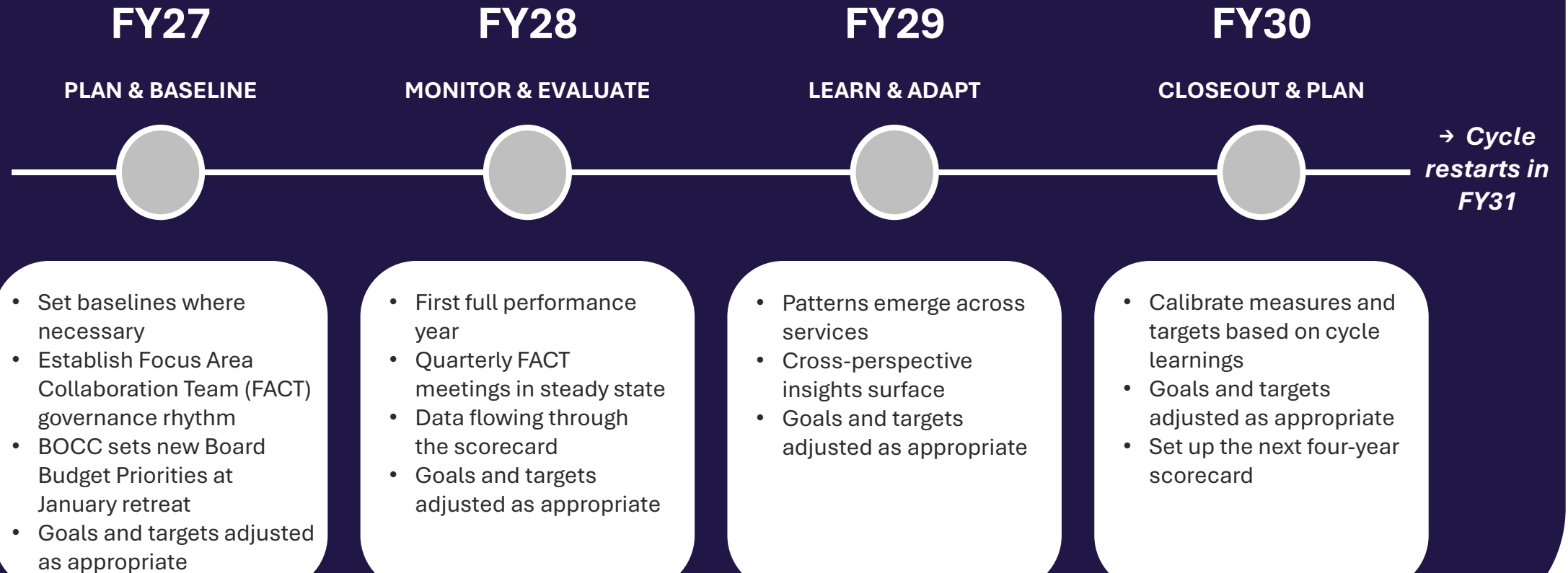
- The Balanced Scorecard **defines our strategic direction**
- Managing for Results is **the management system to drive the strategic direction**
  - **Translates** strategies into measurable, sustainable results
  - **Aligns** budgets and resource allocation to strategic priorities
  - **Drives** continuous improvement
  - **Strengthens** transparency and public trust

# Managing for Results (MFR) and the Balanced Scorecard

At the Enterprise-level, each fiscal year aligns to a phase of the cycle — the four-year arc completes one full MFR loop.

At the Department-level, a smaller scale version of this process is completed each performance year.

## THE MFR CYCLE OVERLAID ON THE FY2027 – FY2030 SCORECARD



# Next Steps

- Incorporate any final revisions into the final version of the initial FY2027 – FY2030 Balanced Scorecard.
- Continue project implementation, including:
  - Change Management / Communication with the entire organization
  - Focus Area Collaboration Team (FACT) structure and governance
  - Data reporting process and cadence

# Q&A

# Appendix A

Remaining Internal Objectives



# Objective 6.2: Maintain an affordable and competitive tax rate

## Objective Description

This objective focuses on maintaining an affordable and regionally competitive property tax rate to support essential services and ensure fiscal stability.

In addition to maintaining an affordable and competitive tax rate, it is also critical that the County continues to maintain a high tax collection rate.

County SMART Goals	Target	Most Recent Result
Maintain an effective property tax rate* that does not exceed the average rate of the five largest counties** in North Carolina through June 2030	Not greater than 50.53 cents per \$100 Value (FY2026)	43.74 cents per \$100 Value
Through June 2030, maintain a Real Estate/Personal Property Tax Collection Rate of 99.25% or greater	99.25%	99.50%
Conduct a successful revaluation with a target of at least 98% of assessed valuation upheld for the 2027 revaluation cycle	98%	98.2%

\*Effective rates are adjusted tax rates which aid in comparison of jurisdictions. As counties are on various reappraisal cycles, the ratios of the assessed value to the actual value differ. These differences are adjusted by applying the sales assessment ratio (the ratio of selling price of property to the assessed value of property) to the tax rate to obtain an effective rate.

\*\*Top 5 Counties for FY2026 are Durham (55.55¢), Forsyth (54.14¢), Guilford (49.9¢), Wake (49.33¢), and Mecklenburg (43.74¢)

# Objective 7.1: Promote a high-performing government through efficiency, accountability, and transparency

## Objective Description

This objective focuses on strengthening Mecklenburg County's internal operations to ensure efficiency, accountability, and transparency.

A high-performing government wisely uses resources, delivers services effectively, and provides clear information to the public.

County SMART Goals	Target	Most Recent Result
By June 2030, achieve a 100% completion rate for required compliance trainings across all County staff	100%	91.8%
Maintain an aggregate customer satisfaction rating across all County satisfaction surveys of at least 95% by June 2030	95%	96%
Increase resident satisfaction with the openness and transparency of County communication from baseline of 55% to 60% percent by June 2030	60%	55%
SMART goal(s) related to Internal Audit performance will be established by County Leadership in FY2027	-	-

# Objective 8.1: Build a dynamic workforce that reflects our community and fosters belonging

## Objective Description

This objective focuses on creating a workforce that reflects Mecklenburg County's diversity and fosters an inclusive culture where all employees feel valued and empowered.

County SMART Goals	Target	Most Recent Result
SMART goal(s) related to Inclusion and Belonging will be established by County Leadership in FY2027 <span style="border: 1px solid red; padding: 2px;">Reducing Racial Disparities</span>	-	-

# Objective 8.2: Improve technology utilization and capacity

## Objective Description

This objective focuses on enhancing the County's ability to leverage technology as a strategic asset for efficiency, innovation, and service quality. Modern, integrated systems enable effective operations, data-informed decisions, and faster, more reliable services for residents.

County SMART Goals	Target	Most Recent Result
In collaboration with County Leadership, establish and maintain a target percentage of annual technology investment dedicated to <b>Grow</b> and <b>Transform</b> initiatives	Target to be established in FY2027	NEW

Mecklenburg County Information Technology Services uses the following definitions to categorize the work that they do on behalf of the organization:

**Run (Run the Business):** Non-discretionary costs required to keep the lights on and maintain stability (e.g., infrastructure support, application maintenance, compliance).

**Grow (Grow the Business):** Enhancing existing IT capabilities, systems, or services to boost productivity, enter new market segments, or enhance customer experience.

**Transform (Transform the Business):** Strategic, innovative initiatives that change the organization's nature, such as developing new business models, entering new industries, or adopting disruptive technology.

# Objective 8.4: Enhance data available for decision-making

## Objective Description

This objective focuses on strengthening the County’s ability to make informed, data-driven decisions.

Access to accurate, timely data allows leaders to evaluate performance, allocate resources effectively, and respond to community needs.

County SMART Goals	Target	Most Recent Result
By June 2030, maintain and report on service-level performance measures for at least 90% of all budgeted services annually	90%	67.5% (FY25 estimate)
By June 2030, at least 90% of all department performance measures will be updated timely*	90%	79% (through January 2026)
OSI and County Leadership will collaborate with the Data Governance Committee to develop organizational strategy and goals in FY2027	-	-

\* Mecklenburg County’s Office of Strategy & Innovation (OSI) defines timely as two weeks following the end of the most recent period. Ex. Monthly measures = 2 weeks after the end of the prior month, Quarterly measures = 2 weeks after the end of the prior quarter, etc.)

# Appendix B

County SMART Goal Target Detail



# Appendix – County Goals Target Sources

Healthy and Thriving Community			
Objective	SMART Goal	Target	Target Source
1.1	By June 2030, MCPH will consistently maintain a minimum 75% up-to-date vaccination rate among served children at 24 months of age	75%	Target aligns with historical trends and was pulled from the Performance Management System.
1.1	Through June 2030, MCPH will maintain at least an 80% HIV viral load suppression rate among the population served	80%	Target aligns with historical trends and was pulled from the Performance Management System.
1.1	By June 2030, the County’s Community Resource Centers (CRCs) will maintain an average service point wait time of 30 minutes or less	30 minutes	This target was set as part of the original CRC development plan. The Department of Community Resources has submitted a project request to Business Process Management (BPM) to review operations including staffing and wait times.
1.2	Increase the total number of County-funded affordable housing units – both NOAH and new – by 2030	TBD	Target to be set in FY2027 as the County’s new Office of Housing and Community Development (OHCD) is established.
1.2	Achieve an average annual utilization rate of at least 90% for all available* County-funded affordable housing units – both NOAH and new	90%	This target reflects utilization rate trends over the past year and focuses on delivering strong and consistent performance for residents, even as newer units are being established.
1.2	At least 70% of the critical home repairs facilitated by the County will be for senior residents	70%	Established as an internal target based on recent year results and service usage as many of the customers are seniors.

# Appendix – County Goals Target Sources

Healthy and Thriving Community (cont.)			
Objective	SMART Goal	Target	Target Source
1.3	By June 2030, meet or exceed a 95% timeliness rate when processing Food and Nutrition Services applications	95%	This target is the standard set in the Memorandum of Understanding with the state.
1.3	By June 2030, increase the average number of seniors served each month through the Senior Citizens Nutrition Program by 10% - from a baseline of 2,750 in FY2025 to 3,000 by FY2030	3,000 / month	Established internally as a stretch goal in conversation with Child, Family, and Adult Services Department leadership.
1.4	By June 2030, increase the percentage of clients who report a reduction in substance use since starting shelter-based programming to 80% from a baseline of 78%	80%	Established internally to track the effectiveness of shelter-based programming. 80% target aligns with historical trends as Q3 of 2025 reported 80% of clients who saw a reduction.
1.4	Maintain the safety of vulnerable adults by ensuring at least 95% of Adult Protective Services (APS) clients do not experience repeat maltreatment through June 2030	95%	This target reflects historic trends in the data. For the last five years over 95% of adults have not been repeat victims of maltreatment.
1.4	By June 2030, reach a 95% target for Child Protective Services clients who are not repeat victims of maltreatment, up from the FY2025 baseline of 85%	95%	The NC Department of Health and Human Services has a goal of ensuring that at least 91% of clients are not repeat victims of maltreatment. County leadership is looking to exceed this goal with a target of 95%.
1.4	By June 2030, increase the percentage of Empowering Fathers Program (EFP) participants who are making support payments to 75% from a baseline of 71%	75%	This target reflects an increase over the baseline (the average of results for the past three years).

# Appendix – County Goals Target Sources

Learning and Educational Opportunities			
Objective	SMART Goal	Target	Target Source
2.1	Facilitate access to high quality pre-k programs by ensuring that at least 99% of available MECK Pre-K seats are filled	99%	Target is based on increasing internal standard. Historically, this target was 97.5% but regularly outperformed this threshold. This target was raised to 99% in FY2025.
2.1	MECK Pre-K graduates will achieve a rating of at least 85% on the standard Social-Emotional Benchmark through June 2030	85%	Established internally as a stretch goal for Meck Pre-K based off of Meck Pre-K historic performance.
2.1	MECK Pre-K graduates will achieve a rating of at least 85% on the standard Physical Benchmark through June 2030	85%	Established internally as a stretch goal for Meck Pre-K based off of Meck Pre-K historic performance.
2.1	MECK Pre-K graduates will achieve a rating of at least 85% on the standard Language Benchmark through June 2030	85%	Established internally as a stretch goal for Meck Pre-K based off of Meck Pre-K historic performance.
2.1	MECK Pre-K graduates will achieve a rating of at least 85% on the standard Cognitive Benchmark through June 2030	85%	Established internally as a stretch goal for Meck Pre-K based off of Meck Pre-K historic performance.

# Appendix – County Goals Target Sources

## Learning and Educational Opportunities (cont.)

Objective	SMART Goal	Target	Target Source
2.1	MECK Pre-K graduates will achieve a rating of at least 85% on the standard Literacy Benchmark through June 2030	85%	Established internally as a stretch goal for Meck Pre-K based off of Meck Pre-K historic performance.
2.1	MECK Pre-K graduates will achieve a rating of at least 85% on the standard Math Benchmark through June 2030	85%	Established internally as a stretch goal for Meck Pre-K based off of Meck Pre-K historic performance.
2.2	By June 2030, increase literacy proficiency levels among Mecklenburg County residents participating in community-based literacy programs, with at least 85% of participants demonstrating measurable improvement as assessed by validated literacy assessments	85%	Established internally as a baseline target to assess the environment of community-based literacy programs. Target will be reassessed after first year of result data.
2.2	By June 2030, increase digital literacy and technology access among Mecklenburg County residents, with at least 85% of residents completing community-based digital skills training programs demonstrating proficiency in essential digital skills	85%	Established internally as a baseline target to assess the environment of community-based literacy programs. Target will be reassessed after first year of result data.
2.3	SMART goal(s) related to the MeckPathways program will be established by County Leadership in FY2027	TBD	To be established in FY2027.

# Appendix – County Goals Target Sources

Jobs and Economic Opportunities			
Objective	SMART Goal	Target	Target Source
3.1	At least 65% workforce development customers completing employment and/or training services annually will secure employment by June 2030	65%	This target was identified through conversations with the Department and Executive Leadership. As part of current work to standardize measures and targets across all DCR workforce development programs, this target will be evaluated.
3.1	By June 2030, at least 75% of responsive workforce development customers completing a career advancement program will receive an hourly wage of at least \$21 (adjusted for inflation)	75%	Established internally as a baseline target to assess the environment of career advancement programs. Target will be reassessed after first year of result data.
3.1	By June 2030, responsive rapid employment customers (those with significant barriers to employment and who need a job to stabilize) will achieve an average hourly wage of at least \$18 (adjusted for inflation)	\$18	The target for this new measure is based on a review of related historical data. The baseline for this measure will be established during FY27.
3.2	By June 2030, improve the Three-Year Survival Rate for Small Businesses assisted by the Office of Economic Development by 10% over the baseline established in FY2027	Baseline + 10%	While the baseline will be established in FY2027, the Office of Economic Development feels that an initial target of 10% over the FY2027 baseline is an appropriate starting point for the target. County Leadership and OSI will evaluate the appropriateness of this proposed target once the baseline is established.
3.2	By June 2030, improve the percent of MWBE certified contractors awarded work on competitively bid projects to 30%	30%	Target aligns with historical trends of just below 30%.
3.2	By June 2030, increase the percentage of contractors with at least one MWBE subcontractor from 63% to at least 70%	70%	This target was established internally as a stretch goal based on recent results.

# Appendix – County Goals Target Sources

Environment, Culture, and Recreation			
Objective	SMART Goal	Target	Target Source
4.1	SMART goal(s) will be established by County Leadership in FY2027 following a strategic deep-dive assessment	TBD	To be established in FY2027.
4.2	SMART goal(s) will be established by County Leadership in FY2027 following a strategic deep-dive assessment	TBD	To be established in FY2027.
4.3	Maintain a 90% or higher completion rate for decisions on Minor Certificates of Appropriateness (COAs) within 30 days through June 2030	90%	Target aligns with historical trends and performance expectations.
4.3	SMART goal(s) related to return on investment for culture and tourism events will be established by County Leadership in FY2027	TBD	To be established in FY2027.

# Appendix – County Goals Target Sources

Safe and Prepared Community			
Objective	SMART Goal	Target	Target Source
5.1	By June 2030, continue to maintain a Pretrial Services Public Safety Rate of at least 82%	82%	<p>Target is set based on historic Mecklenburg County data. Prior to Covid-19, the public safety rate was just below 82%. The rate was negatively impacted by Covid-19 but has seen a gradual recovery in recent years.</p> <p>This target and goal language will be re-evaluated for appropriateness in FY2027-Q3 to align with the full implementation of HB307 (Iryna’s Law).</p>
5.1	By June 2030, continue to maintain a Recovery Courts Two-Year Recidivism Rate of 18% or less	18%	<p>This target comes from the performance Management System and is informed by historic data. This is a reverse measure, meaning that lower results are better.</p> <p>This target and goal language will be re-evaluated for appropriateness in FY2027-Q3 to align with the full implementation of HB307 (Iryna’s Law).</p>
5.1	By June 2030, continue to maintain a Re-Entry Services Two-Year Recidivism Rate of 13.5% or less	13.5%	<p>This target was changed in FY2025 from 18% to 13.5% following three years of a recidivism rate around 7%. This is a reverse measure, meaning that lower results are better.</p> <p>This target and goal language will be re-evaluated for appropriateness in FY2027-Q3 to align with the full implementation of HB307 (Iryna’s Law).</p>
5.2	Maintain the top-tier ISO Building Code Effectiveness Grading Schedule (BCEGS) rating of 1 through June 2030	1 (highest)	<p>The target is the highest possible ISO Building Code Effectiveness score. The rating of 1 is given to those departments that reflect a high level of competence, training, outreach, and effectiveness within the regulatory business. Mecklenburg County has held this grade for over 10 years based on our performance.</p>
5.2	Maintain a 90% or higher rate of on-time or early plan review completions through June 2030	90%	<p>This target came from the Performance Management System and reflects the average of the past three years of performance.</p>

# Appendix – County Goals Target Sources

Safe and Prepared Community (cont.)			
Objective	SMART Goal	Target	Target Source
5.2	Maintain a 95% or higher rate of code enforcement inspection completions within 3 business days of the request through June 2030	95%	The 95% of inspections completed in 3 days is the Building Development Commission goal and effective standard for the industry. (The BDC as Code Enforcement’s advisory board and makes recommendations to the BOCC on development-related ordinances, budget, service delivery, fees, division performance, and public opinion.)
5.3	By June 2030, at least 95% of autopsies conducted by Mecklenburg County pathologists will be completed within 180 days of initiation	95%	Established internally as a stretch goal to meet the 180 day case closure criteria set by the State. The average time to close state wide is over 200 days (as of 2024).
5.4	Each election cycle, continue to administer effective elections while maintaining zero (0) validated and sustained election protests	0	The target of 0 validated and sustained election protests reflects full compliance with N.C. Gen. Stat. § 163-182.12 and the protest-handling rules issued by the NC State Board of Elections.
5.4	Continue to process at least 98% of all documents requiring rekeying to permanent indexing within 30 days	98%	The North Carolina General Statute § 161-14 requires that all instruments be permanently indexed within 30 days of presentation. Mecklenburg County's Register of Deeds uses a 98% target as an internal benchmark to monitor compliance and ensure timely public access. Since 2019, ROD has processed 98% or more of all documents requiring rekeying within 30 days.

# Appendix – County Goals Target Sources

## Drive internal service excellence through people, processes, and stewardship

Objective	SMART Goal	Target	Target Source
6.1	Maintain AAA Bond Rating through June 2030	AAA	Target aligns with historical trends and was pulled from the Performance Management System.
6.1	For each fiscal year through FY2030, total actual annual General Fund Revenue will be no more than 104% of revenue estimate	Not greater than 104%	Established as an internal budgeting policy to limit the potential over collection of revenues. This represents about \$76M in the current budget.
6.1	For each fiscal year through FY2030, General Fund Total Obligations + Carryforwards should be at least 96% of estimates	Not less than 96%	Established as an internal budgeting policy to ensure the Board approved budget is faithfully and accurately executed each year. 96% is a conservative estimate. Last year the County executed 99.3% of the budget.
6.2	Maintain an effective property tax rate* that does not exceed the average rate of the five largest counties in North Carolina through June 2030	Less than or equal to the average of Top 5 Counties (50.53 cents per \$100 Value in FY2026)	This target was established to maintain the County's competitive tax rate, positioning Mecklenburg County as a place to live, work and recreate.
6.2	Through June 2030, maintain a Real Estate/Personal Property Tax Collection Rate of 99.25% or greater	99.25%	This target was set at 99.25% to ensure the collection rate maintains a consistently high level of performance. Last year, the County collection rate was 99.5%.
6.2	Conduct a successful revaluation with a target of at least 98% of assessed valuations upheld for the 2027 revaluation cycle	98%	This target is based on appeal loss figures from 2019 and 2023. The target looks to maintain a similar percent of valuations upheld from 2023 in the midst of an expected increase of commercial appeals. It is framed as a percentage to prevent changes in the valuation total from skewing the results.

# Appendix – County Goals Target Sources

## Drive internal service excellence through people, processes, and stewardship (cont.)

Objective	SMART Goal	Target	Target Source
7.1	By June 2030, achieve a 100% completion rate for required compliance trainings across all County staff	100%	Similar measures that have been monitored in the past have used an 85% target. As this goal was developed in collaboration with County Leadership, the decision was made to stretch this target to 100%.
7.1	Maintain an aggregate customer satisfaction rating across all County satisfaction surveys of at least 95% by June 2030	95%	Established internally based on historic trend of Mecklenburg County customer satisfaction surveys administered throughout the enterprise. Mecklenburg County has maintained a very high >95% customer satisfaction rate.  Data shows average satisfaction with State and Federal government experiences to be at 59% and 65% respectively. Source: <a href="https://www.qualtrics.com/articles/customer-experience/improving-government-cx/">https://www.qualtrics.com/articles/customer-experience/improving-government-cx/</a>
7.1	Increase resident satisfaction with the openness and transparency of County communication from baseline of 55% to 60% percent by June 2030	60%	Established internally as a stretch goal based on historic trend from Community Survey results.  Consistent data to derive a nationwide average result for perceptions of transparency is sparse.
7.1	SMART goal(s) related to Internal Audit performance will be established by County Leadership in FY2027	TBD	To be established in FY2027.

# Appendix – County Goals Target Sources

Drive internal service excellence through people, processes, and stewardship (cont.)			
Objective	SMART Goal	Target	Target Source
7.2	Increase overall resident awareness of County programs from a baseline of 49 percent to 55 percent by June 2030	55%	Established internally as a stretch goal based on historic trend from Community Survey results.
7.2	Increase resident satisfaction with County communication about programs and services from baseline of 57% to 65% percent by June 2030	65%	Established internally as a stretch goal based on historic trend from Community Survey results.
7.2	Increase resident trust in Mecklenburg County government to 70% by June 2030	70%	<p>Established internally as a stretch goal based on historic trend from Community Survey results.</p> <p>Average Trust Levels: Recent Gallup data (2023–2024) shows that approximately 67% of Americans express a "great deal" or "fair amount" of trust in their local government to handle community problems.</p> <p>Historical Context: Since 1972, the historical national average for local government trust has hovered around 70%.</p>

# Appendix – County Goals Target Sources

Drive internal service excellence through people, processes, and stewardship (cont.)			
Objective	SMART Goal	Target	Target Source
8.1	SMART goal(s) related to Inclusion and Belonging will be established by County Leadership in FY2027	TBD	To be established in FY2027.
8.2	In collaboration with County Leadership, establish and maintain a target percentage of annual technology investment dedicated to Grow and Transform initiatives	TBD	To be established in FY2027.
8.3	By June 2030, achieve a 10% or lower Voluntary Turnover Rate for Regular, Full-Time employees*	10% or lower	Target aligned to Society for Human Resources Management (SHRM) voluntary turnover standard (8%-12%) for local governments of similar size to Mecklenburg County. This was established in collaboration with County Human Resources.
8.3	By June 2030, achieve a Two-Year Retention Rate*** (Regular, Full-Time) of 80% or better for Regular, Full-Time employees	80% or higher	Historically we have targeted 75% or better as a County post-COVID. Mecklenburg County exceeded this goal in FY25 for the first time post-COVID, so the 80% is a stretch goal for Mecklenburg County established in collaboration with County Human Resources.
8.3	Additional SMART goal(s) will be established by County Leadership in FY2027 following the redesign of the employee survey	TBD	To be established in FY2027.

# Appendix – County Goals Target Sources

Drive internal service excellence through people, processes, and stewardship (cont.)			
Objective	SMART Goal	Target	Target Source
8.4	By June 2030, maintain and report on service-level performance measures for at least 90% of all budgeted services annually	90%	This is a new measure that has not been tracked in the past. The 90% target acknowledges that there are examples of budgeted services that are unique and are not good candidates for tracking (such as passthrough funds). The 90% target is the County's commitment to improving our ability to measure service/program-level performance. This target was set by the Office of Strategy & Innovation.
8.4	By June 2030, at least 90% of all department performance measures will be updated timely*	90%	This is a new measure that has not been tracked in the past. The 90% target acknowledges that there may be instances where performance measures are not entered by the deadline but the expectation is that most results should be entered timely. This target was set by the Office of Strategy & Innovation.
8.4	OSI and County Leadership will collaborate with the Data Governance Committee to develop organizational strategy and goals in FY2027	TBD	To be established in FY2027.