MECKLENBURG COUNTY
2018 PERFORMANCE REPORT

BOARD OF COUNTY COMMISSIONERS
REGULAR MEETING
PRESENTER: MONICA R. ALLEN, PH.D.
FEBRUARY 19, 2019

FY2017-FY2019

CORPORATE STRATEGIC BUSINESS PLAN

BACKGROUND

2002: Developed County's first Scorecard and performance management philosophy

2014: Revisited old Community & Corporate Scorecard and created new framework, performance management philosophy, logo

2015 - 17: Developed the FY2017 – 2019 Corporate Strategic Business Plan including Corporate Scorecard and Key Initiatives

2018: Tracked and reported year-1 ½ activity on the Corporate Strategic Business Plan
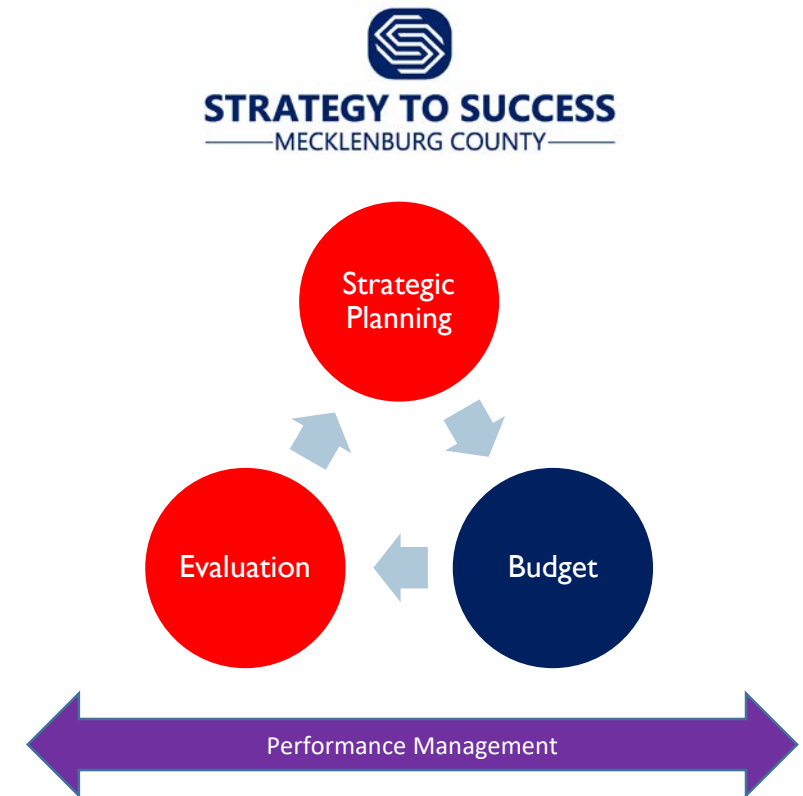
MECKLENBURG BOARD OF COUNTY COMMISSIONERS COMMUNITY VISION

Mecklenburg County will be a community of pride and choice for people to **LIVE, LEARN, WORK, and RECREATE.**

LIVE

Residents in Mecklenburg County will reside in a welcoming and thriving metropolitan area comprising 14 counties in North Carolina and South Carolina. Mecklenburg County will be the regional place of choice and home to generations of families and cultures from all over the world and economic backgrounds. Taxes will be competitive relative to the region for the scope and quality of service provided by local government. We will celebrate diversity and inclusion, promote equality of opportunity and have respect for all of our citizens. We will have safe communities that provide affordable housing opportunities throughout the County. We will provide alternatives to incarceration for those suffering from the disease of alcoholism, substance abuse and mental illness. We will eliminate preventable child deaths and injuries and will have no disparities in resident health based on ethnic background. We will reduce homelessness and poverty in the community. Our senior citizens will receive appropriate services in order to be able to age with dignity. Residents will be physically and socially connected to one another. Residents will have ownership of the community and actively participate in citizen involvement opportunities.

LEARN

Residents in Mecklenburg County will have access to high-quality education at any point in life and be prepared to meet the needs of employers. We will be a model learning community committed to maximizing academic achievement for every student regardless of socio-economic standing. The County will continue to be a regional hub for higher education, offering individuals opportunities to attain degrees and further their professional development.

WORK

Residents in Mecklenburg County will have continuing employment opportunities in a diverse economy that provide all who are capable and willing to work, a living wage. All residents will have the opportunity to share equitably in the community's prosperity. We will be innovative and have a vibrant economy as we attract new businesses and support existing businesses. We will have adequate regional mass transit that connects residents to their homes, work, schools, park facilities and commercial centers.

RECREATE

Residents in Mecklenburg County will have access to a system of parks, greenways and open space located throughout the County that connects neighborhoods and satisfies public recreation needs. We will sustain and enhance the environment by protecting our natural landscapes, and have an abundant source of clean drinking water, healthy creeks and good air quality. We will preserve our historical landmarks. Residents and visitors will learn, be inspired by, and enjoy our community's arts, cultural, and recreational opportunities.

ORGANIZATION VISION:

Mecklenburg County will be the best local government service provider. We will maintain a local government that is effective, efficient, responsible and accountable. Partnerships between government, private sector, non-profit organizations, and the faith community will bring together people from diverse backgrounds to ensure that our community is resilient and able to address and solve community problems. Through collaborative land use planning and strategic capital investments, there will be a good quality of life in our community.

VISION TO VALUES

Board of County Commissioners Community Vision

Mecklenburg County will be a community of pride and choice for people to

LIVE, LEARN, WORK and RECREATE

ORGANIZATIONAL VISION

Mecklenburg County will be the best local government service provider

ORGANIZATIONAL MISSION

To serve Mecklenburg County residents by helping them improve their lives and community

VALUES AND GUIDING PRINCIPLES

Ethics: We work with integrity
Customers: We serve our customers with courtesy and respect
Employees: We recognize employees as our most important resource
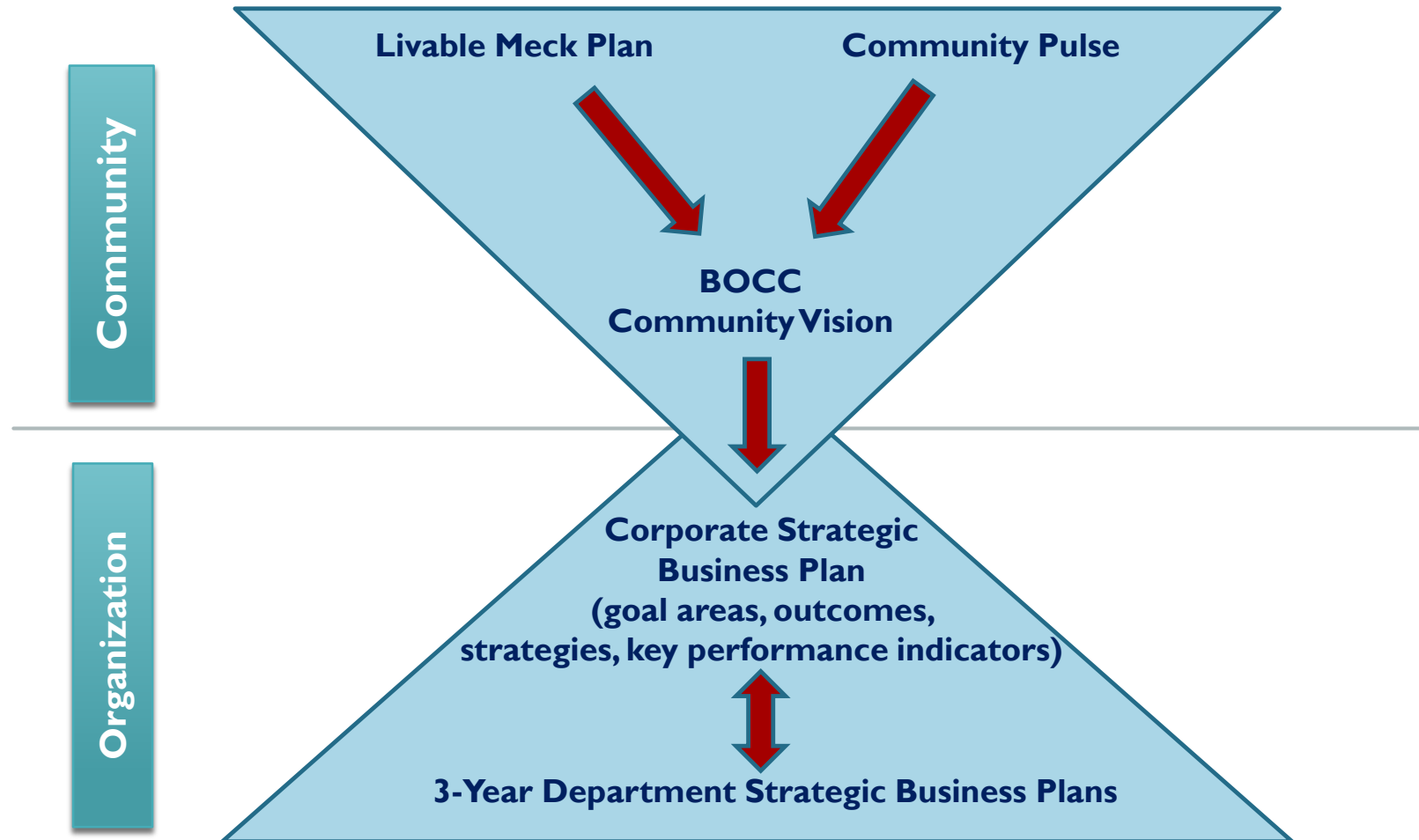**Excellence**: We invest in learning and improving
Teams: We work as a team, respecting each other
Accountability: We focus on results

VISION TO ACTION

Community

Organization

Livable Meck Plan

Community Pulse

BOCC
Community Vision

Corporate Strategic
Business Plan
(goal areas, outcomes,
strategies, key performance indicators)

3-Year Department Strategic Business Plans

MECKLENBURG COUNTY
CORPORATE STRATEGIC BUSINESS PLAN
GOAL AREAS

Accountable Government

Connected Community

Economic Opportunities
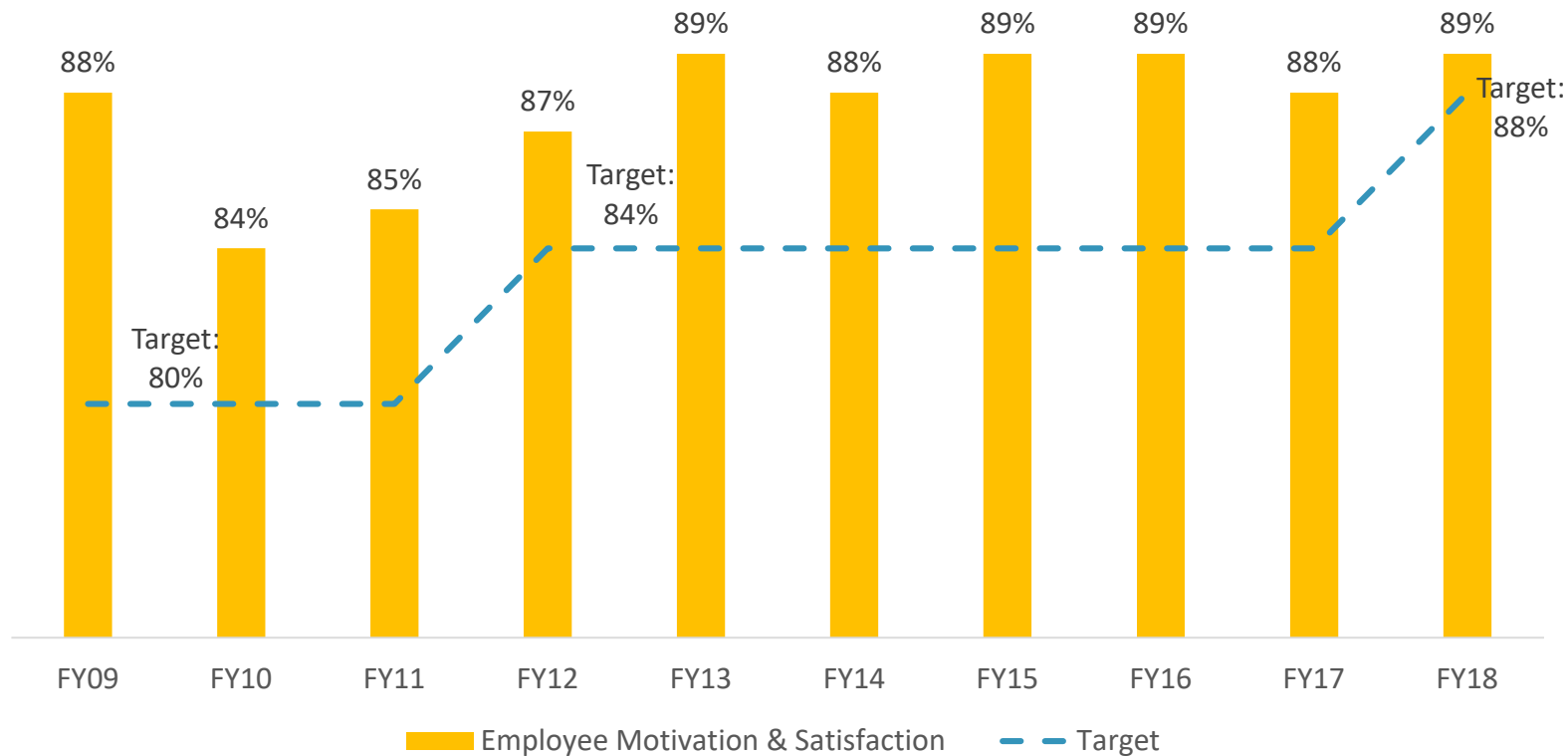
Healthy Community

Safe Community

ACCOUNTABLE GOVERNMENT

OUTCOME: TO BE AN OPEN, TRANSPARENT AND HIGH PERFORMING ORGANIZATION THAT EFFECTIVELY USES RESOURCES TO PROVIDE HIGH QUALITY SERVICES TO OUR VISITORS AND RESIDENTS

EMPLOYEE MOTIVATION AND SATISFACTION

Chart data:

Fiscal Year	Employee Motivation & Satisfaction	Target
FY09	88%	80%
FY10	84%	80%
FY11	85%	80%
FY12	87%	84%
FY13	89%	84%
FY14	88%	84%
FY15	89%	84%
FY16	89%	84%
FY17	88%	84%
FY18	89%	88%

Employee Motivation & Satisfaction — **Target**

Strategy:
Value employees as our most important resource

Methodology:
% of employees motivated and satisfied to work for Mecklenburg

Target:
To have 88% or more of County employees motivated and satisfied to work for Mecklenburg County.

Given trend data for prior years, the long-term target increased to 88% in FY18.

Source: Mecklenburg County Employee Climate Survey

2-YEAR RETENTION RATE
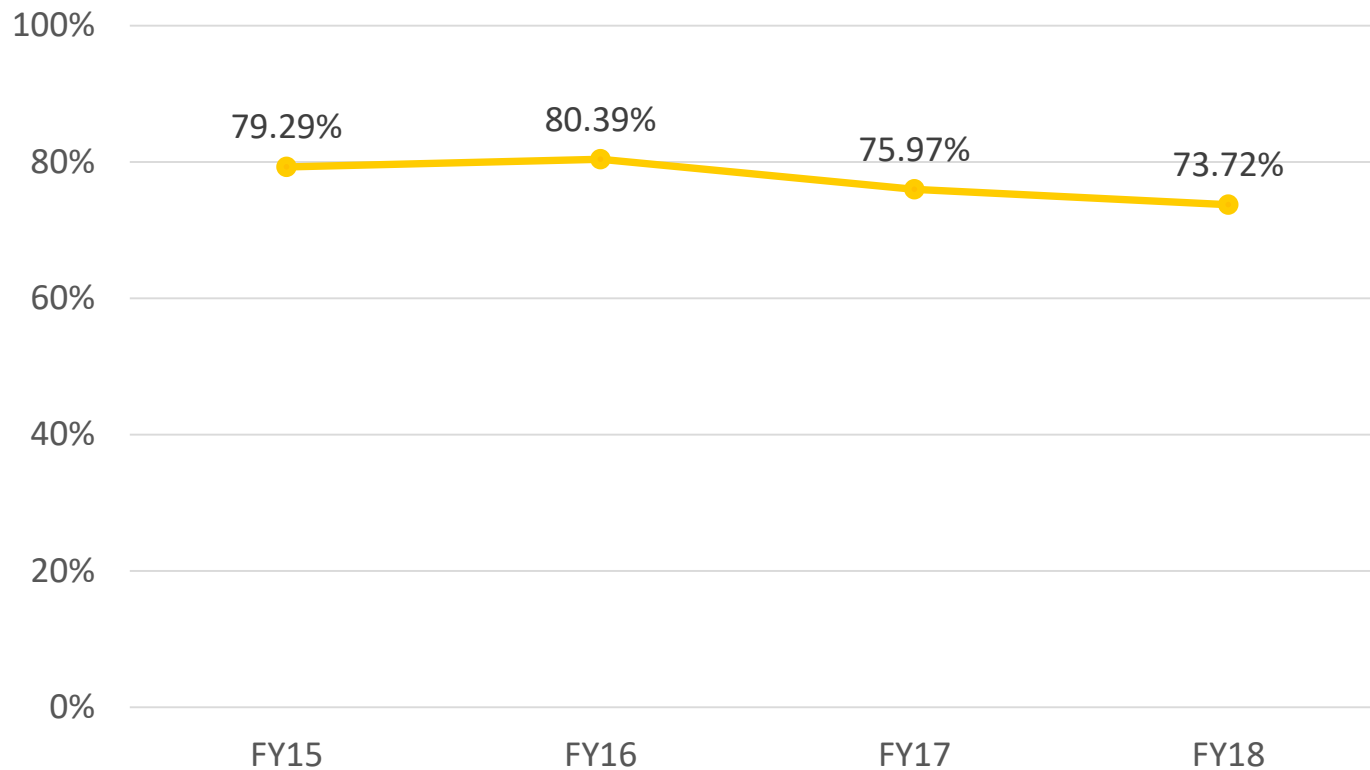
Strategy:
Enhance talent management
(i.e., talent acquisition, development and
retention) practices to have a
highly-skilled workforce

Methodology:
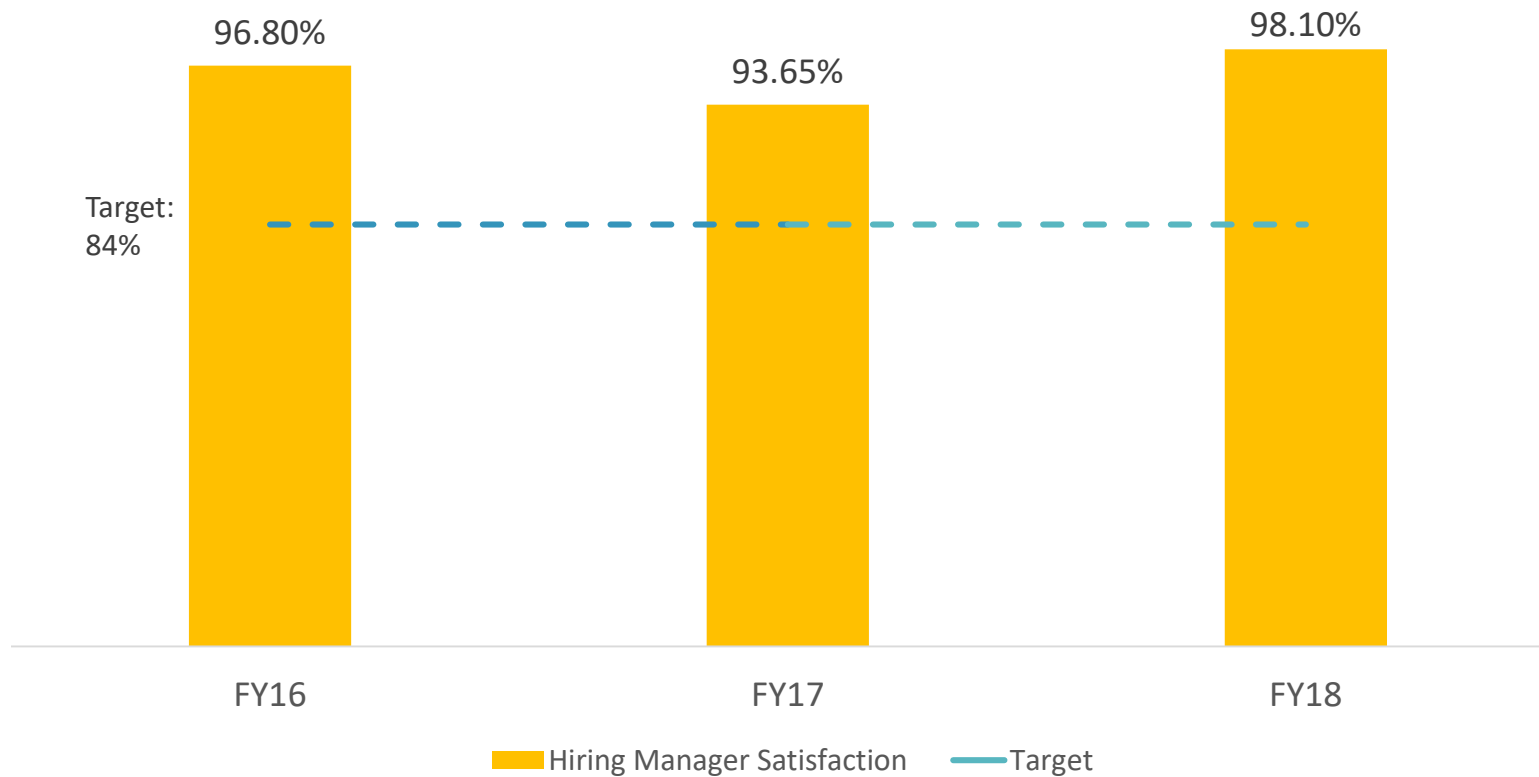% of County new hires retained for at least 2 years

*Calculation does not include individuals who were
not retained and have a termination category of:
Death, Involuntary, Retired, Voluntary in lieu of
termination, or Voluntary with
Needs Improvement.*

Target:
TBD

Source: Human Resources data

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KEY PERFORMANCE INDICATOR:
BOND RATING

North Carolina Counties	Fitch	Moody's	S & P
Mecklenburg County	AAA	Aaa	AAA
Cabarrus County	AA+	Aa1	AA+
Durham County	n/a	Aaa	AAA
Forsyth County	AAA	Aaa	AAA
Gaston County	n/a	Aa2	AA
Guilford County	AAA	Aaa	AAA
Iredell County	AAA	Aa1	AA+
Union County	AAA	Aaa	AA
Wake County	AAA	Aaa	AAA

Strategy:
Manage the use of debt and expenses to maintain the County's credit-worthiness and an affordable and competitive tax rate

Methodology:
Rating for the issuance of general obligation debt by three major bond rating agencies

Target:
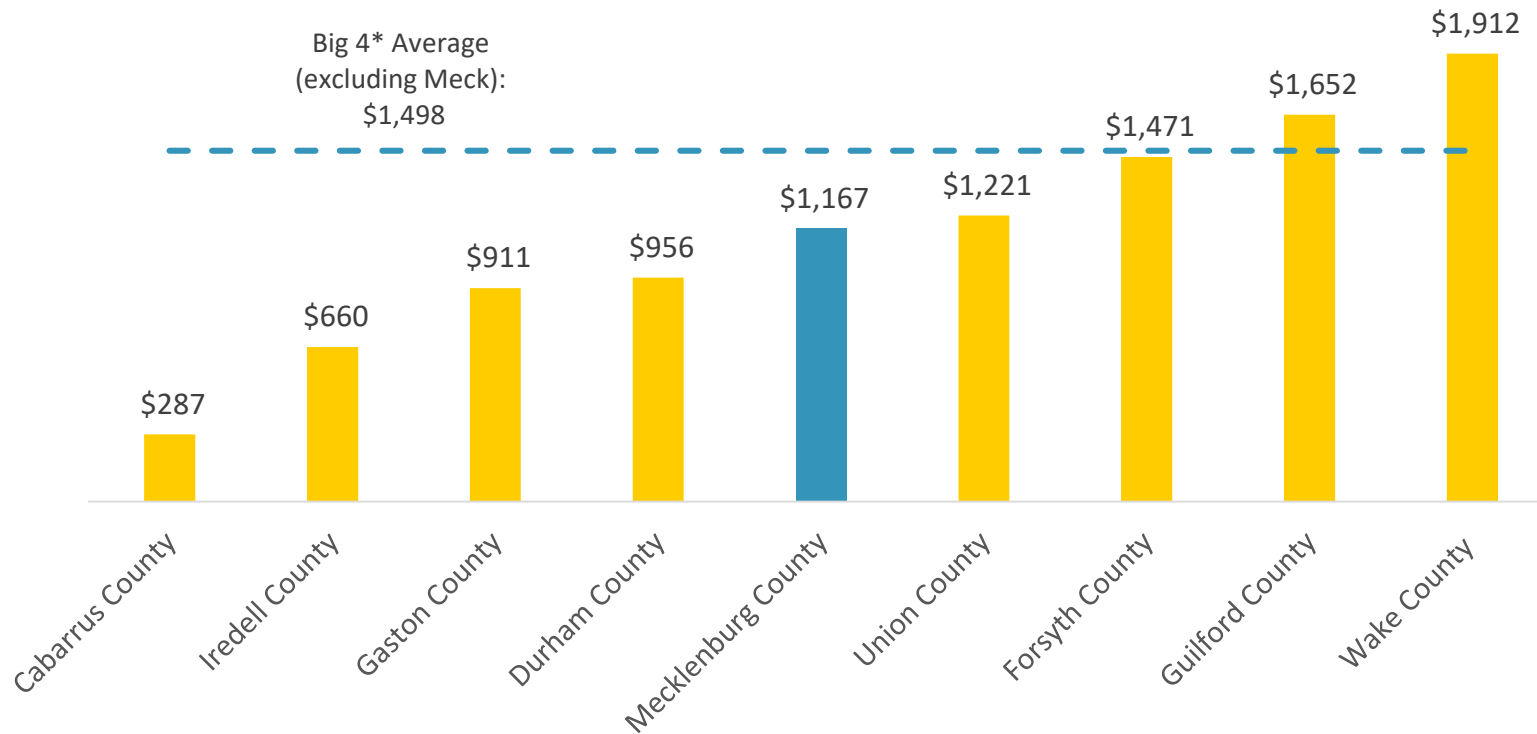To maintain Triple A bond rating, the highest possible score

Note: Due to timing in availability of data, results reflect data from FY2017.
Source: 2017 Comprehensive Annual Financial Report (CAFR)

KEY PERFORMANCE INDICATOR:
GENERAL BONDED DEBT PER CAPITA

Big 4* Average (excluding Meck): $1,498

County	Value
Cabarrus County	$287
Iredell County	$660
Gaston County	$911
Durham County	$956
Mecklenburg County	$1,167
Union County	$1,221
Forsyth County	$1,471
Guilford County	$1,652
Wake County	$1,912

Strategy:
Manage the use of debt and expenses to maintain the County's credit-worthiness and an affordable and competitive tax rate

Methodology:
Tax supported, general bonded long-term debt as a percentage of the population (reverse measure)

Target:
To have County general bonded debt per capita be at or below the per capita average for North Carolina benchmark jurisdictions
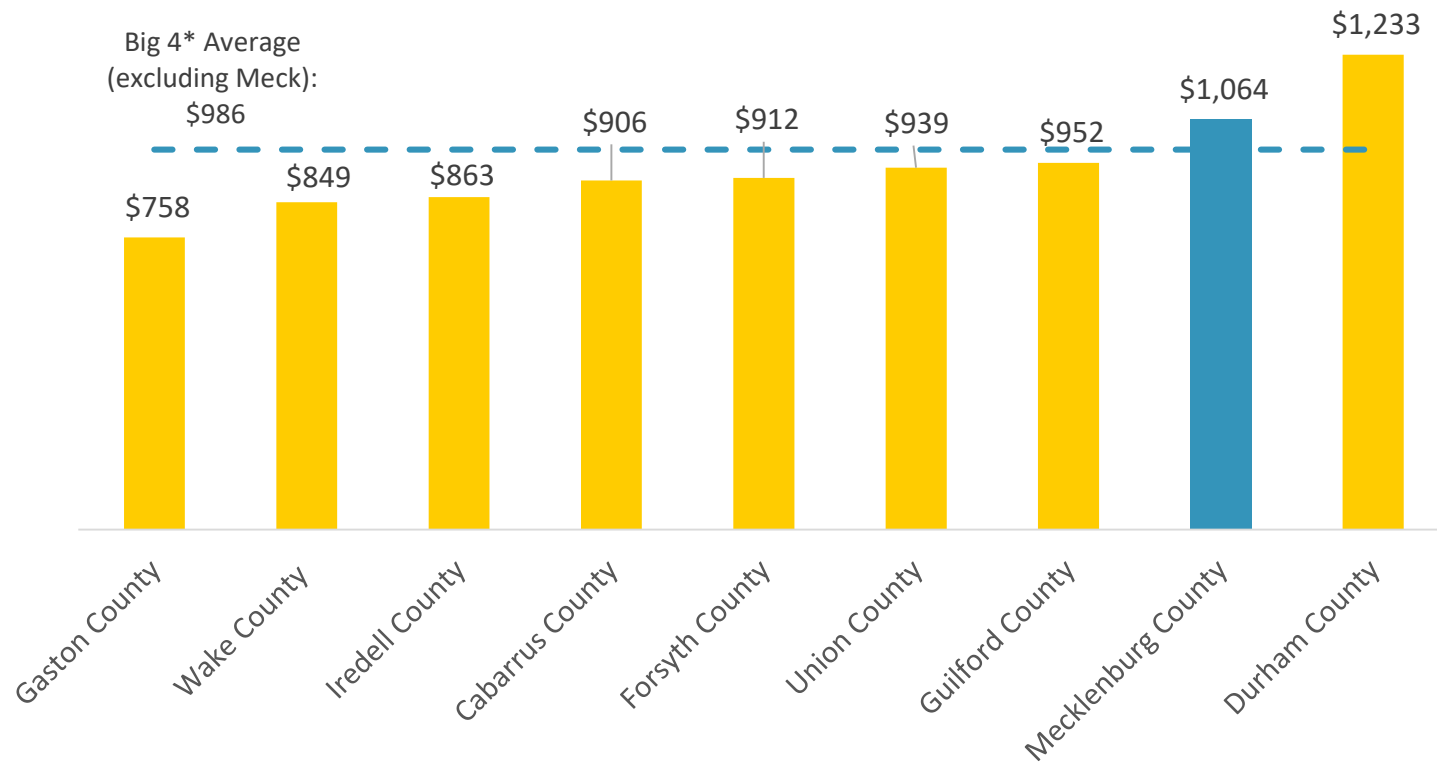
*North Carolina benchmark jurisdictions include the Big 4: Durham County, Guilford County, Forsyth County and Wake County
Note: Due to timing in availability of data, results reflect data from FY2017.
Source: 2017 Comprehensive Annual Financial Report (CAFR)

KEY PERFORMANCE INDICATOR:

GENERAL FUND EXPENDITURES PER CAPITA

Big 4* Average (excluding Meck): $986

County	Value
Gaston County	$758
Wake County	$849
Iredell County	$863
Cabarrus County	$906
Forsyth County	$912
Union County	$939
Guilford County	$952
Mecklenburg County	$1,064
Durham County	$1,233

Strategy:
Manage the use of debt and expenses to maintain the County's credit-worthiness and an affordable and competitive tax rate

Methodology:
Total general fund expenditures, excluding debt service, as a percentage of the population (reverse measure)

Services provided through the general fund may vary by County.

Target:
To have County general fund expenditures per capita be at or below the per capita average for North Carolina benchmark jurisdictions

North Carolina benchmark jurisdictions include the Big 4: Durham County, Guilford County, Forsyth County and Wake County
Note: Due to timing in availability of data, results reflect data from FY2017.
Source: 2017 Comprehensive Annual Financial Report (CAFR)

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CUSTOMER SATISFACTION
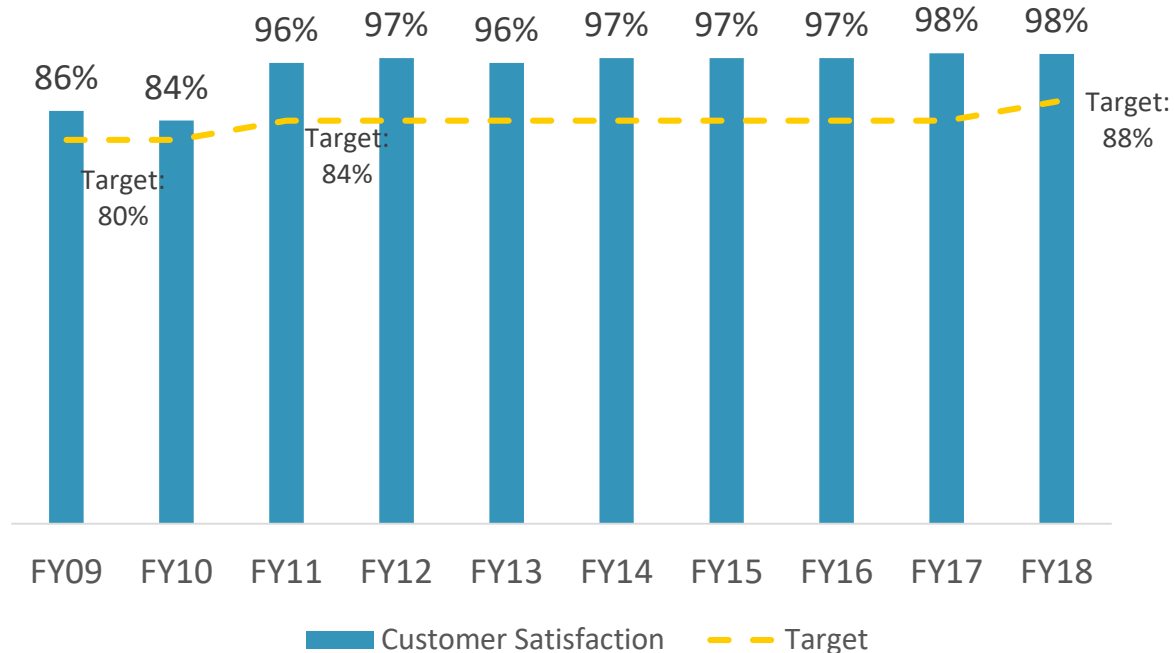
Customer Service Standards	Result
Communication	97.51%
Courtesy and Respect	98.93%
Ethics	98.35%
Service Quality	97.78%
Timeliness	95.62%

Strategy:
Utilize the customer service standards with a focus on customer satisfaction and priority in the design and efficient delivery of County services

Methodology:
% of County customers satisfied with services provided

Target:
To have 88% or more of County residents satisfied with services provided.

Given trend data for prior years, the long-term target increased to 88% in FY18.

Note: Methodology in data collection changed in FY11, moved from capturing data via the Community Survey to rolling-up department results via Customer Satisfaction surveys.
Source: Customer Satisfaction surveys

SATISFACTION WITH COUNTY COMMUNICATION

Chart: Satisfaction with County Communication

Fiscal Year	Satisfaction
FY09	49%
FY10	44%
FY11	46%
FY12	47%
FY13	52%
FY14	45%
FY15	46%
FY16	35%
FY17	40%
FY18	37%
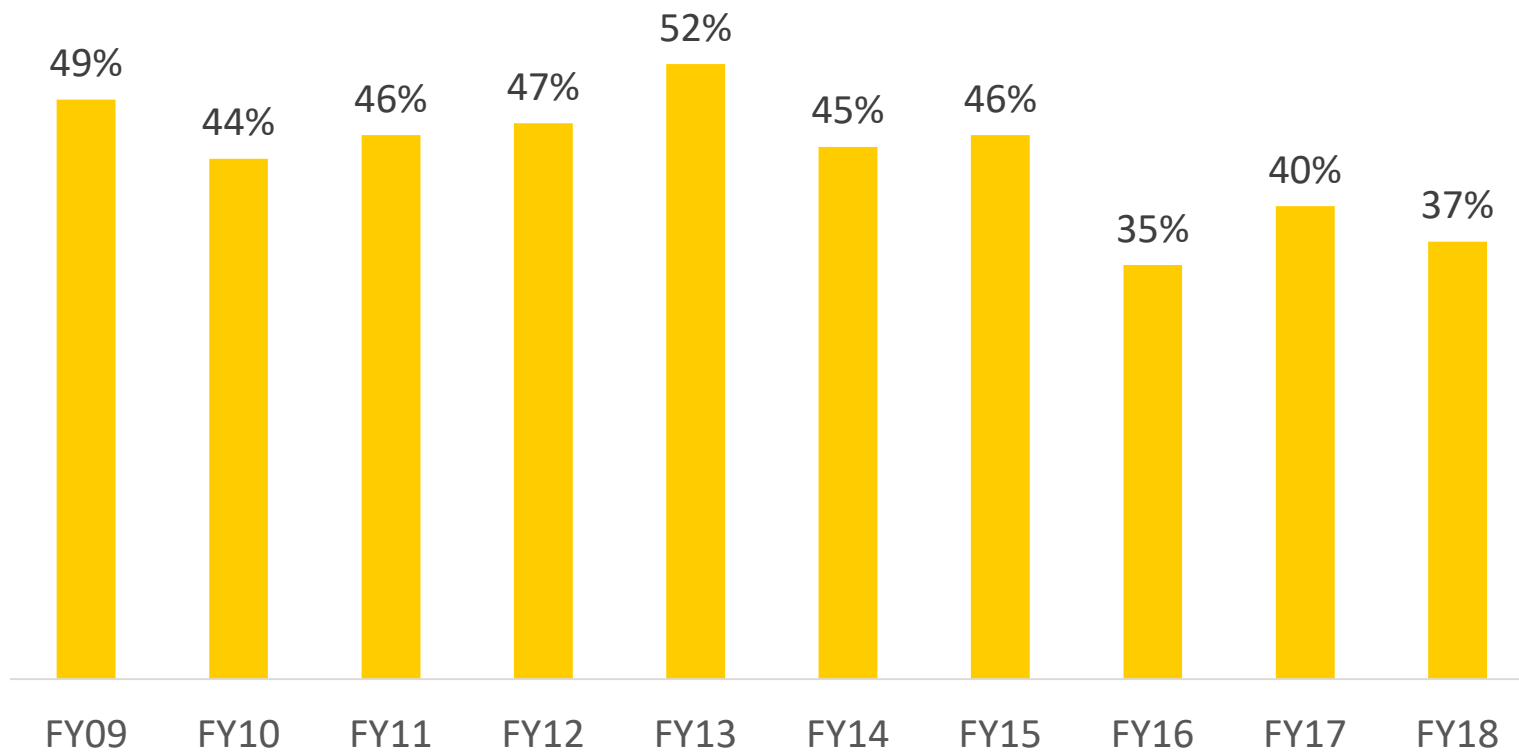
Strategy:
Improve communication of information about County news, programs and services to residents and customers
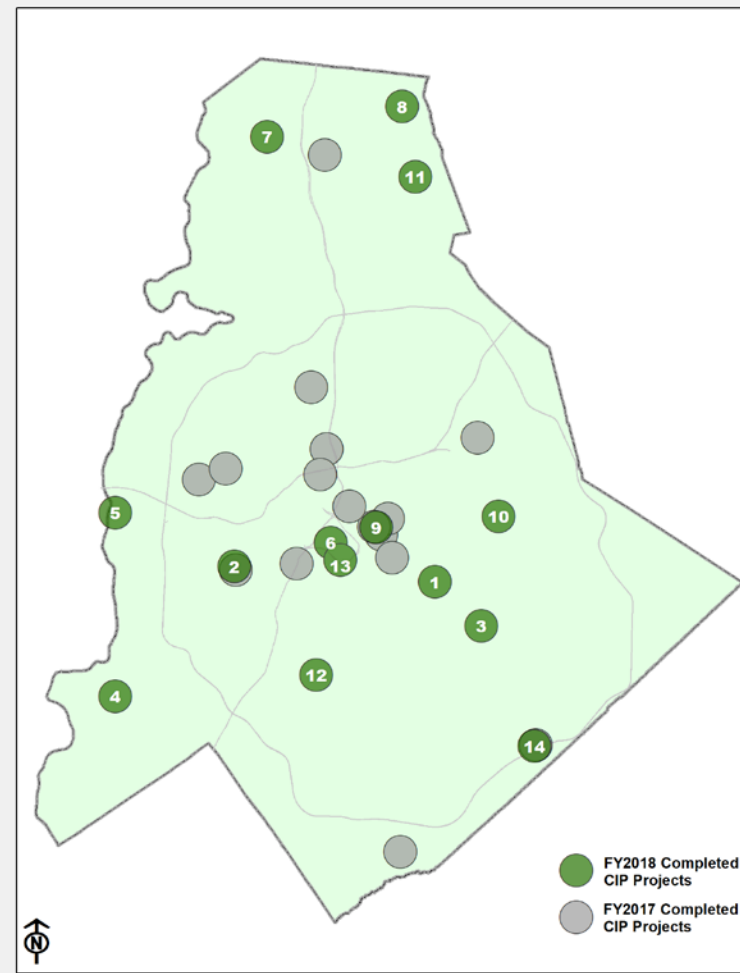
Methodology:
Resident Perception of County Communication

Target:
TBD

Source: Mecklenburg County Community Survey Data

CONNECTED COMMUNITY

OUTCOME: TO FOSTER ACCESS TO PHYSICAL, SOCIAL AND INFORMATION RESOURCES FOR ALL RESIDENTS AND VISITORS IN OUR COMMUNITY

Pictures provided by Nancy Pierce.

CAPITAL PARK & RECREATION PROJECTS COMPLETED

Number	FY2018 Project Name	Completion Date	Cost
1	Evergreen Nature Preserve	July 2017	$718,237
2	Southview Community Park	July 2017	$3,318,763
3	Campbell Creek Greenway	August 2017	$700,000
4	Winget Regional Park	September 2017	$2,811,834
5	Iswa Nature Preserve	November 2017	$642,925
6	Romare Bearden Linear Park	December 2017	$587,894
7	Jetton Regional Park Pavilion	December 2017	$1,029,281
8	West Branch Rocky River Greenway - Abersham/Fisher Farm/Allison Farm Regional Park	January 2018	$2,297,862
9	Cordelia Park Pavilion	March 2018	$336,429
10	Linda Lake Neighborhood Park (Delta Creek Neighborhood Park)	April 2018	$587,894
11	Robert C. Bradford Regional Park	April 2018	$2,297,862
12	Little Sugar Creek Greenway - Tyvola to Huntingtowne Farms Park	June 2018	$1,019,980
13	Second Ward Gym Renovation	June 2018	$2,219,904
14	Mecklenburg County Regional Sportsplex Phase 3 - Additional Seating	Construction at 90% complete	$767,652

Strategy:
Promote County access to public parks, greenways, nature preserves and recreation centers

Methodology:
(1)   # of projects completed
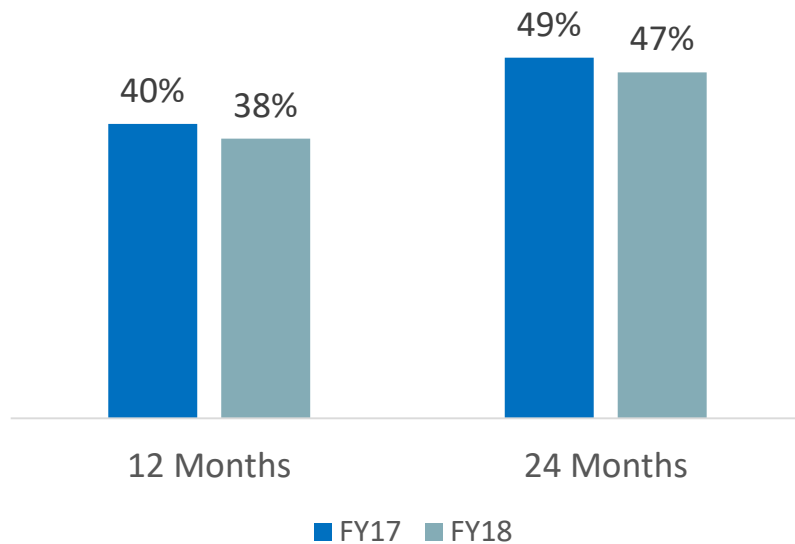(2)   Dollars Spent on Projects
(3)   List of capital projects

Target:
N/A

FY2018 Completed CIP Projects

FY2017 Completed CIP Projects

Sources: Asset and Facility Management & Park and Recreation data

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CHARLOTTE MECKLENBURG LIBRARY ACTIVE CARDHOLDERS

Households with Active Library Cardholders

FY17	FY18
12 Months	24 Months

Number of Active Households

	12 months	24 months
FY17	168,157	206,504
FY18	164,091	201,464

Strategy:
Grow the network of active library cardholders through marketing and outreach in the community

Methodology:
% of households in Mecklenburg County with an active library account

"Active" is defined as "used within the last 12 months"

Target:
To have 40% of households with active library card users

Source: Charlotte Mecklenburg Public Library

ECONOMIC OPPORTUNITIES

OUTCOME: TO ENHANCE THE ECONOMIC STABILITY AND SUCCESS OF OUR CURRENT AND FUTURE RESIDENTS

Pictures provided by Peter Safir.

KEY PERFORMANCE INDICATOR:
HOMELESSNESS RATE PER CAPITA
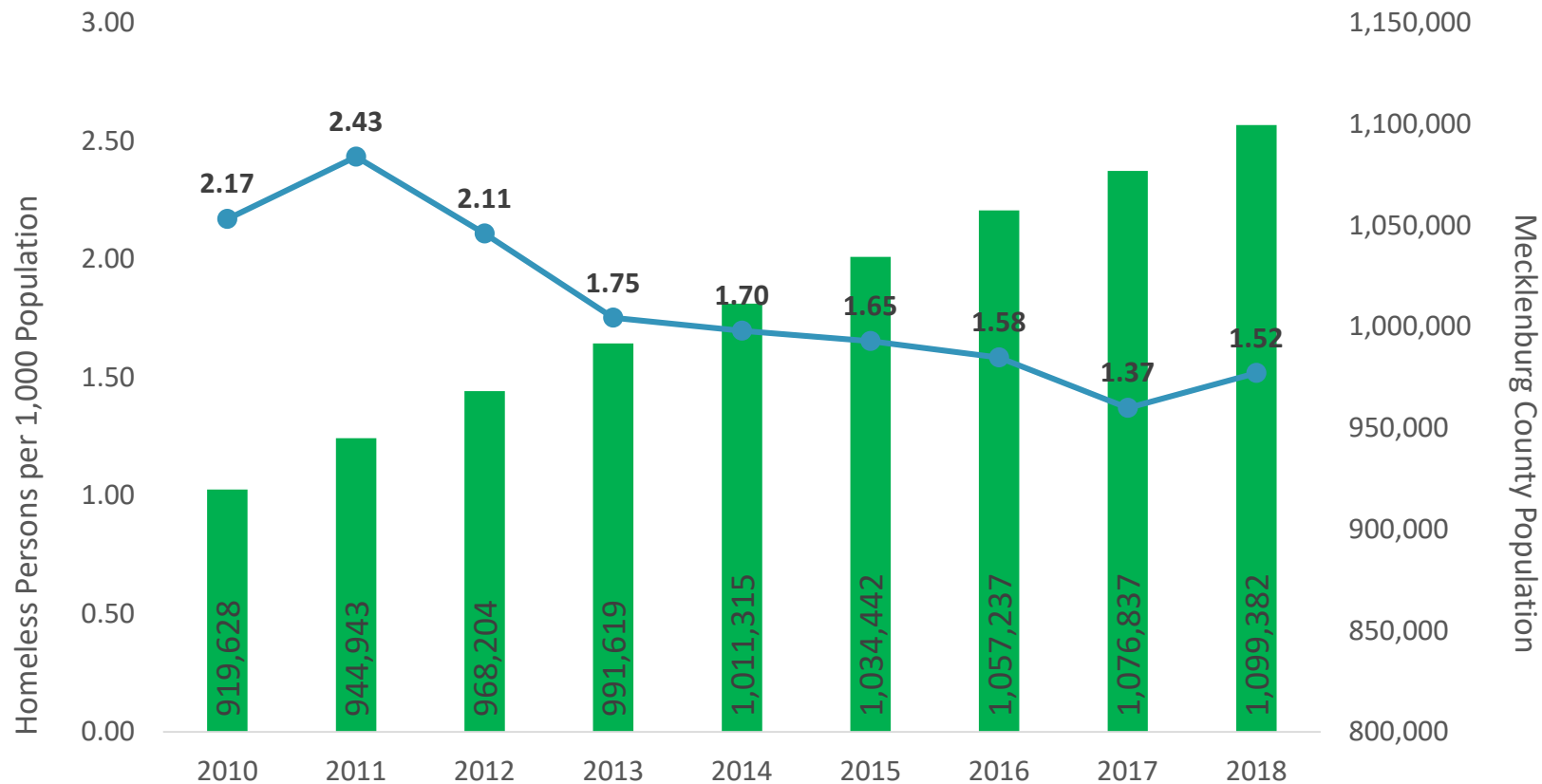
Strategy:
Promote availability of homeless prevention resources

Methodology:
Homelessness rate per 1,000 residents (reverse measure)

Target:
N/A

Note: Population numbers are updated from the FY2017 Performance Report based on revisions to census estimates.
Source: Charlotte Mecklenburg Point-In-Time Count

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WORK FIRST TRAINING TO EMPLOYMENT
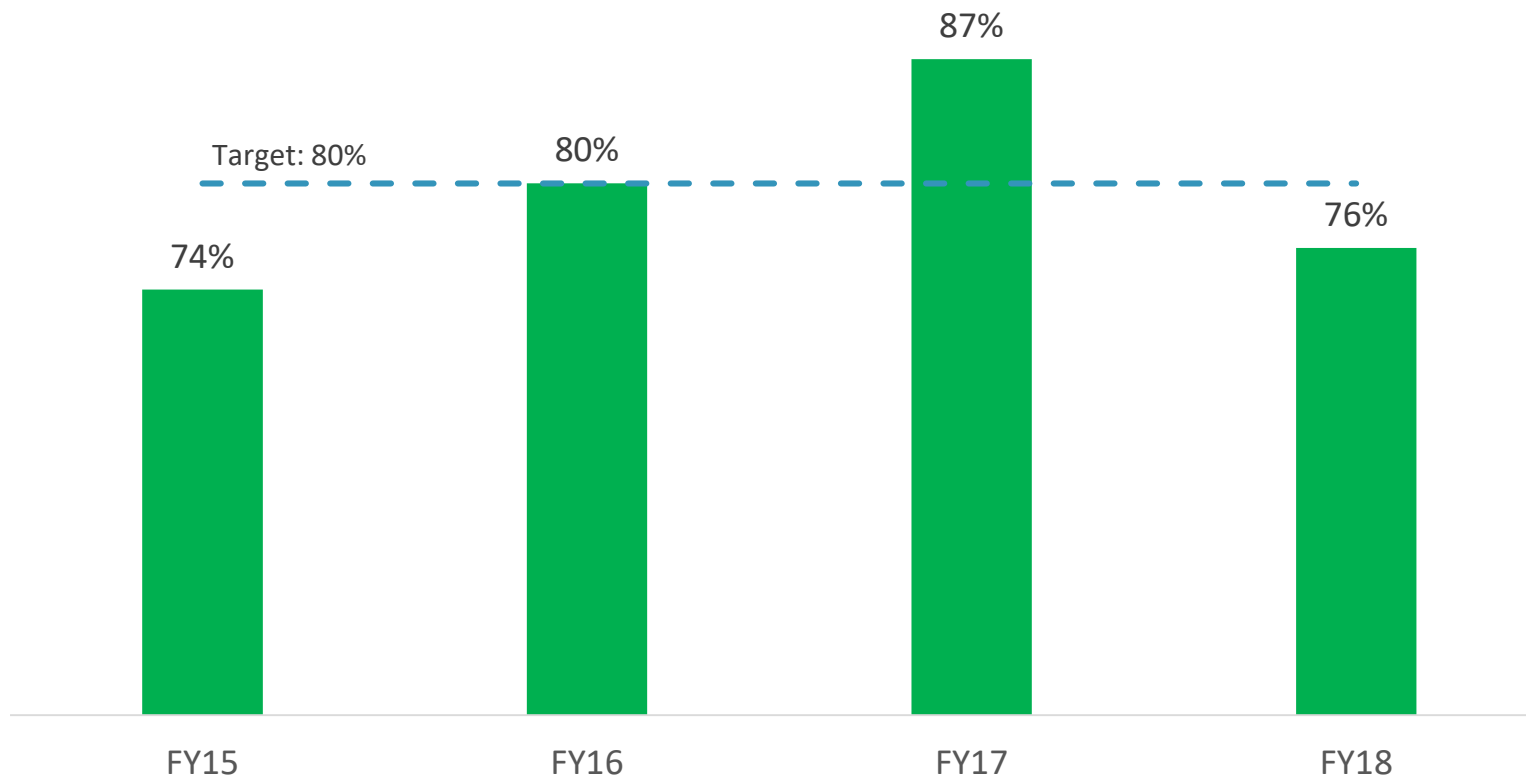
Strategy:
Support families and communities in reaching their greatest potential for economic success

Methodology:
% of individuals who complete Work First training that enter employment

Target:
To have 80% or more of individuals who complete Work First training enter employment

Source: Department of Social Services
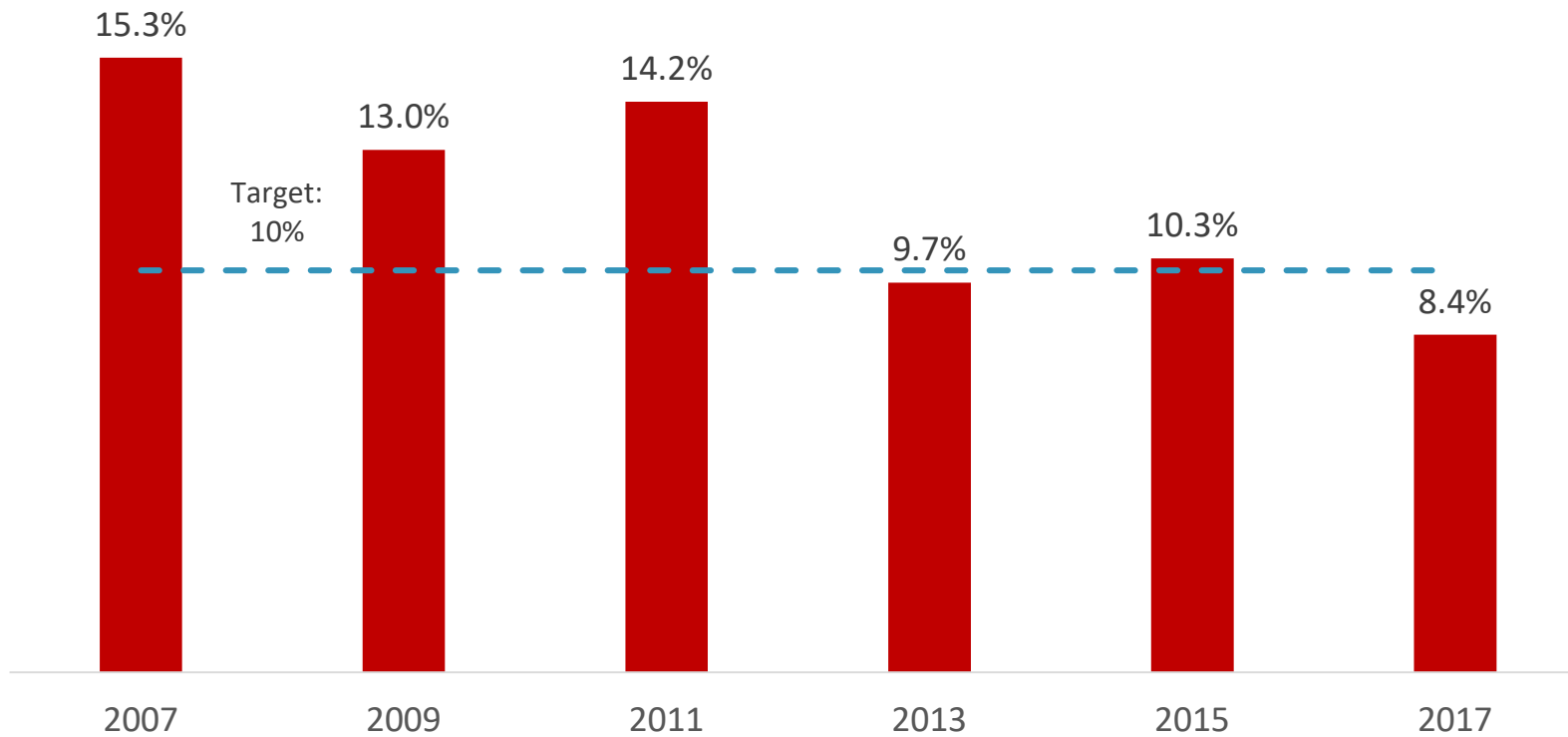
HEALTHY COMMUNITY

OUTCOME: TO CREATE A CULTURE OF HEALTH AND WELLNESS FOR OUR RESIDENTS

COLORECTAL CANCER SCREENING

In 2018, due to shifts in priorities, the Public Health department's focus on colorectal cancer screening was discontinued. While colorectal cancer screening is still an important issue for the County, the Public Health department also relies on partners in the community to continue meeting this goal. The County remains committed to identifying emerging public health issues and engaging with local partners to develop strategies that address them.

FY17 Result:

80%
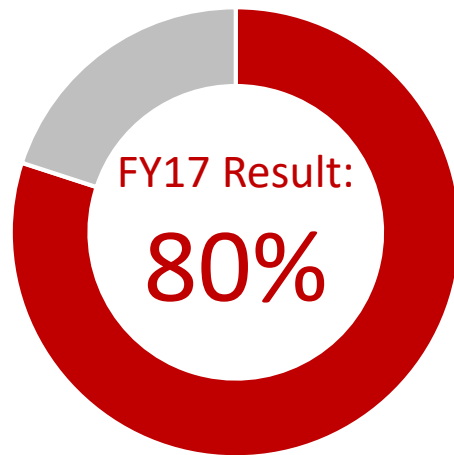
Strategy:
Make available health screening options in the community

Methodology:
% of respondents age 50-75 who received one or more of the recommended colorectal cancer screening tests within the recommended time interval
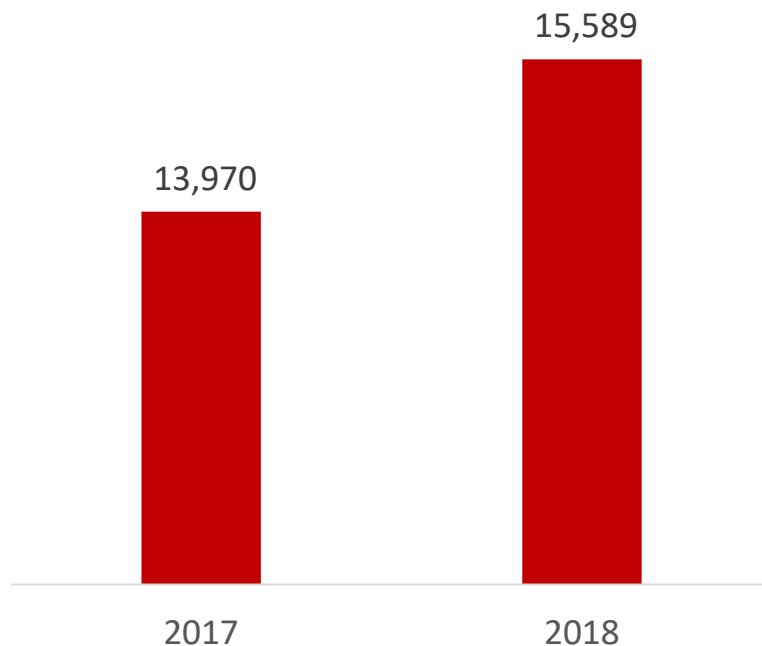
Target:
To have 80% or more of respondents receive one or more of the recommended colorectal cancer screening tests

Target based on 80% by 2018 campaign from the National Colorectal Cancer Roundtable (established by American Cancer Society and Centers for Disease Control and Prevention).

Source: Local Behavioral Risk Factor Surveillance System (BRFSS)

HEALTH AND FITNESS PROGRAM UTILIZATION

Resident Users of Programs

13,970 — 2017

15,589 — 2018

Health and Fitness Programs:
- Aquatics
- Athletics
- Fitness & Wellness
- Nature Center Programs
- Nature Programs (CRCS)
- School Day Out (CMS)
- Senior Games
- Skate Park Programs
- Summer Camps
- Therapeutic Recreation

Strategy:
Promote physical activity and healthy behaviors

Methodology:
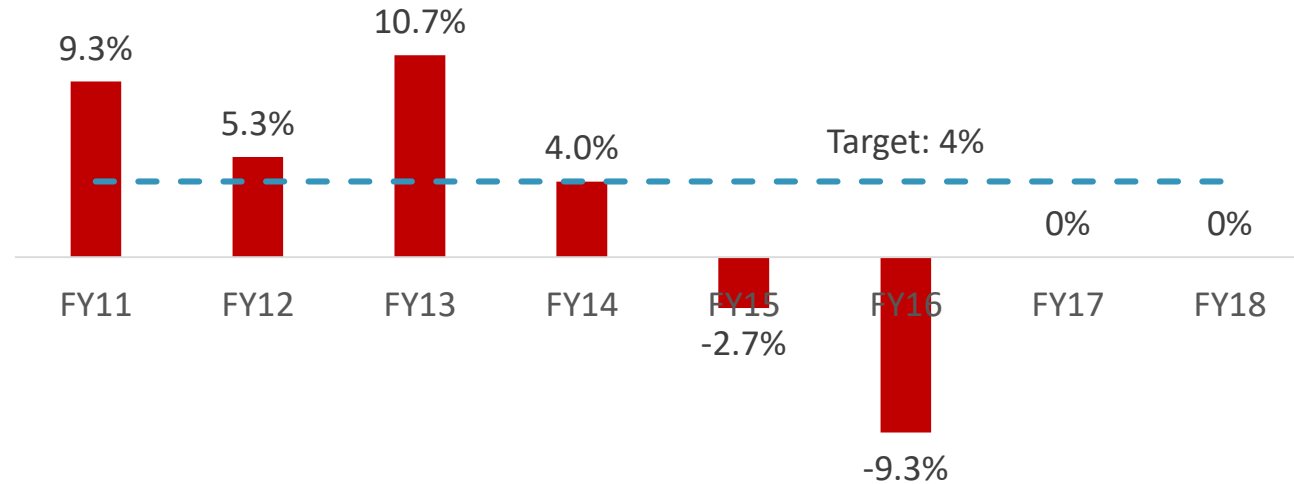Number of unduplicated enrollees in health and fitness classes per 100,000 population

This does not include individuals who attend but do not pre-enroll in the class (i.e. drop-ins).

Target:
TBD

Source: Active Network System

OZONE NAAQS COMPLIANCE AIR QUALITY INDICATOR

Strategy:
Provide leadership in methods to enhance the overall air quality

Methodology:
% above the Federal Health-Based Standard for ozone (reverse measure)

Target:
To be 4% or less above the Federal Health-Based Standard for ozone

Ozone Season Ending	Fiscal Year	Design Value (ppb)	Standard (ppb)	Ozone NAAQS Compliance AQ Indicator*
2010	FY2011	82	75	9.3%
2011	FY2012	79	75	5.3%
2012	FY2013	83	75	10.7%
2013	FY2014	78	75	4.0%
2014	FY2015	73	75	-2.7%
2015	FY2016	68	75	-9.3%
2016	FY2017	70	70*	0%
2017	FY2018	70	70	0%

*The NAAQs for ozone standard changed from 75 to 70 parts per billion (ppb) in 2016.

SAFE COMMUNITY

OUTCOME: TO HAVE AN EFFICIENT AND EFFECTIVE CRIMINAL JUSTICE SYSTEM

COURT APPEARANCE RATE

Combined Court Appearance Rate

95.50% FY17

94.94% FY18
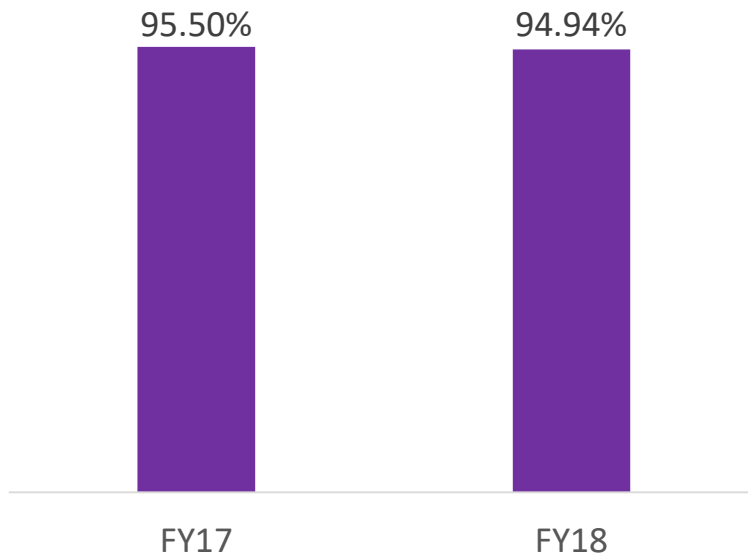
	Pretrial Services	Recovery Courts
FY2017	**97.62%** (1,842 of 1,887 scheduled court dates)	**94.18%** (2,866 of 3,043 scheduled court dates)
FY2018	**95.48%** (1,860 of 1,948 scheduled court dates)	**94.60%** (2,925 of 3,092 scheduled court dates)

Strategy:
Ensure participant compliance throughout the duration of a court case

Methodology:
% of Pretrial Services and Recovery Courts participants that appear at their scheduled court date(s)

Target:
TBD

PROGRAM-SPECIFIC RECIDIVISM RATE

Combined Recidivism Rate

22.92%

17.79%

FY17   FY18

	Re-Entry Services	Recovery Courts
FY2017	**21.88%** (21 of 96 individuals)	**23.96%** (23 of 96 individuals)
FY2018	**17.05%** (15 of 88 individuals)	**18.67%** (14 of 75 individuals)

Strategy:
Provide programs that encourage desistance from crime, and enhance the re-entry services that include supportive networks and robust case management services (e.g., housing, training, substance abuse and mental health services) for individuals with criminal histories

Methodology:
% of Re-Entry Services and Recovery Courts participants that were convicted of a new charge within two years of their program discharge date
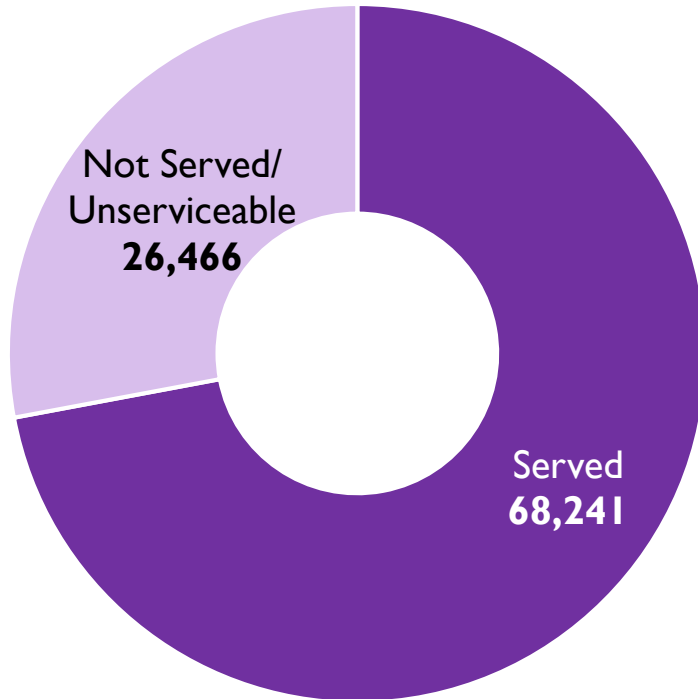(reverse measure)

Future methodology may include additional programs

Target:
TBD

Source: Criminal Justice Services data

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