FY2019 County Manager Work and Performance Plan

DENA R. DIORIO, COUNTY MANAGER'S OFFICE

Key Initiative 1	
Countywide Reappraisal, Quality Control, and Communication Strategy	
Description:	Effectively schedule, plan and implement the 2019 countywide reappraisal; maintain a quality control process where appraisal, exemption, and appeal procedures are regularly audited by the CAO Quality Assurance team, and consistently monitored for adherence to North Carolina statutes, policies, and laws.
Rationale:	Effectively schedule, plan and implement the 2019 countywide reappraisal, enhance quality control, increase community outreach, strengthen relationships with community leaders, and educate constituents about value assessments.
Completion Date:	The quality control processes, communications, and trainings are ongoing as we prepare for and implement the 2019 Revaluation.
Updates/Project Milestones:	- Maintain and redefine quality control practices to ensure best practices in performance and communication throughout the organization. - Implement trainings that will ensure employees are proficient with MODRIA Online Customer Dispute Resolution Cloud solution and the newly implemented NCPTS Appeals Module. - Provide trainings for employees that is customer service focused. - Review and verify parcels for listing accuracy based on the International Association of Assessing Officers (IAAO) standards. - Audit the exemption/exclusion applications to ensure eligibility and proper documentation - Send Sales/Income/Cost Qualification Letters for real property transactions that need further information for qualification/disqualification. - Collaborate with County Public Information (PI) to schedule community engagement sessions, collect feedback, and participate in media interviews with a goal to meet or exceed 100 sessions leading up to the 2019 Revaluation; advertise and promote MeckReval.gov as an essential source of information for neighborhood information, Schedule of Values, and the upcoming 2019 Revaluation; and utilize the County's social media sites, website and board bulletin as channels for communicating information to commissioners and the general public. - Promote improved communications by updating and developing brochures and handouts to inform external stakeholders about the countywide revaluation, provide public awareness about the assessment processes, offer an outreach to organizations that serve the elderly and disabled to make sure they are aware of exemptions/exclusion, and advertise how Modria can be used by citizens to review property listings. - Work with Business Process Management (BPM) to map all processes related to the upcoming revaluation to include the mapping of the informal and formal BER appeals with customer service as a key indicator of success. - Implement the paperless initiatives that includes: archive scanning, digital MLS, sales reports, SVQ mailings, and shared files. - Redesign and improve the operational efficiencies within the Business and Personal Property Division.
Outcome/Measures:	Successful accomplishment of established milestones.

Key Initiative 2 **Health and Human Services Integrated Service Delivery Project**	
Description:	Transform current service provision from a Regulative Business Model to an Integrative Business Model by expanding the focus beyond eligibility and adherence to policies/regulations to a more comprehensive focus that considers root causes of clients' needs and problems by coordinating and integrating services. This work encompasses optimizing facilities utilization including CRC prototype, engagement of community stakeholders, and finding customer centric solutions.
Rationale:	Providing health and human services is a core function of Mecklenburg County government. Numerous residents receive services from more than one service department. There are many collaborations within the Health and Human Services Agency, however these have occurred at the program or service level. This initiative takes a broader look at how the County's Health and Human Services Agency can be organized to serve residents more effectively and efficiently. Focus will be on the following items: • Improving the health and well-being of Mecklenburg residents, especially people most in need of support and assistance, emphasizing education and prevention and optimal human service delivery. • Seeking more opportunities to involve and integrate Health and Human Services Agency departments in collaborative service delivery. • Seek to establish an integrated customer interface to improve both the customer experience as well as the outcome of the services provided.
Timeline:	This is a multi-year plan with the completion date yet to be determined. (All updates/project milestones listed below will be initiated or completed in FY19.)
Updates/Project Milestones:	• Develop an HHS Change Management Strategy to facilitate an Integrative Business Model (HHS/HR) • Implement HHS Consolidated Mailroom which will handle all outgoing mail for HHS departments (HHS/EPMO) • Complete a post implementation evaluation of the initial Community Resource Center, which will review customer volume/demand, wait-times, capacity requirements, and service correlations (HHS/BPM/ITS) • Provide a list of recommendations (ex. program offerings, facility design, stakeholders, demographics information) for future Community Resource Centers based on initial prototype (HHS/BPM/ITS/AFM) • Develop a proposed business model for serving shared HHS customers (HHS/BPM/ITS)
Outcome/Measures:	Successful accomplishment of established milestones.

Key Initiative 3 Public Health Transformation	
Description:	Provide executive direction and project leadership to transform the department ensuring exceptional public health services, including the delivery of quality care.
Rationale:	In response to a major quality issue within the department, external consultants and Mecklenburg County's Internal Audit team conducted a review of the Public Health Department and presented a series of recommendations for improvements. The recommendations were aligned and prioritized into projects, which were presented to the Audit Review Committee in August 2017. The FY19 focus of department transformation includes: • Continue implementation of Public Health's change management strategy • Continue Electronic Medical Record (EMR) optimization of the current platform and conduct an EMR technology needs assessment to analyze technology, equipment, capacity and market research on potential vendors • Continue to transform the clinical care model to ensure staff perform at top of license; and enhance policies, procedures and protocols to adequately respond to customer needs • Leverage outside vendor to manage and operate Public Health labs to assure laboratory results are available timely to clinics and all regulatory requirements are maintained. • Expand departmental quality assurance/improvement capabilities
Completion Date:	This is a multi-year plan with the completion date yet to be determined. (All updates/project milestones listed below will be completed in FY19.)

Updates/Project Milestones:	• Organizational Development/Change Management: Implement standardized performance and communication standards for all Public Health staff
	  o Reinforcement through work plans and performance evaluations
	• Electronic Medical Record (EMR) Optimization and Technology Assessment:
	  o Complete assessment and implement Cerner system enhancements or
	  o Develop business requirements for a new EMR system
	• Clinical Care Model Delivery Enhancement: Implement clinical processes that assure:
	  o Updated productivity measures for all Nurses and Physician Extenders
	  o Implementation of a quality improvement plan for all clinic functions
	• Strategic Laboratory Management Affiliation: Execute lab contract with an outside vendor for management and operation of laboratory services

Outcome/Measures:	Successful accomplishment of established milestones.

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<tr>
<td colspan="2" align="center">Key Initiative 4
Community HIV Prevention Plan</td>
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<tr>
<td>Description:</td>
<td>Provide executive direction and project leadership in implementation of the Community HIV Prevention Plan "Getting to Zero Mecklenburg."</td>
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<td>Rationale:</td>
<td>Growing concern among community members, Public Health and healthcare providers in Mecklenburg County, as well as recent advances in HIV treatment and prevention interventions (e.g., Pre-Exposure Prophylaxis (PrEP) and Treatment as Prevention have spurred discussions about the need for more aggressive and comprehensive community-wide approaches to address new HIV infections in Mecklenburg County. In the Fall of 2017, encouraged by the commitment of the Board of County Commissioners (BOCC), Mecklenburg County Public Health (MCPH), community members, HIV care providers, educators and members of the faith-based community began a series of planning meetings to create plans for an aggressive, comprehensive and effective community level approach to lower new HIV infection rates and to improve care for persons living with HIV in Mecklenburg County. The HIV Community Planning Group was convened to construct a Mecklenburg County HIV Prevention Plan, "Getting to Zero Mecklenburg."</td>
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<td>Timeline:</td>
<td>This is a multi-year plan with the completion date yet to be determined.
(All updates/project milestones listed below will be completed in FY19.)</td>
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<td>Updates/Project Milestones:</td>
<td>The milestones for FY19 are:

Continue implementation of the PrEP pilot project with expanded enrollment.
Ongoing evaluation, in collaboration with the UNCC Academy for Population Health Innovation team
Provide update to the BOCC every 6 months
Hire a full-time Project Manager to implement and sustain the community HIV Prevention Plan.
Complete a HIV community needs assessment to determine knowledge base and gaps in service.
Develop and implement a marketing campaign, working with community partners and County PIO.
Engage community partners to develop long-term funding options to implement the Plan.

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<td>Outcome/Measures:</td>
<td>Successful accomplishment of established milestones.</td>
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Key Initiative 5 Secure Business Platform	
Description:	Providing the County with a reliable and Secure Business Platform will require changes in infrastructure, recovery capabilities, solution delivery, testing practices and support services. Continue efforts to address enterprise IT security priorities: • Policy Management & Prevention • Records Request/eDiscovery • Security Incident & Event Management System (SIEM) Replacement • Threat Detection • Event Management • Increase Data Loss Prevention • Data in Motion • Data at Rest • Consolidation & Rationalization of Data Environments • Implement Network Segmentation • Database Consolidation • Streamline and Simplify Datacenter Infrastructure • Hyper-Convergence • Server Virtualization
Rationale:	Develop application and IT infrastructure recovery plans on a common understanding of essential functions supporting county services. Secure data and system operations from malicious intrusion and unauthorized use. Establish executable disaster recovery capabilities. 'Harden' the IT infrastructure against malicious attack, catastrophic mistakes or natural disasters.
Updates/Project Milestones:	**Policy & Prevention** Current State: Manual, error prone process. Target State: Enable the organization, redaction & publication of requested information Project: eDiscovery Completion: FY19 **End-Point User** Current State: Aging Infrastructure Target State: Stability, Reliability, Security & Business Continuity Project: FY19 Evergreen Project - ¼ of enterprise PC technology refresh Completion: FY19 Current State: County-wide Communications at risk due to end-of-life radio equipment Target State: Replace equipment with new, modern technology that will supports over 1500 Paid and Volunteer Staff at MEDIC, County Fire, and Fire Marshal Offices

Project: Motorola Radio Replacement Project
Completion: FY19

End-Point User & Security Operations
Current State: Does Not Exist
Target State: Implementation of County physical security command center
Project: County Security Force Radio Project
Completion: FY19

Security Operations & Monitoring Response
Current State: Unprotected Environment - Limited visibility into activities across the network that could help us mitigate our threat exposure.
Target State: Provide real-time analysis of security alerts (potential threats) generated by applications and network hardware Project:
SIEM Tool Replacement
Completion: FY19

Current State: Unprotected Environment
Target State: Implementation of scanning software will limit the level of vulnerabilities and unknown presence inside our network. HIPAA and PCI compliance require that we scan our entire network for vulnerabilities.
Project: Vulnerability Scanning Licenses
Completion: FY19

Security Operations & Monitoring Response/Prevention
Current State: Fragmented asset mgmt. solution
Target State: Gain visibility, compliance, and control of County-wide IT assets.
Project: Asset Management System Implementation
Completion: FY19

Network
Current State: Unprotected Environment -unmanaged connections through the wall outlets or wireless for staff, public or guest.
Target State: Protect against unauthorized network access: Apply and enforce access policies across all access points to the County's network.
Project: Network Access Controller
Target Goals: Initial implementation Q1 FY2019 and phased rollout over next 5 years

Current State: County Service Interruption Risk. End-of-Life & End-of-Service infrastructure jeopardizes network reliability & security.
Target State: Stability, Reliability, Security & Business Continuity: Replace aging, end-of-life switch / router equipment
Project: Network Evergreen Refresh
Completion: Initial implementation Q1 FY2019 and phased rollout over next 5 years – 20% replacement goal for FY19

Current State:
Old End-of-Life Analog VHF/UHF Pager Repeater System

	Target State: Replace with New Digital Network Infrastructure Located at 6 Tower Sites - Added to Law Enforcement Center and Belhaven to expand coverage Project: VHF/UHF Pager Replacement Completion: FY19 **Application** Current State: Unprotected Environment Target State: Hack Attack Prevention. Leading practice to deterred unauthorized system access by verifying the user's identity for a login or other transaction Project: Multi factor Authentication Completion: FY19
Outcome/Measures:	Successful accomplishment of established milestones.

Key Initiative 6 **Review Finance Model for Volunteer Fire Departments (VFDs)**	
Description:	Historically, the VFDs have been supported by taxes in the various established fire districts to fund only operational expenses and not capital. Given the increased capital needs and growth in the districts, the VFD representatives have requested a review of the model to evaluate feasibility of future capital funding.
Rationale:	Funding needs have changed since the inception of the fire districts in 2012. Although funding is being provided to cover operational expenses through a stable tax rate, the VFDs have had increasing capital needs that need additional funding. The stable tax rate, proposed by the County and approved by the BOCC is insufficient to cover both capital and operational expenses.
Completion Date:	Complete request for information and review of model by December 2018 Provide recommendation to County Manager by January 2019
Updates/Project Milestones:	• Meet with the VFD representatives to receive input about upcoming capital needs • Receive feedback on prioritizing capital needs • Create a financial model to estimate potential capital expenditures and available revenues • Prepare draft recommendation for review and comment
Outcome/Measures:	Successful accomplishment of established milestones.

Key Initiative 7 **MECK Pre-K**	
Description:	To provide the contract and project management advisory role for the County's first year implementation of voluntary, universal pre-k known as MECK Pre-K. This includes: working closely with the program administrator Smart Start, collaborating with relevant early childhood subject matter experts for curriculum/professional development/training, collaborating with NCDEE and UNCC early education staff, and local child care providers on behalf of the County Manager's Office.
Rationale:	Provide effective management and coordinated program delivery, performance reporting and compliance with the States' pre-kindergarten program requirements and County funding requirements for the locally funded public pre-kindergarten program.
Completion Date:	July 2018- June 2019
Updates/Project Milestones:	• Validation of provider interest and childcare center capacity for year one classrooms • Completion of the provider application/review/site selection and notification process • Active child enrollment and teacher recruitment
Outcome/Measures:	• To have all 33 County funded pre-kindergarten classrooms operational by the second quarter of FY19. • Identification of reporting tools and the development of evaluation metrics for the creation of a public pre-k performance dashboard. • BOCC updates as requested

Key Initiative 8 Crisis Management	
Description:	Assist in the creation of the Enterprise-wide Crisis Management Plan.
Rationale:	A crisis is an event or series of events that put public safety at risk, disrupt critical services, or demonstrate an override of fiduciary or ethical controls. How the County addresses as crisis has a direct bearing on public trust. Therefore, a crisis management plan is a critical tool for senior leadership to exercise control and coordination to (1) inform the public and set expectations; (2) minimize damage and disruption; and (3) make critical short-term and strategic decisions during times of crisis.

To address the lack of a formal crisis management plan, the County contracted iParametrics to create a Strategic Crisis Management and Response Plan. The creation of this plan will allow the County to react in a proactive and consistent manner in the face of an emergency. The plan will focus on interoperability of the County's Departments and will build upon the existing COOP plans to create capacity for long-term response. The plan will serve as a guide for the County Manager and executive leadership to respond to a crisis event that would negatively affect the county's reputation, financial security, or ability to operate efficiently and effectively.

This project will establish a Crisis Planning Team of internal employees, conduct as risk review of the County, and host workshops to determine the needs of the County.
The end goal will be to create a flexible internal crisis plan and provide interactive trainings to County employees. |
| **Completion Date:** | Efforts to be completed by June 2019. |
| **Updates/Project Milestones:** | • Establish an internal Crisis Planning Team – Q1
• Conduct risk review of the County- including individual Departments – Q1
    o Review current County policies and procedures and document a gap analysis
• Hold Crisis Planning Workshop #1 – Q2
• Create Draft of the Crisis Plan – Q2
• Finish Draft Plan and gain ET approval – Q2
• Create Final Strategic Crisis Management and Response Plan – Q2
• iParametrics to conduct training and table-top exercise – Q3 |
| **Outcome/Measures:** | Successful achievement of established updates and project milestones. |

	Key Initiative 9 **Equity & Inclusion Initiative**
Description:	Continue to implement Phase One and begin Phase Two of the Equity and Inclusion Initiative.
Rationale:	To address the challenge for Mecklenburg County to become a stronger pro-equity organization, strategies must be implemented that enhance the work Mecklenburg County has already completed to promote equity and inclusion. The County aims to build upon the current organizational diversity training and has partnered with the Government Alliance on Race and Equity (GARE) to create both an equity training curriculum for County staff and an Equity Action Toolkit. To continue to build the capacity of the organization, it is critical that the County approaches equity work holistically and enterprise wide to advance equity. Phase I of this initiative is to engage a consultant to develop the framework for this work. Phase II is to implement the Action Plan and train all employees.
Completion Date:	This is a multi-year project.

Updates/Project Milestones:	• Continue the implementation of Phase I of the Equity initiative to include:
	    o Provide effective oversight and management of GARE activities. Seek consistent feedback from Executive Team (ET), and provide recommendations to GARE as needed, regarding GARE plans, processes and communication with County staff. Target date: Ongoing
	    o Oversee all Equity Core Team activities, including development of Pilot projects, and seek continuous ET and Cabinet feedback to ensure alignment with County direction and feedback. Target date: Ongoing
	    o Develop and deliver training for core team, leadership and train the trainer. Target date: February 2019.
	    o In conjunction with GARE, develop an Equity Action Plan for future implementation within the County. Ensure that GARE's Racial and Equity Toolkit is included into the Action Plan to guide future County decision making. Target date: February 2019
	• Begin the implementation of Phase II:
	    o Work collaboratively with Procurement to hire contract trainers to deliver countywide Equity and Inclusion training. Target date: December 2018.
	    o Begin countywide training for all employees
	        ▪ Rollout Plan Dates: March 2019 through June 2020.
	    o Develop communications plan for Equity Action Plan rollout by March 2019
	        ▪ Work with both the Equity Core Team and Public Information to determine the needs of the County, and how the proposals should be communicated.
	• Determine FY20 budget requirements and submit budget proposal for approval early in the budget process to carry out Phase II. Target date: Early March 2019.

Outcome/Measures:	Successful accomplishment of established milestones

Key Initiative 10 **FY2020 County Budget**	
Description:	Prepare and submit the for adoption the FY2020 Mecklenburg County Budget.
Rationale:	The County Budget drives the activities that support the community needs. The Manager is tasked with developing and proposing a budget based on her understanding of the needs of the community, the organization operational and fiscal capacity and the interests of the Board.
Completion Date:	Budget Adoption is June 2019
Updates/Project Milestones:	• Lead/organize a high-quality budget planning retreat for the Board of County Commissioners • Engage Board members, business partners, community stakeholders and department leadership in budget development • Lead periodic budget updates and public policy workshops intended to inform the Board and public on key budget decision points • Present the Recommended Budget • Present the budget ordinance consistent with straw vote direction
Outcome/Measures:	Successful accomplishment of established milestones.

Individual Development Plan
Development Goal: Professional development opportunities local government management and human resources will be identified and completed within the fiscal year. • Attend meetings of the NC City/County Management Association • Attend meetings of NCACC • Attend meetings of Women's Executives • Attend Rotary Club meetings • Attend CCOG Regional Manager meetings • Attend meetings of ICMA, NACo • Develop and maintain relationships with local managers in and around Mecklenburg County

Leadership Competencies

Strategic Thinking
Formulating vision into actions
- Builds, communicates, and promotes a shared, long-term vision
- Formulates strategies, objectives and priorities, and implements plans consistent with the vision
- Identifies key issues based on logical assumptions, facts and data
- Capitalizes on opportunities and manages risks
- Understands the interdependency of the working, structure and culture of the organization as well as the social and economic issues/trends affecting the organization

Executive Excellence
Optimizing talent management and financial health
- Attracts, develops, engages, and retains people
- Creates a learning culture that encourages accountability by providing ongoing feedback and opportunities for continual learning for self, employees and teams
- Assesses short-term and long-term fiscal condition; uses cost-benefit thinking to set and balance short-term and long-term priorities
- Determines cost-effectiveness of programs and compares alternative strategies
- Optimizes good financial management

Change & Innovation
Innovating through change and creativity
- Identifies, communicates and drives changes needed to adapt strategically to shifting demands, business conditions, technology, and internal initiatives
- Questions conventional approaches; develops creative and innovative solutions to situations
- Creates a shared responsibility among team members/staff and encourages others to seek different ideas/approaches to address organizational problems and opportunities and then embraces them
- Rapidly adapts to changing conditions and communicates frequently and candidly during times of change
- Designs, communicates and gains the acceptance of and leads the implementation of optimal, new or cutting-edge ideas/processes to manage problems and opportunities

Collaborative Relationships
Collaborating through alliances and relationships
- Identifies opportunities for, initiates, and maintains strategic relationships and networks in and out of the organization
- Promotes openness and trust and builds confidence in one's intentions to achieve goals
- Fosters an inclusive workplace by working effectively with individuals and groups of diverse cultures.
- Utilizes the capabilities, insights, and ideas of individuals and groups to ensure the accomplishment of common business goals/improve results

Values & Integrity
Serving with integrity and respect
- Models high standards, acting in accordance with moral, ethical, and professional standards, policies and regulations consistent with the County's Values and Guiding Principles; leads by example
- Demonstrates honesty, fairness, openness and being forthright, consistently, in words and actions, treating people with courtesy and respect
- Respects the confidentiality of information and concerns shared by others
- Takes responsibility for and learns from own mistakes; does not misrepresent self