Overview

With the enactment of the Governor's Executive Order No. 121: Stay at Home Order and Strategic Directions for NC, the Child Support Services Training Unit has implemented a training strategy which maintains a safe environment for staff yet continues to meet the training needs of the Division. On April 20, 2020, the Training Unit began virtual classroom module and refresher trainings. The Senior Quality and Training (Q&T) Specialist and Q&T Manager provide policy and procedure training for the January trainees, and the Q&T Specialists provide virtual classroom refresher and reports training for staff. In addition, the Training Unit provides weekly tipsters via email, virtual presentations, and one-on-one assistance via Skype, Microsoft Teams, phone calls, and email.

Moving from the crisis response phase, the Department of Community Resources (DCR) Senior Executive Team is focusing on next steps in the crisis recovery phase. Asset and Facility Management (AFM) and Public Health will be evaluating the department's two office locations for physical distancing, protective shields, lobby reconfiguration, and floor markers.

FY20-FY22 Strategic Business Plan Update

Goal 1: Health & Human Services (HHS) Integration: Improve resident well-being through a coordinated approach to service delivery

The Department of Community Resources (DCR) has begun laying the groundwork for a new program, MeckSuccess, to be implemented in FY21. The program goal is to disrupt the intergenerational cycle of poverty for young families with children, utilizing an evidence-based approach called Economic Mobility Pathways (EMPath).

EMPath approaches case coordination through a coaching model derived from brain science, which offers an understanding of poverty's impact on decision-making and self-confidence. Program participants are understood to be their own best advocates and will self-identify their current status and long-term goals in each of five key domains: health, family life, career, finances, and education.

MeckSuccess Family Care Coordinators will perform the following services: link participant families to appropriate community resources based upon a holistic assessment of needs; support participants in developing action plans that work incrementally toward long-term goals; provide advocacy and accountability for progress in meeting these goals; and support participants in building strategies, skills, and habits that will allow families to gradually become independent of the program. On-going care coordination services will be provided to each family for up to two years, with more limited support available for up to five years. Expected program outcomes include: increased family self-sufficiency and well-being; increased household income, educational attainment, and employment; decreased reliance on public subsidies; and improved financial management skills.

EMPath training for program leadership and staff will be conducted in June and July. Customer recruitment is expected to begin in fall/winter 2020.

Key Performance Indicators

April 2020 Data

TABLE A CRC Ticket Volume	Jan	Feb	Mar [1]	Apr [1]	YTD FY20	YTD FY19
Total Ticket Volume [2]	8,234	6,240	3,819	-	63,031	77,431
Average Tickets Per Day	392	312	318	-	358	380

TABLE B CRC Services Provided [3]	Jan	Feb	Mar	Apr	YTD FY20	YTD FY19
Child Support Services (Tickets)	**221**	**186**	**121**	**-**	**1,720**	**1,730**
Community Partner	**274**	**249**	**148**		**3,509**	**2,711**
CPCC (Interviews) [4]	25	13	7	-	130	-
CMS Lunch Express (Lunches) [5]	-	-	-	-	1,267	830
Charlotte Works (Tickets) [6]	77	73	51	-	659	716
Novant Health (Tickets) [7]	90	92	56	-	791	-
Promising Pages (Books Distrib) [8]	82	71	34	-	662	1,165
Community Resource Center	**3,115**	**2,629**	**1,343**	**49**	**23,234**	**27,135**
Cashier (Tickets)	70	78	45	-	523	322
Computer Lab (Customers) [9]	952	824	335	-	6,381	6,249
Drop-off Documents (Tickets) [10]	1,508	1,279	706	-	12,133	16,028
Food Pantry (Households Served) [11]	489	345	220	49	3,335	3,078
Food Pantry (Indivs Served)	*1,240*	*780*	*556*	*135*	*8,142*	*7,526*
Kid's Corner (Children Served) [12]	96	103	37	-	862	1,458
Criminal Justice Services (CJS) (Tickets) [13]	**-**	**-**	**2**	**-**	**2**	**-**
CSS - Veterans Services (Tickets) [14]	**226**	**165**	**117**	**-**	**1,895**	**1,929**
Dept of Social Services (DSS) (Tickets)	**5,507**	**3,981**	**2,441**	**-**	**39,894**	**46,152**
Emergency Services [15]	216	140	63	-	1,681	2,536
Employment Services [16]	141	82	48	-	858	1,242
Food & Nutrition Services [17]	3,132	2,215	1,454	-	22,499	26,094
Medicaid	1,654	1,299	728	-	12,258	11,941
Program Integrity (Fraud) [18]	30	20	8	-	152	105
Qualified Professional Substance Abuse (QPSA) [19]	14	10	8	-	96	79
Work First [20]	320	215	132	-	2,332	2,977
Public Health	**883**	**696**	**382**	**-**	**7,110**	**7,300**
Case Management for At-Risk Children (CMARC) (Customers Engaged) [21]	7	6	-	-	23	-
Immunizations (Tickets)	188	71	67	-	1,457	1,190
WIC (Tickets) [22]	688	619	315	-	5,630	6,110
Unified Workforce Development (Participants) [23]	**34**	**40**	**40**	**50**	**50**	**-**
% Currently Employed	*85%*	*83%*	*93%*	*74%*	*74%*	-
Customers Accessing Multiple Services, Same Visit	**1,169**	**929**	**515**	**-**	**8,182**	**6,347**
% Customers Accessing Multiple Services, Same Visit	*15%*	*16%*	*15%*	-	*14%*	*9%*

Context for Key Performance Indicators

1. The Community Resource Center (CRC) was closed to the general public March 18-April 30 in alignment with Mecklenburg County's efforts to protect customers and employees during the COVID-19 pandemic.
2. Most CRC customers check-in for their primary service at a kiosk and receive a printed ticket, and can be transferred to any other service(s) using their same ticket throughout the day. **Total Ticket Volume** indicates the number of customers who received a ticket.
3. **Table B** indicates the number of customers who received each CRC service. Each customer can receive multiple services within a single visit. Prior to FY20, the Department Management Report indicated only the ticket's initial service. Ticket data is captured in the Customer Relationship Management (CRM) Queuing System; all other data is collected manually.
4. One or two days each week, a **Central Piedmont Community College (CPCC)** Education Navigator assists customers in exploring and moving toward a college/training program of their choice. CPCC service delivery at the CRC began in June 2019.
5. During the summer months, any child or youth (ages 1 to 18) may receive free lunch at the CRC via the **Charlotte-Mecklenburg Schools (CMS) Summer Food Service Program**. Reported data is for the entire summer program (6/12/2019 - 8/9/2019; 6/14/2018 - 8/10/2018).
6. In April 2020, community partner **Charlotte Works** provided employment opportunities to 14 customers; 9 obtained employment (64%), with salaries between $24,960 and $45,760.
7. **Novant Health's** community health team connects CRC customers with providers and other community resources, completes biometric screenings, and provides health education and patient advocacy. Service delivery at the CRC began in June 2019.
8. DCR's partnership with nonprofit **Promising Pages** provides a free book to every child visiting Kid's Corner. The decline in the number of distributed books results from a decline in the number of children visiting Kid's Corner.
9. The majority of **Computer Lab** customers (75% YTD) utilize the lab for assistance with DSS requests.
10. Beginning in September 2019, customers requesting only a print-out of their Food & Nutrition Services (FNS) Recertification are fast-tracked to the **Document Counter**. This process was put in place to manage high volume and to decrease customer wait times. Year-to-date, Document Counter has accepted 642 recertifications. These tickets are grouped in the table with other FNS tickets.
11. 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. With the CRC closed to the public March 18-April 30, the Food Pantry provided only seven-day referrals.
12. **Kid's 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. Employees who staff Kid's Corner and promote it to customers are reassigned to other areas during periods of high volume or staff shortages, leading to a decrease in children served YTD. Customer volume in the Kid's Corner also declines when school is in session.
13. Effective February 25, 2020, **Criminal Justice Services (CJS)** clients are able to contact their case manager via videoconference while onsite at the CRC, eliminating the need for clients to travel to the respective CJS agencies.
14. **Community Support Services (CSS)** provides support to Veterans through its **Veterans Services Division**.
15. **Emergency Services** provides assistance paying housing and utilities to eligible families experiencing a financial emergency. The decline in tickets results in part from a change in the contract between DSS and Crisis Assistance Ministry (CAM), redirecting customers directly to CAM for emergency services.

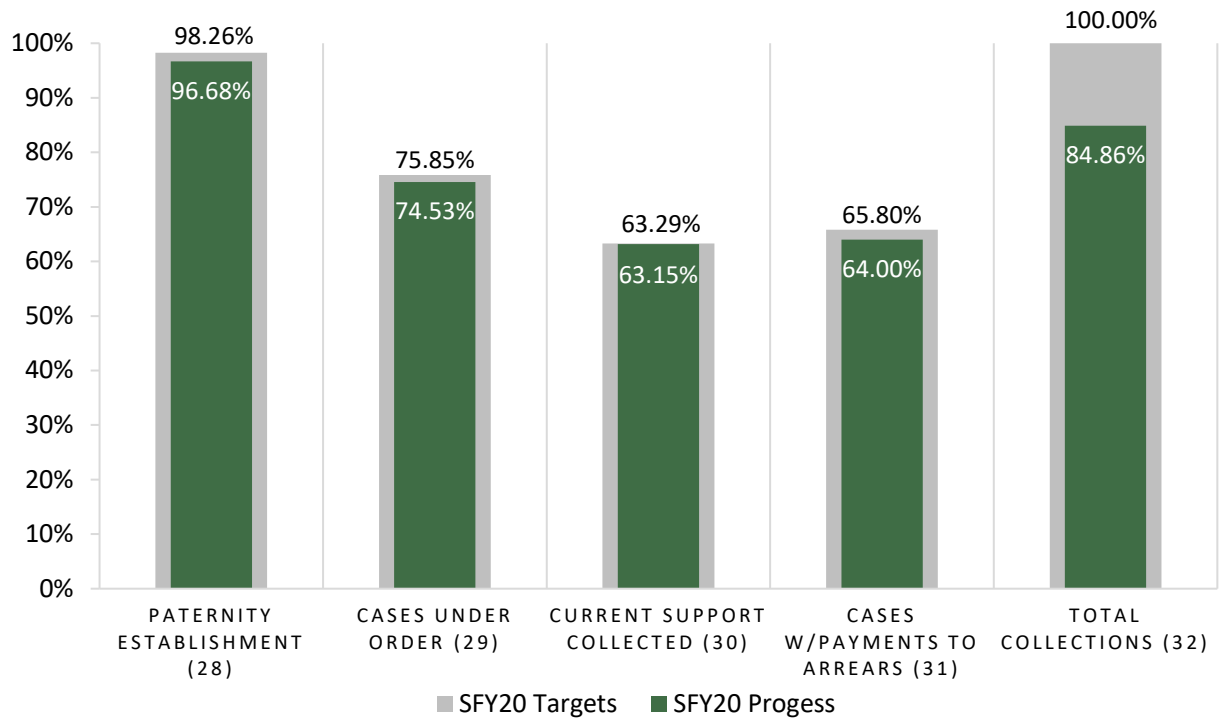
16. **Employment Services** provides Work First Family Assistance customers with resources to assist them on their path to self-sufficiency. Services include basic education, skills training, child care, transportation, job coaching and mentoring. Caseworkers often provide services in the community to accommodate clients working or participating in job readiness activities.
17. **Food & Nutrition Services** provides food assistance ("food stamps") to households with limited income and resources.
18. The **Program Integrity Unit (Fraud)** investigates possible fraud/abuse of public assistance programs and recoups overpayments.
19. **Qualified Professional Substance Abuse (QPSA)** assessments are provided by appointment through Anuvia Prevention & Recovery Center.
20. **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.
21. **Case Management for At-Risk Children (CMARC),** *formerly* Care Coordination for Children (CC4C), supports families with children at high risk for developmental delays by addressing barriers to care. Services are provided in the client's home or at other locations in the community. In October 2019, a CMARC case manager began engaging customers in the CRC lobby two days per week to provide information and answer questions about the program and its services. CMARC did not visit the CRC in March or April 2020.
22. 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.
23. Mecklenburg County's **Unified Workforce Development Program** serves clients who face barriers to employment by providing rapid employment, individualized support, and long-term retention services. The program transferred to DCR in FY20. The number of active participants is reported year-to-date.

TABLE C HHS Mail Processing [24]	Jan	Feb	Mar	Apr	YTD FY20	YTD FY19
Total Outgoing Mail	**71,462**	**56,756**	**59,582**	**51,341**	**557,459**	**504,994**
Child Support Services (CSE) [25]	11,701	12,413	15,191	15,291	126,775	93,280
Community Support Services (CSS)	447	216	111	524	2,992	987
Dept. of Social Services (DSS) [26]	46,586	39,851	39,198	32,061	378,193	398,747
Public Health	4,924	4,276	5,082	3,465	41,695	11,980
Other [27]	7,804	-	-	-	7,804	-

Context for Key Performance Indicators

24. Full integration of the Health & Human Services (HHS) departments into the consolidated HHS Mailroom was staggered in FY19: Child Support Services in October 2018; Community Support Services (CSS) and Public Health in January 2019. In August 2019, the Mailroom added several other CSS and Public Health locations to its portfolio.
25. Virtual mail processing volume for Child Support Services (CSE) increased in March and April 2020 as a result of accommodations for COVID-19.
26. DSS outgoing mail volume fluctuates based on caseload.
27. In January 2020, HHS Mail Services processed the mailing of W-2s for all County departments.

TABLE D
Child Support Progress vs. State Targets, State Fiscal Year 2020 (SFY20)
Data as of April 2020



Context for Key Performance Indicators

Child Support Services (CSE) continuously monitors its progress against State targets for the following five measures and implements strategies to meet State standards:

28. **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. This measure is on track to meet the FY20 state target.
29. **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. This measure is not currently on track to meet the FY20 state target; however, 74.53% is the highest achieved percentage in Mecklenburg County Child Support Services history. A strategy has been implemented to increase the percentage of cases under order and will be adjusted as necessary.
30. **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 Child Support Services, which is consistent and dependable support payments provided to families. This measure is on track to meet the FY20 state target. The COVID-19 pandemic court closure and NC State non-enforcement of bank levies is having a direct impact on this performance target. Additional strategies related to garnishing Unemployment Insurance Benefits have been implemented to increase the percentage of current support collections.

31. **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. This measure is on track to meet the FY20 state target.
32. **Total Collections*** is the sum of current support plus arrears collected SFYTD, divided by the State's recommended annual target in a single fiscal year. As of April 2020, CSE has collected $44,370,388.55 which is the numerator. The denominator is $52,286,476.67 which is also the year-end target. CSE is on track to meet the FY20 state target.

*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 2019 was $52,286,476.67.