



MECKLENBURG COUNTY

FY2017-2019
DEPARTMENT STRATEGIC BUSINESS PLANS

MID-YEAR UPDATE

July – Dec. 31, 2016

TEAM PREPARED BY:

COUNTY DEPARTMENTS
STRATEGIC PLANNING & EVALUATION



FY17

Strategic Business Plan Quarter 2 Report (October - December 31, 2016)

Mark Hahn, Asset and Facilities Management

Department: Asset and Facility Management

FY17 STRATEGIC BUSINESS PLAN - QUARTERLY TRACKING WORKSHEET

Q2 (October 1 - December 31, 2016)

GOAL 1: Implement the "Bringing Mecklenburg County to You" master plan projects					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Deliver projects to meet or exceed established schedules, budgets and project milestones, while providing high quality work environments for County employees	In Progress	In Progress			
GOAL 2: Establish and implement a long term plan for fleet maintenance					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Determine the most cost effective and efficient method of providing fleet maintenance services to customers	In Progress	In Progress			Restated/Amended Interlocal Consolidation Agreement has been prepared and is under review by City. City is still reviewing the Scope of Work.
GOAL 3: Enhance security perception of employees in County/Library facilities					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Provide a safe and secure work environment for employees and improve the satisfaction of employees with security	In Progress	In Progress			<p>Additional camera installation for video surveillance is complete. New position has been created in HR and is being advertised. RFQ for security consultant for security master plan has been issued with submittals due Jan. 18, 2017. No funds have been spent on a security consultant or on the new position.</p> <p>Amount previously requested for new cameras was funded from the AFM FY16 operational budget. \$49,834 is for new Security Manager position only. \$179,000 was provided to AFM in the FY17 budget for developing an enterprise-wide security program.</p>
GOAL 4: stabilize facility maintenance program					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Provide outsourced services where the contract price and vendor performance are sufficient to meet the service level expectations	In Progress	In Progress			<p>GCA was selected as the "best value" maintenance provider and is currently under contract and performing satisfactorily.</p> <p>Budgeted Amount is for new maintenance vendor contract.</p>
GOAL 5: Reduce Mecklenburg County energy usage					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Reduce Mecklenburg County energy usage (kBTU/sq ft.) by 3.3% from a 2012 baseline	In Progress	In Progress			<p>Energy Manager position has been re-advertised. Interviews of two candidates will occur end of January. Strategy to implement "smart building" controls continues for the Woodard Center Renovation.</p> <p>No new operational funds budgeted.</p>
GOAL 6: Maintain Environmental Sustainability of Operations					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Adhere to environmentally preferable purchasing (EPP) guidelines	In Progress	In Progress			
Objective 2: Provide employees with opportunities to learn about and practice environmentally-friendly activities (via the County's Work Green program)	In Progress	In Progress			



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Strategic Business Plan Quarter 2 Report (October - December 31, 2016)

Lee Kessler, Charlotte-Mecklenburg Library

FY17 STRATEGIC BUSINESS PLAN - QUARTERLY TRACKING WORKSHEET

Q2 (October 1 - December 31, 2016)

GOAL 1: Increase community engagement, awareness and impact					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Increase total number of active cardholders by 55,398, so that 1 in 3 County residents are active cardholders. (Factoring in 2.5% annual growth in population.)	In Progress	In Progress			As of Jan 1, the Library has 407,710 active cardholders.
Objective 2: Contribute meaningfully and measurably to important community initiatives and partnerships	In Progress	In Progress			The Library is actively partnering with Read Charlotte on their goal of having 80% of third graders reading on grade level by 2025; collaborating with partners such as Nonprofit Technology Network and Google Fiber to provide greater access to digital resources for those who may not have access at home; and supporting the Charlotte Opportunity Task Force to develop a plan to move the needle on economic mobility.
Objective 3: Reinvent Main Library and its block into a magnet for the community and North Tryon's "town center" for lifelong learning, community engagement, digital literacy, connecting and sharing	In Progress	In Progress			The North Tryon Vision Plan was endorsed by the Mecklenburg BOCC; Sixth & Tryon Committee continues to meet; Main Library Program Committee has been formed.
GOAL 2: Innovate to support 21st century access					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Provide accessible, convenient library services within 15 minutes of every County resident	In Progress	In Progress			The Library has prepared a ranked list of projects in preparation for the County's next CIP process.
Objective 2: Provide access to the Library's resources, programs and services to all County residents with barriers	In Progress	In Progress			ONE Access™ exceeded 100,000 participants last year and has added an additional 44,500 accounts including e-cards for faculty and staff. Library professionals continue to connect individuals to key library services when they cannot physically visit a branch via outreach efforts.
Objective 3: Deliver the whole Library — resources, information, programs, services — via the Library's website and other digital channels	In Progress	In Progress			Total Digital Circulation continues to be up from last year, thanks to investments made in FY 2016. In August an update to the Library's iOS mobile app added new features such as reading recommendations and improved branch and hours information. Updates to the Library's home page included a new area to highlight programs and announcements, and direct links to branch information.
GOAL 3: Increase operational excellence, capacity and sustainability					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Provide technology services that meet the changing needs of our community	In Progress	In Progress			FY 2016 improvements to Wi-Fi coverage, funded by Mecklenburg County, continue to drive growth in usage. Staff training on digital devices has resulted in more robust technology programs and additional one-on-one digital device assistance.
Objective 2: Ensure that library collections evolve and grow to reflect the diversity and changing needs of the community	In Progress	In Progress			Mecklenburg County's additional FY 2017 collections investment continues to drive growth in usage and allow the Library to provide a more diverse collection to its customers. As of 1/01, 64% of this investment has been spent. Digital circulation is up 61% from 2016, illustrating just one example of the positive impact the additional collection investment is making for the community.
Objective 3: Recruit, develop and retain highly effective, service-oriented staff, board and volunteers who reflect an increasingly diverse community	In Progress	In Progress			The Library continues efforts and analysis surrounding human capital, our organizations most valuable resource. In Q2 of FY16, in depth focus groups were held to better understand the most recent Employee Climate Survey and actions to address noted concerns have begun.



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Strategic Business Plan Quarter 2 Report (October - December 31, 2016)

Joan Kennedy, Child Support Enforcement

Department: Child Support Enforcement

FY17 STRATEGIC BUSINESS PLAN - QUARTERLY TRACKING WORKSHEET

Q2 (October 1 - December 31, 2016)

GOAL 1: Improve Child Support Outcomes to Strengthen Families					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Q2 Notes
Objective 1: Ensure that children have a legal relationship established with their fathers	In Progress	In Progress			CSE's progress for Q2 FY17 is 87.56% paternity established. We are on track to meet our target of 94.48%.
Objective 2: Ensure children have support orders established	In Progress	In Progress			CSE's progress for Q2 FY17 is 69.95%. We are on track to meet our target of 72.27%.
Objective 3: Ensure noncustodial parents pay their child support obligations as ordered	In Progress	In Progress			This Objective encompasses two incentive measures: 1. Collection on Current Support; and 2. Payments Towards Arrears. CSE's progress for Q2 FY17 on Collection on Current Support is 62.75%. CSE's progress for Q2 FY17 on Payments Towards Arrears is 52.14%. We are on track to meet both targets 63.61% and 64.23% respectively.
Objective 4: Increase Family-Centered Programming that promotes child and family well-being	In Progress	In Progress			<p>The following initiatives are underway at CSE: NCP Orientation; Presented information at the Kinship Care Conference in Charlotte, NC; Kelly Little, Intake Supervisor, graduated from the 8 month Practitioners Leadership Institute Fellowship - Center for Urban Families - in Baltimore, MD; and, CSE is in the process of finalizing a contract with a vendor to provide a holistically centered model to compliment Mom as Gateway Not Gatekeeper Programming.</p> <p>A Child Support program in Hagerstown, MD read Mecklenburg County's CSE Strategic Business Plan and requested consultation to implement their own Responsible Fatherhood Initiative (RFI). Kelly Little, Intake Supervisor provided this consultation and that program is now in the process of implementing their own RFI program.</p>
GOAL 2: Increase Child Well-Being and Family Self-Sufficiency through Workforce Programs					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Q2 Notes
Objective 1: Increase capability for noncustodial parents (NCPs) to provide regular and reliable financial support that promotes child well-being	In Progress	In Progress			<p>Attended and provided input and suggestions at the County's Enterprise Wide Workforce Development meeting.</p> <p>JCSU has advised CSE that the decision about the grant is expected in February 2017, so there is no update pertaining to the status of this partnership.</p>

GOAL 3: Increase Case Management Efficiency and Effectiveness

Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Q2 Notes
Objective 1: Increase collection of regular and consistent child support payments (Caseload Stratification)	In Progress	In Progress			At the All-Staff meeting the Caseload Stratification was kicked-off by introducing staff to the concepts of stratification. Three types of payment habits were reviewed 0% payment, partial payment, and 100% payment. The goal is to address all cases equitably, but differently depending on the characteristics of the NCP and his or her payment habits. Enforcement strategies will be implemented accordingly.
Objective 2: Formalize the development of staff competencies	In Progress	In Progress			<p>This Objective includes CSE's Livable Meck alignment: "Provide students with additional internships, apprenticeships, and mentoring work-based learning opportunities." CSE is hosting one intern from the Bachelor of Social Work program at JCSU.</p> <p>Contract is being finalized with the Dispute Settlement Center - a six step mediation process for case workers, leads and supervisors to get certified in mediation.</p>

GOAL 4: Utilize Technology Solutions to Improve Customer Service

Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Q2 Notes
Objective 1: Through automated solutions, increase efficient; improve internal and external communications, and reduce manual processes	In Progress	In Progress			The kiosk for the Self-Serve Center has been purchased and CSE and the Self-Serve Center are working with ITS to finalize the deliverables and identify the installation schedule.

GOAL 5: Maintain Environmental Sustainability of Operations

Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Q2 Notes
Objective 1: Adhere to environmentally preferable purchasing (EPP) guidelines	In Progress	In Progress			Based on the information provided by the County's Sustainability Manager CSE is meeting or exceeding the EPP targets.
Objective 2: Provide employees with opportunities to learn about and practice environmentally-friendly activities (via the County's Work Green program)	In Progress	In Progress			CSE has earned 95 Work Green credits as of the end of Q2 and is on track for meeting the target.



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Strategic Business Plan Quarter 2 Report (October - December 31, 2016)

Stacy Lowry, Community Support Services

FY17 STRATEGIC BUSINESS PLAN - QUARTERLY TRACKING WORKSHEET

Q2 (October 1 - December 31, 2016)

GOAL 1: Strengthen intervention to meet the needs of veterans and to decrease domestic violence, community violence and substance use by 2019					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Q2 Notes
Objective 1: Maintain and improve service delivery for families affected by domestic violence (FY 17 - FY 19)	In Progress	In Progress			In December 2016, one full-time equivalent bilingual Mental Health Clinician was hired to increase bilingual and bicultural services for the DV Children Services service, and one full-time equivalent supervisor was hired to strengthen the DV child welfare collaborative as part of the DV continuum of services plan. All new positions (2 FTEs) that received approval in the FY17 budget process are filled at this time.
Objective 2: Maintain and improve service delivery for veterans and their families	In Progress	In Progress			In December 2016, the Veterans Services Division developed, processed and submitted 792 benefit claims to the U.S. Department of Veterans Affairs (USDVA). In addition, the Veterans Service Officers conducted 16 outreach appointments. The USDVA is in the process of developing a new technology solution for filing veterans claims for benefits. In December, staff attended a regional meeting on the software solution. No official roll-out date was provided at this meeting. In October, the staff attended the State and County training conference as part of maintaining yearly certification, which enhances services delivery to the clients.
Objective 3: Maintain and improve service delivery, through jail and shelter treatment programs, to adults affected by substance abuse	In Progress	In Progress			One of the actions for Year 1 identified by Substance Use staff is to expand service delivery for continuing care services (i.e., care that occurs after program completion). One to two locations will be added as part of the expansion in Year 1. In December 2016, continuing care services expanded to include one new location at Hal Marshal Center. Average attendance is 8 to 10 participants; attendance has doubled since the group's inception.
Objective 4: Maintain and increase neighborhood engagement around community violence prevention(FY17, FY18, FY19)	In Progress	In Progress			A variety of neighborhood engagement activities occurred during the second quarter. In October, staff attended community meetings including the Violence Prevention Committee and Teen Dating Violence Advisory committee meetings. Staff convened and facilitated the Do the Write Thing Leadership Academy meeting, which included youth that participated in the writing contest. In November, CSS staff organized a meeting with Charlotte-Mecklenburg Police Department on youth and community violence. In partnership with CMPD, staff identified and created a list of neighborhood community leaders to work with on this issue. CSS staff scheduled a meeting with the City of Charlotte's Community Relationship Committee to identify the neighborhood communities that are without access to Internet as part of increasing community resources and closing the gap on the digital divide. In December, CSS staff received information as an outcome from the aforementioned meeting about which communities are lacking resources which create a digital divide. These communities will be targeted for future community conversations.

Objective 5: Use data and research to influence and drive decision-making and develop community awareness in an effort to decrease domestic violence, community violence, substance use and meet the needs of veterans	In Progress	In Progress			Staff continues to research best practices as a part of fulfilling its department vision as "an innovative leader in providing services..." As part of this work, CSS staff pursued a contract to facilitate local research and program evaluation. In November 2016, staff received notification from the State's domestic violence coalition (NCCADV) that a sub-award was received from the Centers for Disease Control to conduct program evaluation work. In December, CSS staff sent the contract between CSS and NCCADV to the County Manager's Office for signature.
Objective 6: Create and use continuous quality improvement (CQI) (FY17, FY18, FY19)	In Progress	In Progress			As part of the department's Accountability Guiding Principle, CSS is in the process of vetting and defining continuous quality improvement in practice. Throughout the second quarter, consultation occurred regarding who will be responsible for conducting file reviews of domestic violence and veteran clients. A process is in place currently for reviewing the files of our homeless clients. Substance Use Services has a specific and existing process as part of accreditation for qualitative, quantitative and compliance reviews. In December 2016, the Veterans Services Division Director and the domestic violence unit program managers met separately with CSS staff who will conduct the case file reviews to devise a process for reviewing files (Veterans Division) and to schedule file review sessions and their frequency (DV unit). Substance Use reviews are underway.

GOAL 2: Decrease the number of homeless households by the end of 2019					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Q2 Notes
Objective 1: End veteran homelessness by June 30, 2016 and maintain functional zero	In Progress	In Progress			For Q2, Housing Our Heroes reported 196 veterans housed during 2016, and over 500 since the start of the initiative. We are discussing how Veteran Services Officers can conduct Coordinated Assessments.
Objective 2: End chronic homelessness by June 30, 2016 and maintain functional zero (FY17)	In Progress	In Progress			The Housing First Charlotte-Mecklenburg initiative was extended.
Objective 3: Decrease family homelessness	In Progress	In Progress			In December, U.S. Housing and Urban Development Department announced funding decisions for this year's Notice of Funding Announcement (NoFA). The four Shelter Plus Care grants were renewed and funded at the amount requested.
Objective 4: Use data and research to influence and drive decision-making in the effort to decrease the number of homeless households	In Progress	In Progress			The dashboard is under construction with new content added. A soft release date is targeted for later winter 2017. No housing instability/homelessness reports were released this quarter.
Objective 5: Create and use continuous quality improvement.	In Progress	In Progress			CSS is currently seeking to hire a Management Analyst for the Homeless Management Information System Administrator position.
GOAL 3: Increase prevention efforts to educate the community about homelessness, domestic violence, community violence, substance use, and the needs of veterans					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Q2 Notes
Objective 1: Expand primary prevention efforts to educate the community about Community Support Services Department services	In Progress	In Progress			Facilitated and attended several primary prevention efforts in Quarter 2. Some include events held at the CMS high schools regarding teen dating violence prevention. The Veterans Services Division attended a training conference (NC Association of County Veteran Services Officers) for maintaining their certification.
Objective 2: Expand secondary prevention activities offered to identified populations with a high-risk focus	In Progress	In Progress			CSS staff is planning a harm reduction training for community partners and CSS staff to be held in the Spring of 2017. Veterans Services staff created 30 "Vetfiles" for referral into NCServes. The Governor's Crime Commission grant for the Supervised Visitation and Safe Exchange Center ended its first year, and two of the positions that were funded from this grant are now being funded from the County beginning in October 2016. First class of Building With Our Veterans program graduated in December, and the second class begins in January 2017. The program is extended for another year.
Objective 3: Expand communications planning, public awareness campaigns, and marketing to support Community Support Services primary and secondary prevention efforts	In Progress	In Progress			Prevention awareness campaign progressing including creation of a billboard for dating violence prevention with a youth group. Thus far, of the \$75,000 budgeted total \$34,525 has been spent.

GOAL 4: Maintain Environmental Sustainability of Operations					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Q2 Notes
Objective 1: Adhere to environmentally preferable purchasing (EPP) guidelines	In Progress	In Progress			In October, the Green Team met and decided to follow-up with DV unit staff who are purchasing items for their respective programs with the goal to ensure all who are purchasing office supplies understand the mechanics and procedures for purchasing recyclable office supplies.
Objective 2: Provide employees with opportunities to learn about and practice environmentally-friendly activities (via the County's Work Green program)	In Progress	In Progress			In November, the Green Team designated persons to speak at the CSS Division meetings regarding the importance of recycling one's workspace. In December, the Green Team presented at the CSS Department meeting on their new initiative - adopting a local stream to clean. The Green Team are encouraging other CSS staff to participate in this effort. In addition, the team inventoried County printers that belong to staff that work at non-County owned sites to determine which printers can use remanufactured cartridges.



FY17

Strategic Business Plan Quarter 2 Report (October - December 31, 2016)

Kenneth Joyner, County Assessor's Office

FY17 STRATEGIC BUSINESS PLAN - QUARTERLY TRACKING WORKSHEET

Q2 (October 1 - December 31, 2016)

GOAL 1: A revaluation in 2019 in accordance with the North Carolina General Statute					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Ensure that exemptions are properly granted or denied on applicable parcels	In Progress	In Progress			Processes are being refined and additional guidelines developed to enhance the review of exemptions. A monthly audit report is being used for properties that are sold to verify their continued eligibility for exemptions, exclusions or deferment. Human Capital Costs \$12,950.
Objective 2: Implement a quality control process where appraisal, exemption, and appeal procedures are regularly audited and consistently monitored for adherence to North Carolina General Statutes, policies, and laws	In Progress	In Progress			The Quality Control Coordinator has developed a new hire training manual for the real property division and amended the Appeal's training manual. The new hire training manual is used to ensure process consistency among the employees. The review of edit lists are ongoing and new processes of tracking and random sampling are being put in place. The department's goal is to place Modria into production during the latter part of March or April.
Objective 3: Facilitate training programs to increase the quality of assessments	In Progress	In Progress			The real property managers and quality control coordinator begin training the new personnel this quarter along with ensuring the existing personnel are equipped with the resources they need. The department hired full-time appraisers and an Appeals Coordinator late in quarter 2 and will hire the remaining temporary field listers and temporary assessment analysts in the third quarter. Human capital costs include \$182,997 for personnel working with goals 1 & 3.
Objective 4: Instill better understanding, positive reinforcement, and team work through better communication between jurisdictions, departments, management, staff, and the public; make it easier for customers to understand neighborhood delineation	In Progress	In Progress			The assessor held a second quarter Town Hall meeting with employees to discuss concerns and provide department wide updates. The department is continuing to work closely with the County's Public Information to improve outreach communications. The department is in the first phase of developing videos for the next revaluation. The field appraisers have completed approximately 9,494 new construction parcels this quarter.
Objective 5: Maintain an 84% or higher customer satisfaction for call volume and counter service	In Progress	In Progress			The CAO meet with Business Process Management (BPM) to discuss customer service feedback from the last revaluation. The assessor held a quarterly Town Hall meeting with the staff to discuss concerns and provide department updates. The department also created liaisons within the Assessment Analysts to work with 311, attend 311 quarterly meetings, and share feedback to enhance customer service.

GOAL 2: Close the 2011 Reevaluation Review process in accordance with the NC General Statutes					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Ensure all open appeals, refunds and/or tasks are related to the 2011 Reevaluation Review are closed	In Progress	In Progress			The County Assessor's Office was able to process most of the remaining refunds during the month of June. We did not process any refunds during the first quarter related to the Session Law (SL) 362; however, since this is an ongoing process, we are continuing to monitor incoming documents to determine if they are applicable for SL 362. Reporting 25% of estimated costs, will look at South Data invoices and report an exact figure for 3rd quarter.
Objective 2: Postmortem analysis of the Revaluation Review process	In Progress	In Progress			
GOAL 3: Maintain Environmental Sustainability of Operations					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Adhere to environmentally preferable purchasing (EPP) guidelines	In Progress	In Progress			The CAO meet with the Sustainability Program Coordinator to set goals for FY 2017.
Objective 2: Provide employees with opportunities to learn about and practice environmentally-friendly activities (via the County's Work Green program)	In Progress	In Progress			Staff has been informed about the Work Green program and encouraged to log their alternate commutes, educational and volunteer activities. We will be getting quarterly reports to monitor our progress.



FY17

Strategic Business Plan Quarter 2 Report (October - December 31, 2016)

County Manager's Office

Department: Manager's Office (Business Process Management)

FY17 STRATEGIC BUSINESS PLAN - QUARTERLY TRACKING WORKSHEET

Q2 (October 1 - December 31, 2016)

GOAL 1: Offer Solutions that Enable County Departments to Meet their Strategic GOALS Targeting Operational Efficiencies, Service Quality and Compliance Requirements					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Operationalize the improvement projects that align to the Assessor's Office Strategic Business Plan performance and operational goals	In Progress	In Progress			Q1: Work efforts meeting project milestone as planned. Q2: All work efforts meeting due dates.
Objective 2: Operationalize the projects that align to the Human Resources Office Strategic Business Plan performance and operational goals	In Progress	In Progress			Q1: Project at risk of meeting overall completion date due to delayed start. Q2: Official project to begin January 2017.
Objective 3: Implement ongoing North Carolina Families Accessing Services Through Technology (NC FAST) future deployment strategies for the Department of Social Services (DSS)	In Progress	In Progress			Q1: Work efforts meeting project milestone as planned. Q2: All work efforts meeting due dates per State project plan
Objective 4: Collaborate with EPMO, ITS and AFM to implement a Health and Human Services (HHS) functioning Community Resource Center (CRC) prototype with a portfolio of services from each department.	In Progress	In Progress			Q1: Work efforts meeting project milestone as planned. Q2: Work efforts progressing as planned.
Objective 5: Assist Youth and Family Services (YFS) in implementing Contract Management, Practice Model and Reporting Platform from the organizational review conducted by Eckerd Youth Alternatives	In Progress	In Progress			Q1: Work efforts meeting project milestone as planned. Q2: All work efforts progressing as planned.
GOAL 2: Collaborate with departments to Create an Operational Model that Leverages Current Resource Capacity to Manage Advancing Service Requirements and Demands					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Continue work with the Assessor's Office to improve the quality of assessments	In Progress	In Progress			Q1: Work efforts meeting project milestone as planned. Q2: Quality Assurance resource hired to document processes and procedures.
Objective 2: Implement a Continuous Improvement program within the Human Resources operations that will address performance goals and capacity needs	In Progress	In Progress			Q1: Project at risk of meeting overall completion date due to delayed start. Q2: Initial Assessment completed official project to start January 2017.
Objective 3: Implement a Continuous Improvement programs within DSS operations that address operational and system performance goals based on current and future capacity needs	In Progress	In Progress			Q1: Work efforts meeting project milestone as planned. Q2: Processes and workflows updated as required.

Department: Manager's Office (Enterprise Project Management Office)

FY17 STRATEGIC BUSINESS PLAN - QUARTERLY TRACKING WORKSHEET
Q2 (October 1 - December 31, 2016)

GOAL 1: Provide Project Management Training and Resources to Successfully Advance each Department's Strategic Business Plans					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Increase learning resources and training modules available to internal EPMO staff and County Employees	In Progress	In Progress			
GOAL 2: Provide Project Management Expertise in Coordination of Major Enterprise Initiatives					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Successfully Implement Bring Mecklenburg County to You (BMC2U) facility moves (Includes LUESA, MEDIC, Government District, VCW, and HHS Community Resource Center initiatives)	In Progress	In Progress			
Objective 2: Create and manage a County policy for document imaging services throughout the County	Not Yet Started	Not Yet Started			

FY17 STRATEGIC BUSINESS PLAN - QUARTERLY TRACKING WORKSHEET

Q2 (October 1 - December 31, 2016)

GOAL 1: Stabilize, Grow Knowledge and Skill Base of Enterprise Management Analysts (EMA)					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Retain institutional knowledge of critical information and activity used for strategic planning and budget	In Progress	In Progress			A standard project plan has been created and will be utilized for major task. This will result in documentation of new and reoccurring projects. A manual on Advantage Budget adjustments is in draft phase. A comprehensive manual on Performance Budget system is in draft phase
Objective 2: Increase opportunities to present to the Executive Team members	In Progress	In Progress			Q1: ET has expressed an appreciation for the EMA's presenting to them. It assists with building relationships and creating a connection. Q2: Several EMAs to-date have presented to the ET.
Objective 3: Enhance competencies and abilities of EMAs and support team members	In Progress	In Progress			Q1: EMAs are participating trainings as outlined in their work plans. Q2: EMAs have worked with the other team members to cross train on key roles. This is essential given the changing needs of the departments and turnover within OMB.
GOAL 2: Enhance the Strategic Planning and Budget Process (OMB)					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Develop and share a timeline of major strategic planning and budget activity	In Progress	In Progress			Q1: Discussion has begun to align timelines and minimize duplication of effort. Core SP&E team and Budget team are collaborating to instruct budget system training. Q2: Training was complete
Objective 2: Enhance communication with department strategic business planning leads and budget/fiscal staff to ensure understanding of major activities	In Progress	In Progress			Q1: Discussion has begun to identify improvements in communications and instructions. Q2: A Request for Information document was created to obtain key budget information to be used for the core budget team and the core SP&E team.
Objective 3: Enhance communication between Strategic Planning/Budget leadership to discuss major activity	In Progress	In Progress			Q1: Discussion has begun to identify improvements in communications and instructions. Q2: SBP drafts and other key information continues to be provided to the budget team and SP&E team
Objective 4: Create partnership with departments to ensure their key budget staff have the competencies to successfully carryout job duties and provide departmental support	In Progress	In Progress			Targeted trainings are being developed to provide the competencies required to carryout their job duties. Planning is underway for joint budget/ SPE training for DFS staff.
Objective 5: Create partnership with departments to ensure their key strategic business planning team leads have the competencies to successfully carryout job duties and provide departmental support	Not Yet Started	Not Yet Started			In Q4 there will be a meeting held with Internal Consultants and Strategic Business Planning Leads to provide additional guidance on how to evaluate year 1 performance as well as prepare for year 2 modifications.

Goal 3: Promote Sound Financial Management: Improve Reporting and Monitoring					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Improve the reporting and monitoring of financial information on a quarterly basis to the Executive Team, Departments, public and/or residents of the County	Completed	Completed			A quarterly report has been created and provided to the Executive Team. OMB is seeking opportunities to automate the report/minimize the manual efforts.
Goal 4: Promote Strategic Planning & Evaluation Practices to Create a Proactive and Strategic Thinking Culture					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Improve the corporate/department performance management practices throughout the County	In Progress	In Progress			<p>Q1: SP&E staff have held several meetings with department Internal Consultants to understand how to better assist departments with performance management and measurement needs</p> <p>Q2: Meetings were held with IT staff to discuss the key components of a performance management system. The system will be used to track and manage data real-time and assist Executive Management with understanding organizational performance on an ongoing basis.</p>
Objective 2: Improve the strategic planning practices throughout the County	Not Yet Started	In Progress			<p>Q2: Management met with department strategic business planning leads to debrief on the FY17 strategic business planning process and to receive information on how best to continue refining strategic planning efforts.</p> <p>In November 2016, the SP&E provided to the ET the first set of quarterly reports highlighting strategic business planning activity.</p> <p>In December 2016, the SP&E director prepared to reveal the new FY2017-2019 Corporate Strategic Business Plan to the Board of County Commissioners.</p>

Department: Manager's Office (Enterprise Project Management Office/Business Process Management)

FY17 STRATEGIC BUSINESS PLAN - QUARTERLY TRACKING WORKSHEET

Q2 (October 1 - December 31, 2016)

GOAL 1: Provide Combined Services and Solutions that Enable County Departments to Meet their Strategic Goals Targeting Resident Facing Services					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Collaborate with business partners (AFM, HR, ITS, etc.) to implement a Health and Human Services (HHS) functioning Community Resource Center (CRC) prototype with a portfolio of services from each department.	In Progress	In Progress			
Objective 2: Assist Youth and Family Services (YFS) in implementing solutions derived from the organizational review conducted by Eckerd Youth Alternatives	In Progress	In Progress			



FY17

Strategic Business Plan Quarter 2 Report (October - December 31, 2016)

Sonya Harper, Criminal Justice Services

Department: Criminal Justice Services

FY17 STRATEGIC BUSINESS PLAN - QUARTERLY TRACKING WORKSHEET
Q2 (October 1 - December 31, 2016)

GOAL 1: Promote data-driven decision making to improve the criminal justice system					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Increase availability of meaningful data to inform management decisions and enhance understanding of the criminal justice system	Not Yet Started	Not Yet Started			Work on this objective is scheduled to be completed in FY17-Q4 once ITS implements a resolution to several existing data warehouse issues.
Objective 2: Increase the efficiency and timeliness of the Public Safety Assessment (PSA) risk-assessment process	In Progress	In Progress			This objective will be completed via the Customer Relationship Management (CRM) project from Goal 2, Objective 1. The CRM will function as a robust case management system for multiple CJS divisions. Automation of the PSA is being built into the Pretrial Services CRM system currently under development by ITS.
Objective 3: Transition the Pretrial risk-assessment tool, Public Safety Assessment (PSA), to the magistrate level to make risk-based information available to magistrates when making their initial bond decisions	Not Yet Started	Not Yet Started			Work on this objective is scheduled to be completed in FY18 and FY19. The automation of the PSA must be completed prior to transitioning the tool to the magistrates.
Objective 4: Increase the efficiency and effectiveness of forensic evaluations available to Mecklenburg County courts	Not Yet Started	Not Yet Started			Work on this objective is scheduled to be completed in FY17-Q4.

GOAL 2: Advance effective, evidence-based programming to meet individuals needs and reduce criminal justice involvement					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Obtain appropriate tools to provide comprehensive case management services for CJS clients	In Progress	In Progress			Pretrial Services (PTS), Drug Treatment Court (DTC), and Re-Entry Services (RES) are all working with ITS on their CRM/case management systems. PTS is scheduled to 'go live' first, with DTC and RES following soon after. All work is scheduled to be completed by FY17-Q4.
Objective 2: Increase the capacity of Reentry Services to provide service to CJS clients	In Progress	In Progress			1) Eligibility criteria and the referral process have been established for transitioning juveniles from youth detention centers to Re-Entry Services. 2) County funded positions are filled. 3) One Case Manager position will be funded through GCC grant for FY17, ending June 30, 2017. 4) There is one juvenile enrolled for the quarter; NCDPS grant funded position scheduled to begin January 23. 5) Mecklenburg County ABC grant funded position is expected to be filled on February 1.
Objective 3: Improve access to affordable housing for those with criminal histories	In Progress	In Progress			1) Identified four new potential housing partners which would add 16+ available beds for residents returning from jail and state prisons. 2) The Resource Coordinator position started on December 5, 2016. 3) The County will provide housing assistance for Mecklenburg county residents returning to the community following a period of incarceration. 4) NCDPS/VERA funding will go towards housing assistance for Pathways grant students. 5) NCDPS funding for prison re-entry clients will be applied to housing assistance.
Objective 4: Facilitate the creation of employment opportunities for persons with criminal histories	Not Yet Started	Not Yet Started			CJS did not receive the grant funding required to fulfill this objective. Re-Entry Services will reapply for funding in FY18.
Objective 5: Reduce number of individuals with Severe and Persistent Mental Illness (SPMI) detained in Mecklenburg County Jail Central and Jail North	In Progress	In Progress			The CJS Forensic Evaluations Unit (FEU) is currently in the process of hiring for the Court Liaison position which will play a key role in completing this objective. The job description and associated documents have been forwarded to HR to be posted on the County website. The goal is to hire this position within FY17-Q2. An offer was made and the new MH Licensed Clinician/Adult Court Liaison is scheduled to begin on February 6.
Objective 6: Maximize the Treatment Courts' effectiveness	In Progress	In Progress			1) The new lab technician started in November 2016. 2) DTC conducted additional ORAS training as part of strategy C. 3) DTC also received grant funding to conduct an outcome evaluation in FY19 as part of strategy B. 4) The architectural design meetings have begun for the drug lab upfit; awaiting final recommendations.
Objective 7: Provide objective data and recommendations regarding program quality for county and community-based agencies that provide programming to justice-involved individuals	In Progress	In Progress			Criminal Justice Planning (CJP) has drafted a systemic process for conducting Correctional Program Checklist (CPC) assessments and will begin implementation discussions in Q2. In addition, CJS Planning conducted one CPC assessment in Q1 and continues to support multiple data tracking/monitoring systems.

GOAL 3: Lead interagency and cross-departmental collaboration to optimize the County's investments in criminal justice					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Develop coordinated effort to deliver services to, and promote the reintegration of, individuals with criminal records	In Progress	In Progress			<p>Re-Entry Services is working very closely with Re-Entry Partners of Mecklenburg on a variety of projects directly related to SBP strategies such as: coordinating monthly meetings, planning a Career Expo event, conducting a SWOT analysis, and strategic planning.</p> <p>Re-Entry Partners of Mecklenburg held a 1 1/2 day retreat to develop goals and objectives for the following 12-24 months. Goals developed are: 1. Develop a comprehensive resource hub for persons with criminal records (PCRs) and their families that eases the challenges of re-entry, 2. Educate and engage policy- and decision-makers to support PCRs and generate new resources, and 3. Create the legal and staff infrastructure needed to be effective advocates, navigators and champions for PCRs.</p>
Objective 2: Support the Criminal Justice Advisory Group (CJAG) and other community-based collaborative efforts.	In Progress	In Progress			Planning continues to support the Criminal Justice Advisory Group (CJAG).
Objective 3: Monitor racial disproportionality in the adult criminal justice system and partner with local justice system stakeholders to reduce any identified disproportionalities	In Progress	In Progress			Planning is developing the Equitable Justice Leadership Group in collaboration with Police Chief Spruill from Huntersville.
GOAL 4: Build a cohesive department of criminal justice professionals working on collaborative teams					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Ensure that CJS employees are regularly informed of department and unit-specific activities and news	In Progress	In Progress			CJS began produces a monthly department newsletter to keep employees informed of news and updates. Quarterly all staff meetings occur to inform of policy and procedure changes, staff highlights and the opportunity to meet and celebrate.
Objective 2: Promote opportunities for employee professional development	In Progress	Completed			The CJS Business Management Division conducted a survey to identify a list of organizations in which CJS employees are members. The list was shared with the management team.
Objective 3: Establish and cultivate effective and collaborative teams	Not Yet Started	In Progress			The management team defines cross-training as an opportunity for knowledge sharing and lunch & learn sessions to occur across the department. A management team member was identified to compose a policies and procedures manual with the understanding that management will facilitate the process.
GOAL 5: Maintain Environmental Sustainability of Operations					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Adhere to environmentally preferable purchasing (EPP) guidelines	In Progress	In Progress			A Green Team has been established to work with the County's Sustainability Manager and a meeting was held on September 21 to discuss FY17 objectives for CJS. Efforts are ongoing.
Objective 2: Provide employees with opportunities to learn about and practice environmentally-friendly activities (via the County's Work Green program)	In Progress	In Progress			<p>A Green Team has been established to work with the County's Sustainability Manager and a meeting was held on September 21 to discuss FY17 objectives for CJS.</p> <p>Administrative staff met to discuss adopting a street and storm drains. Published articles in the newsletters to inform staff of current green activities, opportunities to volunteer and best practices. In addition, staff attended a tour of the Metrolina Recycling Facility to learn about recycling in Mecklenburg.</p>



FY17

Strategic Business Plan Quarter 2 Report (October - December 31, 2016)

Michael Dickerson, Elections

Department: Elections

FY17 STRATEGIC BUSINESS PLAN - QUARTERLY TRACKING WORKSHEET
Q2 (October 1 - December 31, 2016)

GOAL 1: Continue Providing Excellent Customer Service to the Voters of Mecklenburg County					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Expand Early Voting Sites	Completed	Completed			10 Sites opened on 10/20/16 - 12 additional sites to open on 10/27/16
Objective 2: Use survey data to identify current state and opportunities for improvement	Not Yet Started	In Progress			Survey to be given after election cycle.
GOAL 2: Maintain Accurate Data					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Respond effectively to voter contact/changes	In Progress	In Progress			Currently updating voter records, maintaining voter data and answering voters' questions.
GOAL 3: Elevate Training Provided to Poll Workers to Accommodate Increased Volume (early voting and election day)					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Recruit and train poll workers adequately to provide excellent customer service to voters	In Progress	Completed			Poll workers were all trained prior to the November Presidential election
Objective 2: SURVEY of Poll workers to identify additional training needs	Not Yet Started	In Progress			
GOAL 4: Develop Staff					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Increase the percentage of employees with IDP	In Progress	In Progress			Funds provided for seminars, workshops and training classes.
GOAL 5: Adopt New Voting Equipment					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Compliance with State Law	In Progress	Completed			Funds requested for providing public with information regarding changes in state laws.
GOAL 6: Maintain Environmental Sustainability of Operations					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Maintain Environmental Sustainability of Operations	In Progress	In Progress			
Objective 2: Provide employees with opportunities to learn about and practice environmentally-friendly activities (via the County's Work Green program)	In Progress	In Progress			



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Strategic Business Plan Quarter 2 Report (October - December 31, 2016)

Financial Services

Department: Financial Services

FY17 STRATEGIC BUSINESS PLAN - QUARTERLY TRACKING WORKSHEET
Q2 (October 1 - December 31, 2016)

GOAL 1: Improve fiscal competency of all County employees					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Increase knowledge of financial and procurement operations, policies, and procedures for all County employees	In Progress	In Progress			Department has completed hiring of Financial Services Training Specialist that will assist in oversight of implementing action items associated with this objective.
Objective 2: Enhance general and technical knowledge, skills, and abilities in the field of local government finance for fiscal employees	In Progress	In Progress			Department finalized list of relevant fiscal position classifications and plans to survey employees in these positions to assist in determining baseline level of knowledge of fiscal and procurement operations, policies, and procedures.
GOAL 2: Improve communication of financial and procurement information					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Increase internal employee satisfaction with internal communication	In Progress	In Progress			Department identified potential internal employees for participation on onboarding subcommittee to assist in development of comprehensive onboarding and orientation across department.
Objective 2: Increase awareness and knowledge of fiscal, procurement, and calendar year-end deadlines among internal employees and departments.	In Progress	In Progress			Department identified current state of communications within the department to support development of future state communication plan in conjunction with Public Information staff.
GOAL 3: Improve the coordination of financial and procurement processes, policies, and procedures					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Improve the accuracy and consistency of, and the ability to electronically search for and locate all financial policies and procedures	In Progress	In Progress			Department has tentatively updated membership of Fiscal Control Team to assist in reviewing inventory of financial and procurement policies and procedures.
Objective 2: Increase efficiency of financial and procurement processes, staff, and technology resources	In Progress	In Progress			
GOAL 4: Increase the value of procurement services.					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Improve the capability of an enterprise-wide strategic spend methodology to achieve maximum flexibility and cost effectiveness for County departments.	In Progress	In Progress			
Objective 2: Improve the coordination of and collaboration on purchasing activities in conjunction with other support departments.	In Progress	In Progress			
Objective 3: Improve the effectiveness of the County's Environmentally Preferable Purchasing (EPP) Program.	Not Yet Started	In Progress			
GOAL 5: Maintain environmental sustainability of operations					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Adhere to the environmentally preferable purchasing (EPP) guidelines.	In Progress	In Progress			
Objective 2: Provide employees with opportunities to learn about and practice environmentally-friendly activities (via the County's Work Green Program)	In Progress	In Progress			Department offered Energy IQ presentation at department-wide meeting with 107 attendees, surpassing goal of 96 credits for "Commitment to Act".



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Strategic Business Plan Quarter 2 Report (October - December 31, 2016)

Joel Riddle, Human Resources

Department: Human Resources

FY17 STRATEGIC BUSINESS PLAN - QUARTERLY TRACKING WORKSHEET

Q2 (October 1 - December 31, 2016)

GOAL 1: Implement a Holistic, Integrated Talent Management Approach for the County-HR recognizes that an organizational priority is to attract, retain, and develop talent. While continuing to focus on individual aspects of talent management, a holistic talent management plan that incorporates workforce planning, recruitment and selection, onboarding, learning and development and performance management (at a minimum) is needed to address a variety of existing departmental concerns regarding human capital

Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Create a strategic, enterprise-wide plan for talent management	In Progress	In Progress			A RFI has been posted to advertise for an external consultant with expertise in talent management. The cost for this was not originally included in the FY17 Budget request however HR has identified a position to hold vacant to repurpose salary dollars to pay for this expense in FY17, opposed to waiting until FY18. Q2 Update: The RFI was completed and a consultant (Deloitte) was selected. The contract is in the procurement process and is for \$75,000.
Objective 2: Increase organizational readiness to attract, retain, and develop talent by improving talent acquisition process to ensure the County is acquiring the best talent	In Progress	In Progress			Of the three new positions, 1 has been filled, a second will be starting on 10/31 and the 3rd position is in the recruitment process. We have additionally spent \$7,500 on the County job fair and \$10,000 in FY17 on the LinkedIn contract. Q2 Update: All of our three new positions are filled effective 11/23. Based on the incumbent salaries and an additional 40% for benefits, etc., we project spending \$143,150 in FY17. The annualized total is \$209,308.

GOAL 2: Improve the physical and mental health and wellness of County employees

Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Redesign benefit plans to ensure the County is providing competitive options for employees	Completed	Completed			The benefit plan design for 2017 is finalized and has been communicated to employees. The education effort is ongoing, but the plan design has been completed.
Objective 2: Introduce wellness platform and increase participation in wellness platform programs	In Progress	In Progress			Cigna wellness platform has been introduced and a wellness premium was introduced tied to participation in 2 activities/programs. We have an on-going effort to increase participation and will be continuing throughout FY17. Q2 Update: The majority of wellness related activities were centered around communication during open enrollment process and planning for 2017. Additionally, 300 employees participated in a wellness activity in December promoting a healthy holiday season.

Goal 3: Maintain Environmental Sustainability of Operations

Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Objective 1: Adhere to environmentally preferable purchasing (EPP) guidelines	In Progress	In Progress			Internal guidelines on purchasing from Office Depot have been established and administrative staff that purchase materials are aware and monitor as requests for purchasing are made.
Objective 2: Provide employees with opportunities to learn about and practice environmentally-friendly activities (via the County's Work Green program)	In Progress	In Progress			The Work Green representative will present at a Q3 HR staff meeting. In Q1, HR organized a vanpool for an offsite lunch, consistent with being environmentally friendly.



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Strategic Business Plan Quarter 2 Report (October - December 31, 2016)

Keith Gregg, Information Technology Services

FY17 STRATEGIC BUSINESS PLAN - QUARTERLY TRACKING WORKSHEET

Q2 (October 1 - December 31, 2016)

GOAL 1: Ensure strategic alignment and governance structure that enables IT Services to deliver value through business enabled IT projects					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Ensure alignment of strategic priorities, business value understanding, and realization by vetting technology proposals on a quarterly basis with the Executive Leadership team	Completed	Completed			All of the associated actions for Goal 1, Obj. 1 are in progress and will continue throughout the year.
Objective 2: Build relationships with our business partners based on demonstrated IT value by delivering planned & budgeted project portfolio annually	In Progress	In Progress			The associated action for Goal 1, Obj. 2 is currently in planning and requirements have been gathered.
Objective 3: Increase value by delivering the approved project and transformational portfolios annually in alignment with the approved 3-Year Strategic Plan.	In Progress	In Progress			
GOAL 2: Financial Management: Maximize IT-related resources, optimize return on investment, and provide high-value IT Services in a cost-effective manner					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Ensure resource utilization aligns with priorities and achieves expected business value	In Progress	In Progress			All of the associated actions for Goal 2, Obj. 1 that were planned to be in progress by the end of Q1 are in progress and will continue throughout the year.
Objective 2: Maximize scarce resources and serve as good stewards of public tax-payer resources	In Progress	In Progress			All of the associated actions for Goal 2, Obj. 2 that were planned to be in progress by the end of Q1 are in progress and will continue throughout the year.
GOAL 3: Implement and drive maturity of an IT Operating Model that utilizes a consistent methodology and is focused on continuous improvement of service delivery					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Improve organization's maturity in IT service management, architecture and testing.	In Progress	In Progress			All of the associated actions for Goal 3, Obj. 1 that were planned to be in progress by the end of Q1 are in progress and will continue throughout the year.
Objective 2: Ensure consistent adoption of speed to value	In Progress	In Progress			All of the associated actions for Goal 3, Obj. 1 that were planned to be in progress by the end of Q1 are in progress and will continue throughout the year.
GOAL 4: Provide available & scalable IT Services and systems that are dependable and flexible					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Establish Enterprise Application Portfolio	In Progress	In Progress			
Objective 2: Manage data as an enterprise asset	In Progress	In Progress			
Objective 3: Enable a sustainable model to ensure minimal standards for enterprise technology	In Progress	In Progress			
GOAL 5: Utilize appropriate Risk Management processes and tools that protect and secure enterprise IT resources					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Provide sustainable and recoverable technology platforms	In Progress	In Progress			
Objective 2: Secure data and system operations from malicious intrusion and unauthorized use	In Progress	In Progress			
Objective 3: Reduce exposure to misuse of data	In Progress	In Progress			

GOAL 6: Utilize appropriate Risk Management processes and tools that protect and secure enterprise IT resources					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Maximize employee capacity, productivity, and morale	In Progress	In Progress			All of the associated actions for Goal 6, Obj. 1 that were planned to be in progress and completed by the end of Q1 have been. We are working with HR one additional phases that are in progress and this work will likely continue throughout the year.
Goal 7: Maintain environmental sustainability of operations					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Adhere to the environmentally preferable purchasing (EPP) guidelines.	In Progress	In Progress			<p>LUESA (Kirk Dylan) keeps track of departmental adherence to the EPP guidelines. Unfortunately, our vendors who provide him data on our expenses have a lag on their turnaround in totaling and providing that info. He does plan on quarterly reporting for spend, but this will follow the OMB deadlines. This info should be reported in Q2.</p> <p>Updates can include Year-end reporting for FY16 was completed with ITS accomplishing 100% of goals (FY16 results - 100% recycled paper; 30% green office supplies; 64% Remanufactured cartridges).</p>
Objective 2: Provide employees with opportunities to learn about and practice environmentally-friendly activities (via the County's Work Green Program)	In Progress	In Progress			The FY17 work green program and reporting form is up and accepting response. Unfortunately ITS does not have any submissions at this point. For Q2 we will add info about internal promotions we have conducted of the program. Currently, LUESA (Kirk Dylan) is working on promotional materials that departments will be able to distribute in Q2 or Q3, so IT will try to take advantage of that info.



FY17

Strategic Business Plan Quarter 2 Report (October - December 31, 2016)

Joanne Prakapas, Department of Internal Audit

Department: Internal Audit

FY17 STRATEGIC BUSINESS PLAN - QUARTERLY TRACKING WORKSHEET
Q2 (October 1 - December 31, 2016)

GOAL 1: Deliver high-quality assurance and consulting services to effect positive change in the County's governance, risk management, and control activities					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Develop and execute an optimal annual audit plan	Not Yet Started	In Progress			Due to staff shortage, some audits' complexities and budget increases, wrapping up FY16 audit plan. However, concluding some audits and started several new audits listed on FY17 audit plan.
Objective 2: Deliver high quality audit services	In Progress	In Progress			
Objective 3: Foster and cultivate meaningful relationships with customers and other key stakeholders	In Progress	In Progress			Ongoing stakeholder meetings in fieldwork, management encounters, and customer satisfaction surveys.
Objective 4: Support an organizational foundation of strong ethics, fraud awareness, and internal controls	In Progress	In Progress			Finalized Fraud Awareness training updates after conferring with HR, Legal and County Manager. PI recordings completed and training put into Articulate. Waiting for HR to finalize and push out to employees.
Objective 5: Continuously improve audit business and management processes	In Progress	In Progress			Finalized work breakdown structure document for project management and oversight. The work is being used in new projects going forward.
Objective 6: Develop a sustainable, highly skilled workforce capability	In Progress	Completed			New senior and staff auditors started 11/14/16 and 11/21/16 respectively.
GOAL 2: Maintain Environmental Sustainability of Operations					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Adhere to environmentally preferable purchasing (EPP) guidelines	In Progress	In Progress			Always seek recycle when available
Objective 2: Provide employees with opportunities to learn about and practice environmentally-friendly activities (via the County's Work Green program)	Not Yet Started	Completed			Street clean completed November 10, 2016



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Strategic Business Plan Quarter 2 Report (October - December 31, 2016)

Ebenezer Gujjarlapudi, Land Use and Environmental Services Agency

Department: Land Use and Environmental Services Agency

FY17 STRATEGIC BUSINESS PLAN - QUARTERLY TRACKING WORKSHEET

Q2 (October 1 - December 31, 2016)

GOAL 1: Enhance the Customer Experience for Building Development Services					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Implement more efficient, customer-friendly and seamless processes	In Progress	In Progress			<p>Q1 - Training and pre-work continued for implementation of the POSSE/Winchester rollout. Training and content was videotaped and editing continued for future viewing in MeckEdu. POSSE/Winchester system upgrade went live at the end of July. Through August staff began usage of the new web based application. Currently working with IT to develop technology to manage workflow on H1 inspection delivery for high priority customer home inspections. Technology will allow access to customer, provide payment options and notification to customer. Working with the UDC to better understand code and ordinances for service delivery to customers. We have a current website to assist with interpretation. Also in developmental conversations with city and county stakeholders to integrate and consolidate City and County Permitting and Plan Review.</p> <p>Meeting bi-weekly to develop a strategy to establish a Unified Delivery Service Model for Land Development and Code Enforcement. Defined roles, responsibilities and best practices for County related to city and county collaboration for unified customer service approach. RTAC and RDS residential design services audit is being conducted. Working to establish best practices for what is required to be reviewed by plans examiners and inspectors in the field. Goal is to ensure we are not duplicating efforts. Providing monthly training sessions for every trade to both staff and customers to enable customers meet their responsibilities. Q2 - no additional expenditures to date for Q2.</p>

GOAL 2: Ensure cost effective and alternative long-term solutions for Solid Waste Management					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Review current contracts and opportunities for renewal for long-term Waste Disposal & Recycling needs for all of Mecklenburg County	In Progress	In Progress			Q1- Development of an RFP to retain outside consulting expertise is underway. Solicitation to be issued in November 2016 and consultant evaluation occurred in December 2016. *Note - the majority of expenditures for Strategic Planning will occur in FY18. Q2- During quarter #2 the Solid Waste program issued a Request for Qualifications to interested consultants for the investigation of future waste disposal capacity analysis. RFQ's were received on December 7 and were evaluated.
Objective 2: Have cost effective environmental solutions toward waste reduction, re-use and recycling	In Progress	In Progress			Q1 - A three year contract was negotiated and finalized with Powerhouse Recycling Inc. for processing and recycling of electronics. Q2 - continued evaluation of ReCommunity at material recovery facility. Conducted third outside inspection of ReCommunity with outside experts on maintenance and processing at the Materials Recovery Facility. This stemmed from earlier Notice of Default, that has since been cleared. ReCommunity appears to be doing much better, and inspections will continue for the remainder of the Fiscal Year.
Objective 3: Evaluate and update Solid Waste infrastructure necessary for waste acceptance and processing	In Progress	In Progress			Q1 - The consulting firm DSM Environmental Services, Inc started the process of gathering data and meeting with staff regarding the need for additional full service solid waste disposal locations in Mecklenburg County. Q2 - DSM Environmental Services, Inc continued gathering data for the utilization assessment for the County.
GOAL 3: Enhance quality of life through environmental stewardship.					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Improve and maintain healthy air quality.	In Progress	In Progress			Q1 - Gasoline tax funding for state and local air quality programs was retained in the state's FY17 budget. Local air quality staff worked in partnership with NC Division of Air Quality to provide information necessary to secure the continuation of this revenue stream. Mecklenburg County Air Quality was awarded \$500,000 in competitive grant funding to support GRADE (Grants to Replace Aging Diesel Engines). Q2 - Air Quality expenses added.
Objective 2: All waters be suitable for prolonged human contact - Creek Use Policy, approved by the Board October 15, 1996.	In Progress	In Progress			Q1 - The Historic Stewart Creek Enhancement Project advanced past a major milestone in August of 2016, closing on all delinquent properties in August. The acquisition of easements for other properties is ongoing. Q2 - Land & Water Resources expenses added.
Objective 3: Prevent loss of life and property due to flooding	In Progress	In Progress			Q1 - retroFIT grant application period opened 9/1/2016. Q2 - Land & Water Resources expenses added.

GOAL 4: Ensure best in class geographical information data mapping systems.					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Maintain Accurate and Timely Property Ownership and Addressing data	In Progress	In Progress			Q1 - July 1st FY2017 we paid \$96,364 + \$160,000 for the first flight to capture aerial and oblique photography. Also paid \$19,225 for internal support for the first flight. In the first quarter we paid \$171,986 to implement ESRI Land Records Integration. Q2 - Action item 1 completed in Q2. Action item 2 project moved to 4th quarter per IT. Action item 3 FY 2017 oblique flight in contract process.
GOAL 5: Maintain Environmental Sustainability of Operations					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Adhere to environmentally preferable purchasing (EPP) guidelines	In Progress	In Progress			Q1 - Currently working with the County's preferred vendors on updating the EPPG. Clarified with departments about what products count towards environmentally friendly purchases and explained the process of calculating the ELI scores. Q2 - Completed analysis of Q1 EPP and distributed to departmental representatives. Completed reference database of Paper, Office Supplies, and Toner purchased by the County. Identified departmental waste spending including (beverages, snacks, and furniture). Identified departments not fulfilling our preferred vendor contract for toner cartridges with Sunbelt Office & Data Suppliers, Inc. and updated the department on the status of that contract.
Objective 2: Provide employees with opportunities to learn about and practice environmentally-friendly activities (via the County's Work Green program)	In Progress	In Progress			Q1 - Met with DD's and environmental representatives from each Division on how to engage employees on the work green program and how to log credits. Working with HR to implement pre-tax deduction for public transportation as an additional employee benefit. Q2 - Completed analysis of WorkGreen credit submissions for individual and group activities through Q2 (742). Developed a marketing video on the WorkGreen Program and used PI for distribution. Assisted with the coordination and engagement of employees for the following WorkGreen activities: America Recycles Day Shred-it (11/12/16), Creek ReLeaf (11/19/16), Panther Tailgate Recycling (12/11,14,29/16), Initialized MRF open house events (1/12,19/17).



FY17

Strategic Business Plan Quarter 2 Report (October - December 31, 2016)

Joe Penner, Mecklenburg EMS Agency (MEDIC)

Department: Mecklenburg EMS Agency (MEDIC)

FY17 STRATEGIC BUSINESS PLAN - QUARTERLY TRACKING WORKSHEET

Q2 (October 1 - December 31, 2016)

GOAL 1: Reduce Demand for Service on Medic					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Reduce reliance on the 911 system by frequent users by 38%	Completed	Completed			Medic is currently providing monthly EMS System utilization data relative to frequent users of the 911 system to CSS and is engaged in ongoing program development
Objective 2: Identify tactics to safely reduce unnecessary use of the 911 system by 10%	In Progress	In Progress			Medic has analyzed existing data and Identified patient conditions that could be safely tested for inclusion. Q2: Medic has identified a set of strategies for identifying patients prior to initiating a response or transport. There are 3 active projects aimed at this currently.
GOAL 2: Further Improve Fiscal Sustainability					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Decrease total cost of ownership for Medic's ambulance fleet	Completed	Completed			Medic has evaluated chassis and module options against Medic's need and projected total cost of ownership and has selected and purchased 15 chassis and 15 modules for the current fiscal year.
GOAL 3: Optimize Service and Operations at Medic's New Headquarters					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Improve efficiency of key core processes within Medic Operations	In Progress	In Progress			Medic is currently designing tests of change related to logistic processes that will improve our workflow in the new building
Objective 2: Improve employee satisfaction related to the work environment	Completed	Completed			Medic has engaged employees and gathered input into design process of our new headquarters building. Many of these design features, including those rated most important, have been included in the building plans and communicated as such to employees.



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Strategic Business Plan Quarter 2 Report (October - December 31, 2016)

Thomas D. Owens, MD, Medical Examiner's Office

Department: Medical Examiner

FY17 STRATEGIC BUSINESS PLAN - QUARTERLY TRACKING WORKSHEET

Q2 (October 1 - December 31, 2016)

GOAL 1: Build a National Best in Class Operation					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Provide the highest level of forensic pathology service	In Progress	In Progress			Dr. James Lozano was hired effective September 6, 2016. Dr. Lozano completed his Forensic Fellowship in July 2016 and completed his Forensic Board test on September 19. Awaiting results. \$391 for Dr. Lozano's NC Medical License and \$175 each for Owens and Private license renewal for total of 741.00 expended for the quarter.
Objective 2: Provide competent, trained death scene investigators to assist the Forensic Pathologists in determining an accurate cause and manner of death	In Progress	In Progress			To date, 4 MED Investigators have completed the required courses and are now certified death Investigators through the American Board of Medicolegal Death Investigations (ABMDI). The cost for certification was covered by the FY16 budget. Six more Investigators are now in process of gaining certification with registration for certification occurring in the 2nd qtr.
Objective 3: Staff office with full time ME Investigators in-house 24/7	Completed	Completed			This was complete ahead of schedule on June 22, 2016.
Objective 4: Expand the County facility to compensate for staff growth and cooler expansion to accommodate body storage capacity	Not Yet Started	In Progress			This will more than likely be an FY18 project. The purchase and installation of the LODOX full body imaging scanner has taken priority over this initiative.
Objective 5: Obtain Office accreditation by the National Association of Medical Examiners (NAME)	In Progress	In Progress			Staff are working towards compliance with the NAME checklist for certification.
GOAL 2: Build Collaborative Partnerships					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: MED, law enforcement, and other emergency operations work in tandem with one another to achieve the highest level of service for the community	In Progress	In Progress			The most recent training in August 2017 for Charlotte Regional FBI Field Office and September one of the CFD Battalions.
Objective 2: Acting as a State Regional Office, ensure Medical Examiners located in the counties of the catchment area are adequately trained to make decisions confidently and independent of Mecklenburg County	In Progress	In Progress			
GOAL 3: Maintain Environmental Sustainability of Operations					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Adhere to environmentally preferable purchasing (EPP) guidelines	In Progress	In Progress			
Objective 2: Provide employees with opportunities to learn about and practice environmentally-friendly activities (via the County's Work Green program)	In Progress	In Progress			Two on-line videos were completed by staff in August to earn credits towards volunteer hours. This is in addition to the MED staff community garden.



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Strategic Business Plan Quarter 2 Report (October - December 31, 2016)

Peter Q. Zeiler, Office of Economic Development

Department: Office of Economic Development

FY17 STRATEGIC BUSINESS PLAN - QUARTERLY TRACKING WORKSHEET

Q2 (October 1 - December 31, 2016)

GOAL 1: Promote Job Growth, Diversified Employment Opportunities and New Capital Investments throughout Mecklenburg County					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Attract new investment to diversify and expand the number of jobs for residents	In Progress	In Progress			
Objective 2: Assist existing companies to expand employment and investment in Mecklenburg County	In Progress	In Progress			
GOAL 2: Promote Job Growth through Creation of a Small Business Program and Entrepreneur Programs					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Foster economic growth through increasing both the number and the variety of businesses in Mecklenburg County	In Progress	In Progress			Q1: Consultants, TPMA where hired, 7 Focus Groups & Interviews were completed; Benchmark Indicators - 25% completed, Asset Map - 50% completed
GOAL 3: Broaden the Reach and Effectiveness of Public and Non-Profit Workforce Development Programs					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: By FY 18, Provide coordination of and enhancements to workforce development efforts to bridge service delivery gaps in to increase economic mobility and access to jobs	In Progress	In Progress			
GOAL 4: By FY 2018, Implement a Centralized Contract Management System for Grants					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: To increase timely and accurate tracking and reporting of information and activity	In Progress	In Progress			
GOAL 5: Promote the Growth of Minority, Small and Women Owned Business Enterprises through the County Contracting and Purchasing Processes					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Broaden awareness of M/W/SBE utilization benefits	In Progress	In Progress			Participated in several Community Outreach Programs, Education Programs and Trade Shows
GOAL 6: Maintain Environmental Sustainability of Operations					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Adhere to environmentally preferable purchasing (EPP) guidelines	In Progress	In Progress			
Objective 2: Provide employees with opportunities to learn about and practice environmentally-friendly activities (via the County's Work Green program)	In Progress	In Progress			



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Strategic Business Plan Quarter 2 Report (October - December 31, 2016)

Neal Dixon, Office of the Tax Collector

Department: Office of the Tax Collector

FY17 STRATEGIC BUSINESS PLAN - QUARTERLY TRACKING WORKSHEET
Q2 (October 1 - December 31, 2016)

GOAL 1: Maximize Tax Collections					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Expanded Legal Services	In Progress	In Progress			RFP completed - in contracting phase.
Objective 2: Implement a Comprehensive Foreclosure Strategy	In Progress	In Progress			Foreclosure policy completed. BOCC presentation scheduled on January 26th. Real Estate Services RFP issued.
Objective 3: Maximize Use of and Acquire Existing Technology	In Progress	In Progress			Phase II - Taxpayer Transparency Initiative
GOAL 2: Maintain Environmental Sustainability of Operations					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Adhere to environmentally preferable purchasing (EPP) guidelines	In Progress	In Progress			
Objective 2: Provide employees with opportunities to learn about and practice environmentally-friendly activities (via the County's Work Green program)	In Progress	In Progress			



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Strategic Business Plan Quarter 2 Report (October - December 31, 2016)

Jim Garges, Park and Recreation

Department: Park and Recreation

FY17 STRATEGIC BUSINESS PLAN - QUARTERLY TRACKING WORKSHEET

Q2 (October 1 - December 31, 2016)

GOAL 1: Increase the availability of fitness and wellness programs and awareness of facilities and services					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Expand and provide target fitness and wellness programs to help residents improve and maintain their health	In Progress	In Progress			
Objective 2: Develop initiatives to promote programs and increase public awareness of department services and facilities	In Progress	In Progress			
Objective 3: Increase participation in Health & Wellness programs by utilizing the Program Lifecycle model	In Progress	In Progress			
Objective 4: Increase the number of fitness and wellness programs available to seniors in collaboration with Department of Social Services and the Health Department	In Progress	In Progress			
GOAL 2: Expand Facilities Maintenance and Improvement Plans to keep parks, greenways, recreation and nature preserve facilities in optimal condition and provide estimated costs and operating resources required for new facilities					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Increase Facility and Operations Maintenance initiatives of repairing and replacing structures and amenities for the safe use and enjoyment of residents	In Progress	In Progress			In Q2, the department expended \$43,554 of \$379,900 for Small equipment replacement. In Q2, the department expended \$180,000 of \$400,000 for maintenance positions
Objective 2: Continue executing Multi-year Deferred Maintenance Program of assessing the condition of park facilities and amenities and prepare cost estimates to repair versus replace	In Progress	In Progress			
Objective 3: Develop annual operating, maintenance and one-time cost estimates for New Parks/Facilities – Operational Needs Assessment (ONA) - for Board approved projects	In Progress	In Progress			
Objective 4: Establish a plan for continuing replacement of obsolete heavy equipment used for structural repairs to facilities and parks	In Progress	In Progress			
Objective 5: Execute the County's Continuity of Operations Plan (COOP) to assure there is capability to continue essential functions in response to a broad spectrum of emergencies or operational interruptions	Completed	Completed			
GOAL 3: Stewardship of Mecklenburg County's natural and cultural resources through protection, management, interpretation, property assessment and restoration of natural communities and resources					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Expand the County's nature preserve system by 800 acres to attain a target of 8,000 acres under stewardship management by 2025	In Progress	In Progress			
Objective 2: Protect and manage habitat for declining/rare species	In Progress	In Progress			
Objective 3: Continue to be the premier environmental education provider in the County by planning for two new nature centers to meet demands of a growing population and per the approved Master Plan	In Progress	In Progress			

GOAL 4: Maintain Environmental Sustainability of Operations

Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Adhere to environmentally preferable purchasing (EPP) guidelines	Not Yet Started	In Progress			
Objective 2: Provide employees with opportunities to learn about and practice environmentally-friendly activities (via the County's Work Green program)	Not Yet Started	In Progress			



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Strategic Business Plan Quarter 2 Report (October - December 31, 2016)

Danny Diehl, Public Information Department

Department: Public Information

FY17 STRATEGIC BUSINESS PLAN - QUARTERLY TRACKING WORKSHEET

Q2 (October 1 - December 31, 2016)

GOAL 1: To Inform Residents and Stakeholders about County Responsibilities, Services and Results					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Effectively identify Communication Trends for County residents	In Progress	In Progress			Public Information Department identified trends for County external comm.
Objective 2: Effectively identify Communication Trends for internal customers	In Progress	In Progress			Public Information Department identified trends for County internal comm.
GOAL 2: To improve MecklenburgCountyNC.Gov for additional functionality and public engagement through a multiyear, phased approach of upgrades and enhancements					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Improve ability to access information electronically via the website and regularly fix broken links	In Progress	In Progress			Public Information Department has begun move to Microsoft AZURE to improve.
Objective 2: Increase functionality and ease of use of MeckWeb and regularly fix broken links	In Progress	In Progress			Public Information Department improvements to Meckweb have begun.
GOAL 3: Increase the Visibility of Mecklenburg County Government Using PI Community Relations					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Engage the community in County initiatives; increase resident awareness of County responsibilities	In Progress	In Progress			Public Information Department Community Relations strategic plan in draft form.
GOAL 4: Increase Social Media Engagement with County Residents and County Employees					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Increase resident involvement and engagement on all social channels by becoming more user-centric in our social media presence	In Progress	In Progress			Public Information Department Social Media trends continue to increase.
Objective 2: Coordinate social media presence across all departments to ensure consistency, accuracy and adherence to social media policy and industry standards/best practices	In Progress	In Progress			Public Information Department began process to hire new social media position.
Objective 3: Increase employee awareness of and engagement with the County's social media presence	In Progress	In Progress			Public Information Department Social Media Strategic Plan implemented for Depts.
GOAL 5: Maintain Environmental Sustainability of Operations					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Adhere to environmentally preferable purchasing (EPP) guidelines	In Progress	In Progress			All guidelines reviewed with staff for purchases.
Objective 2: Provide employees with opportunities to learn about and practice environmentally-friendly activities (via the County's Work Green program)	In Progress	In Progress			Education occurred; 2 employees using alternate transit.



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Strategic Business Plan Quarter 2 Report (October - December 31, 2016)

Dr. Marcus Plescia, Public Health

Department: Public Health

FY17 STRATEGIC BUSINESS PLAN - QUARTERLY TRACKING WORKSHEET

Q2 (October 1 - December 31, 2016)

GOAL 1: Improve services to prevent control infectious diseases across the entire community					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Reduce the number of new HIV cases	In Progress	In Progress			To fulfill this objective a Patient Navigator position was established and hired in September. New HIV Case Management Electronic Case Record, ECHO, went live November 29. New system will help enhance program capacity and link patients to care.
Objective 2: Increase safety of food, facilities, and water	In Progress	In Progress			Environmental Health Specialist (EHS) completed training in Raleigh and is in process of building portfolio of inspections. Anticipate the EHS is on track for authorization in March.
Objective 3: Enhance public health preparedness	In Progress	In Progress			Held preparedness exercise in September.
Objective 4: Enhance department capability to manage required immunizations for health department staff					Objective not funded FY17, options for data management are under evaluation and project has been added to Tech Reserve list for FY18 consideration.
GOAL 2: Promote community health by "making the healthy choice the easy choice"					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Improve the quality of the built environment to increase active living	In Progress	In Progress			Health Impact Assessment (HIA) in progress and on target.
Objective 2: Increase the number of outlets with access to healthy food choices	In Progress	In Progress			Aligns with Livable Meck's Healthy Principle. 10 of 10 corner stores are providing healthy food choices. First season of Rosa Parks Farmers Market complete. Evaluation of Farmers Market conducted.
Objective 3: Improve the overall health of children ages birth-5	In Progress	In Progress			DSS Human Service Specialist started at Billingsley Road Health Department in October. The process was piloted at the Billingsley Road Clinic and has been implemented at the Betties Ford Road Clinic where there has been increased opt-in for Medicaid.

GOAL 3: Improve monitoring and increase access to resources and care that address health disparities					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Equip MCHD, faith-based organizations, community groups, small minority businesses and individuals to become effective partners in efforts to reduce risk factors for chronic disease and to improve hypertension control in high risk populations	In Progress	In Progress			To increase Village HeartBEAT program capacity, Health Program Coordinator was recruited and started 11/23. Four (4) faith-based organization (FBO) contracts have been executed, 1 contract pending.
Objective 2: Retain a school nurse workforce for Charlotte-Mecklenburg Schools that allows for daily student access to the services of a school nurse	In Progress	In Progress			The School Health program has developed process for recruiting and deploying float pool resources. Twenty float pool positions have been created and 7 filled as of Q2. Additional positions posted externally.
Objective 3: Increase immunization compliance rates for CMS students	Completed	Completed			Training developed and implemented for school nurses and CMS registrars.
Objective 4: Increase Health Department access to and utilization of local health data on more focused level (census tract; neighborhood)	Not Yet Started	In Progress			Survey to be conducted FY17 - Q3, survey design is complete. Contract is in process. Planning and coordination for this objective are on target.
Objective 5: Improve law enforcement-mental health collaborative responses to individuals experiencing a mental health crisis	In Progress	In Progress			CIT training held in November. CIT collaborative staffing began meeting.
Objective 6: Complete the expansion of Child Development-Community Policing (CD-CP) services to children and families exposed to violence (CEV) and other trauma to reach all of Mecklenburg County including the six towns	In Progress	In Progress			Due to 3 additional program vacancies, the MH Licensed Clinician position has been reposted with interviews scheduled for January.
Objective 7: Create a trauma-informed health and human services workforce equipped to provide trauma-informed care (TIC) to Mecklenburg County citizens	In Progress	In Progress			This objective was not funded for FY17, however collaborative planning is underway with ACM and Human Resources.
GOAL 4: Maintain Environmental Sustainability of Operations					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Adhere to environmentally preferable purchasing (EPP) guidelines	In Progress	In Progress			A Green Team has been established to work with the County's Sustainability Manager to establish and meet FY17 targets.
Objective 2: Provide employees with opportunities to learn about and practice environmentally-friendly activities (via the County's Work Green program)	In Progress	In Progress			A Green Team has been established to work with the County's Sustainability Manager to establish and meet FY17 targets.



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Strategic Business Plan Quarter 2 Report (October - December 31, 2016)

Sheriff Irwin H. Carmichael, Mecklenburg County Sheriff's Office

Department: Sheriff's Office

FY17 STRATEGIC BUSINESS PLAN - QUARTERLY TRACKING WORKSHEET
Q2 (October 1 - December 31, 2016)

GOAL 1: Reduction of significant incidents related to inmate behavior					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Increase staff knowledge and skills	In Progress	In Progress			As of Q2, 147 uniformed staff have completed mandatory Mental Health First Aid training. Additional training slots have been scheduled that will provide adequate capacity.
GOAL 2: Improve management of the inmate gang population					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Increase staff knowledge and skills	In Progress	Completed			10 certified staff received NC Gang School Certification in December.
Objective 2: Increase number of dedicated staff to gang management initiatives	Not Yet Started	Not Yet Started			Positions have been identified, have not been filled as of the end of Q2.
GOAL 3: Improve and reduce the number of internal paper processes through automation and utilization of new technology					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Reduce the number of internal paper processes	Not Yet Started	Not Yet Started			Pending update of the current jail management system.
Objective 2: Reduce the amount of paper printed	Not Yet Started	Not Yet Started			Pending update of the current jail management system.
GOAL 4: Increase safety awareness within the community and staff volunteerism					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Provide additional public safety programs/events	In Progress	In Progress			MCSO continues to provide safety programs to the community.
Objective 2: Increase staff volunteerism within the community	In Progress	In Progress			MCSO staff continue to volunteer in the community and participate in the Presidential Volunteer Service Award program. During the first 2 quarters 31 staff have signed up to participate in the Presidential Volunteer Service Award program.
GOAL 5: Maintain Environmental Sustainability of Operations					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Adhere to environmentally preferable purchasing (EPP) guidelines	In Progress	In Progress			
Objective 2: Provide employees with opportunities to learn about and practice environmentally-friendly activities (via the County's Work Green program)	In Progress	In Progress			



FY17

Strategic Business Plan Quarter 2 Report (October - December 31, 2016)

Peggy Eagan, Social Services

Department: Department of Social Services

FY17 STRATEGIC BUSINESS PLAN - QUARTERLY TRACKING WORKSHEET

Q2 (October 1 - December 31, 2016)

GOAL 1: Stabilization: To strengthen and stabilize families through efficient delivery of mandated programs and services					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
<p>Objective 1: Public Assistance</p> <p>To increase the percentage of households receiving their benefits timely and accurately, and to enhance overall customer service.</p>	In Progress	In Progress			<p>North Carolina is no longer under corrective action for Food & Nutrition Services timeliness. The accelerated processing labs continue to operate and the remaining Medicaid backlog is expected to be closed by January 31. As of December 23, only 5,514 of the original 59,000 cases remain to be processed.</p> <p>The division continues to meet weekly with the state to track progress and identify challenges. Given the success experienced with labs, the division is engaging other jurisdictions to explore how the lab framework can be incorporated into regular operations.</p>
<p>Objective 2: Workforce Development - Improve the employment prospects and quality of life for DSS customers through the provision of Social Work and/or Work Force Development Services. Decrease the number of Public Assistant customers that re-apply for Work First Family Assistance and Food and Nutrition Services</p>	In Progress	In Progress			<p>A Senior Program Manager was hired to manage Workforce Development activities. In December, staff met with Charlotte Housing Authority representatives to look at potential synergies and opportunities to share information with shared customers involved in Workforce Development activities. The program continues to explore strategies for engaging additional employers in workforce development and to scale services so greater numbers can be served.</p> <p>Next steps include developing a process for obtaining FNS Employment & Training referrals from case management staff and meeting with Carolina Healthcare representatives to discuss training and employment opportunities for common customers.</p>
<p>Objective 3: Community Social Work; General Assistance: Maintaining Independence - Increase outreach and offerings to clients that will prevent at risk/poverty stricken families, caretakers, disabled and elderly clients need for protective services</p>	In Progress	In Progress			<p>The program manager presented the Care Transitions program to the Outcomes Specialist and practitioners at Carolinas Healthcare Systems (CHS) Emergency Department (ED). Referrals for at-risk geriatric patients from the CMC-Main ED are expected to begin in January 2017. During December, the program manager reviewed a Consumer Directed Services model, and plans to present the findings to the division director in January. Preliminary program outcomes will be reviewed in February.</p>
<p>Objective 4: Adult Social Work Services ASWS - Increase Mecklenburg's capacity to serve those referred for State-mandated Adult protective and guardianship services</p>	In Progress	In Progress			<p>The development of the Microsoft CRM consolidated SFA case management platform was "paused" (stopped) in November, 2016, so that IT resources could be redeployed to technological solution development for the first of the "Community Resources Center," scheduled to open January, 2018, at the VC Woodard facility. No precise time frame has been established for the revival of the SFA CRM platform development.</p>

Objective 5: Senior Citizen's Nutrition Program - Increase participation in congregate and home- delivered meal programs to meet the needs of the increased aging population in Mecklenburg Count	In Progress	In Progress		<p>During October, SCNP received an "Excellence in Innovation" award from the North Carolina Association of County Commissioners for their use of technology to increase service efficiency within the Homebound meal program. SCNP partnered with Mecklenburg County Geographic Information Systems (GIS) to visualize and restructure delivery routes and boundaries. The efficiencies achieved allowed the program to add more new customers (capacity has expanded by 22 percent) and have nearly eliminated the waiting list.</p> <p>Congregate meal services previously offered at the Ada Jenkins Community Center in Davidson were relocated to the Huntersville Senior Center. The move follows a review of demographic trends and service demand and will help maximize the number of citizens served.</p> <p>At the close of December, customer kiosks have been installed at half of the fourteen congregate meal sites. Kiosk installation will continue through the remainder of the fiscal year.</p>
Objective 6: Children's Services - Implement the recommendation from the organizational review conducted by Eckerd Youth Alternatives	In Progress	In Progress		<p>Note: The overlap of action steps in Objectives 6 and 7 produces a duplication of updates within each. ***</p> <p>Intake & Investigations</p> <ul style="list-style-type: none"> - Completed CARE line assessment and have initiated reclassification process to create an Intake Social Work Supervisor position. - Following consultation with state officials regarding the visibility of online child abuse/neglect reporting, YFS has submitted a request to IT for the development of a web-based application that will allow law enforcement and medical providers to submit their Child Protective Services reports electronically.
Objective 7: Children's Services - YFS will improve system efficiency, effectiveness and improve the quality of services and outcomes for the children and families of Mecklenburg County to meet and or exceed the outcomes measures of the Child and Family Services Reviews (CFSR)	In Progress	In Progress		<p>Note: The overlap of action steps in Objectives 6 and 7 produces a duplication of updates within each. ***</p> <p>Additional positions to fulfill this objective were not funded in FY17. The department continues to pursue these positions and funding.</p> <p>Intake & Investigations</p> <ul style="list-style-type: none"> - Completed CARE line assessment and have initiated reclassification process to create an Intake Social Work Supervisor position. - Following consultation with state officials regarding the visibility of online child abuse/neglect reporting, YFS has submitted a request to IT for the development of a web-based application that will allow law enforcement and medical providers to submit their Child Protective Services reports electronically. <p>Practice Model</p> <p>YFS continued to work with the Annie E. Casey Foundation (AECF) to develop a new practice model. In December, staff traveled to Pittsburgh to learn more about the nationally-recognized kinship care program, A Second Chance. YFS has drafted a Mission Statement and Beliefs document and anticipates finalization of the practice model in March 2017. The YFS-AI/AECF kick-off meeting is scheduled for February 9. October. During the second quarter, SafeMeasures conducted several site visits to shadow social work staff, identify report requirements, and vet initial reports. The report website and seven YFS reports have been completed. YFS is reviewing the accuracy of the initial reports. Next steps include developing staff training and an implementation plan.</p> <p>Challenges: Obtaining IT resources necessary to develop online reporting capacity, securing funding to implement a dedicated child abuse and neglect hotline, and staffing resources to implement YFS practice model.</p>

GOAL 2: Integration: To strengthen families through an integrated delivery of programs and services					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Community Social Work, General Assistance: Maintaining Independence - Reduce the need for at risk/poverty stricken families, caretakers, disabled and elderly clients to return to DSS for the same service					These actions moved to FY18.
Objective 2: Mecklenburg Transportation Systems (MTS) - Increase trip capacity and revenue for Mecklenburg Transportation System	In Progress	In Progress			The FTA 5310 (capital) grant contract with the Charlotte Area Transit System (CATS) was executed this quarter; execution of the contract with the software vendor RouteMatch is imminent. County IT resources were identified and assigned to the implementation planning this quarter. Next steps, to commence by late January/early February, will be to engage the vendor and IT resources to begin the process of determining the scope and requirements of the implementation. Next steps with the FTA 5310 operational grant funds will be to expand service for new customers by opening select funding streams. Regarding fare increases to enhance revenue: county management has not approved this item as of this time.
Objective 3: Embedding Continuous Quality Improvement philosophy in DSS Culture	In Progress	In Progress			<p>Monthly quality sampling processes have been initiated in all divisions and performance targets established. At present, CSIS is developing a framework to consistently engage division staff when performance does not meet established standards and to ensure the timely identification and implementation of performance improvement strategies.</p> <p>In addition, CSIS, in concert with the Economic Services division, developed corrective action strategies to resolve Single Audit and Medicaid Eligibility Audit findings.</p> <p>Finally, CSIS is promoting department-wide awareness of Continuous Improvement principles by publishing performance outcomes of various initiatives and projects on electronic message boards.</p>
Objective 4: Mail Services-Increase Mail Services efficiency or cost savings [Mail Services]	In Progress	In Progress			<p>In October, vendors GMC and Satori were on-site to develop the programming scripts necessary to eliminate address validation and mixed-weight issues which prevented the production of accurate USPS postage statements needed for presort submissions. The vendors continue to troubleshoot an on-going issue with sporadic missing mail content.</p> <p>Mail Services staff continue to meet with the divisions and provide follow-up training to maximize HybridMail use.</p>

GOAL 3: Generation: To be an Innovative Organization Focused on Prevention and Socio-Economic Mobility, Helping Families and Communities Reach their Greatest Potential					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Adult Services-Implement an Aging Services Plan to address the needs of a growing aging population in Mecklenburg county	In Progress	In Progress			<p>The World Health Organization formally recognized Mecklenburg County's membership in its global network of age-friendly communities.</p> <p>The AARP submitted the finding of its Community Needs Assessment to the county. The findings will be presented to the Health & Human Services committee and HCCGB Advisory Committee in January 2017.</p> <p>Next steps include advocating for the incorporation of the age-friendly designation in the Mecklenburg County Livable Community Plan.</p>
GOAL 4: Maintain Environmental Sustainability of Operations					
Objective	Q1 Status	Q2 Status	Q3 Status	Q4 Status	Notes
Objective 1: Adhere to environmentally preferable purchasing (EPP) guidelines	In Progress	In Progress			<p>Department representatives met with the county's Sustainability Program Coordinator to discuss DSS efforts regarding EPP. Following the meeting, the EPP lead reached out to department supply gatekeepers to communicate the DSS goal to increase environmentally-friendly purchasing and purchasing expectations. Supply orders are reviewed quarterly and the gatekeepers are notified of purchases that do not meet approved standards.</p>
Objective 2: Provide employees with opportunities to learn about and practice environmentally-friendly activities (via the County's Work Green program)	In Progress	In Progress			<p>Members of the Green Team visited the recycling center to learn more about how to create an environmentally-friendly work and home environment.</p> <p>The Green Team continues to publish educational material on the department's digital message boards and offered a presentation to department employees about WorkGreen Program opportunities and how to obtain WorkGreen hours. Ten members have been added to the team as a result of these efforts. The team plans to engage other department teams to explore opportunities for broadening the reach of the educational effort.</p>