



# MECKLENBURG COUNTY

DEPARTMENT MANAGEMENT MONTHLY REPORTS

June 2019

PREPARED BY:

COUNTY MANAGER'S OFFICE,  
STRATEGIC PLANNING & EVALUATION



## Overview

Asset and Facility Management (AFM) is comprised of Design and Construction Project Management, Facility Maintenance and Operations, County Security Services, Real Estate Management, Fleet Services and Courier Services.

## FY17-FY19 Strategic Business Plan Update

- **“Bringing Mecklenburg County to You” (master plan projects):**
  - Government District
    - Charlotte Mecklenburg Government Center Renovations: *Program Verification - 95% complete*
  - Community Resource Centers – Northeast and West
    - Initial Program Validation has begun.
    - Land acquisition for the West site is ongoing.
    - RFQ for Construction Manager at Risk (CMAR) selection has been issued.

## Other Project Updates

- **Design and Construction Project Management:**
  - David B. Waymer Recreation Center Gym Renovation: *Bidding phase – Currently evaluating bids*
  - Eastway Regional Recreation Center: *Construction – 35% complete*
  - Northern Regional Recreation Center: *Design – 65% complete*
- **Facility Maintenance and Operations:** Consultants were selected for New Courthouse 2<sup>nd</sup> floor interior finishes, Judge Johnson exterior sealant replacement and 715 E 4th St. generator replacement. Construction contracts were bid and awarded for LUESA paver replacement, Crisis Assistance exterior metal siding replacement and Independence Library interior re-painting.

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## Key Performance Indicators

**Eighty-Nine percent of Construction and Capital Reserve projects** have been completed on schedule over the past 12 months (through April 2019).

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## Context for Key Performance Indicators

**Sixty-Three Construction and Capital Reserve projects** were completed over the past 12 months (through April 2019). A listing of projects completed in April includes:

- Jail Central kitchen hot water boiler replacement
- St. Mary’s exterior repairs



## Overview

During the month of April in preparation for the May 14 District Nine Congressional Election, the Precinct Operations Team successfully recruited and trained 475 poll workers. Over 1,700 voters took advantage of Early Voting and Board of Election’s Public Information Team processed over 150 requests for absentee ballots.

### FY17-FY19 Strategic Business Plan Update

The Public Information Team visited three assisted living facilities to answer questions they had regarding the voting process. Also, during the month of April the Public Information Team prepared to begin processing voter identifications in-office as mandated by State Board Law in 2020. The State and County Boards of Elections are holding educational seminars about voter photo identification requirements starting in May.

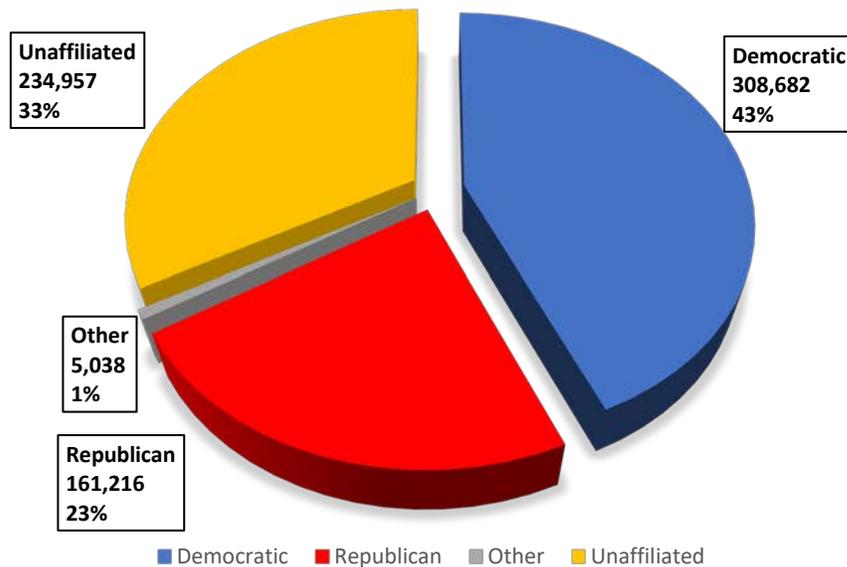
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## Key Performance Indicators

During the month of April, the Board of Elections processed 3,528 changes of information, 1,579 duplicates and 3,669 new registrations for a total of 8,776 voter transactions.

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### Voter Demographics as of 5/4/2019





CHARLOTTE MECKLENBURG  
**LIBRARY**

In April 2019, the Library continued to improve lives and build a stronger community through programs, services, partnerships and more.

## **FY 2017 - 2019 Strategic Business Plan Update**

### **GOAL 1: Increase community engagement, awareness and impact**

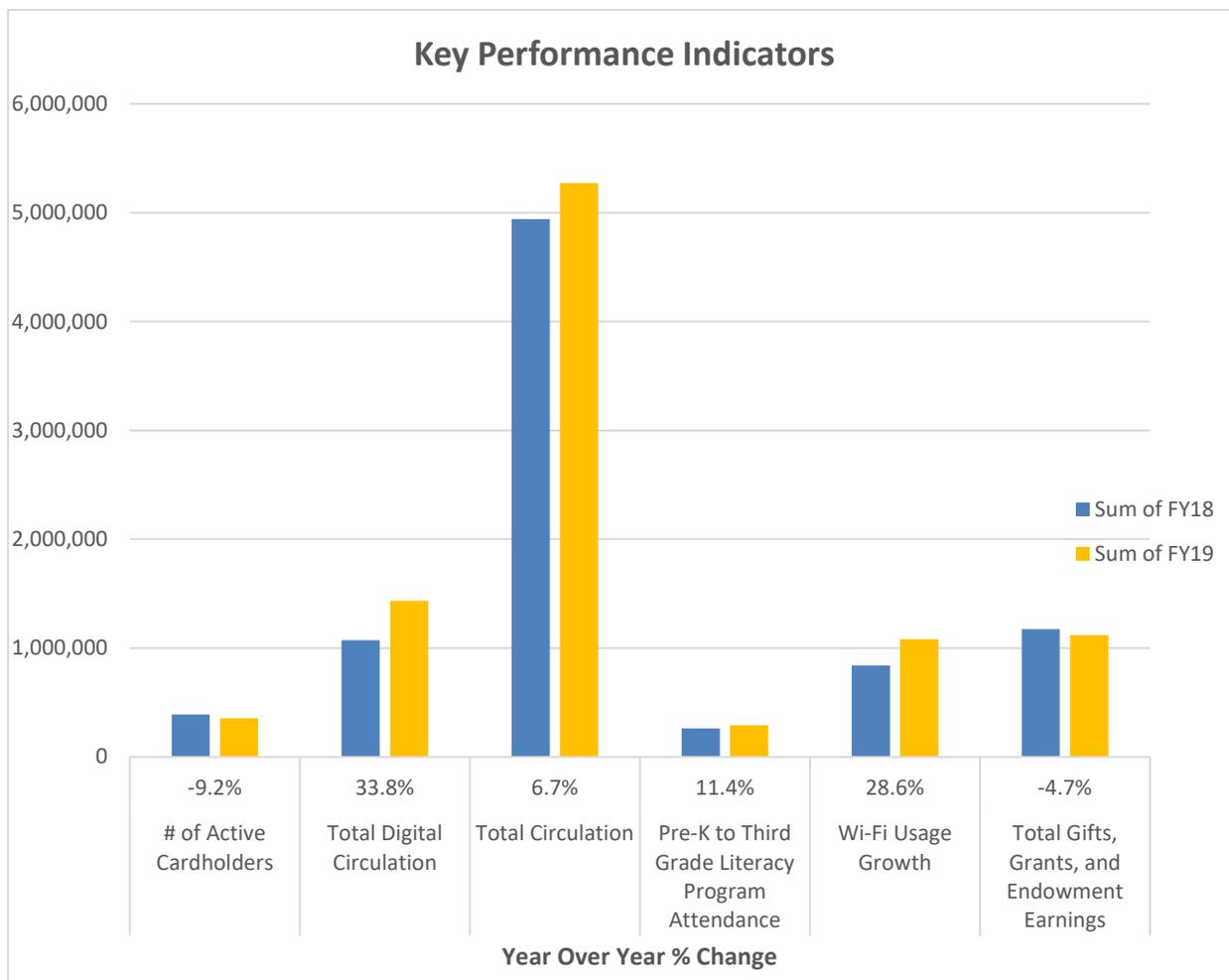
- Completed third annual 9 Books for Kids book drive, collecting more than 11,200 new and gently-used children's and teen books through collections at Library locations and with WSOC-TV 9 Family Focus partners including Showmars, Ashley HomeStore and E.R. Plumbing Services during the four-week program. Books are already being distributed, with more than 100 going to Wing Haven Gardens and 3,000 set for delivery to Carowinds for distribution.
- Celebrated National Volunteer Week with an extensive awareness campaign and events at all Library locations to recognize the 1,420 volunteers who gave more than 53,386 of Library hours – that's approximately 2,225 days or more than six years of service in one fiscal year.
- Launched Kanopy – a new digital movie-streaming service offering where cardholders can stream six (6) films each month from any computer, television, mobile device or platform by downloading the Kanopy app. More than 2,800 users clicked-thru from Library-generated links in the first two weeks of launch to access the resource.
- Experienced a significant bump turning more than 7,000 inactive cardholders to active during the CMS ONE Access promotion in the week leading up to spring break where CMS promoted use of the Library's on-line resources.
- Offered school-age programs at West Boulevard Library where more than 275 customers participated, in addition to the attendees who enjoyed the Spring Fling festival during spring break week.
- Celebrated another year of El día de los niños, El día de los libros literacy program, with this year's theme focusing on science and animals. Sponsored by the Outreach department, the final celebration was hosted at Discovery Place with more than 300 families in attendance.
- Participated in Sterling Career Day at Sterling Elementary, where Scaleybark Library staff met with more than 600 students and offered information on Library services and programs.
- Attended Matthews Earth Day Festival on April 27, where Matthews Library staff promoted programs and services to more than 230 attendees.

### **GOAL 2: Innovate to support 21st century access**

- Highlighted Mango Languages as part of an ongoing monthly digital resource campaign targeting inactive cardholders, with promotions such as emails, flyers and social media posts. The resource recorded a 61.4% increase of sessions month-over-month from February to March (1519 to 3936), and in April sessions increased to 6,743 (up 71%). April was the second of a two-month campaign.

### **GOAL 3: Increase operational excellence, capacity and sustainability**

- Welcomed Independence Regional Library Branch Leader Shawn Krizanik.
- Continued to develop Main Library designs and integration of McGlohon Theater and Duke Energy Theater.



Note: All results are year-to-date. Percentages represent year-over-year

### Context for Key Performance Indicators

- Active Cardholders continued to fall short of goal, primarily because of CMS ONE Access™ fluctuations.
- Year-over-Year Digital Circulation and Total Circulation continue to exceed target while demonstrating a steady increase month-over-month for FY 2019.
- Gifts, grants and endowment earnings were behind goal for month, but are expected to meet yearly target.



## Overview

### Community Support Services (CSS) Partners with Safe Alliance to Honor Volunteers

- On April 23, more than 40 [Mecklenburg County Domestic Violence Speakers Bureau](#) (DVSB) members and volunteers were honored during a Volunteer Appreciation Event held at the Valerie C. Woodard Center's Conference Center. The event was co-hosted by Mecklenburg County Community Support Services (CSS) and Safe Alliance.
- CSS hosted tours of the new workspace during the Hollywood-themed event and Safe Alliance's domestic violence shelter chef prepared light hors d'oeuvres. Volunteers were invited to drop-in as a way of saying 'thank you' for giving their time and sharing their stories of survival.
- The DVSB is a community partnership between Community Support Services, Prevention and Intervention Services, and Safe Alliance. The goal is to reach more of the community by sharing resources and eliminating duplicate efforts.
- Currently, there are more than 150 volunteer members that help support CSS's domestic violence prevention and awareness programs.
- For more information DVSB events and trainings, contact Rienna Nuber at 980-314-8942 or [Rienna.Nuber@MecklenburgCountyNC.gov](mailto:Rienna.Nuber@MecklenburgCountyNC.gov).



### FY2017-2019 Strategic Business Plan Update

#### Goal 3: Increase Prevention Efforts to Educate the Community about Homelessness, Domestic Violence, Community Violence, Substance Use, and the Needs of Veterans

- On April 22, CSS Director Stacy Lowry was featured on WFAE 90.7 Charlotte's NPR News Source as part of the station's "[Finding Home](#)" Series.
- The series is a year-long program presented by the station to examine Charlotte's affordable housing crisis as well as potential solutions and individual stories.
- As part of her interview, Stacy Lowry highlighted the department's use of data to help understand the issues surrounding homelessness and housing instability in the community. This included the [Charlotte-Mecklenburg Evictions Series](#) and the [State of Housing Instability and Homelessness Report](#).
- If you missed the radio broadcast, a recording and transcript of the program can be found [here](#).



### Key Performance Indicators

Indicator	January	February	March	April	FY19 YTD	FY18 YTD	YTD Change
Meals Served	1,846	1,818	1,977	2,188	20,089	18,480	8.71%
Shelter+Care hhlds.	235	232	232	229	238	255	(6.67%)
Claims Filed	372	353	301	325	3,344	3,133	6.73%
NOVA (Intakes)	52	41	33	37	377	392	(3.83%)
DV Adults (Intakes)	47	64	49	66	480	469	2.35%
DV Children (Intakes)	27	31	32	28	287	238	20.59%

### Context for Key Performance Indicators

- Meals Served** includes the Homeless Resource Center, which provides space to ministries and community service organizations that serve meals during evening and weekend hours to individuals and families experiencing homelessness. Variation is due to the transient nature of the target population.
- Shelter+Care hhlds** is the number of households receiving rental assistance in the Shelter Plus Care (S+C) program. S+C is a HUD- and county-funded Permanent Supportive Housing program, which links housing with supportive services to move individual adults, or adults with families, who are homeless, have a disability, and a low-income, to permanent housing.
- Claims Filed** is Veterans Services, which helps eligible military veterans and their families develop and file benefits claims to the U.S. Department of Veterans Affairs, the Department of Defense, state and local agencies.
- NOVA (Intakes)** is a state-certified service, which provides assessments and psycho-educational accountability groups to individuals identified by the court system as batterers. The majority of the intakes are court referrals; fluctuations in intake counts are driven by the criminal court system locally.
- DV Adults (Intakes)** provides trauma-informed individual and group counseling to adult victims of domestic violence, including bilingual/bicultural counseling for Latin American victims, and ancillary services to Work First and Child Welfare clients in domestic violence situations.
- DV Children (Intakes)** provides trauma-informed individual and group counseling to child witnesses of domestic violence (ages 2-18) and teen victims of dating violence.



## Overview

- In April, a team of residential appraisers continued field canvassing and performed physical inspections.

### FY17-FY19 Strategic Business Plan Update

- During April 2019, the County Assessor's Office's (CAO) Information Systems Team continued to collaborate with internal stakeholders and the Land Records division of Geospatial Information Services to generate various pre-billing validations included in the quality control reviews.
- There were approximately 2,200 Value Change Notices mailed this month (appeal deadline of May 17, 2019), along with the mailing of 3,325 Informal Decision Letters (appeal deadline of May 20, 2019).
- The Appeals Team held the following trainings in April and received positive feedback from participants and observers:
  - A training for Board of Equalization and Review (BER) members to explain the BER rules, procedures and appeals processes
  - A training with real property appraisers to teach them how to prepare the BER appeals packets, explain the BER rules and procedures for the hearings and discuss the flow of the appeal's process
  - A mock BER hearing to refresh appraisers familiar with the hearings and provide instructions for new appraisers.
- The CAO continued to assist customers by phone and counter service. Approximately 7,508 customers have requested counter service since the department was relocated to the Valerie C. Woodard Center. The 311 Service Center has transferred 1,808 calls to the CAO since the revaluation notices were mailed.

### Key Performance Indicators since January 1, 2019

	Annual	Monthly	% Y-T-D
Number of Property Tax Commission (PTC) appeals	0	0	0.0%
Number of Board of Equalization (BER) appeals	0	0	0.0%
Number of informal appeals	23,973	1,202	5.01%
Number of formal appeals	1,212	402	33.17%
Number of informal appeals closed	9,521	938	9.85%
Number of telephone calls	30,661	6,774	22.09%
Website Traffic (page visits)	170,448	8,076	4.74%
Commercial canvassing	10	10	<sup>1</sup> 0.00%
Residential canvassing	11,771	3,442	<sup>2</sup> 0.01%
<sup>1</sup> Commercial canvassing for this month (10/23,266= 0.00%). Canvassing for calendar years [2015] 12,854, [2016] 11,439, [2017] 11,746, and [2018] 361.			
<sup>2</sup> Residential canvassing for this month (3,442/346,438=0.01%). Canvassing for calendar years [2015] 36,185, [2016] 40,075, [2017] 97,861, and [2018] 54,571. This process involves inspecting every home in the designated neighborhood, measuring the exterior walls, identifying building elements, and verifying the interior of the home if possible.			
<i>Note: The 23,266 and 346,438 totals reflect the total parcels in Commercial and Real Property as of January 1, 2019.</i>			

### Context for Key Performance Indicators

- There are no State Property Tax Commission (PTC) appeals waiting for a resolution.
- The Assessor's Office has received 23,973 informal appeals since the 2019 Revaluation notices were mailed on January 23, 2019.



### Overview

- The Criminal Justice Services (CJS) Internship Program (housed under the Research and Planning Unit) held an event to celebrate seven of its interns who had completed their required internship hours. CJS’s interns came from various universities, such as Queens University and the University of North Carolina Charlotte. CJS prepares to welcome the new class of interns for the summer and fall semesters.
- Four of the six Recovery Courts celebrated 12 individuals who successfully completed the program. The Recovery Court quarterly graduation event was held on April 11<sup>th</sup>.

### FY17-FY19 Strategic Business Plan Update

- Dr. Strzlecki, the Sheriff’s Office Chief White and Sergeant Pearson and Board of County Commissioners Chair Dunlap, attended the Substance Abuse and Mental Health Services Administration (SAMHSA) /MacArthur Policy Academy to focus on mental health diversion and goals related to the creation of a Crisis/Diversion Center.
- Re-Entry Services assisted 61 homeless and at-risk of homeless clients with housing (YTD).
- The newer Juvenile Court Evaluation facilitated by the Forensic Evaluations Unit has become a regularly ordered evaluation. It will be included in the revision of the Court Order template in FY20.

### Key Performance Indicators

Department Unit	Measure	Annual Target	Performance
Forensic Evaluations	Diversionary Screenings/Eligibility Assessments (Monthly)	40/month	47
JCPC	Total Juveniles Served (YTD)	100%	41%
Pretrial Services	Public Safety Rate (YTD)	90%	80
Re-Entry Services	Total Post-Release Offenders Served (YTD)	250	317
Research and Planning	Number of Projects Requested (Monthly)	Baseline	3
Recovery Courts	Retention Rate (YTD)	60%	96%

### Context for Key Performance Indicators

- Beginning in FY18, the Pretrial Services Public Safety Rate was modified to bring it in line with both best practices and the existing public safety rates for two other CJS units. The calculation is now a proportion of all year-to-date closed cases that were not rearrested for a new charge while on supervision, rather than the proportion of the average active caseload that was not rearrested for a new charge while on supervision.
- While CJS does not directly oversee the Mecklenburg County Juvenile Crime Prevention Council (JCPC), CJS does provide support to the JCPC and as such has provided a performance measure in this report. This measure is a year-to-date percentage of the total juveniles the JCPC programs are contracted to serve.
- Retention Rate (YTD) of the Recovery Courts is a result of the duration most clients remain active during the program with a minimum time-period being 12 months. A one-year retention rate indicates the percentage of participants who, exactly one year after entering drug court, had either graduated or remained active in the recover court program. The longer the participants remain active in the program, the higher the retention rate is. (N=119 April 2019)



## Overview

### Department of Community Resources (DCR)

- Kenneth Schorr, Executive Director of the Charlotte Center for Legal Advocacy, served as guest speaker at DCR's professional development luncheon in April. DCR staff learned how to refer customers for assistance with a variety of legal needs, including eligibility appeals, navigation of the health insurance market, foreclosure prevention, property tax relief applications, and criminal record expungement.

### Child Support Enforcement (CSE)

- On April 30, CSE partnered with Central Piedmont Community College to offer Notary certification training to staff earning or renewing their Notary commission. The 6.5-hour course provided a full introduction to the statutes that regulate the acts of North Carolina Notaries. Having an abundance of Notaries on staff fills an urgent need for the CSE division, provides a vital service to customers, and saves money in notarization fees.

## FY17-FY19 Strategic Business Plan Update

### DCR Goal 1: Stabilization: To strengthen and stabilize families through an integrated delivery of subsidized programs and services

- Planning has started for the transition of the County's Unified Workforce Development Program (UWD) to DCR. UWD will leverage existing workforce development activities performed by multiple County departments and community partners to assist individuals in improving their job skills and employment prospects. The Senior Program Manager responsible for managing this program has been selected and a transition team is being established. The program pilot has 37 active participants, with a planned pilot completion date of October 2019.
- DCR Executive Leadership and Human Resources (HR) are developing a plan for an organizational change management strategy for future Health and Human Services (HHS) integration efforts. The strategy will be completed by June 30 with training provided to HR staff, HHS Department Leadership, and other key HHS staff to assist in leading this effort.

### DCR Goal 3: Generation: To generate opportunities to strengthen and build communities through effective communication, coordination, partner engagement and solutions-focused planning efforts

- DCR social workers participated in Johnson C. Smith University's Family Fun Day (April 13) and Consent Day Block Party (April 25). Attendees received information about Community Resource Center services, Charlotte Works employment opportunities, and domestic violence resources. DCR staff also connected with several new prospective community partners at these events.

### CSE Goal 1: Improve Child Support Outcomes to Strengthen Families

- Through its new Paternity Project, CSE notified noncustodial parents via mail that CSE will waive the genetic testing fee for all participants who complete testing during the months of April, May, or June. The goal is to establish paternity for at least 827 children in CSE caseloads to meet CSE's FY19 Paternity Establishment Performance Goal. Notification letters were mailed to 1,275 noncustodial parents in late April.



Key Performance Indicators  
 April 2019 Data

<b>TABLE A</b>											
<b>Indicator – CRC Initial Ticket Service <sup>1</sup></b>	<b>July</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>FY19</b>
<b>Total Customer Tickets</b>	<b>8,556</b>	<b>8,883</b>	<b>7,622</b>	<b>8,809</b>	<b>7,195</b>	<b>6,267</b>	<b>8,345</b>	<b>6,539</b>	<b>7,852</b>	<b>7,697</b>	<b>77,765</b>
<b>Department of Social Services</b>	5,126	5,244	4,700	5,470	4,140	3,408	4,584	3,307	4,238	4,233	<b>44,450</b>
Food & Nutrition Services <sup>2</sup>	2,913	2,929	2,526	3,112	2,537	2,145	2,808	1,754	2,622	2,650	<b>25,996</b>
Medicaid	1,283	1,426	953	1,325	1,098	859	1,260	1,141	1,204	1,184	<b>11,733</b>
Emergency Services <sup>3</sup>	503	461	224	229	218	181	209	153	115	113	<b>2,406</b>
Work First <sup>4</sup>	336	365	273	283	235	181	247	216	259	240	<b>2,635</b>
FNS Restoration <sup>5</sup>	0	0	668	455	0	0	0	0	0	0	<b>1,123</b>
Employment Services <sup>6</sup>	80	56	50	54	49	39	57	40	27	38	<b>490</b>
Program Integrity <sup>7</sup>	11	7	6	12	3	3	3	3	11	8	<b>67</b>
<b>Child Support Enforcement</b>	150	176	133	164	156	102	164	161	136	159	<b>1,501</b>
<b>Public Health</b>	707	1,055	806	891	807	683	1,047	813	851	865	<b>8,525</b>
WIC <sup>8</sup>	666	812	615	751	684	601	798	701	724	746	<b>7,098</b>
Immunizations	40	243	191	140	123	81	249	112	127	119	<b>1,425</b>
CC4C/PCM <sup>9</sup>	1	0	0	0	0	1	0	0	0	0	<b>2</b>
<b>Community Support Services – Veterans</b>	188	207	157	199	175	178	282	229	226	230	<b>2,071</b>
<b>DCR</b>	2,307	2,133	1,785	2,048	1,872	1,862	2,202	1,972	2,351	2,154	<b>20,686</b>
Drop-off Documents	1,908	1,771	1,468	1,574	1,524	1,523	1,724	1,512	1,896	1,708	<b>16,608</b>
Computer Lab <sup>10</sup>	351	341	272	448	335	310	443	401	399	393	<b>3,693</b>
Make a Payment	48	21	45	26	13	29	35	59	56	53	<b>385</b>
<b>Community Partners</b>	78	68	41	37	45	34	66	57	50	56	<b>532</b>
Charlotte Works <sup>11</sup>	62	63	37	31	34	32	58	48	50	56	<b>471</b>
QPSA <sup>12</sup>	16	5	4	6	11	2	8	9	0	0	<b>61</b>
<b>Customers Accessing Multiple Services Within Same Visit</b>	<b>733</b>	<b>785</b>	<b>620</b>	<b>635</b>	<b>592</b>	<b>379</b>	<b>709</b>	<b>643</b>	<b>641</b>	<b>610</b>	<b>6,347</b>

Context for Key Performance Indicators

- Initial Ticket Service** represents the number of customers who selected that service at the check-in kiosk. Customers may select only one kiosk service but may visit multiple services at the Community Resource Center. DCR is evaluating other available data points for future reporting, to capture the full breadth of services provided to our customers.
- Food & Nutrition Services** provides financial assistance (“food stamps”) to households with limited income and resources.
- Emergency Services** provides eligible families experiencing a financial emergency with assistance to pay housing and utilities.
- Work First** is North Carolina’s Temporary Assistance for Needy Families (TANF) program. Families with minor children receive cash assistance, Medicaid coverage, and short-term training and services to increase parents’ chances of employment.
- FNS Restoration Program** allows customers receiving Food & Nutrition Services to replace food lost during a disaster event, such as Hurricanes Florence and Michael. This is not a typical CRC service.
- Employment Services** provides Work First Family Assistance customers with resources to assist them on their path to self-sufficiency. Services include basic education, skills training, child care services, transportation, job coaching and mentoring. The decline in tickets results from workers meeting with clients out of the office to accommodate many clients working or participating in job readiness activities in the community. DSS is also experiencing an overall decline in Employment Services caseloads.
- The **Program Integrity Unit** (Fraud) investigates possible fraud and abuse of public assistance programs, and when necessary, recoups overpayments.



8. The **Women, Infants and Children (WIC)** program is a supplemental nutrition program which serves to safeguard the health of low-income women, infants, and children up to age 5 who are at nutritional risk. Services include nutrition counseling, vouchers for nutritious foods, and assessments.
9. **Care Coordination for Children (CC4C)** supports families with children at high risk for developmental delays by addressing barriers to care. **Pregnancy Care Management (PCM)** provides care management services for high risk women during pregnancy and for two months after delivery. CC4C and PCM services at the CRC are by appointment.
10. The majority of **Computer Lab** customers (64% YTD) utilize the lab for assistance with DSS requests. Two in ten (21%) utilize the lab's resources for assistance obtaining employment.
11. In April, community partner **Charlotte Works** provided employment opportunities to 55 customers. Thirty-six of these customers (65%) obtained employment, with salaries between \$20,800 and \$47,000.
12. **Qualified Professional Substance Abuse (QPSA)** assessments are provided by appointment through Anuvia Prevention & Recovery Center.

**TABLE B**

Indicator – CRC Non-Ticketed Services <sup>13</sup>	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	FY19
<b>Food Pantry (Emergency Food Assistance) <sup>14</sup></b>											
Households Served	315	330	315	368	323	295	385	195	257	295	3,078
Individuals Served	847	844	799	986	766	674	888	438	574	710	7,526
Kids' Corner (Children Served) <sup>15</sup>	343	230	147	132	102	103	105	68	85	109	1,424
Promising Pages (Books Distributed) <sup>16</sup>	178	228	144	109	99	97	76	66	70	76	1,143

**Context for Key Performance Indicators**

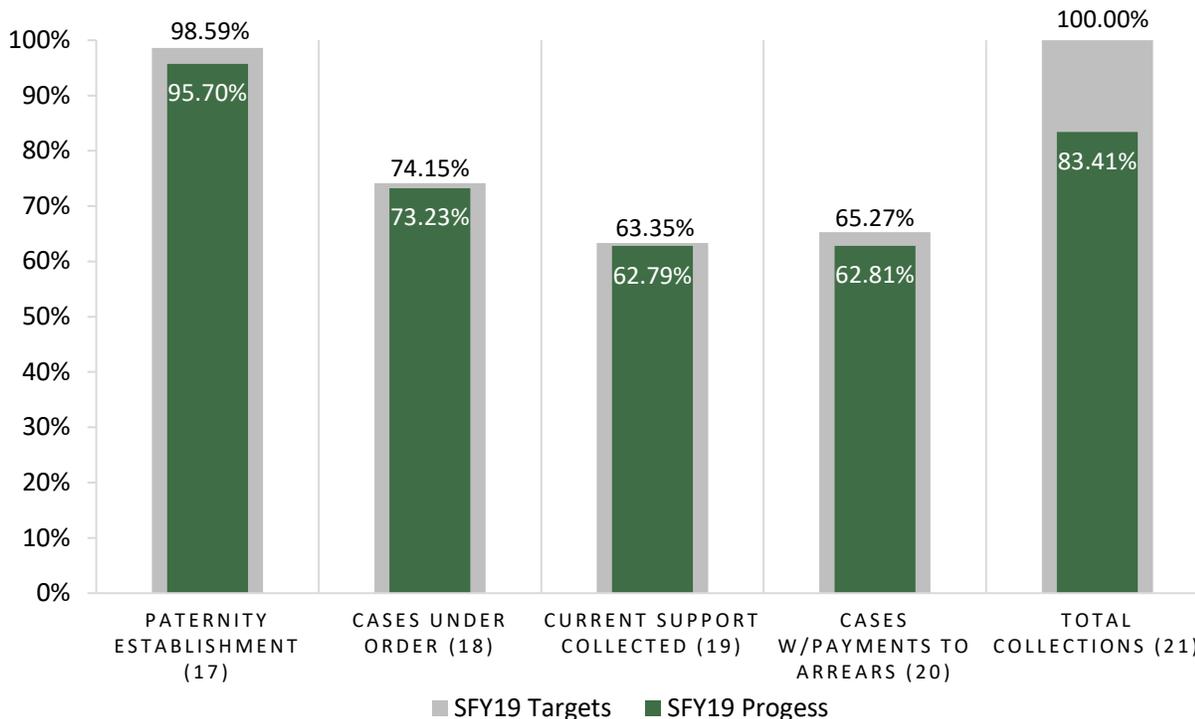
13. **Non-Ticketed Services** are not recorded at the check-in kiosk. Customers receiving these services are recorded manually and often duplicated in Initial Service counts.
14. On-site **Food Pantry** provides two-day emergency supplies of food (and other items, when available) and referrals to Loaves & Fishes for seven-day emergency supplies of food. Food & Nutrition Services customers received their February food stamp benefits on January 20<sup>th</sup>, which may have decreased February's Food Pantry referrals.
15. **Kids' Corner** provides free drop-in, short-term care for children ages three to eight while parents, guardians or caretakers participate in applications for, or receipt of, services at the CRC.
16. DCR's partnership with nonprofit **Promising Pages** provides a free book to every child visiting Kids' Corner.

**TABLE C**

Indicator – HHS Mail Processing Volume	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	FY19
<b>Total Outgoing Mail</b>	<b>42,444</b>	<b>48,009</b>	<b>31,829</b>	<b>54,786</b>	<b>42,647</b>	<b>43,558</b>	<b>64,514</b>	<b>49,388</b>	<b>65,942</b>	<b>61,877</b>	<b>504,994</b>
Child Support Enforcement	1,267	1,732	1,116	15,795	9,877	8,773	15,709	9,417	12,198	17,396	93,280
Community Support Services	0	50	27	147	122	71	266	132	57	115	987
Department of Social Services	40,107	45,854	30,456	38,733	32,592	34,569	44,596	38,160	51,699	41,981	398,747
Public Health	1,070	373	230	111	56	145	3,943	1,679	1,988	2,385	11,980



**TABLE D**  
**Indicator – CSE Progress vs. State Targets, State Fiscal Year 2019 (SFY19)**



**Context for Key Performance Indicators**

- 17. **Paternity Establishment** is the number of children born out of wedlock with established paternity for the current fiscal year, divided by the number of children born out of wedlock during the preceding fiscal year. Context: paternity establishment is required so that a support order can be established and enforced.
- 18. **Cases under Order** is the number of cases in a caseload with support orders, divided by the number of total cases. This measure shows how much of the agency’s caseload is enforceable. Context: cases under order is dependent on orders being written and set up in the Statewide Automated Collection Tracking System (ACTS). This percentage is dependent on the number of cases in the agency’s caseload. The more cases in the caseload, the more cases with orders that are needed to meet the goal.
- 19. **Current Support Collected\*** is the amount of child support collected, divided by the amount of support owed that is not past-due. This measure provides the basic outcome for CSE, which is consistent and dependable support payments provided to families.
- 20. **Cases with Payments to Arrears\*** is the number of cases in which at least one payment on arrears occurred, divided by the total number of arrearages cases.
- 21. **Total Collections\*** is the sum of current support plus arrears collected State-Fiscal-Year-To-Date (SFYTD), divided by the State’s recommended annual target in a single fiscal year.

\*Context: current support collections, cases with payments to arrears, and total collections are cyclical throughout the year and are affected by variables such as unemployment, tax intercept, right-sized orders and ability to pay, to name a few. Total Collections in June 2018 was \$51,958,742.90.





### Overview

Human Resources (HRS) attended the second annual Hidden Valley Jam Fest on Saturday, April 27. This community event was hosted by the Hidden Valley faith community and brought together private, public, and non-profit organizations to enable community members to engage with a variety of needed resources. HRS shared information about vacant County positions and invited community members to apply for jobs that were aligned with their career goals.

### FY17-FY19 Strategic Business Plan Update

**Goal 1:** Implement a holistic, integrated talent management approach for the county.

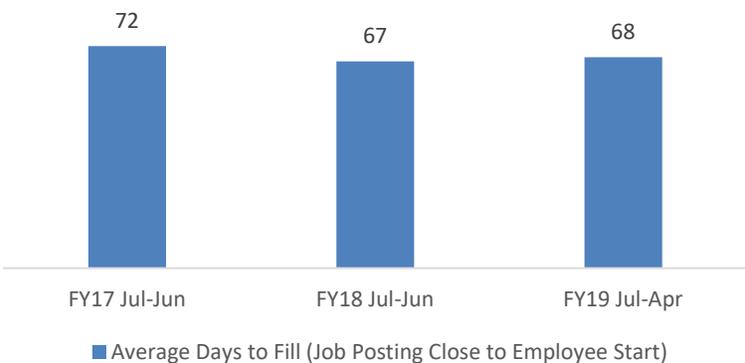
On April 11, HRS kicked off the first phase of its classification and compensation redesign project. This first phase involved developing a compensation philosophy statement that could then be used to guide the remainder of the redesign project. To develop this philosophy, HRS convened a meeting of County department directors to collaboratively develop the County’s compensation philosophy, which was then presented to the County’s Executive Team.

**Goal 2:** Improve the physical and mental health and wellness of county employees.

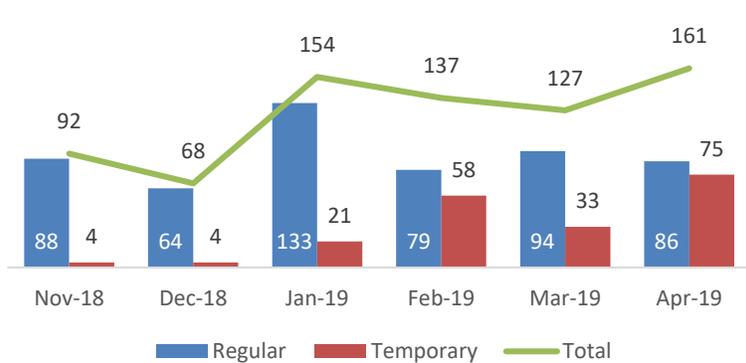
During the month of April, the myTotalHealth Wellness program offered four financial wellness workshops around the County that focused on retirement readiness and making the most out of the retirement plans offered to employees.

### Key Performance Indicators

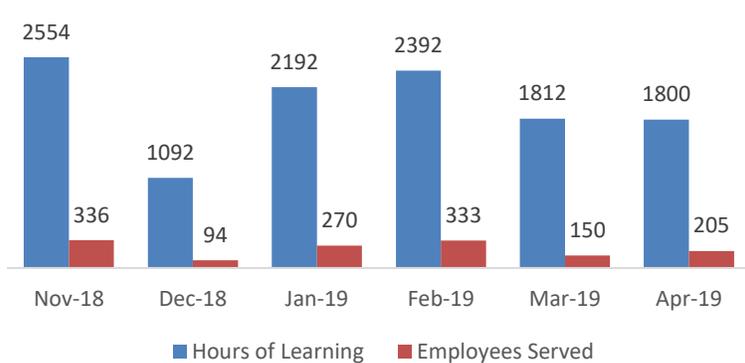
Average Days to Fill



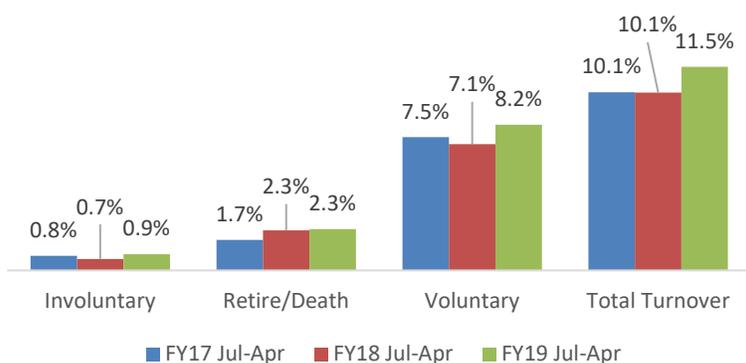
Hiring Activity



Learning and Development



Employee Turnover



### Context for Key Performance Indicators

- The observed decline in learning hours / employees served is expected as HR reviews and updates its training courses, programs, and related curriculum. This decline is compounded by the typical seasonal decline during the spring/summer months.



**Overview**

Information Technology Services (ITS) is committed to serving the employees and residents of Mecklenburg County by helping them improve their lives and community. The Department provides information technology services to all County departments to support its business operations and service delivery to the public. By leveraging information technology, Mecklenburg County ITS delivers enabling solutions that enhance the departments’ abilities to connect, engage and serve.

In the month of April, Information Technology Services:

- Completed a project to help the County Assessor’s Office manage paper flow throughout the department and reduce paper storage. This project included scanning paper records into the County’s content management software to digitize the files.
- Completed a software upgrade for the Land Use and Environmental Services Agency that will enable more efficient data entry of fees for the Solid Waste division. This upgrade will also enable the curbside collection of fees from customers.

**FY17-FY19 Strategic Business Plan Update**

- Goal 4: Provide Available & Scalable IT Services and Systems that are Dependable and Flexible
  - Continued strategy to replace approximately 25 percent of existing computer fleet each year through the End-User Computer Replacement project. One hundred percent of County assets have been deployed to-date.

**Key Performance Indicators**

- In April, Information Technology resolved 93.5 percent of incidents (i.e., tickets that come into Information Technology through MeckSupport, a call to 2HELP, or service record entered by staff) within the agreed upon service level agreement (SLA).

**Context for Key Performance Indicators**

- 2,141 tickets were resolved in April.

Category of Incident	Service Level Data		
	Incidents closed within SLA	Total number closed	Percent closed within SLA
Service Development	219	250	87.6%
Technical Services	1,763	1,867	94.4%
IT Security Services	19	24	79.2%
<b>Total</b>	<b>2,001</b>	<b>2,141</b>	<b>93.5%</b>



## Overview

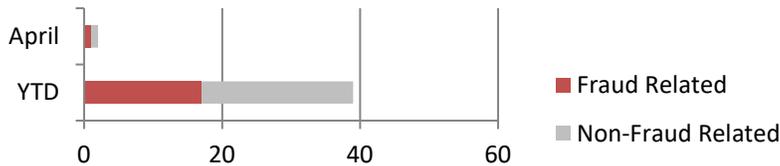
The Department of Internal Audit provides the Board of County Commissioners, management and key stakeholders independent and objective assurance and consulting for County programs, services and operations to improve the accuracy, integrity, efficiency and effectiveness of financial, operational, technology and compliance activities.

### FY17-FY19 Strategic Business Plan Update

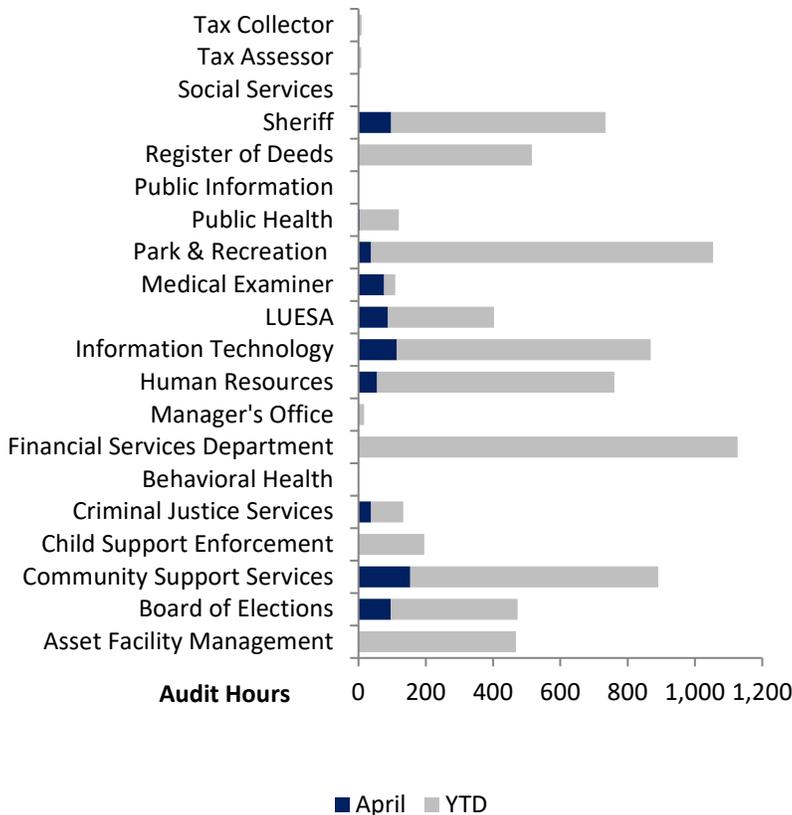
- Goal 1, Objective 1: "Develop and execute an optimal annual audit plan and management." Internal Audit is working on 17 different audit reports, seven of which are in the report drafting, exit interview or awaiting response stage. The department also began conducting its annual risk assessment interviews with the Board, Executive Management and Leadership to get their input as it develops the FY20 audit plan. In addition, the department continues to obtain responses and compile the FY19 Control Self-Assessment survey report on behalf of the Enterprise Risk Management Committee.
- Goal 1, Objective 5: "Continuously improve audit business and management processes." Audit management continues to configure its new audit management software tool. The director also attended a re-entry simulation to better understand the challenges of some County customers.

### Key Performance Indicators – April 2019

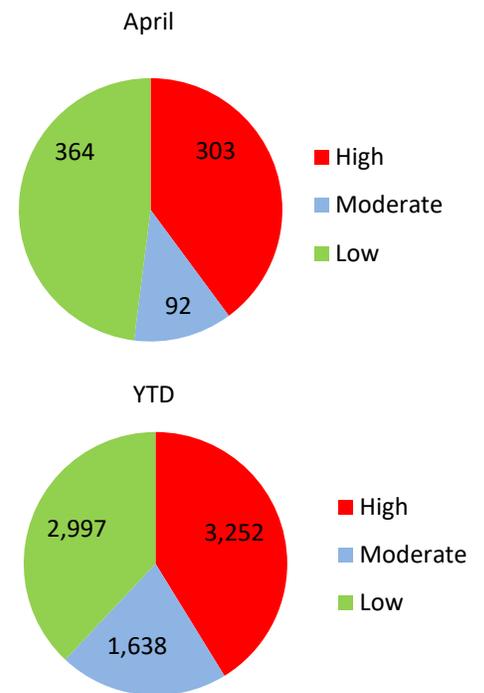
#### Fraud Hotline Activity (Incidents Received)



#### Audit Hours by Department



#### Audit Hours by Department Risk Ranking



### Context for Key Performance Indicators

Internal Audit strategically focuses on high- and moderate-risk departments to maximize the impact of audit activities.



## Overview

For the second straight year, LUESA was awarded the North Carolina Department of Labor’s Gold Safety Award. The North Carolina Department of Labor Safety Awards Program recognizes private firms and public agencies throughout the state that achieve and maintain outstanding safety records. The **Gold Award** is based on the days away, restricted, transferred (DART) rate, which includes cases of days away from work, restricted activity or job transfer. Workplace safety is engrained in LUESA’s culture and employees continue striving to maintain a safe and healthy workplace. The safety award was presented to LUESA staff by North Carolina’s Labor Commissioner Cherie Berry at an annual regional awards ceremony on April 26, 2019.

### FY17-FY19 Strategic Business Plan Update

Code Enforcement Goal 1: Sign Automation - Moving this platform to a paperless process will allow sign contractors the ability to complete sign permits online and view accounts and status from a single dashboard. In addition, this will give city and town zoning departments access to an electronic plan submittal (uploads) process, thus allowing better tracking and monitoring of projects. This automation project will also reduce the volume of walk-in customers for the City of Charlotte, towns and within the unincorporated areas. For FY18, about 1,200 sign permits were processed.

As part of the rollout, hands-on training and quick reference materials were provided to both County and partner agency staff from the City of Charlotte and the six Towns. In addition, two training sessions were held for the top 12 sign permit companies in the County and the webpage has been updated to detail the process. The go live date is June 10, 2019.

## Key Performance Indicators

### Air Quality

- In April, 23 National Emission Standards for Hazardous Air Pollutants (NESHAP) notifications were received and reviewed. The FY2018 monthly average was 39.
- In April, there were 546 active operating permits for sources of air pollution in Mecklenburg County. The FY2018 monthly average was 545.

### Code Enforcement

- Inspection Response Times:

Inspection Response Times (from scheduled time of inspection)						
	Percent Performed Within 3 Days of Request			Average Response in Days		
	March	April	FYTD	March	April	FYTD
	99.9%	99.9%	99.9%	1.18	1.42	1.35
# of Inspections	27,323	27,783	272,897	27,323	27,783	272,897



- Plan Review:

In April, three hundred and forty-three (343) commercial projects (medium- and large-sized) were reviewed for the first time. Of these projects, 89 percent were reviewed at or before the scheduled review time. For the Building, Electrical, Mechanical, and Plumbing (BEMP) trades that are under Code Enforcement’s direct control, 94 percent were reviewed at or before the scheduled review time.

*Note: The plan review process includes: LUESA Code Enforcement, Land Development, Air Quality, and Environmental Health; County GIS Addressing; Charlotte-Mecklenburg Utilities Department; City of Charlotte Land Development and Engineering, Urban Forestry, and Zoning Departments; City of Charlotte Planning Commission and Zoning Historic Commission; Town Planning Departments; Town, County, and State Fire Marshal’s Offices; State Departments of Insurance, Public Instruction, Facility Services, Child Day Care Centers, and Environment and Natural Resources.*

Wait Times (in days) to Schedule Commercial Plan Review								
Medium and Large Projects								
Building Trade			Electrical Trade			Mechanical/Plumbing Trade		
Mar	Apr	FYTD	Mar	Apr	FYTD	Mar	Apr	FYTD
4	9	4.1	7	4.5	3.95	3	6	3.25
Small Projects								
Building Trade			Electrical Trade			Mechanical/Plumbing Trade		
Mar	Apr	FYTD	Mar	Apr	FYTD	Mar	Apr	FYTD
2	2	2	2	2	2.4	2	2	2.3
Express Review (Premium Service)								
Small Projects - All Trades						Large Projects - All Trades		
Mar	Apr	FYTD				Mar	Apr	FYTD
6	7	7.1				7	7	8.4

### Geospatial Information Systems (GIS)

- In April, the County’s real estate lookup system, POLARIS, had an application uptime of 99.9 percent; there were 212,595 website hits on GIS applications; 97.6 GB of data was downloaded; 3,739 Property Ownership Records were processed; and 121,460,988 square feet of billed impervious data was captured.

### Solid Waste

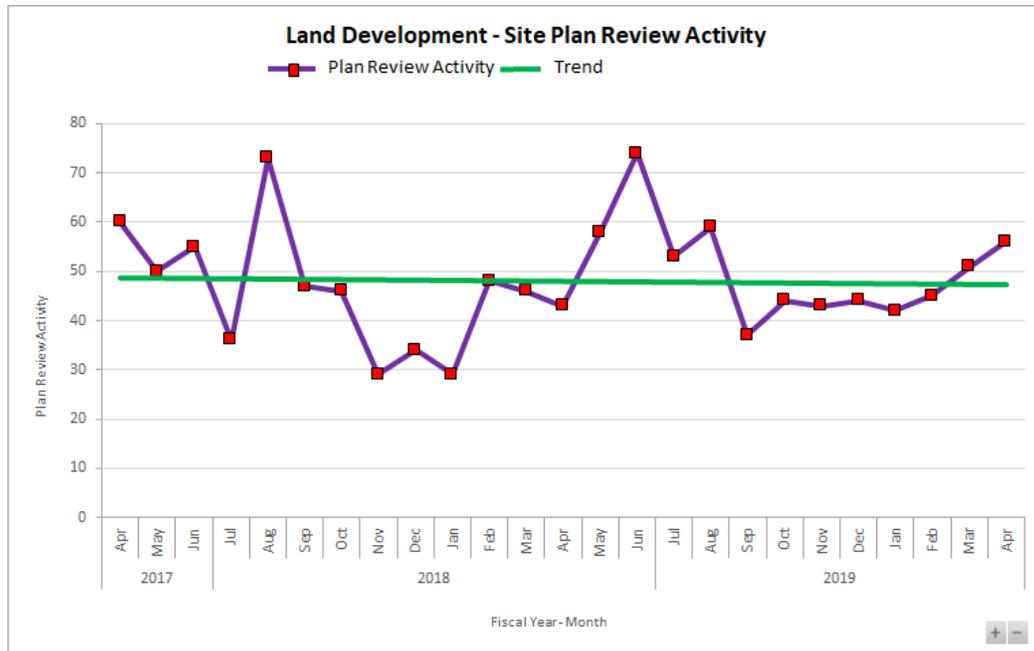
Measure	April	FYTD	Change over prior FYTD
Customers received at the four full-service recycling centers	47,460	458,095	1.37%
Recycling tons processed at Metrolina facility (includes private haulers)	6,063	61,199	1.32%

- Use at all Drop Off Centers is again increasing. This is attributed to an increase in spring usage at our sites.

### Storm Water Services



- In April, 56 land development plans were reviewed.
- In April, 96 percent of the submitted plans were reviewed within 21 calendar days. The service level indicator target is 95 percent reviews completed within 21 calendar days.



### Context for Key Performance Indicators

- **Medium and Large Projects:** In April, wait times for Building and Plumbing/Mechanical trades increased due to the number of projects within the OnSchedule process. The Electrical trade reduced wait times when a staff member came back online within the process. Overall, commercial projects will vary from week-to-week or month-to-month within the submittal process but are still within the goals of the Building Development Commission (BDC).
- **Small Projects:** Wait times for all trades remain the same from the previous months.
- **Express Reviews:** Wait times for small and large projects were up by one day from the previous month. This is due to an increase of projects being submitted in April but, overall, are still within the goals set by the Building Development Commission (BDC).



## Overview

### Medic Explorer's Post Update

In September 2018, Medic collaborated with the Boy Scouts of America and Charlotte-Mecklenburg Schools to reinstate an Explorer's Post based at the Agency. The program aims to open a career pathway to emergency medical services (EMS) for local youth and to inspire development of career goals and further education.

Explorers at Medic receive comprehensive training opportunities including becoming CPR certified, patient care simulations, ride-a-longs with trained care providers, and interview preparation sessions. Medic's Explorer's Post currently has 28 participants, 12 of which already have plans to enroll in EMS programs at community colleges during the upcoming fall semester.

### Speed Street 2019 Recap

Medic personnel collaborated with public safety partners in Charlotte to provide event coverage for Speed Street 2019 on the weekend of May 23-25. The Agency utilized resources to create a system within the event perimeter including three UTVs, one mass casualty bus, and one dedicated ambulance. The strategic approach allowed attendees to receive a high level of care on-site when needed while simultaneously preserving resources to respond to emergencies throughout Mecklenburg County. Medic UTVs responded to 17 incidents within the event area, while the system as a whole handled 1285 responses and 927 transports with 97.88% response time compliance for life-threatening emergencies over the course of the weekend.

### Republican National Convention Preparedness

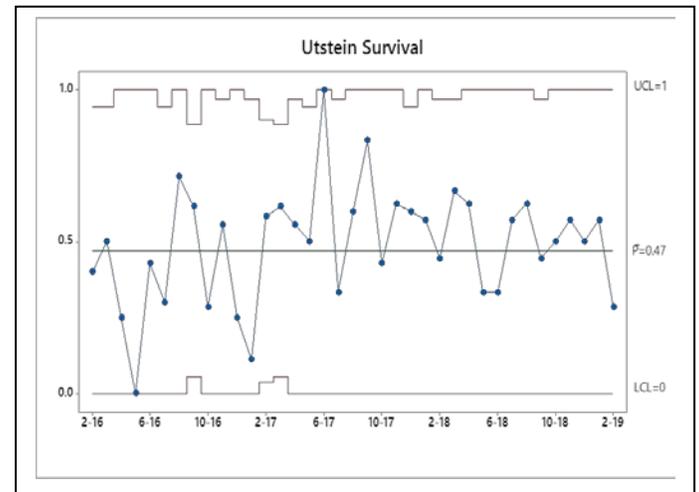
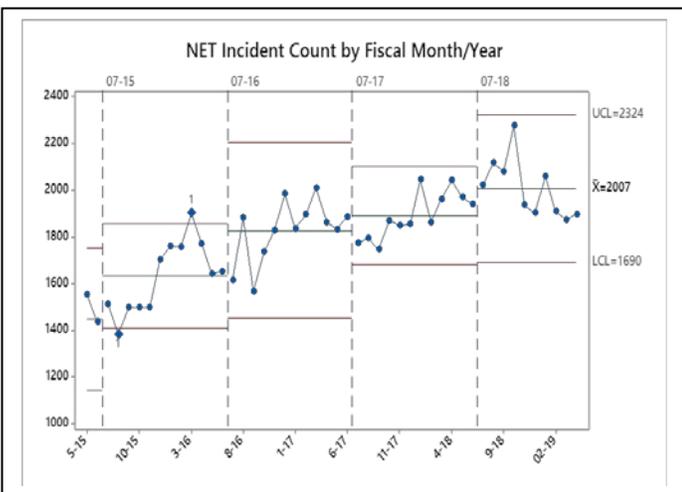
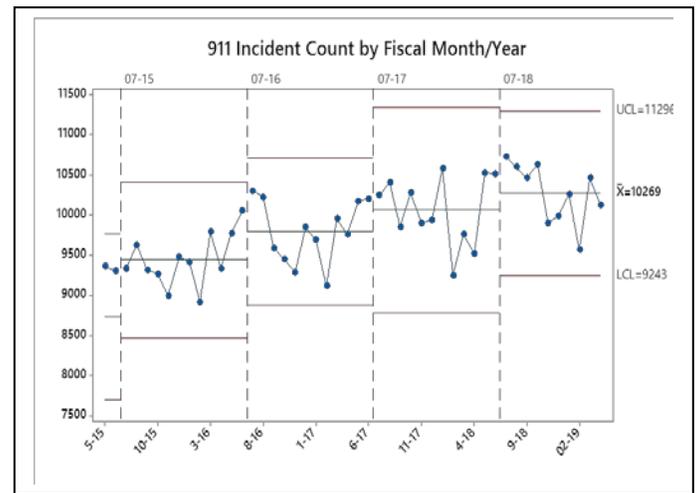
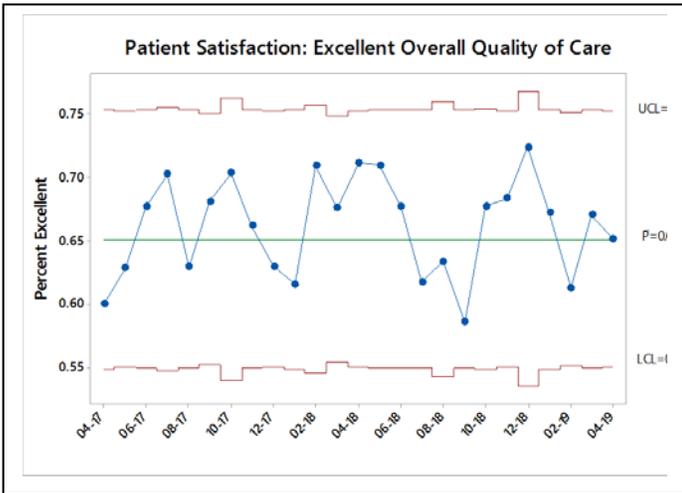
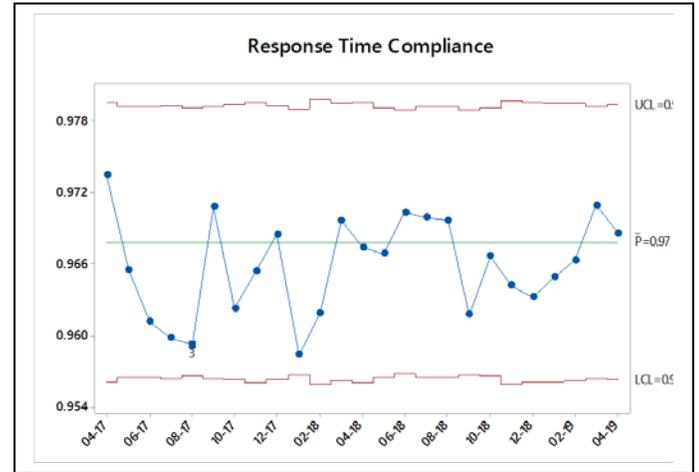
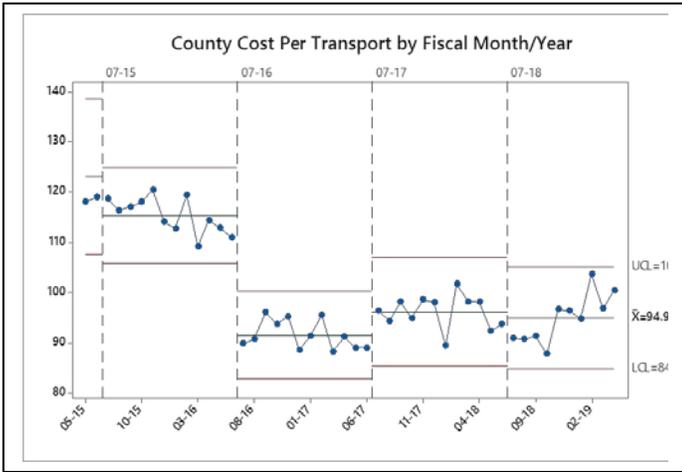
Strategic planning recently commenced with federal, state and local government agencies to prepare for the Republican National Convention (RNC) slated for August 2020. Though mass gatherings are a normal occurrence, extensive coordination is required to manage the many challenges associated with this national security event. Medic leadership is actively engaged in the City of Charlotte's Executive Coordination Team for the event and multiple subcommittees for safety and communications.

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## Context for Key Performance Indicators

The data on the following page is presented in control charts. Each dot represents a monthly average, count or proportion. The middle green line is the average performance for the displayed periods, while the red lines are the upper and lower control limits.

- **Response time compliance** performance goal is 90%.
- **Cardiac arrest survival** is measured for patients that meet a nationally standardized case definition.
- **Patient satisfaction** is determined using a random telephone survey of up to 200 transported patients per month. This results in a proportion which rated their overall quality of care as excellent. The target is  $\geq 65\%$  excellent.
- **County cost per transport** is based off of the total number of transports in a month divided by the monthly subsidy provided to Medic.





### Overview

In April, the Medical Examiner’s Office (ME) performed 59 autopsies. These included 43 (73 percent) autopsies of Mecklenburg County residents and 16 (27percent) autopsies of residents of the five other counties within the ME’s regional catchment area. Of the 59 total autopsies, 27 (45.7 percent) were to rule out overdoses; 20 (74 percent) of the 27 overdose cases were for Mecklenburg residents.

### FY17-FY19 Strategic Business Plan Update

On April 15 Chief Medical Examiner, Dr. Thomas Owens, attended a demonstration for the State contracted vendor, Forensic Advantage, on the new Medical Examiner’s Information System (MEIS). MEIS is the statewide computer system/database for all medical examiner’s cases. The new system is scheduled to be completed and set to go live in the next 26 months.

### Key Performance Indicators

Indicator	Jan	Feb	Mar	Apr	FY19 YTD	FY18 YTD	Change YTD
Death Investigations	256	229	218	202	2,167	2,160	0.3%
Mecklenburg Autopsies	34	47	37	43	338	354	-4.5%
Regional Autopsies	22	16	26	16	192	227	-15.4%
External Exams	55	52	42	33	501	551	-9.1%
Other Death Investigations	145	114	113	110	1,136	1,028	10.5%

### Context for Key Performance Indicators

- Regional autopsies are performed for Gaston, Cabarrus, Anson, Union, and Cleveland Counties.
- External Examinations are cases in which the Medical Examiner evaluates the medical history of the decedent and performs an external physical examination to determine the cause and manner of death.
- Other Death Investigations consist of storage cases, and any deaths reported to the office that do not fall under Medical Examiner jurisdiction. Each case type requires a different level of investigation, but it is important that each one is carefully reviewed to determine the correct disposition.
- Of the 59 total autopsies performed in April, 27 were due to suspected overdoses (20 of the autopsies of Mecklenburg County residents were due to suspected overdoses).



## Overview & Strategic Business Plan Update

In April 2015, OED staff consisted of one director and one program manager for Minority, Women and Small Business Enterprises (MWSBE) with a focus on business attraction and MWSBE support. Over the last four years, OED has grown to include three new program managers and one administrative support staff for a combined 80 years of experience in economic development, which includes the Department Director. This has allowed OED to launch the Small Business Concierge service, the Credit and Capital Access program, the What’s Next series of small business instruction and the Get Up And Grow mentorship series. The OED also has benchmarked best practices for effective retention programming and has launched the Existing Industry Program. All of this was accomplished while OED was also working with partners to secure more than \$1 billion in new investment and 10,000 new jobs for Mecklenburg County.

In FY2020, OED will conduct a comprehensive assessment of the County MWSBE programming and policies enterprise wide with the goal to become a model County of best practices. The OED also will launch a new small business revolving loan fund. With these building blocks in place, OED will turn its attention to other key elements that support a vibrant, equitable economy including workforce development.

## Context for Key Performance Indicators

<b>MWSBE</b>	<b>February</b>	<b>FY19 Year to Date</b>
<b>Total Persons Reached:</b>	<b>1,133</b>	<b>10,418</b>
<b>Emails / Calls / Walk-ins / Appointments:</b>	<b>802</b>	<b>7,752</b>
<b>Community Outreach Total:</b>	<b>331</b>	<b>2,666</b>
<ul style="list-style-type: none"> <li>• Session with LUESA - Project Managers 25</li> <li>• WBCC – Meck County Resources 14</li> <li>• Turner School of Construction Management (2x) 45</li> <li>• Census (Pre-bid) 12</li> <li>• Timber Sale ITB 3</li> <li>• Get Up &amp; Grow – CPCC Program 22</li> <li>• Brooklyn Village Roundtable (Internal) 6</li> <li>• Pine Valley Neighborhood Park Proj (Bid Opening) 8</li> <li>• Waymer Gym (Bid Opening) 6</li> <li>• Walker Branch (Pre-bid) 10</li> <li>• Commissioner Leake’s SBC 180</li> </ul>		



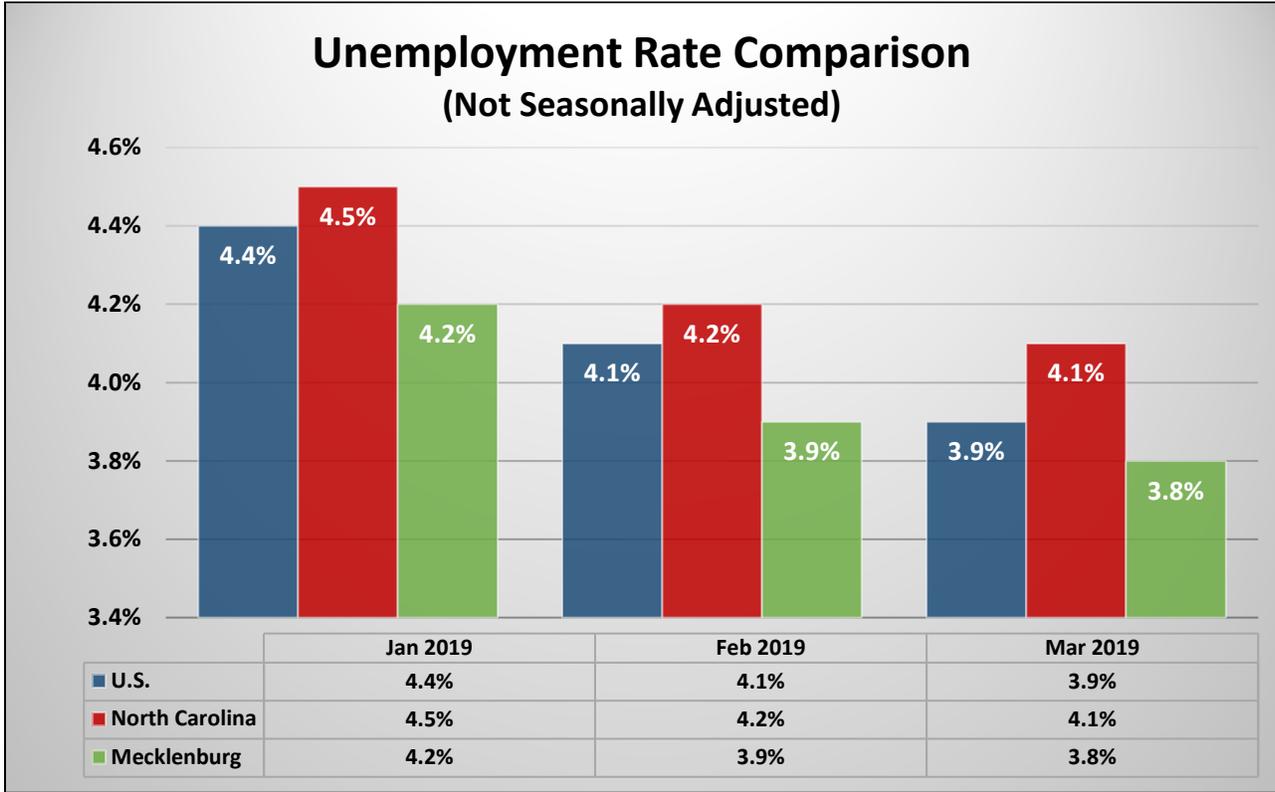
<b>Small Business Concierges</b>	<b>February</b>	<b>FY19 Year to Date</b>
<b>Total Persons Reached:</b>	<b>1,096</b>	<b>7,154</b>
<b>Emails / Calls / Walk-ins / Appointments:</b>	<b>547</b>	<b>2,796</b>
<b>Community Outreach Total:</b>	<b>549</b>	<b>4,358</b>
<ul style="list-style-type: none"> <li>Libraries</li> <li>One Million Cups</li> <li>Business Networking</li> <li>Pitch Breakfast</li> <li>Women Business Center</li> <li>Iventys</li> <li>Enterprise in Business</li> <li>Commissioner Leake’s Business Consortium</li> </ul>	52 39 61 39 17 44 77 220	

<b>Small Business Lending &amp; Credit Coaching</b>	<b>February</b>	<b>FY19 Year to Date</b>
<b>Total Persons Reached:</b>	<b>176</b>	<b>934</b>
<b>Emails / Calls / Walk-ins / Appointments:</b>	<b>133</b>	<b>542</b>
<b>Community Outreach Total:</b>	<b>43</b>	<b>392</b>
<ul style="list-style-type: none"> <li>Grier Height Neighborhood Outreach</li> <li>Outreach – Fifth Third Bank</li> <li>Business Showcase – Hospitality &amp; Tourism</li> <li>Outreach – Peoples Bank</li> <li>Presentation @ Women Business Center</li> </ul>	12 6 9 3 13	

<b>Existing Industry</b>	<b>February</b>	<b>FY19 Year to Date</b>
<b>Clients Visited</b>		
<ul style="list-style-type: none"> <li>New Clients</li> <li>Existing Clients</li> <li>Aggregate Employee Count of Clients Visited</li> </ul>	3 3 209	59 24 5,770
<b>Cases (service issues arising from clients visits)</b>		
<ul style="list-style-type: none"> <li>Active Cases</li> <li>Newly Opened Cases</li> <li>Closed Cases</li> <li>Total Cases</li> </ul>	13 2 99 112	N/A 112 99 112

<b>Ally Meetings</b>	<b>February</b>	<b>FY19 Year to Date</b>
(Meetings with partners or resources who may assist OED or its Clients)		
<ul style="list-style-type: none"> <li>Ally Meetings</li> </ul>	8	88

<b>Other Economic Development Activity</b>	<b>February</b>	<b>FY19 Year to Date</b>
<ul style="list-style-type: none"> <li>New Prospect Meetings</li> <li>BIP Grant Invitations</li> <li>Closed Sessions</li> </ul>	2 3 1	10 24 5



■ U.S.    
 ■ North Carolina\*    
 ■ Mecklenburg County\*

\*Mecklenburg County and North Carolina not seasonally adjusted.     Source: U.S. Bureau of Labor Statistics & NC Department of Commerce



## Overview

The Office of the Tax Collector (OTC) was awarded the First Year Gold Safety Award from the North Carolina Department of Labor (NCDOL). The Safety Awards Program is designed to stimulate interest in accident prevention and to promote safety in the workplace. To qualify for an annual award, an organization must have no fatalities during the calendar year and have maintained an incidence rate at least 50 percent below the average for its particular industry group. Two staff members from the OTC were present to receive the award at the annual banquet held at in Charlotte on April 26.

## FY17 – FY19 Strategic Business Plan Update

To attain its goal of maximizing tax collections, the Office of the Tax Collector (OTC) collected beer and wine privilege taxes that were due on May 1, 2019. Each business located in Mecklenburg County that is required by law to purchase an ABC (Alcoholic Beverage Control) permit from the State of North Carolina is also required to purchase a local beer and wine license. The licenses expire on April 30<sup>th</sup> and must be renewed by May 1<sup>st</sup> every year. Businesses located inside the City of Charlotte pay both the City and County license taxes.

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## Key Performance Indicators

The collections indicators through April 2019 for Mecklenburg County taxes are the following: (measures have not been updated)

- Current Year Real Estate/Personal Property Tax Collection Rate: 99.19%
- Prior Year Real Estate/Personal Property Tax Collection Rate: 11.30%\*
- Current Year Room Occupancy/Hall of Fame Tax Collection Rate: 99.59%
- Current Year Prepared Food & Beverage Tax Collection Rate: 97.29%
- Current Year Vehicle Rental/U-Drive-It Tax Collection Rate: 99.78%

\*The prior year collection rate reflects the percentage of the total due for all prior years that has been collected in FY 2019.

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## Context for Key Performance Indicators

- The OTC has collected \$993,062,901.25 in real estate, personal property, and registered motor vehicle taxes for the current year county net levy with \$8,472,486.80 remaining to collect.
- For the prior year county net levy, \$5,465,793.37 has been collected in FY 2019.
- The grand total of collections in FY 2019 for all years and all jurisdictions is \$1,554,849,611.48 through April 30, 2019.
- The OTC has collected 99.71% of all Mecklenburg County taxes levied since April 2009. This amounts to \$8,769,003,035.81 collected and \$25,288,846.44 uncollected.



## Overview

### Department-Wide Updates

On April 1, Public Health received notification that the Site Visit Team (March 27-28) was recommending Accreditation with Honors. Public Health met all 147 of the Local Public Health Accreditation standards.

### Population Health Division

#### *Office of Community Engagement*

- Village HeartBEAT hosted its annual 5k run/walk at the Irwin-Stewart Creek Greenway. Approximately 370 community members participated in the event.
- Village HeartBEAT conducted a Faith-Based Health Ministry Institute to increase the skills of those responsible for leading congregational and community health ministries and to improve health outcomes of church members and residents in surrounding communities.

#### *Office of Policy and Prevention (OPP)*

- On April 28, staff participated in the "Open Streets 704" event. This twice-yearly event drew 32,500 participants and is a collaborative effort with Park and Rec and other partners to create community engagement by restricting cars so that people can walk, bike and experience the city.
- Working with the OPP, six corner/neighborhood stores now have been awarded certification from the NC Healthy Food Retail Designation.

### Case Management and Health Partnerships

#### *Children's Development Services Agency (CDSA)*

- Lisa Cloninger, CDSA Unit Supervisor, along with a colleague from the Family Infant Preschool Program in Morganton presented in a nation-wide webinar for the Division of Early Childhood titled, "Helping Families Meet Resource Needs and Achieve Self-Sufficiency."

#### *Improving Community Outcomes for Maternal and Child Health (ICO4MCH)*

- ICO4MCH, a joint project with Union County, facilitated *Bridges Our of Poverty* training for 160 staff in both Union and Mecklenburg Counties.

### Preventive Health

#### *Division-Wide Update:*

- Programs are participating in the Strategic Teams Achieving Results (S.T.A.R.) training to enhance teamwork and efficiency.

#### *Ryan White Program*

- All FY19 contracts have been submitted and processed, services are being delivered and data is being collected through the CAREWare system.
- The Planning Body membership is close to reflecting Health Resources and Services Administration's requirements. The process to apply for membership on the Planning Body has been streamlined and moved online to improve access.

#### *Environmental Health*

- Twenty-two staff members issued 18 permits and conducted about 45 total hours of surveillance at the Wells Fargo Golf Championship. This yearly event draws over 100,000 attendees.
- On April 30, the 2<sup>nd</sup> annual Food Safety Summit was held. The purpose of the summit is to engage restaurant operators around common food safety and compliance topics. The event drew 66 food vendors, and offered sessions in Spanish

## FY2017-2019 Strategic Business Plan Update

### Goal 1: Improve Services to Prevent and Control Infectious Diseases across the Entire Community



- Two cases of Pertussis were reported at an elementary school and one at a high school. Communicable Disease has been communicating with students and families at both schools to inform them of the potential exposure and signs and symptoms of the illness.

### Key Performance Indicators

Table A:	Jan	Feb	Mar	Apr	FY19 YTD	FY18 YTD	YTD Change
Adult Health Clinic Visits	1,966	1,486	1,780	1,695	17,889	16,841	6.22%
Immunization Clinic Visits	1,359	924	943	989	11,005	9,777	12.56%
School Health Office Visits	38,883	36,362	32,573	28,667	253,597	239,032	6.09%
CDSA Referrals	228	202	272	232	1,746	2,235	(21.88%)
CD-CP Referrals	587	539	612	696	6,192	6,333	(2.23%)
WIC Office Visits	7,433	6,017	6,177	6,696	66,207	75,743	(12.59%)

Table B:	Type	Jan	Feb	Mar	Apr	FY19 YTD	FY18 YTD	YTD Change
<b>Food &amp; Facilities (FFS)</b> <i>(Restaurant, child &amp; elderly care facilities)</i>	Inspections	1,103	1144	1142	863	9,962	10,182	(2.16%)
	Permits	66	91	82	94	898	832	7.93%
	Service Requests	113	208	144	157	1,407	1,286	9.41%
<b>Groundwater &amp; Wastewater (GWS)</b> <i>(wells, septic systems)</i>	Inspections	18	18	36	16	309	332	(6.93%)
	Permits	17	15	20	11	210	243	(13.58%)
<b>Pools &amp; Environmental Health (PEHS)</b> <i>(pools, tattoo, rodent &amp; mosquito control)</i>	Service Requests	20	29	31	45	296	174	70.11%
	Inspections	116	102	91	518	1,460	1,236	18.12%
	Permits	21	29	38	33	473	237	99.58%
	Service Requests	58	65	133	125	1,454	1,039	39.94%

### Context for Key Performance Indicators

**Table A:**

- Adult Health Clinic visits** include sexually transmitted disease testing and treatment, family planning services and nurse visits.
- Immunization Clinic visits** includes child, adult and travel immunizations.
- School Health Room visits** include encounters related to a specific student's health concern or condition where direct services are provided for a student. Visits may also include parent contacts, physician consultations and interdisciplinary meetings to make decisions regarding a specific student's care at school. Fiscal year to date (FYTD) may not correspond to sum of monthly totals due to reporting lag time.
- Children's Developmental Services Agency (CDSA)** staff help families who have children from birth to age three who are at risk due to developmental delays. FYTD may not correspond to sum of monthly totals due to reporting lag time.
- Child Development – Community Policing (CD-CP)** partners child trauma clinicians with law enforcement officers to respond immediately to mental health needs of vulnerable children impacted by violence. The referral data presented is based on families.
- Women, Infants and Children (WIC) visits** include nutrition counseling, voucher pickup and assessments. WIC caseload has dropped nationally and state-wide. The team is implementing an outreach plan to address the decreased caseload. Efforts include participation at community outreach events and follow-up calls to reschedule clients who missed appointments.

**Table B:**

**Environmental Health** FYTD may not correspond to sum of monthly totals due to inspection reporting capability and adjustment of activity type following supervisor review.

- FFS** – The inspection FYTD decrease is attributed to decreased staffing levels (i.e. vacancies, training, medical leave).
- GWS** – FYTD change for inspections can vary due to state-regulated septic system review frequency requirements. The increase



in service requests are due to sewage complaints.

- **PEHS** – Increase in permits associated with October tattoo convention.



## Overview

Major department initiatives in April 2019:

- **Revaluation Communication Update:** With the property tax appeal period closing and the FY2020 budget nearing passage, Public Information continues to work with the County Assessor to strategically communicate information about revaluation through all channels.

One of the major communication components of that strategy includes articulating there is no cost to appeal property values, and that you do not need an attorney or tax representative to file an appeal. If a business claims that there is a cost to appeal, the business would be misleading the public.

In early April, the County Assessor and Public Information became aware of another private company attempting to contact residents offering to appeal their property values for a fee. Public Information and the County Assessor organized a news conference the same day to remind residents that property value appeals are free. The news conference received heavy media attention and was streamed live on [Mecklenburg County's Facebook page](#), receiving more than 400 views.

- **2020 Census Kickoff:** Census Day 2020 is April 1 of next year, and work has begun locally in preparation for this national initiative. Mecklenburg County and the NC Counts Coalition kicked off "Meck Counts 2020" during a press conference in early April at the Charlotte-Mecklenburg Government Center. Mecklenburg Board of County Commissioners Chairman George Dunlap announced the establishment of a 2020 Census Complete Count Committee, which is comprised of elected officials and leaders from the education, business, nonprofit, healthcare, faith community and community based-organization fields. They will work with local stakeholders and media to educate the public about Census 2020, encourage participation and facilitate survey access, particularly among traditionally hard-to-count populations.

The U.S. Constitution mandates that a population count be conducted each decade. The primary goal of the 2020 Census is to count everyone once, only once, and in the right place. Census data are important for planning for needs for the community such as schools, hospitals, transportation, housing and emergency services. Critical federal funding allocated to states, local governments and individuals is also based on calculations derived from census data. In FY2016, North Carolina received \$23.7 billion through 55 federal spending programs guided by data derived from the 2010 Census. More than \$883 billion was allocated to all states that year.

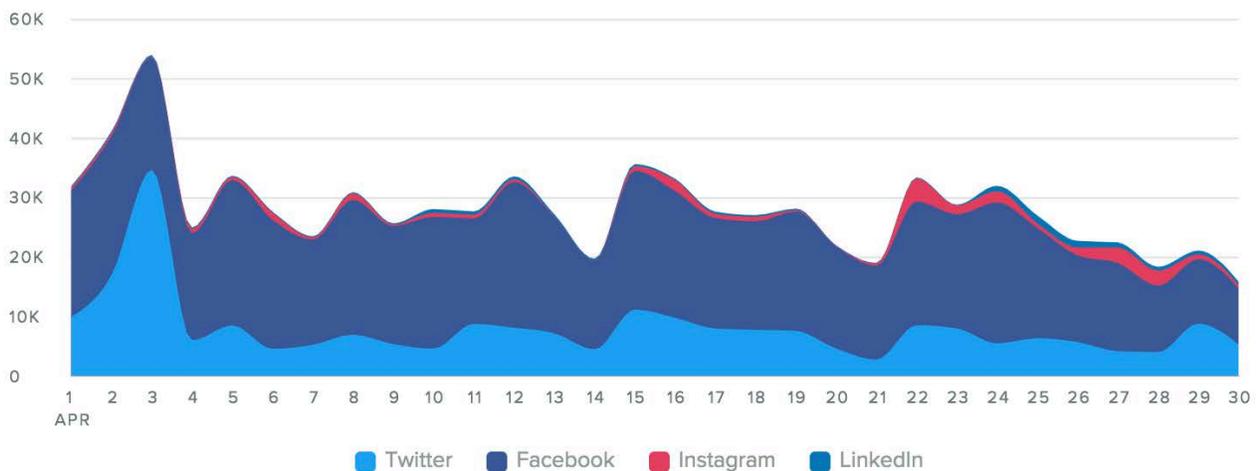
Public Information worked with the County Manager's Office to produce the April 1 kickoff event as part of a joint communication effort that will continue until the census count is complete. The event received heavy media coverage and was streamed [live online](#) by Public Information's video production team. Public Information also coordinated a Spanish language translator for the kickoff.

Public Information's Web Services Team also worked with the County Manager's Office to create the official website of the local Census effort, [MeckCounts2020.com](#), where Mecklenburg County residents can learn more about the importance of the Census, stay up to date on the work of the Complete Count Committee and sign up to get involved in outreach efforts.

- **Commissioners Host Town Hall Meetings:** On April 26, Commissioner Susan B. Harden hosted a Town Hall Meeting for Seniors at the Tyvola Senior Center. On April 27, Commissioner Susan Rodriguez-McDowell held a community meeting with NC House Representative Wesley Harris at the Ballantyne Hotel. Public Information assisted the County Manager's Office in the coordination and promotion of these events.



#### IMPRESSIONS PER DAY



### 31 Days on Mecklenburg County Social Media: April 2019

#### Across 22 Mecklenburg County [social media accounts](#) in April 2019:

- Acquired **1,231 total followers**
- Sent **536 messages** (posts and responses to various direct questions asked on social media)
- Received **1,446 messages** from social media users and followers
- **842,238 total impressions** (number of times the County’s social media content was viewed)
- **12,749 total engagements** (graph above)
- **475 Twitter viewers** of two board meetings broadcast
- Tasked and resolved **73 items** requiring attention on social media (questions, comments and feedback)
- Published [3 blog posts](#)

In April, Public Information’s social media team attended the Government Social Media Conference, an annual conference focused on all things relating to government agencies and social media communication. Team members brought back information about best practices from some of the biggest social media platforms and experts in the industry.

But that doesn’t mean County social media content stopped. When the weather gets warmer, Public Information begins to ramp up promotion around Park and Rec amenities – everyone wants to get outdoors and Public Information wants to tell them how the County’s amenities can help them enjoy it more. The department also worked with the County’s Solid Waste team to develop content to help residents do more than just recycle, but to recycle RIGHT.

### Context for Social Media Performance Indicators

- Social media “@mentions” (i.e., posts by others that tag @meckcounty) and “retweets” are measures of how well content connects with the audience and is shared more broadly.
- Twitter, Facebook, Instagram and LinkedIn followers are measures of how many people are actively engaged in Public Information’s social media presence.
- Public Information tracks social media trends relevant to Mecklenburg County.
- Unique visits to MeckNC.gov measure how many people visit the County’s main website.



## Community Relations Update

In April, the Community Relations Coordinator organized seven Tax Information Sessions to inform residents of the 2019 Tax Revaluation. These information sessions ranged from the Grier Heights Neighborhood to the Palisades Neighborhood, and the Mecklenburg Democratic Women to a dynamic panel discussion for members of the Reeder Memorial Baptist Church featuring County Assessor Ken Joyner alongside Charlotte City Councilman Justin Harlow. These sessions are a part of a wider public campaign to make County residents aware of impending value changes and to answer any questions they may have. At the end of April, the Community Relations Coordinator calculated a total of 168 sessions held.

On April 25, several members of the Public Information team attended the Public Relations Society of America (PRSA) Communication Symposium. This is an annual event where practitioners come to learn from one another. This year's symposium included learnings on crisis communication, inclusive language and using live video to enhance digital marketing efforts.

## Media Relations

Public Information creates a log of all media inquiries and responses every day. The list is provided to the County Manager and Executive Team at close of business. Public information also actively "pitches" County information via news releases and media advisories to selected media outlets as needed.

- In April 2019, Public Information received and responded to **50 media inquiries**.
- Sent out **10 news releases**.
- Sent out **3 media advisories**.
- Posted **22 County news items** to [MeckNC.gov](http://MeckNC.gov).
- News Releases and Advisories sent by Public Information resulted in **38** news stories with an advertising equivalency of \$3,014,815 (SOURCE: Cision.com).
- **Pitched information** about new jail bail policy, as well as WIC and other health services for Latinos.

## Public Records Requests Management Update

In 2011, to maximize transparency, Public Information created an [online portal](http://MeckNC.gov) at MeckNC.gov to highlight Mecklenburg County's Public Records policy and provide an easy-to-use way for the public to request any County document deemed a public record under [NC § 132-1](#). Each request is received and managed by Public Information. Early in this process, few requests were received, and the majority were rerouted to the locations of the actual non-County record holders, such as Mecklenburg County Courts, Charlotte-Mecklenburg Police Department, etc.

Requests for large amounts of data from Geospatial Information Services, Procurement, the Office of Management and Budget and other large departments have increased incrementally, as have requests for employee communications (such as emails and text messages) and the need for large data sets to be provided by Information Technology Services, then vetted and approved by the County Attorney.

In partnership with the County Manager's Office, County Procurement and Information Technology Services (ITS), Public Information continues to help develop a new process to provide and vet public records. The new, web-based platform will provide a secure method for public data, including emails and text messages, to be



collected by ITS and vetted by the County Attorney and his staff, and will provide robust analytics. It will also allow the public to track the progress of their records requests as they are received, reviewed and provided. ITS is working on the final testing phase and rollout is scheduled this summer.

- In April 2019, Public Information received and responded to **82 public records requests**.

## Web Services

The Public Website Accessibility Phase 1 Assessment outlined what was not in compliance in current website and applications, gave valuable insight into what should be in an enterprise Americans with Disabilities Act (ADA) policy and gave a high-level process for inventorying County digital and interactive assets.

This led to the need for the Public Website Accessibility Phase 2 Project, which includes developing the website and application inventory list, implementing the roles and responsibilities component of the Digital and Interactive Content Accessibility Policy (Web ADA Policy) and remediating non-compliant components in the MeckNC.gov SharePoint design package.

### Analytics:

- **Total Sessions:** 218,813
- **Mobile Users:** 111,394 (51.17%)
- **Social Media Referrals:** 3,501 (1.05%)
- **Accessibility Score:** 56.6 (Poor)

## FY17-FY19 Strategic Business Plan Update

- One of Public Information's strategic goals is to "effectively identify communication trends for County residents." As Public Information reaches the evaluation phase of its 2017-2019 Strategic Business Plan, the 2020-2022 version of the plan is in its final approval steps with the Office of Management and Budget and will be rolled out in the next few months.
- One of Public Information's strategic goals is to "inform, educate and engage County employees about the policies, procedures and information they need to be successful at their jobs." Public Information is partnering with Human Resources to make *Outlook* magazine, a quarterly printed publication, more employee-centric, starting with the 2019 *Outlook* Employee Calendar, which features a different employee and their story every month.



## Overview

During the month of April, the Register of Deeds (ROD) swore in a new County employee working at the Vital Records Office. In addition, on Administrative Professionals day, the ROD recognized his staff during a luncheon at the Register of Deeds office.

## FY17-FY19 Strategic Business Plan Update

Goal 1, Objective 1 of the Register of Deeds' Strategic Business Plan provides for the ROD to stay abreast of legislation and other regulations that may impact the business of the office. During the month of April, the Register of Deeds attended the North Carolina Association of Registers of Deeds (NCARD) District II workshop. This workshop focused on complexities within indexing surfacing in North Carolina as well as other issues facing Register of Deeds offices within the state.

## Key Performance Indicators

Indicator	April 2018	April 2019	Change
Deeds Filed	3,056	3,222	5%↑
Deeds Trust / Mortgages Filed	3,630	3,846	6%↑
Maps / Map Revisions Filed	69	53	23%↓
Condominium Docs Filed	3	2	33%↓
Foreclosure Notices Filed	41	38	7%↓
Sub. Trustee Docs Filed (FCL related)	136	117	14%↓
Total Real Estate Documents filed	14,534	14,911	3%↑
Total # of Transactions	11,950	12,449	4%↑
Percentage of Docs indexed w/in 24 hours	93%	93%	0%
Marriage Licenses Issued	726	640	12%↓

## Context for Key Performance Indicators

The County revenue for April 2019 was \$1,429,565.32. This was a slight increase over the County revenue realized in April 2018. This month, Foreclosure Notices and Sub. Trustee documents continued the steady decline which has been experienced over the past two years.



## Overview

- On Monday, April 1, The Mecklenburg County Sheriff's Office (MCSO) officially opened Ausie's Barber School located within Detention Center North. The school is the first barber school inside a detention center/jail in the state of North Carolina. The school is operated by a licensed master barber and has five chairs with a capacity of five students per session. Youthful Offenders (YO) ages 16 and 17 will be able to learn, study and test for the NC State Barbers License to become fully licensed barbers within the state. This program provides YO residents the opportunity to gain a valuable licensure that will provide them access to a career with a living wage upon release.
- In April, The MCSO Adult Program Division held its 2<sup>nd</sup> graduation for nine female residents that achieved their National Center for Construction Education and Research (NCCER) Core Curriculum Certificate. The nationally recognized NCCER Core Curriculum Certificate covers topics such as basic safety, communication skills and introduction to construction drawings. For graduates, this certification will open doors for employment and continued education in the high demand construction field upon release.
- In partnership with the MCSO and Charlotte Works, Digital Charlotte (a Knight Foundation funded effort through Queens University's Knight School of Communication) offers a device digital literacy training program to residents within MCSO's Reentry Program. Digital Charlotte conducts training for various organizations and agencies. This iteration of the program is facilitated for residents soon to be released from custody. Participants train on digital basics, media literacy and career applications in the digital age. Upon release, graduates receive refurbished laptops from E2D (Eliminate the Digital Divide) to start their new journey reintegrating into society. In April, 13 residents graduated from this program which is a first for the MCSO and it's believed to be a first of its kind program nationally. The MCSO is excited for this partnership and looks forward to many more graduations.
- During the week of April 14-17, the MCSO partnered with the Charlotte Mecklenburg Police Department and Charlotte Fire Department to sponsor the Charlotte Mecklenburg Diversity, Equity, Inclusion Conference. The conference was geared toward enhancing cultural diversity, improving human relations, and fostering equal opportunity and life long learning.

[Click Here to Access the MCSO April Newsletter](#)

## MCSO in the Community

If you have an event that you would like the MCSO to participate in, please contact us via the event request form at [www.mecksheriff.com](http://www.mecksheriff.com). Each month this section will highlight events attended by the Sheriff and or members of the MCSO Community Engagement team:

- Recycle the Runway, partnered with Keep Mecklenburg Beautiful to showcase fashions featuring recycled material.
- Partnered with Hands on Charlotte service project to paint South Tryon Community Church and renovate a playground in the Arbor Glen neighborhood.
- Chief Collins, guest speaker at Charlotte Business Alliance
- Hosted the 'I Ask' Community Forum focusing on Sexual Assault Awareness forum, in partnership with Charlotte Mecklenburg Community Relations committee.
- Community Cleanup Grier Heights
- Attended the Faith CME, Jamfest
- Village Heartbeat
- St. John Missionary Health Fair
- National Prescription Takeback Day
- CPCC, Merancus Family Fun Day
- [International Sandwich Festival](#) at Aldersgate



## FY17-FY19 Strategic Business Plan Update

There are no new Strategic Business Plan goals that will be accomplished in FY19. Rather, the MCSO will continue with existing staff training and Goal 4, Objectives 1 and 2, "Provide additional public safety programs/events" and "Increase staff volunteerism within the community," respectively. All other goals were completed during FY17 and FY18.

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## Key Performance Indicators (April)

### **MCSO Court Security**

- Number of contraband items recovered/turned back: 1,293

### **Detention**

- Average daily population: 1,517
- Number of inmates booked: 1,695

### **Field Operations/Civil Process**

- Number of civil papers served: 7,526

### **Registration**

- Number of Purchase Permit Requests Received: 2,558

### **Inmate Programs**

- Number of inmate program class completions: 271
- 

## Context for Key Performance Indicators

In the month of March, MCSO Key Performance Indicators remained relatively consistent with the previous month and in-line with seasonal trends.



## Overview

### Low Income Energy Assistance Program

The Low Income Energy Assistance Program (LIEAP), which provides eligible households a one-time payment to their heating vendor to offset heating expenses during the winter, concluded its four-month service period at the end of March. This year, LIEAP processed over 7,100 applications (an 18 percent increase over FY18) and issued nearly \$1.5 million.

Notably, the program successfully processed 98 percent of this year's applications within the state's time standards-more than half on the date of application alone. This remarkable achievement is due in large part to an extensive administrative reorganization undertaken before the new season. By centralizing application reception and processing to a single location, cross-training County and temporary staff in key roles and functions, and revising the physical layout of the key function areas, LIEAP helped to ensure that over 6,000 households received prompt assistance and were able to stay warm and safe this winter.

### 2017-2019 Strategic Business Plan Update

#### **Goal 1: Increase Mecklenburg's capacity to serve those referred for state-mandated Adult Protective and Guardianship services.**

During the third quarter, Department of Social Services (DSS), through the Services for Adults division, continued its efforts to build collaboration among community partners and to improve outcomes for vulnerable adults.

Actions included:

- Delivering training to Cardinal Innovations staff to raise awareness and understanding of Just1Call, Adult Protective Services processes, and Guardianship services. Attendees were also taught how to recognize and report abuse, neglect and exploitation. Similar training was also provided to Charlotte-Mecklenburg Police officers associated with Community Support Services. In addition to the educational value offered, the trainings also functioned to foster personal connections among the various groups.
- Combining what were once separate quarterly meetings with Cardinal Innovations and the hospitals into a single quarterly meeting with all parties to increase care coordination and resource sharing.
- Meeting with CMPD representatives to discuss providing officers the ability to make direct (i.e., electronic) referrals to Adult Protective Services through their incident documentation system KB Cops. This functionality would increase reporting efficiency and help to minimize under-reporting of abuse, neglect, and exploitation.



## Key Performance Indicators

Indicator	Jan	Feb	Mar	Apr	FY19 YTD	FY18 YTD	Change YTD
Public Assistance Cases	216,231	218,533	214,181	214,127	216,546	217,714	(.01)
Medicaid Cases	161,391	161,645	161,246	162,229	160,611	157,346	2%
Food and Nutrition Services Cases	53,287	55,383	51,413	50,400	54,240	58,340	(7%)
Work First Cases <sup>1</sup>	1,553	1,525	1,522	1,498	1,695	2,028	(16%)
Calls Answered by DSS Call Centers	25,073	24,868	27,643	26,847	24,357	-	-
Benefit (ESD) Call Center	20,875	21,419	24,128	23,394	20,759	21,756	(5%)
Just 1 Call <sup>2</sup>	2,567	1,952	1,941	1,929	2,076	-	-
Child Protective Services Hotline	1,631	1,497	1,574	1,524	1,522	1,501	1%
Protective Service Calls Accepted for Service	1,081	987	980	1,002	1,000	1,001	(.01)
Adult	66	60	49	77	65	63	3%
Child	1,015	927	931	925	935	938	0%
Individuals Under County Responsibility	878	876	895	905	885	898	(1%)
Children in Custody	539	549	566	563	554	569	(3%)
Adult (Guardianship)	339	327	329	342	331	329	1%
At-Risk Customers Receiving Intervention Services	15,302	14,803	-	-	-	13,691	-
Adult Day Care [w]	134	133	92	98	134	136	(1%)
Adult In-Home Aide [w]	369	352	259	240	321	349	(8%)
Child Care <sup>3</sup> [w]	7,673	7,164	7,539	-	-	6,656	-
Congregate Meals	1,667	1,694	1,722	1,759	1,722	1,711	1%
Family In-Home Services <sup>4</sup>	414	440	423	419	414	366	13%
Home-Delivered Meals Program [w]	782	787	866	902	831	811	2%
Transportation <sup>5</sup>	4,263	4,233	-	-	-	3,662	-
Individuals on Waiting List	5,611	5,130	4,609	4,309	5,132	-	-
Adult Day Care <sup>6</sup>	123	102	89	80	118	98	20%
Adult In-Home Aide	727	732	698	660	695	-	-
Child Care Wait List (CCRI) <sup>7</sup>	4,357	4,016	3,646	3,468	4,024	4,735	(15%)
Home-Delivered Meals Program <sup>8</sup>	404	280	176	101	295	79	273%
Completed Fraud Investigations <sup>10</sup>	215	148	187	206	240	-	-

YTD: Monthly average

[W]: Indicates there is a waiting list



### Key Performance Indicators (cont'd)

Indicator	Jan	Feb	Mar	Apr	FY19 YTD	FY18 YTD	Change YTD
Households Receiving Community/Emergency Services	3,610	2,301	2,665	846	2,745	2,178	26%
Emergency Assistance <sup>10</sup>	479	373	382	320	491	631	(22%)
Crisis Intervention Program <sup>11</sup>	901	815	662	526	701	576	22%
Low Income Energy Assistance Program (LIEAP) <sup>12</sup>	2,230	1,113	1,621	-	1,553	971	60%

### Context for Key Performance Indicators

1. The decrease in Work First cases coincides with improved economic conditions and low unemployment rates locally.
2. The methodology for calculating Just1Call volume was changed in FY19 and prevents comparisons with previous years' outcomes. The prior year's methodology only reflected calls external to the agency. The revised process accounts for calls transferred from within the agency.
3. The state has not released the April childcare report.
4. Multiple factors influence the number of clients receiving Family In-Home services including: the number of referrals received, staffs' capacity to manage cases for extended periods, the individual needs of children and families and the department's goal to keep families intact when possible. Cases assigned to receive Family In-Home Services are based on the case decision of the investigative assessment. The decision indicates whether a family is required to receive mandated child protective services intervention. Investigations staff complete a holistic assessment to determine the welfare of any involved children. This evaluation assesses the strengths and needs of the home environment to determine potential risks. Cases are transferred to Family In-Home Services once it is determined that families are, with the aid of additional resources and services, able to provide safe and appropriate care for their children.
5. Transportation data not available by report date.
6. The methodology for calculating the Adult Daycare waitlist volume was changed in FY19 and prevents comparisons with previous years' outcomes. Individuals who have requested to attend a local, certified Adult Day Care center, but are not able to attend due to funding are placed on a waiting list. They remain on the waiting list until additional funding is procured, and/or through attrition.
7. The decline in the childcare waitlist follows the introduction of additional funding through the County's Childcare Waitlist Reduction Initiative in August 2018.



8. The Home-Delivery Meal Program authorized under Title III C-2 of the Older Americans Act, provides meals and related nutrition services for older individuals who are homebound. Home-delivered meals are often the first in-home service that an older adult receives, and the program is a primary access point for other home and community-based services.

The Home-Delivered Meal Program Waitlist has increased 273 percent in comparison to the same period during FY18, because the program has been operating at or near capacity since approximately February 2018. Waitlist counts are heavily influenced by the proximity of potential recipients to established delivery routes and vacancies on these routes. During February 2018 – June 2018 there was an increased focus on senior complexes to reduce waitlist and increase delivery capacity without significantly increasing delivery time. By adding waitlisted individuals living in senior complexes to delivery routes, our delivery capacity during this period increased to an average of 873 customers. This was much above our normal delivery capacity of 750 customers per week. To return to our delivery capacity, we minimized the release of names from the waitlist and reduced the number of active customers starting July 2019.

9. When the state transitioned the Program Integrity information system to NC FAST in January 2019, they also changed how the investigations count is calculated. This change prevents performance comparisons with previous years.
10. The number served through the county funded Emergency Assistance (EA) program has declined as the number served through the federally funded Crisis Intervention Program (CIP) has increased. Both programs provide utility assistance to those in need. During this fiscal year, the CIP program increased administrative efficiencies which have allowed it to serve more customers, many of whom might otherwise have received assistance through EA. See Note 12 for more detail.
11. Additional staff, increased familiarity with the NC FAST information system, and refinements in the NC FAST portal have produced efficiency gains that have allowed the Crisis Intervention Program to process a larger volume of applications.
12. Multiple factors influenced the increase in households receiving LIEAP assistance, including: additional staffing, increased outreach, consolidation of operations to the Hal Marshall Center, an enhanced training curriculum and upgraded equipment. Additionally, the introduction of new processes for obtaining and storing customer verifications, directing the flow of customers, sending outbound mail, and quality sampling provided additional efficiency gains. LIEAP operates December – March.