Mecklenburg County

COVID-19
Strategic Recovery Plan
Year One Evaluation

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Board of County Commissioners Public Policy Meeting
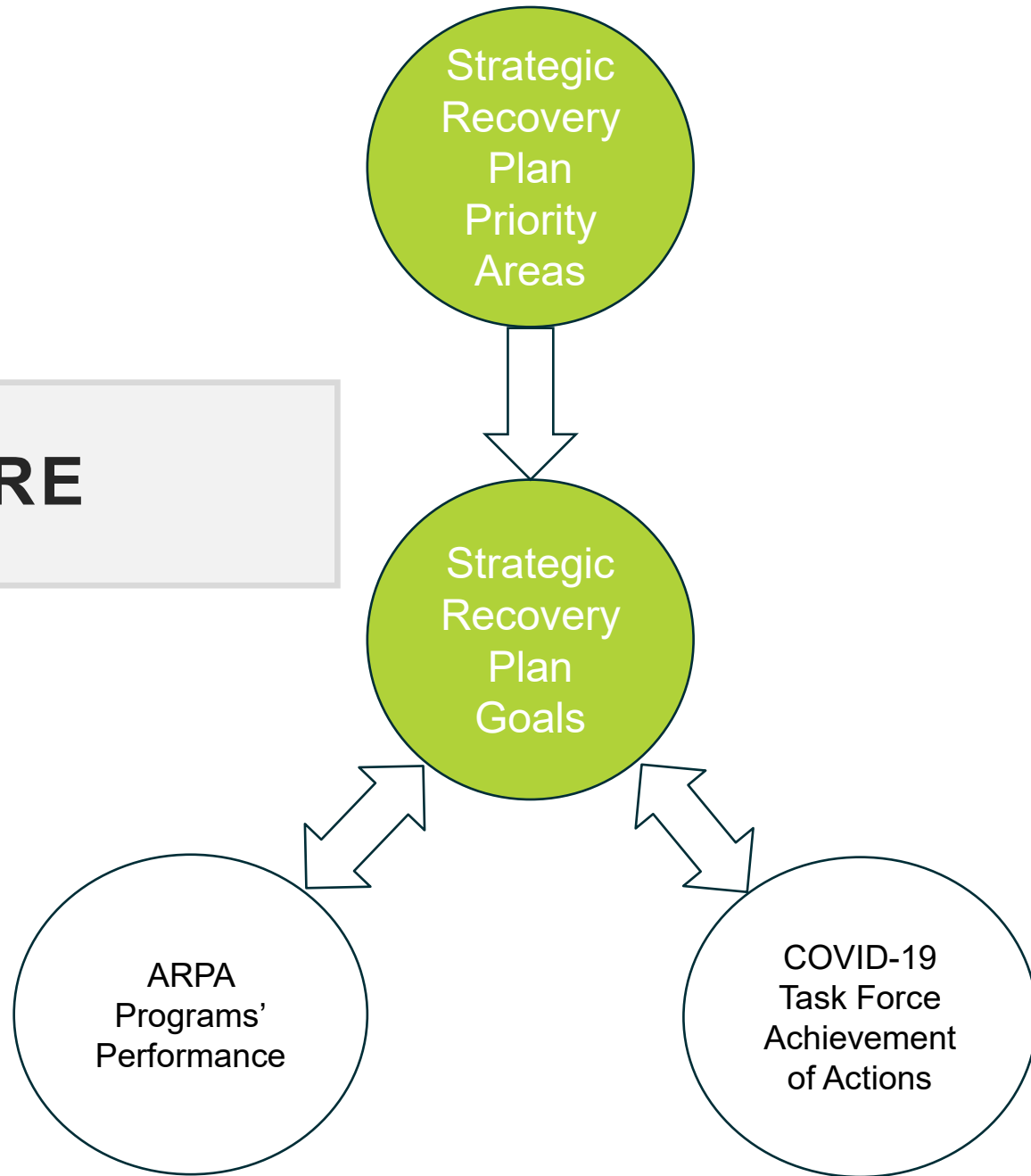
May 14, 2024

COVID-19 STRATEGIC RECOVERY PLAN STRUCTURE (PRIORITIES AND GOALS)

The Plan is categorized into five priority areas, each of which are home to one or more goals for Mecklenburg County to progress toward.

Behavioral Health & Health Equity	Affordable Housing & Homelessness	Workforce & Economic Development	Parks, Environment, & Infrastructure	Childcare & Early Childhood Education
Goal 1: Improve behavioral health outcomes by increasing access to resources, services, and programming	**Goal 1:** Reduce and prevent homelessness & housing instability	**Goal 1:** Increase access to training and employment opportunities to meet workforce demands of now and in the future	**Goal 1:** Enhance the land and water quality through strengthened infrastructure	**Goal 1:** Increase access to affordable, quality childcare and education for children and families
Goal 2: Reduce health disparities through expansion of access to healthcare and health literacy		**Goal 2 :** Strengthen organizations by equipping them with the tools to be resilient and provide work as aligned to County programs and services	**Goal 2:** Improve the physical infrastructure for parks, amenities, and greenways	
Goal 3 Increase food security with individuals and families				

Plan Approved December 2021

EVALUATION STRUCTURE

Strategic Recovery Plan Priority Areas

Strategic Recovery Plan Goals

ARPA Programs' Performance

COVID-19 Task Force Achievement of Actions

EVALUATION BRIEF

- Staff from the Finance Department (FIN) and the County Manager's Office (CMO)/Office of Strategy & Innovation (OSI) Team collaborated to gather ARPA related information for the Strategic Recovery Plan Year One Evaluation

  - 35 programs were funded through the Round One application process and were evaluated

  - 16 projects were funded outside of the Round One application process and thus were not evaluated

- Staff from the OSI Team collaborated with internal County departments to gather updates to the COVID-19 Recovery and Renewal Task Force (the Task Force) action work

  - 60 actions were recommended by the Task Force

    - 14 actions were considered complete

    - 42 actions were considered in-progress

    - 4 actions were not considered for further action from the County

- This evaluation focuses on activities that occurred between March 2022 through June 2023

- Both quantitative (numerical results) and qualitative data (program and performance context) were obtained and reviewed

EVALUATION LEGENDS

ARPA Program Evaluations

Evaluation Categories	Definitions
Successful	Program met holistic service or capital expectations for Year One
Progressed	Program advanced services or capital in Year One but did not meet holistic expectations
Unsuccessful	Program did not advance services or capital and generally did not progress what they intended
Not Evaluated	Program either did not have targets for Year One or were removed from the evaluation due to issues beyond the control of the program

Task Force Action Status Updates

Statuses	Definitions
Complete	Work related to an action has been accomplished
In-progress	Work related to an action is currently underway
Not started	Work related to an action has not begun
No action planned by County	No steps toward completing an action are recommended

6

Priority Area 1: Behavioral Health and Health Equity (Overview)

Goal 1: Improve behavioral health outcomes by increasing access to resources, services, and programming		Goal 2: Reduce health disparities through expansion of access to healthcare and health literacy		Goal 3: Increase food security with individuals and families	
ARPA Programs	Task Force Actions	ARPA Programs	Task Force Actions	ARPA Programs	Task Force Actions
8	6	5	27	1	5

Priority Area Summary:

- Over 22,000 individuals received behavioral health treatment, additionally 23,000 received food through a grocery home delivery program

- Five programs completed capital improvements to expanded their physical space, increasing capacity to serve thousands more, including a residential facility for men seeking sobriety

- Nine out of 38 Task Force Actions were completed by the end of Year One, 27 remained in-progress, and there were two items for which the County is not taking action

Evaluator Comments:

- Investments made in these programs and as aligned to the Task Force Actions greatly helped increase access to health resources, services, and programming

- Food security was greatly enhanced by specific and targeted programs and initiatives

Limitations:

- The reduction of health disparities is an ongoing evaluation given the timing of the multi-year ARPA investments

- One ARPA funded program was not able to be evaluated due to a need for the program to complete capital initiatives before serving customers

Priority Area 1: Behavioral Health and Health Equity

Goal 1: Improve behavioral health outcomes by increasing access to resources, services, and programming
(ARPA Programs)

Programs	Evaluation	Summary of Findings
The Center for Community Transitions (CCT)	Successful	• Greatly exceeded target for number of counseling sessions provided to women • 96% of residents (53 out of 55) gained employment after incarceration
Charlotte Rescue Mission (CRM)	Successful	• Constructed a new, state of the art, residential facility to serve men pursuing sobriety • Led 156 men to recovery and graduation through their residential program
Grace Mar Empowering Fathers Program	Successful	• All fathers (25) were uninsured & received mental health services for their first time • Program was highlighted on MeckEffect, demonstrating positive change for families
Mental Health America (MHA)	Successful	• Transformed existing physical space to extend counseling services targeted for uninsured and people of color • Initiated a communication campaign to reduce mental health stigma in communities of color that reached millions (i.e., tracked as impressions) through radio and billboards

Priority Area 1: Behavioral Health and Health Equity

Goal 1: Improve behavioral health outcomes by increasing access to resources, services, and programming
(ARPA Programs Cont'd)

Programs		Evaluation	Summary of Findings
	Pat's Place	Successful	• Greatly exceeded targets for number (1,300) of children & caregivers they served with a trauma-informed team of mental health professionals • Outpaced targets set for providing consultations and assuring children are referred to appropriate, evidence-based practices for treatment
	Promise Resource Network	Successful	• Prevented hospitalization for 94 individuals through their respite program • Operated an adequately staffed, peer-run "warm-line" with a 100% de-escalation rate
	Right Moves for Youth	Successful	• Surpassed target for conducting group sessions (500) for middle and high schoolers to address social-emotional well-being of youth • Noted reductions in depressed mood, anxiety, & displaying risky behaviors within the student population served
	Teen Health Connection	Not Evaluated	• Transformed existing space to create five new behavioral health treatment rooms • During this Year One, one output target was set, that is to accomplish capital expansion • Targets are set in Year Two to onboard new therapists and increase behavioral health patient volume and patient outcomes

Priority Area 1: Behavioral Health and Health Equity

Goal 1: Improve behavioral health outcomes by increasing access to resources, services, and programming
(Task Force Actions)

All Task Force Actions

1
5

FY2023 Statuses
- Complete
- In-progress

Highlighted Task Force Actions*	Statuses	Updates
32H: Increase funding and resources for substance abuse treatment, therapy, recovery and care	In-progress	• Mecklenburg County staff and the Substance Use Disorder Task Force developed the 2023 to 2025 "Wave One Spending Plan" to strategically plan the initial utilization of Mecklenburg County's $73M Opioid Settlement disbursement • Mecklenburg County staff provide day to day services to those with substance use disorders
33H: Inventory access to mental health care for employees among educational, childcare, and adult care providers and devote targeted resources to fill in gaps where needed for front line workers in these sectors	In-progress	• Mecklenburg County contracted with a vendor to begin a community behavioral health gap analysis • Mecklenburg County staff partnered with Alliance Health staff to update the Network Adequacy and Accessibility Analysis • The MECK Pre-K Program continued to provide monthly reimbursements for health insurance to provide wider access to care for all MECK Pre-K teachers

*Actions shown here are a sub-selection to highlight the work done under this priority area. The full list of action updates can be found in the appendix.

Goal 2: Reduce health disparities through expansion of access to healthcare and health literacy
(ARPA Programs)

Programs		Evaluation	Summary of Findings
	Camino Community Development Corporation	Successful	• Renovated their building, adding five therapy rooms, offices, and a play area for children, to address needs of underserved Latino immigrants • Greatly exceeded target for number of individuals served (over 2,000)
	Care Ring	Successful	• Expanded program by creating an additional team within their Nurse-Family Partnership program, serving low-income, pregnant women and mothers • Targeted population delivered 38 babies while having supports of this program known to improve pre- and post- natal outcomes
	Project 658 Hope Community Clinic	Successful	• Purchased building to expand Hope Community Clinic to meet medical and behavioral needs of uninsured and underinsured population • Greatly outpaced target (50) set for number of individuals (216) that received psychiatric services
	University City Foundation	Successful	• 100% of individuals completed housing stability counseling • Outpaced targets set for number of individuals who get linked to resources to address household food insecurity and physical health needs
	Vision to Learn	Successful	• Far exceeded targets set for number of students who received an eye exam and for the number of students provided eyeglasses

Priority Area 1: Behavioral Health and Health Equity

Goal 2: Reduce health disparities through expansion of access to healthcare and health literacy
(Task Force Actions)

All Task Force Actions

7		
18		
2		

FY2023 Statuses

- 🟩 **Complete**
- 🟦 **In-progress**
- ⬛ **No action planned**

Highlighted Task Force Actions*	Statuses	Updates
1H: Create and implement a comprehensive health communications and community outreach/ engagement program	In-progress	• Mecklenburg County: • Hired its first Director of Health Equity to create guidelines and frameworks that will be used across the Public Health Department • Completed a major tobacco prevention and cessation communication campaign in FY2023 and planned a healthy food campaign for FY2024
9H: Expand the County's community health workers program to help build relationships, understanding of needs, and awareness of resources between healthcare providers and residents in local areas and communities	In-progress	• Mecklenburg County launched two new initiatives to help support community health workers (CHWs): • A Stakeholder Advisory Collaborative (SAC) comprised of organizations that employ or invest in CHWs • A coalition for current and future CHWs, called the Queen City Community Connect Coalition • From July 2022 to May 2023, CHWs connected 216 unduplicated clients to basic needs/care resources

*Actions shown here are a sub-selection to highlight the work done under this priority area. The full list of action updates can be found in the appendix.

Priority Area 1: Behavioral Health and Health Equity

Goal 3: Increase food security with individuals and families
(ARPA Programs)

Program		Evaluation	Summary of Findings
	Nourish Up (Previously known as Loaves & Fishes/ Friendship Trays)	Successful	• Greatly exceeded the target (7,600) for number of residents (23,447) receiving food through the home delivery program • Exceeded all outcome targets set for Year One - indicates residents are more financially secure, eating healthier, and have improved food security

Goal 3: Increase food security with individuals and families
(Task Force Actions)

All Task Force Actions

	1
	4

FY2023 Statuses

■ **Complete**
■ **In-progress**

Highlighted Task Force Action*	Status	Updates

5C: Expand access at the neighborhood level with more small pop-up markets, gardens and mobile fresh food buses	In-progress	• Mecklenburg County:
		   • Established eight new edible landscape sites in Public Health Priority Areas
		   • Worked with farmers markets (16 total) to accept Supplemental Nutrition Assistance Program (SNAP) benefits through the Double Bucks Program
		   • Expanded the Healthy Corner Store Refrigeration Program by two, for a total of seven stores
		   • Completed a 16-week "Fresh, Healthy, Local" communication campaign to build awareness for the Double Bucks Program at farmers markets and healthy corner stores
		   • Partnered with the Latin Chamber of Commerce to distribute over 3,900 nutritionally balanced meals to low-income Hispanic/Latin American residents
		   • Provided 78,252 meals to 560 senior citizens through the Senior Nutrition Program
		   • Provided food resources to clients of the Community Support Services Department through a partnership with Ada Jenkins. Ada Jenkins assisted 1,886 clients

*The action shown here is a sub-selection to highlight the work done under this priority area. The full list of action updates can be found in the appendix.

Priority Area 2: Affordable Housing & Homelessness (Overview)

ARPA Programs	Task Force Actions
7	7

Goal 1: Reduce and prevent homelessness & housing instability

Priority Area Summary:

- Over 9,000 individuals were served with housing support and retention services and 86 new landlords were recruited to provide low-income housing options

- Two programs focused on purchasing land in the county, eight parcels in total, to reserve for affordable housing

- Five out of seven Task Force Actions remained in-progress and two were planned for no further action

Evaluator Comments:

- Investments made in these programs and as aligned to the Task Force Actions greatly helped increase access to housing security resources, helped individuals stay housed, and helped shelter individuals who were unhoused

- The addition of affordable housing landlords and the purchase of property increased the long-term amount of affordable housing options for County residents

Limitations:

- The affordable housing needs of residents is an ongoing evaluation given the timing of the multi-year ARPA investments

- One ARPA funded program was not able to be evaluated due to a need for the program to complete capital initiatives before serving customers

Priority Area 2: Affordable Housing & Homelessness

Goal 1: Reduce and prevent homelessness & housing instability
(ARPA Programs)

Programs		Evaluation	Summary of Findings
	Freedom Fighting Missionaries	Successful	• Greatly exceeded target (87) for number of individuals served (1,351) • Able to scale most services to match the increased demand on the program
	Habitat for Humanity	Successful	• Purchased two parcels as originally intended • At least one parcel met the B-rated school and home sale price criteria as intended
	Housing Collab (Social Serve)	Successful	• Recruited 86 new landlords to provide affordable housing units • Came close and even exceeded outcome targets tracking housing retention and housing placements in high economic areas
	Pineville Neighbors Place	Successful	• Assisted 197 households stay housed with a 93% housing retention rate after 6 months • Provided an average of $1,001 in rental assistance to households

Priority Area 2: Affordable Housing & Homelessness

Goal 1: Reduce and prevent homelessness & housing instability
(ARPA Programs Cont'd)

Programs	Evaluation	Summary of Findings
Roof Above	Successful	• Greatly exceeded number of unduplicated individuals (7,121) sheltered at the Giles Center and the number of bed nights provided (59,552)
The Relatives	Successful	• Served 192 young adults over original target (40) • Maintained "Housing First" philosophy by exceeding all stable housing outcomes
Smithville Community Coalition	Not Evaluated	• This is mainly a capital-based project • No targets were set in Year One for the program's outcome

Priority Area 2: Affordable Housing & Homelessness

Goal 1: Reduce and prevent homelessness & housing instability
(Task Force Actions)

All Task Force Actions	Highlighted Task Force Actions*	Statuses	Updates
5 (In-progress) **2** (No action planned) FY2023 Statuses ■ **In-progress** ■ **No action planned**	**1E:** Provide direct financial assistance as eviction moratoriums end	In-progress	• DreamKey Partners distributed all $6.7M in Round One Federal Emergency Rental Assistance (ERA) funds and nearly all of the $5.3M Round 2 ERA funds 　• Only $512K remained to be spent in FY2024 • 10,267 unduplicated individuals were served with ERA funds. 6,260 received ERA funding more than once • Through Mecklenburg County vendor funding, Legal Aid and the Center for Legal Advocacy provided eviction prevention and diversion services to 726 tenants at risk of eviction 　• 635 evictions were prevented and 73 evictions were delayed • Mecklenburg County's Housing Innovation and Stabilization Services (HISS) reported a housing stability rate of 90% • HISS built landlord relationships to increase available housing options for Community Support Services (CSS) Department clients and launched a landlord digest to help inform these landlords about housing programs • Mecklenburg County's Client Benefit Fund helped 31 CSS clients through a total of $31K in direct assistance for critical housing needs
	2E: Provide increased supports to organizations providing temporary or crisis assistance to those experiencing homelessness or in imminent threat of homelessness	In-progress	
	3E: Expand resources for deposit, application fee and service fee waivers that are often barriers to those experiencing homelessness	In-progress	
	4E: Increase resources to agencies involved in supporting tenants' awareness of rights, responsibilities, and resources in times of need	In-progress	

*Actions shown here are a sub-selection to highlight the work done under this priority area. The full list of action updates can be found in the appendix.

Priority Area 3: Workforce & Economic Development (Overview)

Goal 1: Increase access to training, work, and employment opportunities for essential workers to meet workforce demands of now and in the future		Goal 2: Strengthen organizations by equipping them with the tools to be resilient and provide work as aligned to County programs and services	
ARPA Programs	Task Force Actions	ARPA Programs	Task Force Actions
7	7	0	7

Priority Area Summary:

- Over 2,500 individuals were provided job and education training and job placement services

- 120 individuals were placed into jobs

- Five Task Force Actions were completed by the end of Year One and nine remained in-progress

Evaluator Comments:

- Investments made in these programs and as aligned to the Task Force Actions helped increase job preparedness via education and training opportunities and further helped meet workforce demand by placing individuals into open positions

- Work aligned to the Task Force Actions helped strengthen local businesses by providing business loans, providing space for non-profit support, and advocating for diversity investments and second-chance workers

Limitations:

- Strengthening the local workforce and business environment is an ongoing evaluation given the timing of the multi-year ARPA investments

- For one ARPA program, no initial targets were set by the program. As such, the program was not able to be evaluated

Priority Area 3: Workforce & Economic Development

Goal 1: Increase access to training, work, and employment opportunities for essential workers to meet workforce demands of now and in the future
(ARPA Programs)

Programs	Evaluation	Summary of Findings
Angels and Sparrows	Successful	• Most output and outcome targets were met or exceeded • 87% of students either maintained or improved their reading or math scores
Charlotte Mecklenburg Black Chamber of Commerce*	Successful	• Program helped 93% of clients complete needed certifications and find jobs in the health field and 90% found job placements • Increased client income by 80% overall and reduced critical vacancies in Dental and Orthopedic jobs by 27%
City Start Up Labs	Successful	• Over 70% of participants completed the Learn/Earn/Build workforce training • Program served 27 clients, though only the first cohort (14 clients) completed training in the year
International House	Successful	• Greatly exceeded target (600) for number of individuals served (1,945) • Met or exceeded targets for immigration and language needs in a time of increased demand for these needs in Mecklenburg County due to migration

*Program was aligned to one strategy in Behavioral Health & Health Equity and two strategies in Workforce and Economic Development

Priority Area 3: Workforce & Economic Development

Goal 1: Increase access to training, work, and employment opportunities for essential workers to meet workforce demands of now and in the future
(ARPA Programs Cont'd)

Programs	Evaluation	Summary of Findings
National Center on Institutions and Alternatives	Successful	• Over 80% of clients obtained an industry recognized credential, increasing their skill-based employability • Average hourly wage for clients was $4 higher than originally targeted
PowerUp USA	Successful	• Graduated 100% of adult clients from the program's digital literacy/job preparedness course which helped 29 clients (80%) obtain employment • Graduated 112 out of 115 (97%) students from the coding/ gaming/ filmmaking programs • Helped 143 artists increase their funding, networking, and collaboration opportunities
Aspire Community Capital	Not Evaluated	• No targets were set for this program in Year One, so no evaluation could be performed

Priority Area 3: Workforce & Economic Development

Goal 1: Increase access to training, work, and employment opportunities for essential workers to meet workforce demands of now and in the future
(Task Force Actions)

Task Force Actions

2

5

FY2023 Statuses

- 🟩 **Complete**
- 🟦 **In-progress**

Highlighted Task Force Actions*	Statuses	Updates
7E: Revisit and analyze the recommendations of the Opportunity Task Force (now Leading on Opportunity) to grow economic mobility	In-progress	• Mecklenburg County collaborated with Leading on Opportunities (LOO) to gather and report County dollars invested from FY2021 to FY2023 in support of non-profits in the community • LOO planned to use this information, along with other private sector data to update its "Opportunity Compass"
12E: Increase investments in programs for job training, workforce preparedness and connecting job seekers to employers with open positions	In-progress	• Mecklenburg County utilized $94K of a $1M three-year grant from the Department of Labor to hire an employment coordinator and two case managers • These staff helped 78 clients begin various training programs • Using $125K in participatory budgeting funding, Mecklenburg County partnered with Lake Norman Economic Development to connect 19 high school students to paid internships • Mecklenburg County also funded $226K to She Built This City and $199K to The ROC to extend workforce development training for residents

*Actions shown here are a sub-selection to highlight the work done under this priority area. The full list of action updates can be found in the appendix.

Priority Area 3: Workforce & Economic Development

Goal 2: Strengthen organizations by equipping them with the tools to be resilient and provide work as aligned to County programs and services
(Task Force Actions)

Task Force Actions

	Highlighted Task Force Actions*	Statuses	Updates
	11E: Incentivize training and hiring of second-chance workers for Mecklenburg County employment opportunities, companies doing business in Mecklenburg County today and for companies considering locating to Mecklenburg County	In-progress	• Mecklenburg County does not use criminal histories as an exclusionary factor when hiring for County positions and encourages companies who want to do work in the county to consider policies around the non-exclusion of justice-involved individuals from employment opportunities • Mecklenburg County created a vocation and professional development guide for both justice-involved individuals and for employers

	14E: Explore programs to sustain small businesses in our local economy by matching these small businesses that offer goods and services to community customers with large corporations in our area (such as Amazon) that have marketing, logistics, and distribution capacity	In-progress	• Mecklenburg County began implementing the recommendations of the Office of Economic Development Disparity Study including:
			  • Allocating more staffing and resources to the County's Minority, Women, and Small Business Enterprise (MWSBE) program
			  • Meeting MWSBE subcontracting goals
			  • Encourage subcontractors to make good faith efforts to include MWSBE companies
			  • and other recommendations

3

4

FY2023 Statuses
- ■ Complete
- ■ In-progress

23

*Actions shown here are a sub-selection to highlight the work done under this priority area. The full list of action updates can be found in the appendix.

Priority Area 4: Parks, Environment, & Infrastructure (Overview)

Goal 1: Enhance the land & water quality through strengthened infrastructure		Goal 2: Improve the physical infrastructure for parks, amenities, and greenways	
ARPA Programs	Task Force Actions	ARPA Programs	Task Force Actions
1	0	0	1

Priority Area Summary:

- 10 homes had dangerous lead pipes completely removed and replaced in only two months

- The one Task Force action remained in-progress

Evaluator Comments:

- Investments made in the Cherry Community Organization and as aligned to the Task Force action helped address aspects of the County's infrastructure by replacing lead-based piping and helped improve our park offerings by beginning the process of public Wi-Fi installations and enhancements

Limitations:

- Enhancing the County's natural environment and built infrastructure is an ongoing evaluation given the timing of the multi-year ARPA investments

Priority Area 4: Parks, Environment, & Infrastructure

Goal 1: Enhance the land & water quality through strengthened infrastructure
(ARPA Program)

Program	Evaluation	Summary of Findings
The Cherry Community Organization	Successful	• In only two months, this program identified the target number of low-income households for pipe replacement and proceeded to complete the replacements on 10 of the 13 homes • The program also started the process of identifying even more low-income households with lead pipe replacement needs

Priority Area 4: Parks, Environment, & Infrastructure

Goal 2: Improve the physical infrastructure for parks, amenities, and greenways
(Task Force Action)

Task Force Actions

1

Highlighted Task Force Action*	Status	Updates
9E: Require publicly available, broadband access to Wi-Fi in all County public spaces	In-progress	• Through an application submitted by the Park and Recreation Department (PRK), $1.3M was allotted to seven recreation centers, six County parks, and one indoor pavilion to receive public Wi-Fi connections and enhancements • A Request for Procurement (RFP) was posted for a vendor to manage the Wi-Fi service offerings at these County PRK facilities

FY2023 Statuses

■ **In-progress**

*The action shown here is a sub-selection to highlight the work done under this priority area. The full list of action updates can be found in the appendix.

Priority Area 5: Childcare & Early Childhood Development (Overview)

Goal 1: Increase access to affordable, quality childcare and education for children and families

ARPA Programs	Task Force Actions
6	0

Priority Area Summary:

- A mix of 323 children and families were provided early childhood education services, including parent to child engagement training, pre-k readiness, and supplemental elementary education

- Additionally, over 1,900 early education books and toys were distributed to participating families with young children

- No Task Force Actions were aligned to this priority area

Evaluator Comments:

- Investments made in these programs greatly helped increase access to childcare resources, services, and programming, specifically for residents who may otherwise have had difficulties accessing quality childcare

Limitations:

- Increasing access to affordable and quality childcare is an ongoing evaluation given the timing of the multi-year ARPA investments

- Due to changes in one ARPA funded program, both measures and targets were not available for the evaluation

Priority Area 5: Childcare & Early Childhood Development

Goal 1: Increase access to affordable, quality childcare and education for children and families
(ARPA Programs)

Programs	Evaluation	Summary of Findings
Charlotte Community Services Association (CSA)	Successful	• Program was able to complete the capital improvements needed to ensure their facility met County safety standards. This was the main element preventing this program from achieving a higher preschool quality ranking
Charlotte Bilingual Preschool	Successful	• Greatly exceeded target (26) for individuals served (81) • Successfully helped families engage with their community, strengthened inter-family engagement, and increased school readiness domains with 74% children evaluated

Creating Opportunities for Resident Empowerment (CORE), Inlivian	Successful	• Results are low but this is due to two factors:
		  • Services began late (in November)
		  • Two phased service (cycle 1 and 2). Many children did not enter cycle 2 and thus could not be counted into some outcomes
		• For most measures, program was on track to meet targets if given a full 12 months

The Summer Camp Fund	Successful	• Sent four more children to camps than originally expected with less than two months to prepare (contract signed in May, summer camps began in June) • Chose quality camps to send these kids to as shown by the exceeded camp quality scores (outcomes)
ourBRIDGE*	Not Evaluated	• Program was operating under a different set of targets for five out of 12 measures but was not corrected by County program staff
Smart Start of Mecklenburg County	Not Evaluated	• Received permission to forgo tracking outcomes in Year One. Program instead assessed the landscape of existing home visiting services and performed a gap analysis to determine community need for child/family visiting services

*Program was aligned to one strategy in Behavioral Health & Health Equity and one strategy in Childcare & Early Childhood Development

OVERALL EVALUATION LIMITATIONS

Long-term Impacts versus Short-term Progress
- Impact refers to the results of long-term outcomes
- One year is not enough time for these programs to produce long-term results, especially since many had to also set up their program in Year One
- Future evaluations may be better indications of program outcome and success

Measuring Impact with Performance Targets
- Impact can only be measured when performance targets are set
- The COVID-19 Task Force Actions did not have targets or measurements

Variation in Year One Context
- Information received from each ARPA program varied and thus is reflected in the length of context provided in the evaluation report
- Some programs were operational for 16 months while others took some time to set up before they began providing services

Turnover in ARPA Program Staff and County Staff
- Staff from both the County and ARPA programs have experienced turnover, creating some challenges with institutional knowledge of the ARPA programs and performance measures

Validating and Communicating Monthly Performance Results
- Monthly data validating process sometimes resulted in knowledge gaps with ARPA programs
- The variance between the County's validated data and ARPA program's historic data caused challenges in reconciliation of data questions
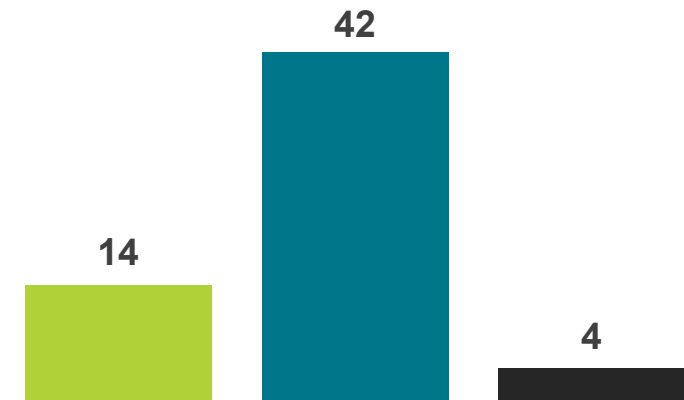
"Other" Round One ARPA Projects/Programs
- 16 projects/programs were funded outside the regular application process and not aligned to strategies in the SRP; therefore, they could not be included in the Round One SRP evaluation

OVERALL EVALUATION SUMMARY
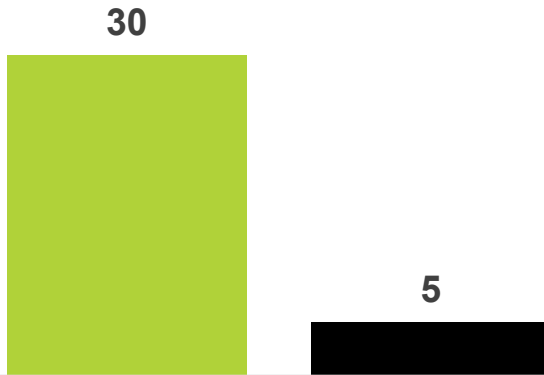
ARPA Programs
- Successful: 30
- Not Evaluated: 5

COVID-19 Task Force Actions
- Complete: 14
- In-progress: 42
- No action planned: 4

- All **Round One ARPA Programs** included in this evaluation generally progressed their services to the extent possible given the variability of initiating services in the first year of funding

- Programs focused on direct services were able to provide the much-needed services in community

- Some programs required capital investment first and completion of capital projects before directly servicing customer customers

- Though the Office of Strategy & Innovation (OSI) team was not able to evaluate the five programs categorized as "Not evaluated," these programs were also seen to have generally progressed their services to the extent possible

- Good progress was made in FY2023 toward completing the COVID-19 Task Force Actions
  - Six moved from "In-progress" to "Complete"
  - None remained "Not started"