



MECKLENBURG COUNTY

DEPARTMENT MANAGEMENT MONTHLY REPORTS

March 2019

PREPARED BY:

COUNTY MANAGER'S OFFICE,
STRATEGIC PLANNING & EVALUATION



Overview

Asset and Facility Management (AFM) is comprised of Design and Construction Project Management, Facility Maintenance and Operations, County Security Services, Real Estate Management, Fleet Services, and Courier Services.

FY17-FY19 Strategic Business Plan Update

- **“Bringing Mecklenburg County to You” (master plan projects):**
 - Government District
 - Charlotte Mecklenburg Government Center Renovations: *Program Verification - 10% complete*
 - Community Resource Centers – Northeast and West
 - Architect selection complete. Land acquisition completed for Northeast. Land acquisition for West site is ongoing.

Other Project Updates

- **Design and Construction Project Management:**
 - David B. Waymer Recreation Center Gym Renovation: *Design – 100% complete (current project scope over budget; funding sources have been identified to increase budget)*
 - Eastway Regional Recreation Center: *Bidding – 60% complete / early sitework underway*
 - Northern Regional Recreation Center: *Design – 45% complete*
- **Facility Maintenance and Operations:** A consultant was selected for the Sugar Creek Library Roof Replacement. Construction contracts were bid and awarded for the Work Release and Restitution Center Heating Ventilation and Air Conditioning Replacement, McDowell Parking Deck Concrete Repairs, St. Mary’s Chapel Interior Repairs, Jail Central Sally Port Door Replacement and Valerie C. Woodard Exterior Sunscreen Re-painting.

Key Performance Indicators

Eighty-Nine percent of Construction and Capital Reserve projects have been completed on schedule over the past 12 months (through January 2019).

Context for Key Performance Indicators

Sixty-Seven Construction and Capital Reserve projects were completed over the past 12 months (through January 2019). A listing of projects completed in January includes:

Liz Hair Greenway Improvements, Jail North Paving for the Perimeter Walking Path, Vector Control Building Heating Ventilation and Air Conditioning Replacement, New Courthouse Interview Rooms-Security Glass Replacement, Methodist Home Recreation Center Fire Alarm Installation, and New Courthouse Emergency Generator Switchgear Upgrade.



Overview

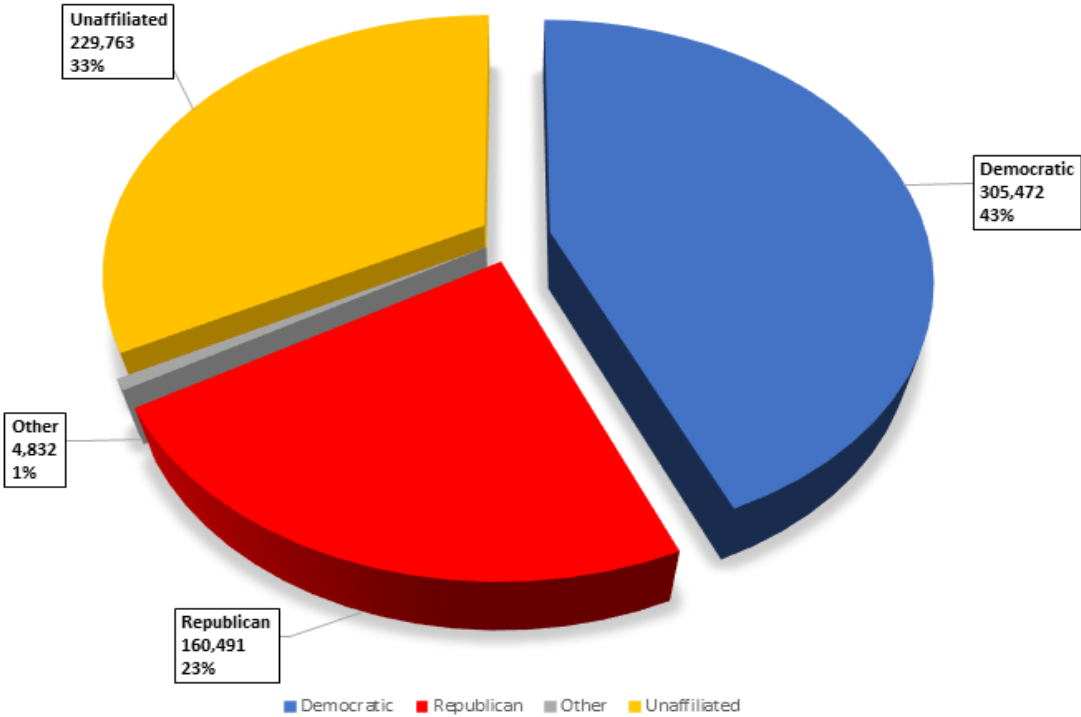
At the end of January, the governor appointed the new State Board of Elections, which in turn, will appoint each of the county boards of elections’ four members. The fifth member will be appointed by the Governor and serve as Chair of the County Board of Elections.

The State Board is working towards implementation of the new voter identification requirements, which will take effect for the 2019 municipal elections, unless otherwise directed by the courts. The County will then roll out an education program informing voters of the ID requirements as needed.

Key Performance Indicators

During the month of December, the BOE processed 5,164 changes of information, 1,888 duplicates and 5,354 new registrations for a total of 12,406 voter transactions.

Voter Demographics as of 2/2/2019





CHARLOTTE MECKLENBURG
LIBRARY

In January 2019, the Library continued to improve lives and build a stronger community through programs, services, partnerships and more.

FY17-FY19 Strategic Business Plan Update

GOAL 1: Increase community engagement, awareness and impact

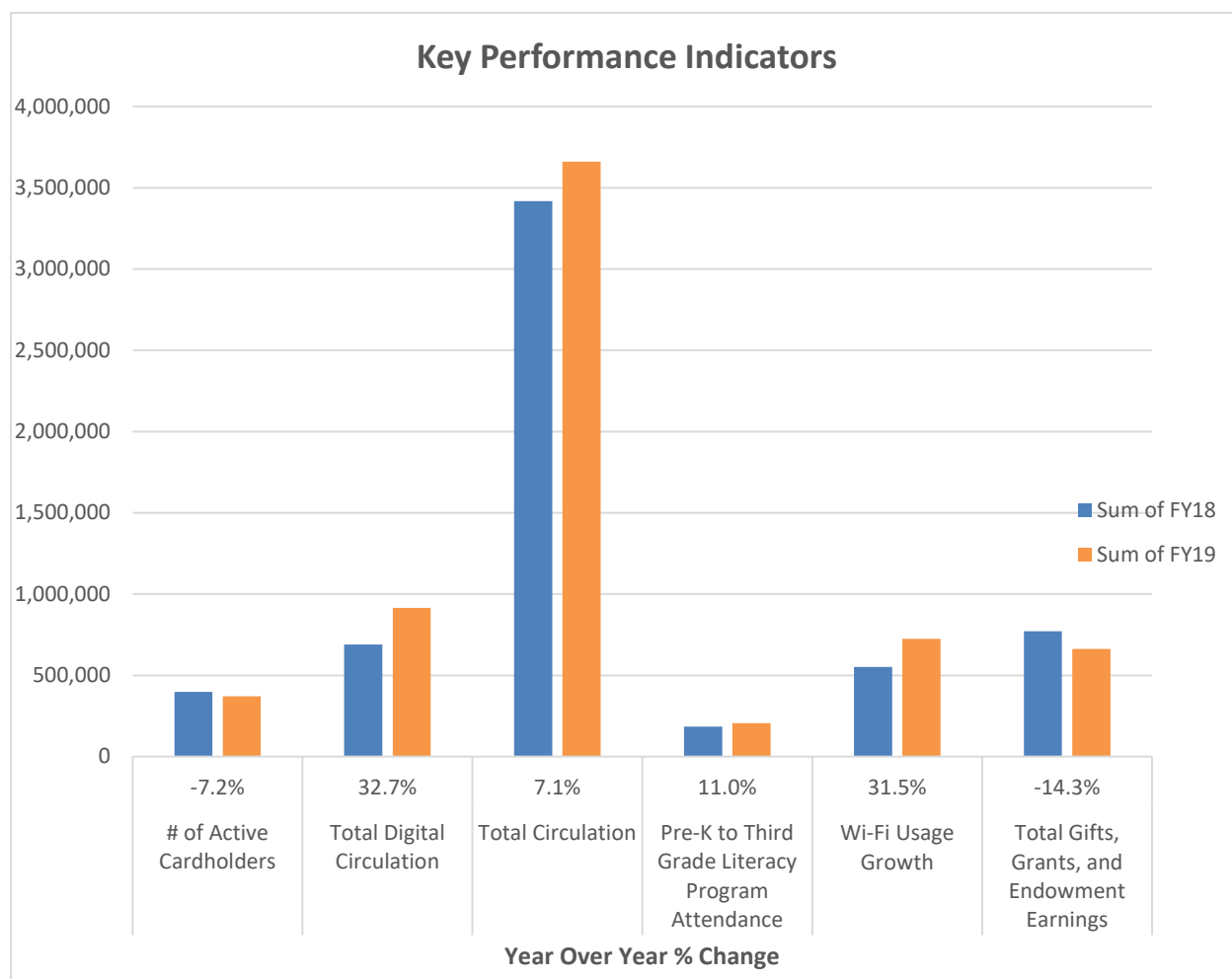
- Launched the first Innovation program, Make a Movie Workshop, in partnership with the Charlotte Unconventional Film School, offering 12 free comprehensive movie-making workshops at several library locations from January through May 2019. The announcement generated extensive media and social media coverage, including an appearance on January 12, 2019 by Chief Change Officer Seth Ervin on WJZY FoxTV 46, and articles in Charlotte Agenda and Q City Nerve. The first two workshops were filled to capacity in one week.
- Provided 195 attendees with Job Help Center programs at Main Library on workforce development, tech tutoring, resume review and mindfulness sessions.
- Launched second year of collaboration with the Collards + Culture museum exhibit at Sugar Creek Library, showcasing programs and exhibits to more than 547 visitors.
- Continued partnership with Tutor Charlotte for Active Reading and scheduled 40 training opportunities for Reading Mentor training volunteers.
- Hosted the first Chinese storytime at Matthews Library where more than 30 children plus parents celebrated the Chinese New Year with a story.
- Hosted several ASC Culture Blocks programs through the system on January 26, including Drums4Life at Sugar Creek Library, where 45 attendees participated in various drumming activities.
- Launched the STARS for Success program at Main Library's Job Help Center where customers can check out shirts, ties, scarves and portfolios to assist in job interviews.
- Hosted the annual SCORE event at Mountain Island Library where 31 adult attendees participated in a personal branding workshop.
- Generated 6,467 social media engagements, for an increase of 5.6% month-over-month and up 38.8% year-over-year (YoY).

GOAL 2: Innovate to support 21st century access

- Highlighted Universal Class as part of an ongoing monthly digital resource campaign targeting inactive cardholders, with promotions such as emails, flyers and social media posts. As a result, Universal Class increased new registrations YoY by 415% (106 to 546) and user login sessions YoY increased by 321 % (2,032 to 8,566). This was the first of a two-month campaign.
- Developed the staff communication planning with County Information Technology Services (ITS) for the February Horizon in the Cloud service upgrade and service interruption.
- Installed RFID (radio-frequency identification) technology at South County Regional Library and the location uses the system to check all materials in and out.

GOAL 3: Increase operational excellence, capacity and sustainability

- Advanced discussions with architecture and design firm Snøhetta and Clark Nexsen to develop next-round designs for new Main Library including McGlohon Theater and the Duke Energy Theater.



Note: All results are year-to-date. Percentages represent year-over-year

Context for Key Performance Indicators

- Active Cardholders continued to fall short of goal, primarily because of CMS ONE Access™ fluctuations.
- Year-over-Year Digital Circulation exceeded target while demonstrating a steady increase month-over-month for FY 2019.
- Gifts, grants and endowment earnings were behind goal for month, but are expected to meet yearly target.



Overview

Department of Community Resources (DCR)

- DCR held its first Senior Executive Team (SET), Manager and All-Leadership Team meeting on January 28, which included all supervisors and staff team-leads. This monthly meeting provides a venue for leadership communication, strategizing, and team-building. Teammates described this first meeting as inspirational, motivating, supportive, and informative.
- The customer service team streamlined its onboarding program for new employees by developing a schedule for trainings on DCR policies, service culture, and the ticketing and queuing software system.

Child Support Enforcement (CSE)

- With the scheduled implementation of CSE's dedicated court team scheduled for March 1, CSE has been diligently and energetically hiring new staff. CSE has hired 12 new staff members. With one dedicated trainer, these 12 individuals are working towards completion of a 12-week training on the Child Support program, policy, procedures and navigation of the State's case management system.
- On January 30, CSE held its quarterly meeting with the Mecklenburg County Sheriff's Office (MCSO) at its Charlotte East location (5800 Executive Center Drive). CSE and MCSO have maintained their collaborative partnership since 2011. This quarterly meeting provided an opportunity to update each other on current and future states of the offices, and to discuss innovative ideas for process improvement.

Health and Human Services (HHS) Mail Services

- HHS Mail Services has successfully migrated Public Health (PH) and Community Support Services (CSS) into the Valerie C. Woodard Center portfolio and is operating smoothly.
- Mail Services purchased Send Suite accountable mail/package tracking software. The software will be stored on County iPhones and allow couriers to scan the tracking barcode on a package, capture a signature once delivered, and store the data online. Using Send Suite will improve data security because current tracking data is stored on handheld devices until it can be downloaded (typically the next business day).
- Mail Services is preparing to provide services to Hal Marshal Annex after Ricoh discontinues service at the end of February.

FY17-FY19 Strategic Business Plan Update

CSE Goal 3: Increase Case Management Efficiency and Effectiveness

- CSE's management team was provided the opportunity for professional development on January 30 as they participated in a webinar titled, "How to Handle Difficult Bosses, Employees & Co-workers," presented by Dr. Miriam Reiss, DSS, MCC. Dr. Reiss is President of Wisdom Coaching, a business, career and life coaching firm. This informative webinar helped the management team identify various personality styles and behaviors that may be exhibited within the workplace, and learn tools for being responsive leaders and encouraging the most productive behaviors from their teams.



Key Performance Indicators

January 2019 Data

TABLE A

Indicator – CRC Initial Ticket Service ¹

	July	Aug	Sept ¹⁴	Oct ¹⁴	Nov	Dec ¹⁴	Jan	FY19
Total Customer Tickets	8,556	8,883	7,622	8,809	7,195	6,267	8,345	55,677
Department of Social Services	5,126	5,244	4,700	5,470	4,140	3,408	4,584	32,672
Food & Nutrition Services ²	2,913	2,929	2,526	3,112	2,537	2,145	2,808	18,970
Medicaid	1,283	1,426	953	1,325	1,098	859	1,260	8,204
Emergency Services ³	503	461	224	229	218	181	209	2,025
Work First ⁴	336	365	273	283	235	181	247	1,920
FNS Restoration ⁵	0	0	668	455	0	0	0	1,123
Employment Services ⁶	80	56	50	54	49	39	57	385
Program Integrity ⁷	11	7	6	12	3	3	3	45
Child Support Enforcement	150	176	133	164	156	102	164	1,045
Public Health	707	1,055	806	891	807	683	1047	5,996
Women, Infants and Children (WIC) ⁸	666	812	615	751	684	601	798	4,927
Immunizations	40	243	191	140	123	81	249	1,067
Care Coord. for Children/ Pregnancy Care Mgmt ⁹	1	0	0	0	0	1	0	2
Community Support Services – Veterans Services	188	207	157	199	175	178	282	1,386
DCR	2,307	2,133	1,785	2,048	1,872	1,862	2,202	14,209
Drop-off Documents	1,908	1,771	1,468	1,574	1,524	1,523	1,724	11,492
Computer Lab ¹⁰	351	341	272	448	335	310	443	2,500
Make a Payment	48	21	45	26	13	29	35	217
Community Partners	78	68	41	37	45	34	66	369
Charlotte Works ¹¹	62	63	37	31	34	32	58	317
Qualified Professional Substance Abuse ¹²	16	5	4	6	11	2	8	52
Customers Accessing Multiple Services Within Same Visit ¹³								

Context for Key Performance Indicators

- Initial Ticket Service** represents the number of customers who selected that service at the check-in kiosk. Customers may select only one kiosk service but may visit multiple services at the Community Resource Center. DCR is evaluating other available data points for future reporting, to capture the full breadth of services provided to our customers.
- Food & Nutrition Services** provides financial assistance (“food stamps”) to households with limited income and resources.
- Emergency Services** provides eligible families experiencing a financial emergency with financial assistance to pay housing and utilities.
- Work First** is North Carolina’s Temporary Assistance for Needy Families (TANF) program. Families with minor children receive cash assistance, Medicaid coverage, and short-term training and services to increase parents’ chances of employment.
- FNS Restoration Program** allows customers receiving Food & Nutrition Services to replace food lost during a disaster event, such as Hurricanes Florence and Michael. This is not a typical CRC service.
- Employment Services** provides Work First Family Assistance customers with resources to assist them on their path to self-sufficiency. Services include basic education, skills training, child care services, transportation, job coaching and mentoring.
- The **Program Integrity Unit** (Fraud) investigates possible fraud and abuse of public assistance programs, and when necessary, recoups overpayments.
- The **Women, Infants and Children (WIC)** program is a supplemental nutrition program which serves to safeguard the health of low-income women, infants, and children up to age 5 who are at nutritional risk. Services include nutrition counseling, vouchers for nutritious foods, and assessments.



Department of Community Resources

Department Management Report

March 2019

9. **Care Coordination for Children (CC4C)** supports families with children at high risk for developmental delays by addressing barriers to care. **Pregnancy Care Management (PCM)** provides care management services for high risk women during pregnancy and for two months after delivery. CC4C and PCM services at the CRC are by appointment.
10. The majority of **Computer Lab** customers (63% YTD) utilize the lab for assistance with DSS requests.
11. In January, community partner **Charlotte Works** provided employment opportunities to 64 customers. Thirty-one of these customers (48%) obtained employment, with salaries between \$18,720 and \$62,000.
12. **Qualified Professional Substance Abuse** assessments are provided by appointment through Anuvia Prevention & Recovery Center.
13. The methodology for calculating multiple services is under review.
14. The CRC was closed for all or a portion of the business day on September 14 and 17 (Hurricane Florence), October 11-12 (Hurricane Michael), December 10-11 (inclement weather), and December 17 (facility air quality). Customers were directed to Kuralt for assistance October 11-12 and December 17.

TABLE B								FY19
Indicator – CRC Non-Ticketed Services ¹⁵								YTD
Food Pantry (Emergency Food Assistance) ¹⁶								
Households Served	315	330	315	368	323	295	385	2,331
Individuals Served	847	844	799	986	766	674	888	5,804
Kids' Corner (Children Served) ¹⁷	343	230	147	131	102	103	105	1,161
Promising Pages (Books Distributed) ¹⁸	178	228	144	109	99	97	76	931

Context for Key Performance Indicators

15. **Non-Ticketed Services** are not recorded at the check-in kiosk. Customers receiving these services are recorded manually and often duplicated in Initial Service counts.
16. On-site **Food Pantry** provides two-day emergency supplies of food (and other items, when available) and referrals to Loaves & Fishes for seven-day emergency supplies of food.
17. **Kids' Corner** provides free drop-in, short-term care for children ages three to eight while parents, guardians or caretakers participate in applications for, or receipt of, services at the CRC.
18. DCR's partnership with nonprofit **Promising Pages** provides a free book to every child visiting Kids' Corner.

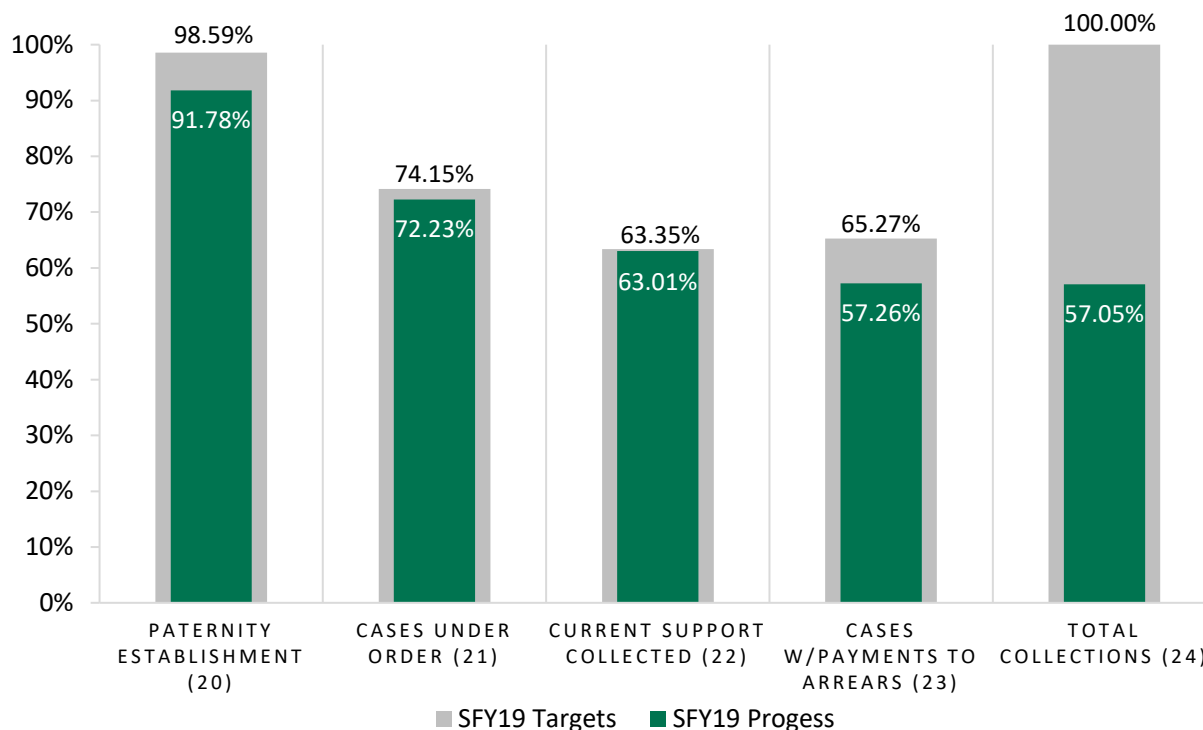
TABLE C								FY19
Indicator – HHS Mail Processing Volume ¹⁹								YTD
Total Outgoing Mail	42,623	47,744	31,671	52,725	42,429	43,276	76,139	336,607
Child Support Enforcement	1,267	1,732	1,116	14,071	9,877	8,773	29,868	66,704
Community Support Services	0	50	27	147	122	71	266	683
Department of Social Services	40,286	45,589	30,298	38,396	32,374	34,287	42,062	263,292
Public Health	1,070	373	230	111	56	145	3,943	5,928

Context for Key Performance Indicators

19. **HHS Mail Processing Volume:** October's increase in CSE mail processing follows completion of the CSE integration into Mail Services. Public Health's mail volume increased December-January due to the transition of mail handling for additional Public Health service areas.



TABLE D
Indicator – CSE Progress vs. State Targets, State Fiscal Year 2019 (SFY19)



Context for Key Performance Indicators

20. **Paternity Establishment** is the number of children born out of wedlock with established paternity for the current fiscal year, divided by the number of children born out of wedlock during the preceding fiscal year. Context: paternity establishment is required so that a support order can be established and enforced.
21. **Cases under Order** is the number of cases in a caseload with support orders, divided by the number of total cases. This measure shows how much of the agency's caseload is enforceable. Context: cases under order is dependent on orders being written and set up in the Statewide Automated Collection Tracking System (ACTS). This percentage is dependent on the number of cases in the agency's caseload. The more cases in the caseload, the more cases with orders that are needed to meet the goal.
22. **Current Support Collected*** is the amount of child support collected, divided by the amount of support owed that is not past-due. This measure provides the basic outcome for CSE, which is consistent and dependable support payments provided to families.
23. **Cases with Payments to Arrears*** is the number of cases in which at least one payment on arrears occurred, divided by the total number of arrearages cases.
24. **Total Collections*** is the sum of current support plus arrears collected SFYTD, divided by the State's recommended annual target in a single fiscal year.

*Context: current support collections, cases with payments to arrears, and total collections are cyclical throughout the year and are affected by variables such as unemployment, tax intercept, right-sized orders and ability to pay, to name a few. Total Collections in June 2018 was \$51,958,742.90.



Overview

Homeless Services – Point-In-Time Count

- From January 22 to February 1, over 250 volunteers fanned out across the County to survey people experiencing homelessness on the streets and in temporary shelters throughout Mecklenburg County.
- The Point-in-Time (PIT) Count is a required activity and is connected to the federal funding that Charlotte-Mecklenburg receives for the Continuum of Care (CoC). Our community goes above and beyond to use the PIT Count to both raise awareness about housing and homelessness and to collect data that can inform local decision-making.
- Some of the many partner agencies in this year's count were [Urban Ministry Center](#), [Supportive Housing Communities](#), [Men's Shelter of Charlotte](#), and [Salvation Army Center of Hope](#).
- There were multiple volunteer opportunities including surveying people experiencing homelessness at emergency shelter, transitional housing and in unsheltered locations, as well as, driver and administrative shifts.
- This year's results will be released with other data points on housing and homelessness in the 2019 Charlotte-Mecklenburg State of Housing Instability & Homelessness report this summer.
- For more information on the PIT Count, contact Housing & Homelessness Research Coordinator, Courtney Morton, at 704-497-9546 or Courtney.Morton@MecklenburgCountyNC.gov.



FY2017-2019 Strategic Business Plan Update

Goal 3: Increase Prevention Efforts to Educate the Community about Homelessness, Domestic Violence, Community Violence, Substance Use, and the Needs of Veterans

- On Tuesday, January 22, department staff participated in a Lunch and Learn session for [Livable Meck](#).
- As one of several Mecklenburg County departments and agencies that are Livable Meck partners, CSS has several Livable Meck strategies and actions in its 3-year Strategic Business Plan that link it to this community-wide effort.
- During the Lunch and Learn, staff added their voice to the discussion as both front-line staff and community members. Some of these topics revolved around transportation as a key to accessing resources as well as equity in education and mental health care.



- For more information on how CSS is incorporating findings from Livable Meck, contact Suzanne Jeffries, Livable Meck Liaison, at 980-314-8907 or Suzanne.Jeffries@MecklenburgCountyNC.gov.

Key Performance Indicators

Indicator	October	November	December	January	FY19 YTD	FY18 YTD	YTD Change
Meals Served	1877	1887	1678	1846	14,106	12,935	9.05%
Shelter+Care hhlds.	239	235	232	235	241	253	(4.74%)
Claims Filed	390	330	286	372	2,365	2,224	6.34%
NOVA (Intakes)	40	33	30	52	266	302	(11.92%)
DV Adults (Intakes)	38	35	36	47	301	335	(10.15%)
DV Children (Intakes)	35	14	36	27	196	174	12.64%

Context for Key Performance Indicators

- Meals Served** includes the Homeless Resource Center, which provides space to ministries and community service organizations that serve meals during evening and weekend hours to individuals and families experiencing homelessness. Variation is due to the transient nature of the target population.
- Shelter+Care hhlds** is the number of households receiving rental assistance in the Shelter Plus Care (S+C) program. S+C is a HUD- and county-funded Permanent Supportive Housing program, which links housing with supportive services to move individual adults, or adults with families, who are homeless, have a disability, and a low-income, to permanent housing.
- Claims Filed** is Veterans Services, which helps eligible military veterans and their families develop and file benefits claims to the U.S. Department of Veterans Affairs, the Department of Defense, state and local agencies.
- NOVA (Intakes)** is a state-certified service, which provides assessments and psycho-educational accountability groups to individuals identified by the court system as batterers. The majority of the intakes are court referrals; fluctuations in intake counts are driven by the criminal court system locally.
- DV Adults (Intakes)** provides trauma-informed individual and group counseling to adult victims of domestic violence, including bilingual/bicultural counseling for Latin American victims, and ancillary services to Work First and Child Welfare clients in domestic violence situations.
- DV Children (Intakes)** provides trauma-informed individual and group counseling to child witnesses of domestic violence (ages 2-18) and teen victims of dating violence.



Overview

The County Assessor's Office relocated to the Valerie Woodard Center during the first week of January. After two weeks of unpacking and organizing the workspaces, the 2019 Revaluation Notices were mailed on January 23, 2019 and the values were made available to customers online the next day. The County Assessor's Office will begin reporting data for the 2019 Revaluation in next month's report.

FY17-FY19 Strategic Business Plan Update

- During the month of January 2019, the County Assessor's Office (CAO) internal information system (IS) team scheduled and performed follow-up trainings on how to use the Modria Portal in preparation for the upcoming Revaluation. After the notices were mailed, employees created Modria requests for customers that had questions about their assessment or exclusions.
- In January, the Assessor continued to participate in communication engagements. One engagement was with iHeart Radio. The Assessor will be participating in several Revaluation Listening Sessions and Commissioner's Townhalls in February.
- The project manager assigned to the paperless initiative worked with designated employees to resolve issues that have been identified within the workflow processes. Other concerns identified were the redaction of secured information, order the documentation is to be scanned and revaluation correspondences.
- On January 10, the internal customer service team held a training for employees that were not able to attend previous trainings. This training included instructions on how to create a Modria Ticket and responding to customer questions.

Key Performance Indicators

Measures	Annual	Monthly	% Y-T-D
Property Tax Commission (PTC) appeals closed	2,850	0	0.1%
SL-362 individual appeals received, awaiting PTC hearing	48	0	0.0%
SL-362 appeals heard by the BER (Based on Parcels)	6,996	0	0.0%
SL-362 individual appeals heard by the BER	18,687	0	0.0%
Number of refunds processed	374,347	0	0.0%
Amount of refunds	59,658,175	0	0.0%
Demand bills	53,314	0	0.0%
Commercial canvassing	361	0	¹ 0.0%
Residential canvassing	54,571	0	² 0.0%
¹ Commercial canvassing for this month (0/25,189= 0.0%). Canvassing for calendar years [2015] 12,854, [2016] 11,439 and [2017] 11,746.			
² Residential canvassing for this month (0/*339,421=0.0%). Canvassing for calendar years [2015] 36,185, [2016] 40,075 and [2017] 97,861. This process involves inspecting every home in the designated neighborhood, measuring the exterior walls, identifying building elements and verifying the interior of the home if possible.			
Parcels reviewed with no changes (SL-362)	244,236		
Parcels reviewed with value decreases (SL-362)	81,542		
Parcels reviewed with value increases (SL-362)	28,207		
*The total parcel count excludes 11,794 exempt parcels. The current canvassing project includes parcels that will impact the 2019 Revaluation.			

Context for Key Performance Indicators

- SL-362 is State legislation requiring a review of the Mecklenburg County 2011 revaluation.
- There are no State Property Tax Commission (PTC) appeals waiting for a resolution. There is a total of 2,850 since the 2011 revaluation.
- The Assessor's Office has received 6,996 SL-362 parcel appeals since the 2011 revaluation.
- Notices mailed to customers that have appealed their parcel are used to calculate potential refunds and demand bills. Notices mailed with 'No Changes' are used to evaluate the efficiency of the 2011 appraisals.



Overview

- During this period, Criminal Justice Services (CJS) has continued to work to expand its efforts to respond more positively to issues and concerns regarding the intersection of mental health, homelessness and criminal justice contact.
- In addition, CJS Drug Treatment Court continues to provide support to program participants while simultaneously seeking to improve its service delivery.
- CJS's Research and Planning Unit completed its initial round of Juvenile Crime Prevention Council (JCPC) monitoring and will be finalizing and verifying all relevant documentation in the upcoming month.

FY17-FY19 Strategic Business Plan Update

- Forensics recently engaged in a follow-up meeting with the Involuntary Commitment (IVC) Committee. During that time, members from the Clerk's, Public Defender's, and Mecklenburg County Sheriff's (MCSO) offices were identified as potential partners and will participate in the Criminal Justice-IVC workgroup designed to address concerns around IVC.
- CJS Forensics' Diversion Team, which consists of Marcus Boyd and Melissa Zhiss, has continued to lead the Homeless-Outreach-Prevention (HOP) meetings with Crisis Intervention Team (CIT) officers and local provider agencies. Meetings with the Charlotte-Mecklenburg Police Department (CMPD) and IT are ongoing and continue to focus on the efforts related to the FY19 Stepping Up mental health diversion grant.
- Contracted evaluators from the University of North Carolina Wilmington (UNCW) provided a project update in January 2019. They are currently reviewing all data sets and are awaiting outcomes for recidivism data. Currently, UNCW evaluators are on target for meeting the delivery date of September 30, 2019.
- The Families in Recovery to Stay Together (FIRST) Program will be attending the North Carolina Conference for Family Treatment Courts in Raleigh from March 5-6. Additionally, the Recovery Courts will hold the next quarterly graduation ceremony on Thursday, April 11 at 3:30PM in the Mecklenburg County Courthouse - Courtroom 4330.
- During National Drug Court Month, CJS's Drug Treatment Court will host its annual cookout at Veteran's Park on Saturday, May 4 from 11:00AM to 2:00PM.

Key Performance Indicators

Department Unit	Measure	Annual Target	Performance
Forensic Evaluations	Diversionary Screenings/Eligibility Assessments (Monthly)	40/month	45
JCPC	Total Juveniles Served (YTD)	100%	51%
Pretrial Services	Public Safety Rate (YTD)	90%	81%
Re-Entry Services	Total Post-Release Offenders Served (YTD)	250	245
Research and Planning	Number of Projects Requested (Monthly)	Baseline	3
Recovery Courts	Retention Rate (YTD)	60%	94%

Context for Key Performance Indicators

- Beginning in FY18, the Pretrial Services Public Safety Rate was modified to bring it in line with both best practices and the existing public safety rates for two other CJS divisions. The calculation is now a proportion of all year-to-date closed cases that were not rearrested for a new charge while on supervision, rather than the proportion of the average active caseload that was not rearrested for a new charge while on supervision.
- While CJS does not directly oversee the Mecklenburg County Juvenile Crime Prevention Council (JCPC), CJS does provide support to the JCPC and as such has provided a performance measure in this report. This measure is a year-to-date percentage of the total juveniles the JCPC programs are contracted to serve.
- Retention Rate (YTD) of the Recovery Courts is a result of the duration most clients remain active during the program with a minimum time-period being 12 months. A one-year retention rate, indicates the percentage of participants who, exactly one year after entering drug court, had either graduated or remained active in the drug court program. The longer the participants remain active in the program, the higher the retention rate is. (N=133 January 2019)



Overview

The Department rolled out the results of improvements to non-tax revenue estimates in the January Board Retreat in support of the 2020 Budget process. The Department joined forces with the Equity and Inclusion team to survey County departments and identify potential barriers and opportunities to increase access for small non-profits and other providers. More than a dozen Financial Services staff rallied together to manually process and distribute W-2 forms to County employees by January 31 when equipment broke. The Department also qualified for a safety award from the North Carolina Department of Labor—an accomplishment by the entire team in keeping safety as a priority.

FY17-FY19 Strategic Business Plan Update

A Procurement Activity & Schedule Memo was recently distributed to County Department and Division Directors, Business Managers, and Finance Liaisons outlining key closing requirements and important deadlines to support Procurement’s collaboration efforts in completing FY19 County department purchases in a timely manner. Through individual employee contributions and department-wide efforts for providing employees with opportunities to learn about and practice environmentally-friendly activities, Financial Services has now exceeded its FY19 goal of achieving 127 Work Green credits by 30%.

Key Performance Indicators

Division	Measure	Target	January Performance	FY 2019 Year-to-Date
Procurement Services	Percent of purchases made on contract	80%	83.51%	78.36%
	Supplier engagement events held	N/A	5 events	25 events
Departmental Financial Services	Average days outstanding for Health Department accounts receivable	55 days (reverse)	63.95 days	85.44 days
	Grant revenues awarded	\$8,000,000	\$3,900	\$ 6,138,494

Context for Key Performance Indicators

- Percent of Purchases Made on Contract** indicates how much County departments are spending on goods and services through the strategic sourcing process.
- In January, \$22,187,268 of purchases were made on contract, out of a total of \$26,567,094.
- Supplier Engagement Events** provide vendors with an opportunity to learn about potential procurement opportunities with the County, and to provide opportunities to network and market their capabilities directly to County officials.
- Average Days Outstanding for Health Department Accounts Receivable** measures the average number of days it takes to collect payment on services rendered, less uncollectible charges. The Average Days outstanding for Health Department Accounts Receivable fluctuates monthly due to a variety of factors.
- Grant Revenues Awarded** is the sum of grant dollars awarded in the period. In January, we established one grant:
- Centralina Council of Government/Health Promotion \$3,900.00



Overview

Mecklenburg County recently opened its Conference Center at the Valerie Woodard Center. Human Resources (HRS) will oversee the operations of the conference center, which will host New Employee Orientation, County functions, and community meetings.

FY17-FY19 Strategic Business Plan Update

Goal 1: Implement a holistic, integrated talent management approach for the County.

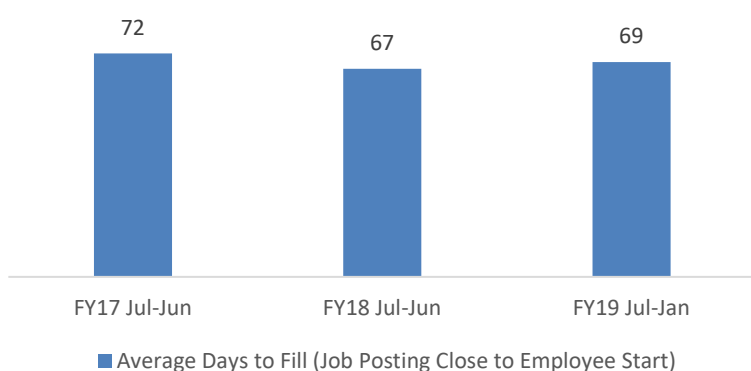
As part of Talent Acquisition's Marketing and Branding Strategy, in January HRS launched its new Talent Acquisition webpage: www.careers.mecknc.gov. The new webpage provides a refreshed, modern look designed to aid in branding Mecklenburg County as an employer of choice. The site highlights the County's ability to provide potential applicants with a competitive benefits package, opportunities for professional development, career advancement, and most notably - meaningful work.

Goal 2: Improve the physical and mental health and wellness of county employees.

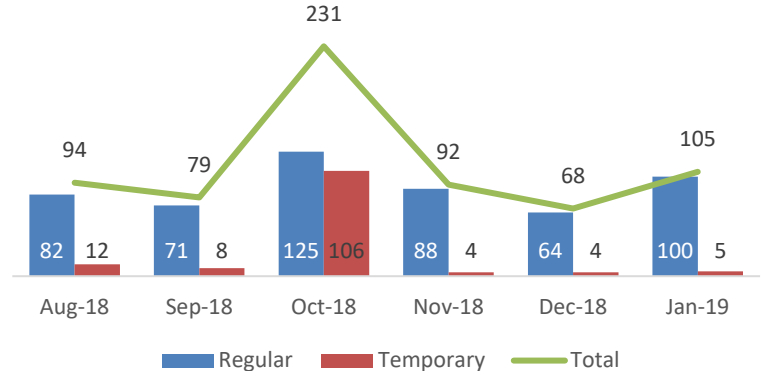
On January 2, Mecklenburg County implemented the OurHealth MyClinics for clinical and wellness services. In January, 251 appointments were made by County employees and/or their spouses/dependents. HRS will continue to market the MyClinics to increase engagement and utilization.

Key Performance Indicators

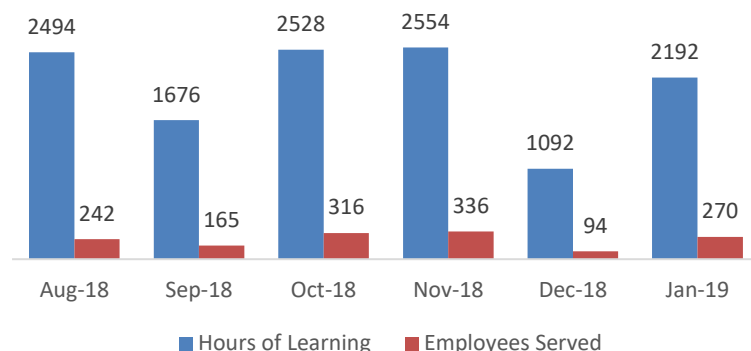
Average Days to Fill



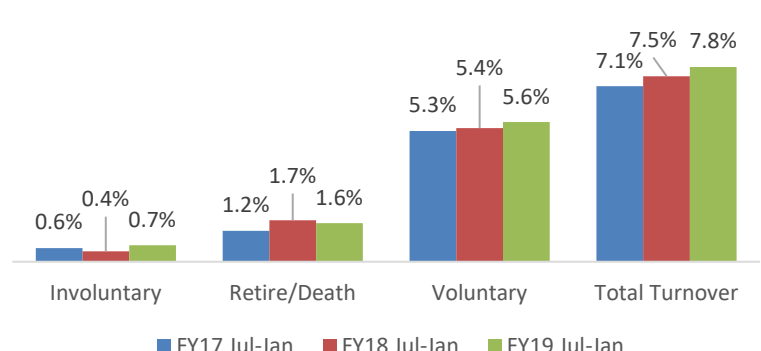
Hiring Activity



Learning and Development



Employee Turnover



Context for Key Performance Indicators

- In October 2018, Mecklenburg County hired 103 temporary staff to assist with the November election.
- In response to a BOCC request, HRS added Average Days to Fill to its monthly report, replacing the Employee Services Center Satisfaction Rate. HRS will continue to monitor all department satisfaction rates.



Overview

Information Technology Services (ITS) is committed to serving the employees and residents of Mecklenburg County by helping them improve their lives and community. We provide information technology services to all County departments to support their business operations and service delivery to the public. By leveraging information technology, Mecklenburg County ITS delivers enabling solutions that enhance the departments abilities to connect, engage and serve.

In the month of January, Information Technology Services:

- Completed the project to provide a technology solution that enables remote monitoring of tuberculosis medication administration. The County is legally mandated in the State of North Carolina to directly monitor tuberculosis patients for medication compliance to prevent the spread of this disease.
- Created a case management system for the Criminal Justice Services Re-Entry Services Division to help manage customer interactions. This system will provide elevated functionality, such as: mobile capability, reporting, analytics, and client portals.
- Upgraded network devices at various Library branches (Mint Hill, Scaleybark, West Boulevard, Main Library, and Myers Park). Upgraded devices will ensure continuity of connectivity at these locations.

FY17-FY19 Strategic Business Plan Update

- Goal 4: Provide Available & Scalable IT Services and Systems that are Dependable and Flexible
 - Continued strategy to replace approximately 25 percent of existing computer fleet each year through the End-User Computer Replacement project. At of the end of January, 61 percent of County assets have been deployed.
- Goal 5 - Utilize Appropriate Risk Management Processes and Tools that Protect and Secure Enterprise IT Resources
 - In the month of January, Information Technology Services expanded network monitoring capabilities to provide real-time network performance to support proactive response to network outages.

Key Performance Indicators

- In January, Information Technology resolved 91.4 percent of incidents (i.e., tickets that come into Information Technology through MeckSupport, a call to 2HELP, or service record entered by staff) within the agreed upon service level agreement (SLA).

Context for Key Performance Indicators

- 2,626 tickets were resolved in December.

Category of Incident	Service Level Data		
	Incidents closed within SLA	Total number closed	Percent closed within SLA
Service Development	338	375	90.1%
Technical Services	2,007	2,190	91.6%
IT Security Services	54	61	88.5%
Total	2,399	2,626	91.4%



Overview

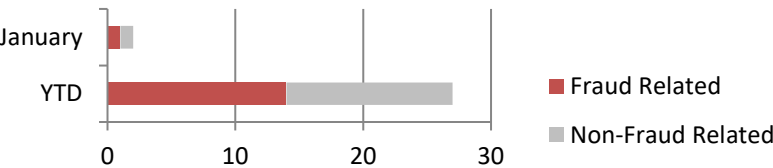
The Department of Internal Audit provides the Board of County Commissioners, management and key stakeholders independent and objective assurance and consulting for County programs, services and operations to improve the accuracy, integrity, efficiency and effectiveness of financial, operational, technology and compliance activities.

FY17-FY19 Strategic Business Plan Update

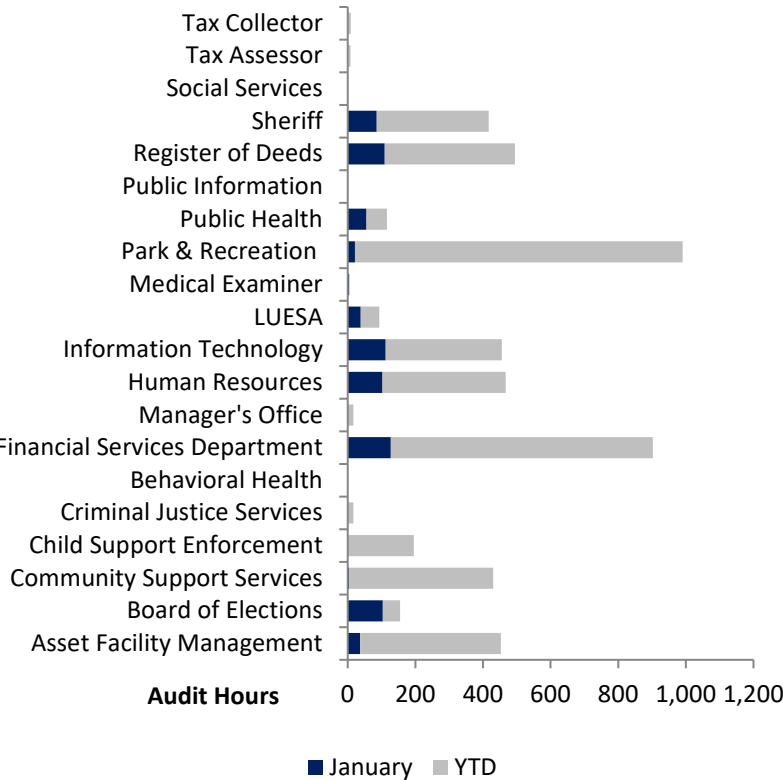
- Goal 1, Objective 1 of the department’s Strategic Business Plan is to “Develop and execute an optimal annual audit plan and management.” The Health Department audit report is complete but is waiting on auditee response. Follow-up audits, Travel and Expense and Social Media audits are in process.
- Goal 1, Objective 4 of the department’s Strategic Business Plan is to “Support an organizational foundation of strong ethics, fraud awareness and internal controls.” The department continues towards full implementation of a new Fraud Hotline case management system. Internal Audit will conduct monthly Fraud Hotline Intake meetings for incoming hotline reports and publish its quarterly control tip in Employee News Now.
- Goal 1 Objective 6 in the department’s plan is to “Develop a sustainable, highly skilled workforce capability.” The department hired a new senior auditor who started in late January.

Key Performance Indicators – January 2019

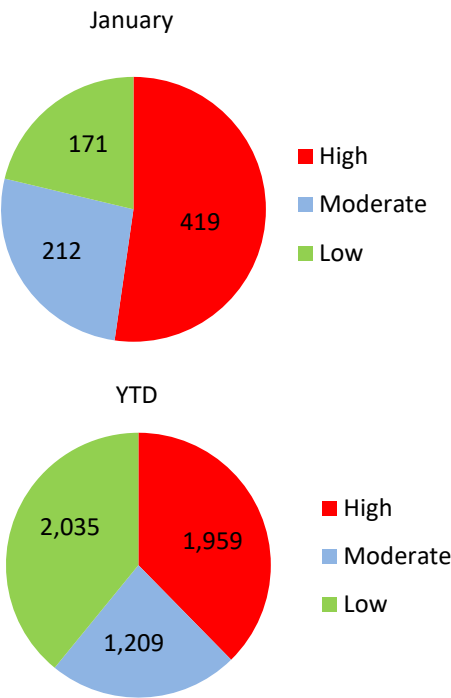
Fraud Hotline Activity (Incidents Received)



Audit Hours by Department



Audit Hours by Department Risk Ranking



Context for Key Performance Indicators

Internal Audit strategically focuses on high- and moderate-risk departments to maximize the impact of audit activities.



Overview

- Storm Water Services initiated construction of the Stevens Creek Capital Improvement Project. This project is highlighted as a partnership with Storm Water Services, Mecklenburg County Park and Recreation and Charlotte Water. The purpose is to restore 2.3 miles of heavily eroded Stevens Creek to protect property and reduce sediment loading to creeks downstream.
- Mecklenburg County Air Quality's Mobile Sources Team met with staff from Clean Air Carolina, a local non-profit advocacy group, to share updates and identify areas for future collaboration. Mutual interests include bringing Volkswagen Settlement funding to the Charlotte region to mitigate air pollution, providing opportunities for area school administrators to test electric school buses, and installing an interactive Air Quality Learning Station uptown to engage residents, students and visitors.

FY17-FY19 Strategic Business Plan Update

- In Storm Water Services, the Chantilly Ecological Sanctuary Capital Improvement Project was completed and is now under warranty. This is the culmination of a project that was in the planning stage in 2005. The end results include: 1) significant flood loss reduction, 2) creation of 24 acres of open space, 3) restoration of Briar Creek and Edwards Branch, and 4) construction of wetlands to filter pollutants. Also, 53 residents participated in a Second Saturday volunteer event at the Sanctuary to perform tree maintenance.
- In Code Enforcement, Mecklenburg County Information Technology Services (ITS) and Computronics are working on development of the sign permit automation for the city, county and towns. This is part of the FY19 work plan within the Unified Development Services Committee (UDSC).
- In Air Quality, the EPA announced plans to delay implementation of revised Photochemical Assessment Monitoring Station (PAMS) requirements by two years in order to evaluate funding needs for the project. Mecklenburg County is slated to install and operate one of two PAMS sites in North Carolina. The monitoring will take place at the station currently located at Garinger High School.

Air Quality

Key Performance Indicators

- In January, 24 National Emission Standards for Hazardous Air Pollutants (NESHAP) notifications were received and reviewed. The FY2018 monthly average was 39.
- In January, there were 548 active operating permits for sources of air pollution in Mecklenburg County. The FY2018 monthly average was 545.



Code Enforcement

- Inspection Response Times:

Inspection Response Times (from scheduled time of inspection)						
	Percent Performed Within 3 Days of Request			Average Response in Days		
	December	January	FYTD	December	January	FYTD
	98.8%	99.2%	99.5%	1.39	1.60	1.36
# of Inspections	22,846	27,825	192,527	22,846	27,825	192,527

- Plan Review:

In January, two hundred and eighty-three (283) commercial projects (medium- and large-sized) were reviewed for the first time. Of these projects, 90 percent were reviewed at or before the scheduled review time. For the Building, Electrical, Mechanical, and Plumbing (BEMP) trades that are under Code Enforcement's direct control, 93 percent were reviewed at or before the scheduled review time.

Note: The plan review process includes: LUESA Code Enforcement, Land Development, Air Quality, and Environmental Health; County GIS Addressing; Charlotte-Mecklenburg Utilities Department; City of Charlotte Land Development and Engineering, Urban Forestry, and Zoning Departments; City of Charlotte Planning Commission and Zoning Historic Commission; Town Planning Departments; Town, County, and State Fire Marshal's Offices; State Departments of Insurance, Public Instruction, Facility Services, Child Day Care Centers, and Environment and Natural Resources.

Wait Times (in days) to Schedule Commercial Plan Review								
Medium and Large Projects								
Building Trade			Electrical Trade			Mechanical/Plumbing Trade		
Dec	Jan	FYTD	Dec	Jan	FYTD	Dec	Jan	FYTD
2.5	6.5	3.5	2.5	4.5	3.1	2.5	3	2.8
Small Projects								
Building Trade			Electrical Trade			Mechanical/Plumbing Trade		
Dec	Jan	FYTD	Dec	Jan	FYTD	Dec	Jan	FYTD
2	2	2	2	3	2.1	2	2	2
Express Review (Premium Service)								
Small Projects - All Trades						Large Projects - All Trades		
Dec	Jan	FYTD				Dec	Jan	FYTD
5	6	8.1				6	6	9



Geospatial Information Systems (GIS)

- In January, the County's real estate lookup system, POLARIS, had an application uptime of 99.9 percent; there were 252,660 website hits on GIS applications; 82.9 GB of data was downloaded; 3,055 Property Ownership Records were processed; and 97,868,114 square feet of billed impervious data was captured.

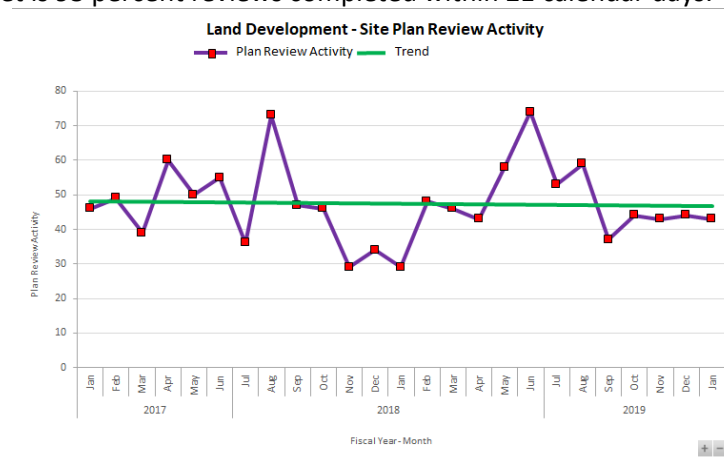
Solid Waste

Measure	January	FYTD	Change over prior FYTD
Customers received at the four full-service recycling centers	45,669	322,832	2.94%
Recycling tons processed at Metrolina facility (includes private haulers)	6,909	44,735	1.72%

- Use at all Drop Off Centers is again increasing. This is attributed to a strong economy and loads received from many small handy-man type users.*

Storm Water Services

- In January, 43 land development plans were reviewed.
- In January, 100 percent of the submitted plans were reviewed within 21 calendar days. The service level indicator target is 95 percent reviews completed within 21 calendar days.



Context for Key Performance Indicators

- Medium and Large Projects:** In January, wait times for Building and Electrical were up significantly due to the following: 1) staff attended continuing education classes and/or the legal class in January and, 2) those projects that didn't get approved within plan review and permitted by the end of December had to go back through the plan review process for approval with the new code requirements. Overall, commercial projects will vary from week to week or month to month within the submittal process but are still within the goals of the Building Development Commission (BDC).



Land Use and Environmental Services Agency

Department Management Report

March 2019

- **Small Projects:** Wait times for all trades were consistent from the previous month.
- **Express Reviews:** Wait times for small and large projects primarily remained the same as last month. No significant changes to report.



Overview

EMS Day at the Capitol

On February 18-19, during the first EMS Day at the North Carolina Capitol event, Medic joined other Emergency Medical Services (EMS) professionals from across the state to meet with members and staff of the North Carolina General Assembly about issues affecting Emergency Medical Services. Though often coupled with healthcare policy, the issues affecting Emergency Medical Services are often different and can span homeland security, emergency management, local governance, insurance reimbursements and healthcare in general.

One current issue is the upcoming transition of North Carolina Medicaid from fee-for-service to a managed care model by November 2019. This transition will be implemented in phases and require providers to contract with five selected prepaid health plans (PHPs). The risk for Medic will be in the areas of reimbursement due to contract terms, published fee schedules and changes to cost report dollars. The State of North Carolina is currently reviewing proposals from potential PHPs, after which the full impact to Medic will be determined.

NBA All-Star Preparedness

An estimated 150,000 visitors came to Charlotte and the surrounding area over the course of three days for the NBA All-Star weekend. An event of this scale brings more demand for emergency services and required extensive collaboration between our agency, the National Basketball Association, the Charlotte-Mecklenburg Police Department, the Charlotte Fire Department and representatives for each event venue. Planning to ensure the system continued to perform at a high level included mitigating problems specific to EMS and public safety such as heavy traffic that could delay response, road closures impacting response routes, barriers put in place to create a secure area around Spectrum Center and preparedness for potential mass casualty incidents. During the event, a Unified Command Center was established to monitor activity and coordinate responses to incidents in the affected area. Medic deployed two utility vehicles (UTVs) that were able to safely navigate the confined crowds to quickly reach patients and deliver them to a dedicated ambulance for transport to definitive care. These UTV crews responded to 39 of the 48 incidents within the security zone surrounding the Spectrum Center, while the system handled 1,253 responses and 912 transports with 95.33% compliance for life threatening emergencies over the course of the weekend. Additionally, the NBA contracted with Medic to provide ambulance coverage during sanctioned events at the Charlotte Convention Center, Queens University, Bojangles Coliseum and the Spectrum Center.

Context for Key Performance Indicators

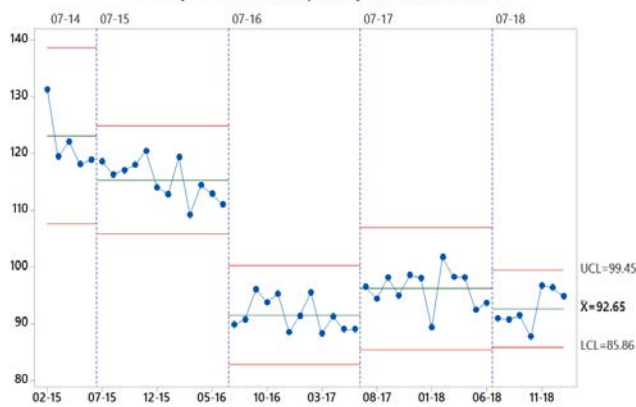
The data on the following page is presented in control charts. Each dot represents a monthly average, count or proportion. The middle green line is the average performance for the displayed periods, while the red lines are the upper and lower control limits.

- **Response time compliance** performance goal is 90%.
- **Cardiac arrest survival** is measured for patients that meet a nationally standardized case definition.
- **Patient satisfaction** is determined using a random telephone survey of up to 200 transported patients per month. This results in a proportion which rated their overall quality of care as excellent. The target is $\geq 65\%$ excellent.
- **County cost per transport** is based off of the total number of transports in a month divided by the monthly subsidy provided to Medic.

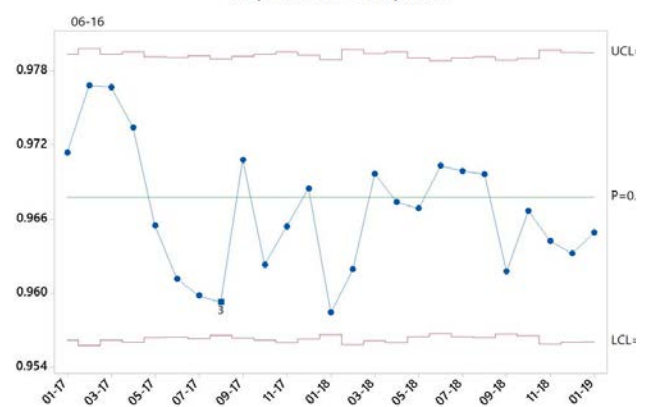


Mecklenburg EMS Agency (Medic) Management Report March 2019

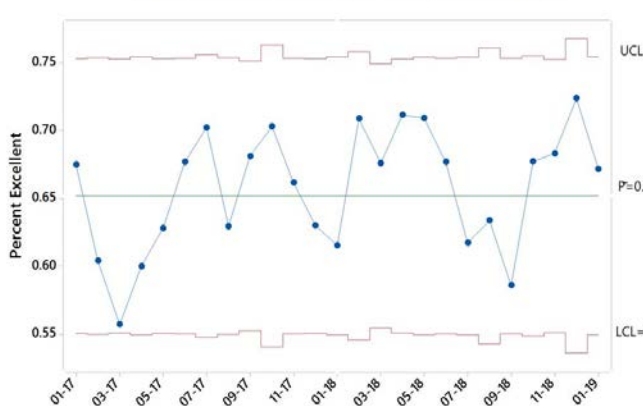
County Cost Per Transport by Fiscal Month/Year



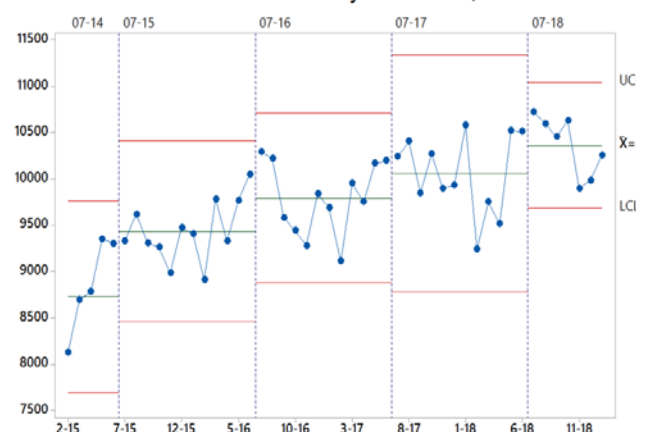
Response Time Compliance



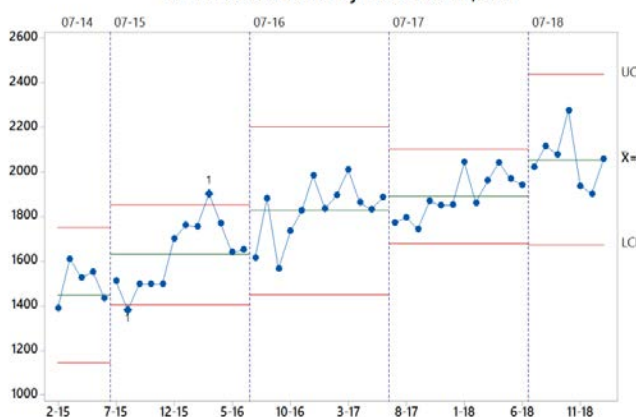
Patient Satisfaction: Excellent Overall Quality of Care



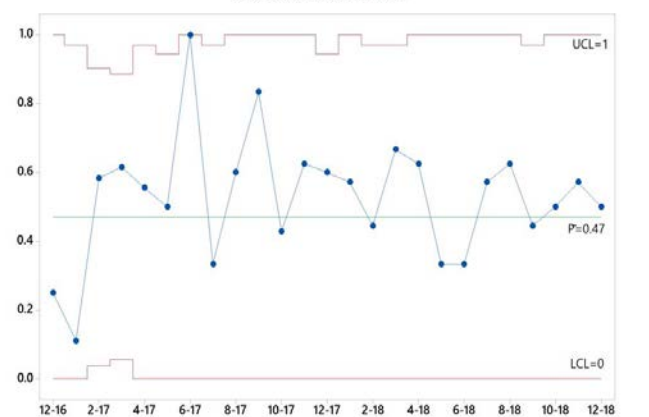
911 Incident Count by Fiscal Month/Year



NET Incident Count by Fiscal Month/Year



Cardiac Arrest: Survival





Overview

In January 2019, the Medical Examiner’s Office (ME) performed 56 autopsies. These included 34 autopsies of Mecklenburg County residents and 22 autopsies of residents of the five other counties within the ME’s regional catchment area. Of the 56 total autopsies, 21 (37.5 percent) were to rule out overdoses; 10 (47.6 percent) of the 21 overdose cases were for Mecklenburg residents.

FY17-FY19 Strategic Business Plan Update

On January 30, staff members from the ME’s Office along with staff members from Asset & Facility Management (AFM) met with architecture vendors to tour the ME facility. The tour was to give the architecture vendors an overview of the morgue cooler expansion project the ME’s Office and AFM will be undertaking in FY2020-2023. Formal interviews to select and hire a vendor will be conducted on February 4, 2019. This aligns to Goal 1, Objective 1.5 of the departments Strategic Business Plan, which is to expand the facility’s County morgue/cooler to accommodate increased body storage capacity.

Key Performance Indicators

Indicator	Oct	Nov	Dec	Jan	FY19 YTD	FY18 YTD	Change YTD
Death Investigations	207	236	224	256	1,518	1,535	-1.1%
Mecklenburg Autopsies	31	37	22	34	211	257	-17.9%
Regional Autopsies	22	27	14	22	134	170	-21.2%
External Exams	54	61	51	55	374	396	-5.6%
Other Death Investigations	100	111	137	145	799	712	12.2%

Context for Key Performance Indicators

- Regional autopsies are performed for Gaston, Cabarrus, Anson, Union, and Cleveland Counties.
- External Examinations are cases in which the Medical Examiner evaluates the medical history of the decedent and performs an external physical examination to determine the cause and manner of death.
- Other Death Investigations consist of storage cases, and any deaths reported to the office that do not fall under Medical Examiner jurisdiction. Each case type requires a different level of investigation, but it is important that each one is carefully reviewed to determine the correct disposition.
- Of the 56 total autopsies performed in January, 21 were due to suspected overdoses (10 of the autopsies of Mecklenburg County residents were due to suspected overdoses).



Overview & Strategic Business Plan Update

Goal 2 of the Office of Economic Development (OED) Strategic Business Plan is to promote job growth through the creation of small business and entrepreneur support program. A 2017 assessment of the small business ecosystem in Mecklenburg County discovered that compared to peer communities, Mecklenburg has a lower rate for small businesses surviving for more than five years. It also revealed that there are very few resources to support existing small businesses facing growth challenges. In response to this, Mecklenburg County and the Central Piedmont Community College (CPCC) partnered to create the Get Up and Grow program. It is modeled after the successful Small Business Administration's Emerging Leaders Program but is targeted at existing small businesses with revenues of less than \$400,000 per year. Admission to this free program is through a competitive application process and is limited to no more than 24 participants in a cohort.

The inaugural cohort started classes on January 22, 2019 with a networking breakfast and an opportunity to meet OED and CPCC staff. The cohort represented a broad range of industries and years of experience, but all share a passion for growing their small businesses well in to the future. Participants will receive in-class training from experts and successful business owners, specialized consulting tailored to the individual needs identified by participants, and one-on-one coaching. The goal is for participants to complete the program with the skills, the knowledge and a blue print of how to grow their business.

A graduation ceremony for the inaugural cohort will be held on May 21, 2019 at 8:00 a.m. An invitation will be sent to County Commissioners to meet and congratulate the participants.

Context for Key Performance Indicators

MWSBE	January	FY19 Year to Date
Total Persons Reached:	548	621
Emails / Calls / Walk-ins / Appointments:	24	51
Community Outreach:	524	570
Community Outreach Events:		
• Military Women As Entrepreneurs Conference	60	participants
• CMGC Renovations Architect Interviews	10	participants
• Commissioner Leake's Small Business Consortium	200	participants
• LACCC On the Table Event	6	participants
• Prospect Landing/West Blvd Community Meeting (1)	118	participants
• Charlotte Emerging Leaders Presentations	10	participants
• Small Business Xchange Expo	120	participants
Meetings with Potential Partners or Resources	6	



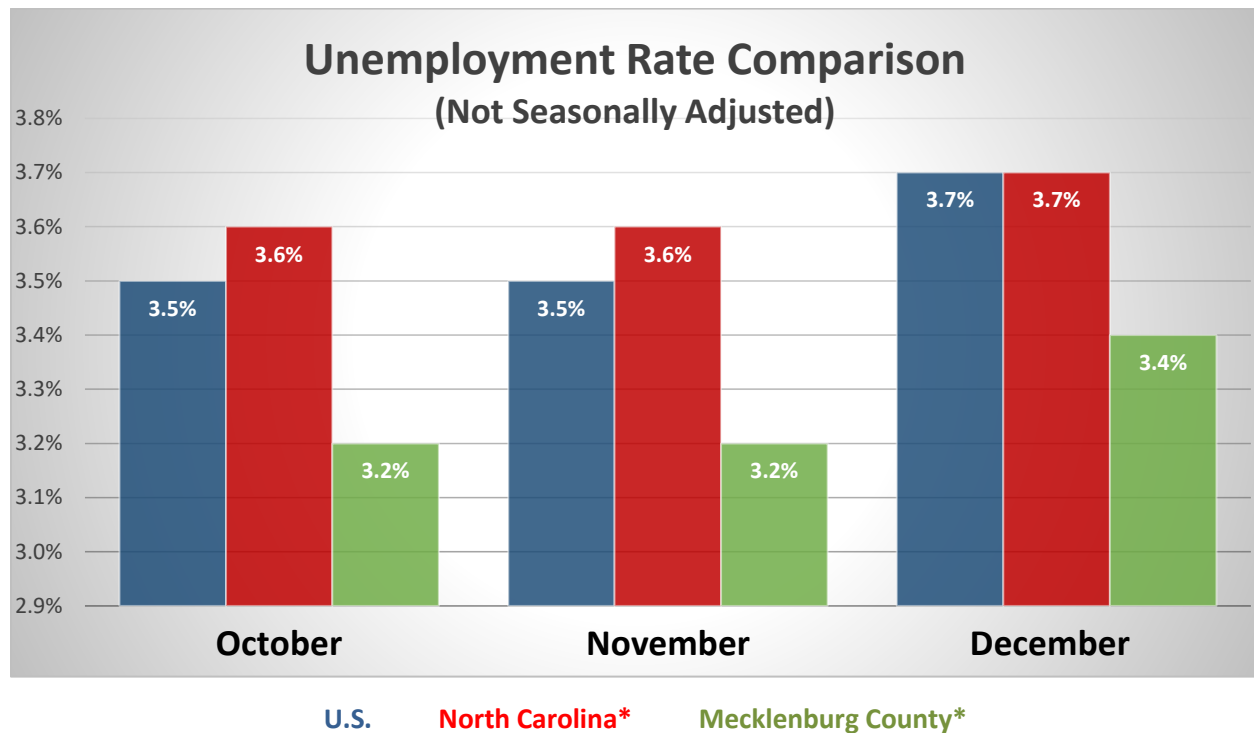
Office of Economic Development
Department Management Report
March 2019

Small Business Concierges	January	FY19 Year to Date
Total Persons Reached:	308	3,637
Emails / Calls / Walk-ins / Appointments	177	1,556
Community Outreach:	131	2,081
Community Outreach Events:		
• Libraries	25	participants
• One Million Cups	42	participants
• Women's Business Center	35	participants
• Business Networking	17	participants
• Pitch Breakfast	12	participants

Lending & Credit Coaching	January	FY19 Year to Date
Total Persons Reached:	144	372
Emails / Calls / Walk-ins / Appointments:	97	181
Community Outreach:	47	191
• Internal Outreach - CRC	2	participants
• Team of Real Estate Investors	3	participants
• Connecting the Dots (CRBA)	5	participants
• MMCA (Metrolina)	9	participants
• Professional Opportunity Exchange	5	participants
• 5 th Annual Professional Networking	6	participants
• Get Up and Grow	8	participants
• Outreach to Urban League	2	participants
• Landscapers & Building Maintenance Event	7	participants

Existing Industry	January	FY19 Year to Date
Clients Visited		
• New Clients:	8	46
• Existing Clients:	4	11
• Aggregate Employee Count of Clients Visited	909	4,198
Cases (service issues arising from client visits)		
▪ Active Cases:	14	N/A
▪ Newly Opened Cases:	23	87
▪ Closed Cases:	75	133
▪ Total Cases:	89	153
Ally Meetings (meetings with partners or resources who may assist OED or its clients)		
• Ally Meetings:	10	74

Economic Development	January	FY19 Year to Date
• New prospect meetings	1	5
• BIP Grant invitations	1	16
• Closed sessions	0	3



*Mecklenburg County and North Carolina not seasonally adjusted. Source: U.S. Bureau of Labor Statistics & NC Department of Commerce



Overview

The Office of the Tax Collector (OTC) consulted with the City of Charlotte's Housing and Neighborhood Services Department to provide tax information as they implement their new Aging in Place (AIP) pilot program. This is a property tax grant program for moderate-income senior homeowners whose property is located within the City of Charlotte and who may have been affected by the 2019 Mecklenburg County Revaluation. This program provides grants based on a percentage of the increase in an applicant's 2019 property tax bill, with the goal of keeping qualifying residents in their homes. AIP aims to serve those residents whose incomes exceed limits for statutory tax relief but face a significant financial burden paying their property tax bill.

FY17 – FY19 Strategic Business Plan Update

In order to attain its goal of maximizing tax collections, the Office of the Tax Collector's (OTC) Property Tax Collection unit (PTC) began annual field work in January, which consists of meeting with taxpayers to take payments and posting notices to properties. The unit, comprised of 9 full-time staff members, conducted 132 field visits during January that resulted in \$91,650.35 collected. This is an increase from January 2018, when \$48,483.50 was collected from field work. PTC staff collected a total of \$403,453.15 utilizing this enforced collection tactic last fiscal year. Field collection work was placed on hold for two weeks due to the OTC's move to the Valerie C. Woodard Center, but resumed in February and will continue through June.

Key Performance Indicators

The collections indicators through January 2019 for Mecklenburg County taxes are the following:
(measures have not been updated)

- Current Year Real Estate/Personal Property Tax Collection Rate: 96.92%
- Prior Year Real Estate/Personal Property Tax Collection Rate: 8.73%*
- Current Year Room Occupancy/Hall of Fame Tax Collection Rate: 98.94%
- Current Year Prepared Food & Beverage Tax Collection Rate 95.92%
- Current Year Vehicle Rental/U-Drive-It Tax Collection Rate: 99.55%

*The prior year collection rate reflects the percentage of the total due for all prior years that has been collected in FY 2019.

Context for Key Performance Indicators

- The OTC has collected \$970,110,101.30 in real estate, personal property, and registered motor vehicle taxes for the current year county net levy with \$31,284,604.44 remaining to collect.
- For the prior year county net levy, \$4,197,368.37 has been collected in FY 2019.
- The grand total of collections in FY 2019 for all years and all jurisdictions is \$1,516,693,301.24 through January 31, 2019.
- The OTC has collected 99.49% of all Mecklenburg County taxes levied since August 2008. This amounts to \$9,504,764,019.76 collected and \$49,200,962.85 uncollected.



Overview

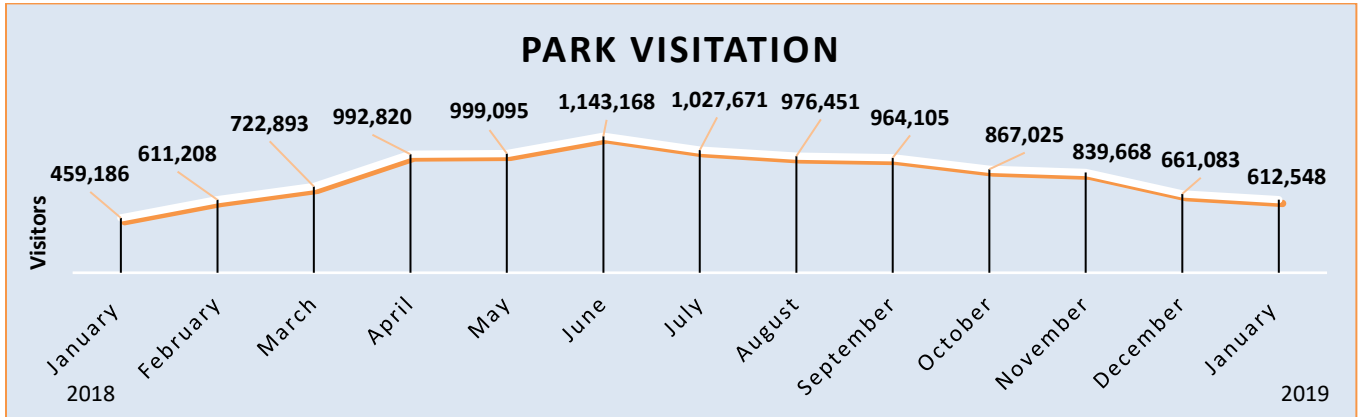
The mission of Park and Recreation is to enrich the lives of Mecklenburg County residents through the stewardship and provision of natural resources and quality leisure experiences. The department facilitated many events during January of 2019 that positively contributed to quality of life in Mecklenburg County, as well as reflected the department's vision and the three pillars of the National Recreation and Park Association (NRPA) – **health and wellness, conservation and social equity**.

January Highlights

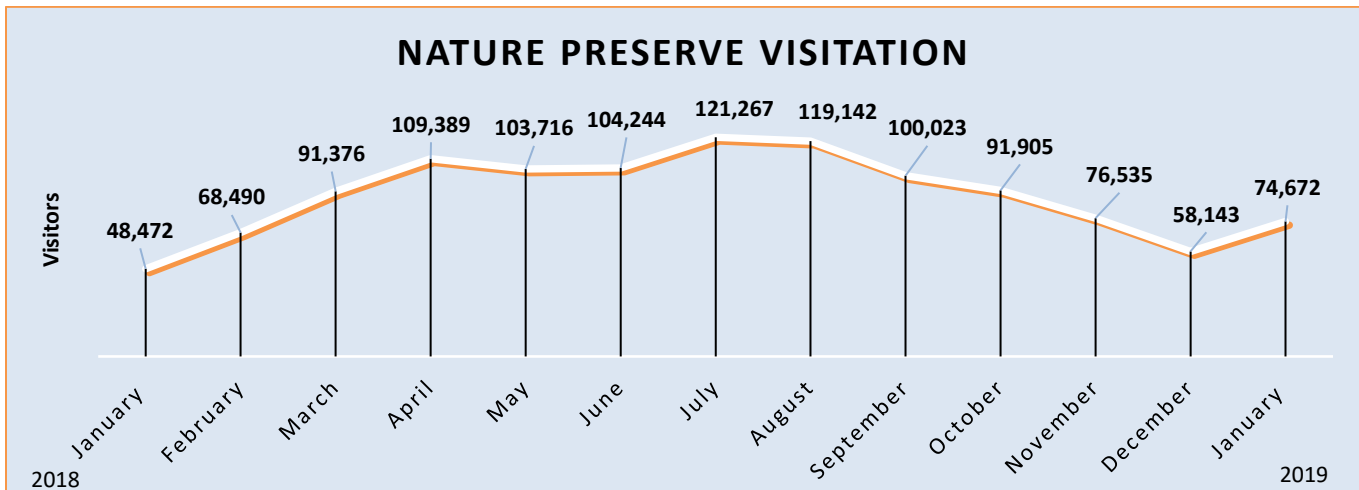
- The **Park and Recreation Commission's Annual Retreat** occurred on January 8 at Mahlon Adams Pavilion.
- The **Northern Towns Park and Recreation Joint Meeting** with the Park and Recreation Departments from Huntersville, Davidson and Cornelius took place on January 30 at Waterfront Hall in Jetton Park. Director Lee Jones and Division Director of Capital Planning Bert Lynn shared updates.
- **Mecklenburg County Aquatic Center Highlights**
 - **Charlotte Mecklenburg Schools Dual Swim Meets** occurred from January 5-6 and on January 11. Approximately 1200 spectators attended.
 - The **Union County Swim Meet** occurred on January 7. Approximately 200 spectators attended.
 - The **Atom Frosty Invitational** occurred from January 12-13. Approximately 800 spectators attended.
 - The **SoMeck 7 Conference Championship Swim Meet** occurred on January 18. Approximately 300 participants and 800 spectators attended.
 - The **Sunbelt Masters Swim Meet** occurred on January 19. Approximately 350 participants and 350 spectators attended.
 - The **Team Charlotte Western Open** occurred from January 25-27. Approximately 1,000 participants and 2,000 spectators attended.
- **Community and Recreation Center Highlights**
 - **Countywide Youth Basketball Leagues** kicked off on January 5 at all Recreation Centers. More than 200 teams with 2,000 youth participate in these programs that typically occur on Saturdays from 9:00am – 4:00pm.
 - The **City MLK PEACE Basketball Tournament** took place on January 20 at Second Ward Gymnasium.
- **Athletic Event Highlights – Mecklenburg County Regional Sportsplex at Matthews**
 - The **Puma Kings Cup – Girls Event** hosted by the Charlotte Soccer Academy on January 26 and 27 used nine fields. Fifty-four total teams participated, with 21 from outside Mecklenburg County. Nine hundred seventy-two (972) players and 1,944 spectators attended the tournament.

Key Performance Indicators

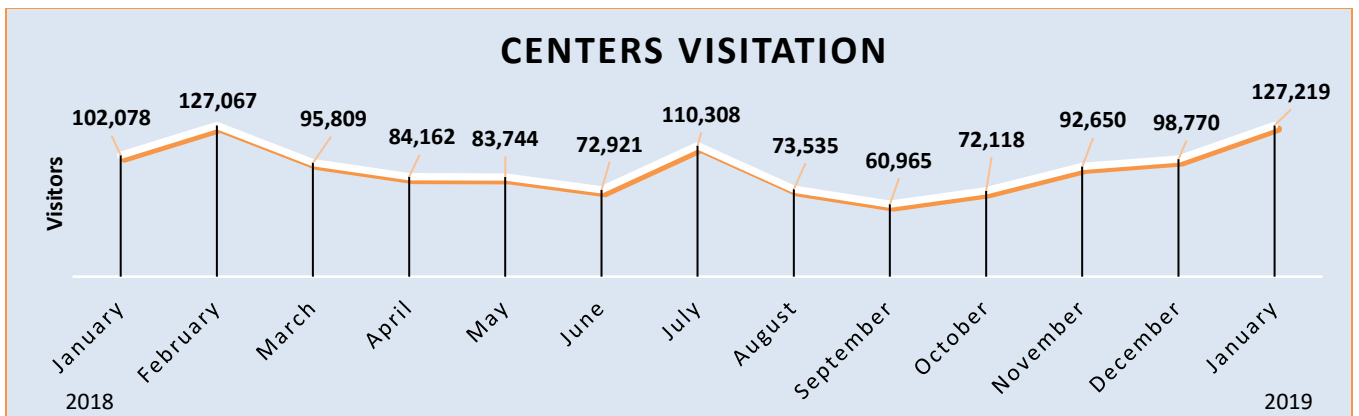
In January, the department offered **1,196** fitness and wellness, recreational, nature-based or educational programs for **98,940** participants and hosted three (**3**) athletic and special events for approximately **63,676** visitors and spectators. The Department received **995** customer surveys with an approximate satisfaction rate of **99%**. Seventeen (**17**) County employees made **44** visits to fitness centers. January volunteerism had a value of **\$131,054**.



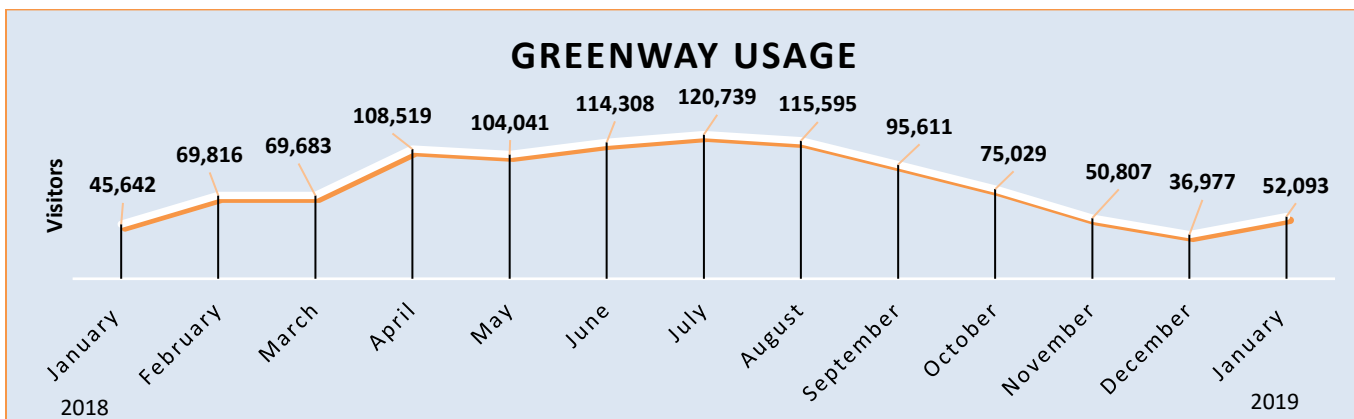
Park visitation numbers from January 2018 through January 2019 reflect a 3% increase from January 2017 through January 2018.



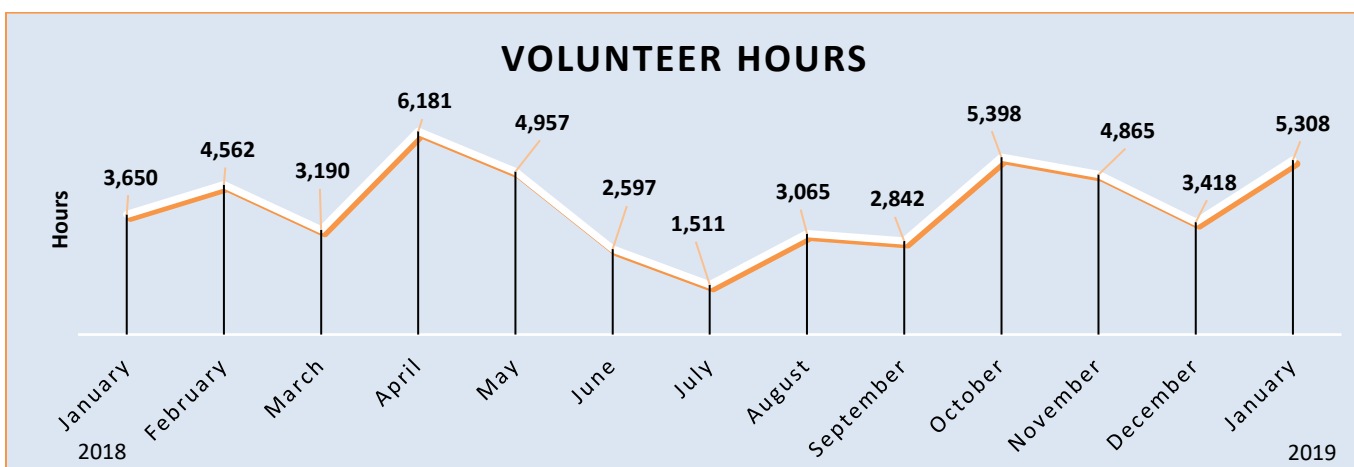
Nature preserve visitation numbers from January 2018 through January 2019 reflect a 2% increase from January 2017 through January 2018.



Centers visitation numbers from January 2018 through January 2019 reflect a 15% decrease from January 2017 through January 2018.



Greenway visitation numbers from January 2018 through January 2019 reflect a 22% decrease from January 2017 through January 2018.



Volunteer hours from January 2018 through January 2019 reflect a 7% decrease from January 2017 through January 2018.

Context for Key Performance Indicators

- Centers Visitation includes Recreation, Nature, Senior and Aquatic Centers.
- Nature Preserve Visitation is for 10 of 26 preserves.
- Park Visitation numbers are based on a combination of car counter data (using national standard 2.5 multiplier) and estimates for walk-in facilities. Car counters were installed at all park facilities with a vehicular entrance on or before November 2017.
- The Department uses five laser beam counters to track usage along four of the most heavily trafficked of the fourteen total greenways. The counter at Little Sugar Creek Greenway was recently repaired (February 2019).
- Volunteerism values are calculated by multiplying the number of volunteer hours by the nationally established volunteer time value of \$24.14 (IndependentSector.org).
- Department software systems track attendance such that there is some duplication in program participant and park attendance numbers.
- Volunteer numbers represent a steep increase for January 2019 from December of 2018. Contributing factors include:
 - Basketball season generates a large number of volunteer hours for coaches.
 - Therapeutic Recreation interns are currently serving on a volunteer basis at forty hours per week.



Overview

Department-wide Updates

- Programs housed at the Hal Marshall Center and Carlton Watkins Center moved to the Valerie C. Woodard (VCW) Center (3205 Freedom Drive). Relocated programs include Children's Developmental Services Agency, Communicable Disease Control, Environmental Health, STI Investigations, Ryan White, School Health and Trauma & Justice Partnerships.

Case Management & Health Partnerships Division

Children's Developmental Services Agency (CDSA)

- CDSA joined the Charlotte Resilience Project's Early Childhood Subcommittee. This subcommittee was created as a follow-up to early childhood work being done in the community and the Mecklenburg Resilience Symposium. The subcommittee will focus on building resilience in children, families and neighborhoods to ensure children reach expected developmental benchmarks by the age of three.

Women, Infants and Children (WIC)

- WIC has established onsite outreach coordination at Myers Park OB/GYN and Pediatrics, four days a week. Through this partnership, the program can disseminate information, discuss eligibility requirements, reschedule missed appointments and schedule appointments during first contact with potential program participants. During the first two weeks of this project, 71 first contact appointments were made.

Clinical Services Division

Tuberculosis (TB) Clinic

- The TB Clinic piloted Video Directly Observed Therapy (VDOT) a best practice strategy for addressing TB. VDOT is the use of a videophone or other video/computer equipment to observe patients with tuberculosis taking their medication. This technology greatly diminishes the requirement for face-to-face visits during treatment for TB.

Population Health Division

Office of Community Engagement (OCE)

- On January 19, Village HeartB.E.A.T. officially kicked off the Season 7 Competition Challenge at the MLK Parade. Over 500 people participated in the event.
- OCE partnered with House of NC, Inc., Greater Bethel AME Church, Rockwell AME Zion Church, St. Luke Missionary Baptist Church, St. Paul Baptist Church, Camino Community Center, First Baptist Church West, Greater Providence Baptist Church, Greenville Memorial AME Zion Church and Johnson C. Smith to host 74 group physical activity classes.

Preventive Health Division

HIV/STI Community Outreach

- The HIV/STI Outreach Program has secured three new testing sites to begin in February. On-going evaluations of testing sites occur periodically to ensure testing is taking place in areas deemed high-risk for HIV acquisition. The three sites are Johnson C Smith University, Queen City Treatment Center, and The Harvest Center.

FY2017-2019 Strategic Business Plan Update

Goal 2: Promote Community Health by "Making the Healthy Choice the Easy Choice"

- The Greater Charlotte Apartment Association was given the 2019 *Public Health Partners Award* from the North Carolina Association of Local Health Directors for their Smoke-Free Housing Certification Program. Established in 2016, 60 apartment communities in the Greater Charlotte region have been certified "Smoke-Free" with many more apartment communities working towards the certification.



Key Performance Indicators

Table A:	Oct	Nov	Dec	Jan	FY19 YTD	FY18 YTD	YTD Change
Adult Health Clinic Visits	2,037	1,866	1,555	1,966	12,928	11,799	9.57%
Immunization Clinic Visits	1,434	1,289	857	1,359	8,149	7,425	9.75%
School Health Office Visits	49,410	37,957	19,444	38,883	216,902	203,968	6.34%
CDSA Referrals	242	199	158	228	1,544	1,508	2.39%
CD-CP Referrals	687	622	609	587	4,345	4,341	.09%
WIC Office Visits	7,284	6,482	5,444	7,433	47,321	54,041	(12.44%)

Table B:	Type	Oct	Nov	Dec	Jan	FY19 YTD	FY18 YTD	YTD Change
Food & Facilities (FFS) (restaurant, child & elderly care facilities)	Inspections	1,002	924	1,052	1,103	6,847	7,464	(8.27%)
	Permits	107	68	50	66	630	575	9.57%
	Service Requests	147	117	113	113	906	850	6.59%
Groundwater & Wastewater (GWS) (wells, septic systems)	Inspections	29	21	24	18	202	248	(18.55%)
	Permits	28	13	9	17	160	179	(10.61%)
	Service Requests	31	21	15	20	185	97	90.72%
Pools & Environmental Health (PEHS) (pools, tattoo, rodent & mosquito control)	Inspections	96	136	111	116	727	534	36.14%
	Permits	206	20	12	21	342	134	155.22%
	Service Requests	152	64	40	58	735	792	(7.20%)

Context for Key Performance Indicators

Table A:

- **Adult Health Clinic visits** include sexually transmitted disease testing and treatment, family planning services and nurse visits.
- **Immunization Clinic visits** includes child, adult and travel immunizations.
- **School Health Room visits** include encounters related to a specific student's health concern or condition where direct services are provided for a student. Visits may also include parent contacts, physician consultations and interdisciplinary meetings to make decisions regarding a specific student's care at school. Fiscal year to date (FYTD) may not correspond to sum of monthly totals due to reporting lag time.
- **Children's Developmental Services Agency (CDSA)** staff help families who have children from birth to age three who are at risk due to developmental delays. FYTD may not correspond to sum of monthly totals due to reporting lag time.
- **Child Development – Community Policing (CD-CP)** partners child trauma clinicians with law enforcement officers to respond immediately to mental health needs of vulnerable children impacted by violence. The referral data presented is based on families.
- **Women, Infants and Children (WIC) visits** include nutrition counseling, voucher pickup and assessments. WIC caseload has dropped nationally and state-wide. The team is implementing an outreach plan to address the decreased caseload. Efforts include participation at community outreach events and follow-up calls to reschedule clients who missed appointments.

Table B:

Environmental Health FYTD may not correspond to sum of monthly totals due to inspection reporting capability and adjustment of activity type following supervisor review.

- **FFS** – The inspection FYTD decrease is attributed to decreased staffing levels (i.e. vacancies, training, medical leave).
- **GWS** – FYTD change for inspections can vary due to state-regulated septic system review frequency requirements. The increase in service requests are due to sewage complaints.
- **PEHS** – Increase in permits associated with October tattoo convention.



Overview

Major department initiatives in January 2019:

- **Revaluation Communication Update:** Revaluation is a process in which all property within a taxing jurisdiction is revalued to its current market value as of an established date. Public Information has been working with the Assessor's Office and County Manager's Office for the last few years to develop and implement a comprehensive communication and marketing plan to ensure residents are aware of the 2019 Revaluation.

Public Information and the Assessor's Office set several strategies in place to support Revaluation communication and marketing, including educating all audiences on the most recent news about Mecklenburg County's 2019 Revaluation and continuously revising, simplifying and distributing stories and updates regarding the review process and the Assessor's Office to raise awareness, build public trust and set community expectations of much higher anticipated property values (and focus on areas with most significant expected increase such as Lake Norman, Dilworth and Myers Park).

Since summer 2017, Public Information and the Assessor's Office have worked to plan more than 150 community meetings in every part of the County to educate and inform residents about revaluation. These meetings will continue throughout the spring. Public Information also worked with the Assessor to create MeckReval.com, a comprehensive one-stop website for revaluation and appeal information, and constantly updates our social media accounts with revaluation information and answers to resident questions.

Public Information also produced a [Facebook Live](#) event with Mecklenburg County Manager Dena R. Diorio on Jan. 29, where she presented a Revaluation overview and answered questions. Nearly 10,000 people engaged with the event on Facebook.

As important as digital, social media and face-to-face communication are, the Revaluation marketing plan also features traditional communication channels such as radio, television, online and direct mail advertising. This part of the communications effort launched in December 2018 and concluded in late February 2019. Public Information has also worked with our media partners daily to make sure questions are answered and concise messaging about revaluation is provided to the public.

On MeckReval.com, after the Revaluation [marketing plan](#) rolled out, visitor traffic increased more than 2,000% in January 2019. Visits to the Frequently Asked Questions page increased 4,000%, while visits to the Revaluation appeals page jumped almost 35,000% over the same period in December 2018.

While assessment of the success of communication efforts is ongoing, early results from the news media have been [generally positive](#).

- **Board of County Commissioners' Annual Retreat:** The Board of County Commissioners held its annual budget retreat at the Grandover Hotel in Greensboro, NC, Jan. 23-25. Public Information broadcasted the meeting live [in its entirety](#) on MeckNC.gov and on GovTV. It was the first live Mecklenburg County Government event broadcasted from outside the County.

To make more remote broadcasts like the retreat possible, Public Information upgraded its online broadcast capabilities in 2018 and invested in a new portable camera and audio system that can be connected anywhere an Internet connection is available. The new platform also allows for better online viewing through any computer or mobile device.

Public information promoted the Board Retreat through all communication channels, and did daily live updates on social media, including a daily Facebook Live interview with Commissioners and Public Information Director Danny Diehl. More than 2,000 viewers tuned in to watch the retreat, which also received heavy media attention.



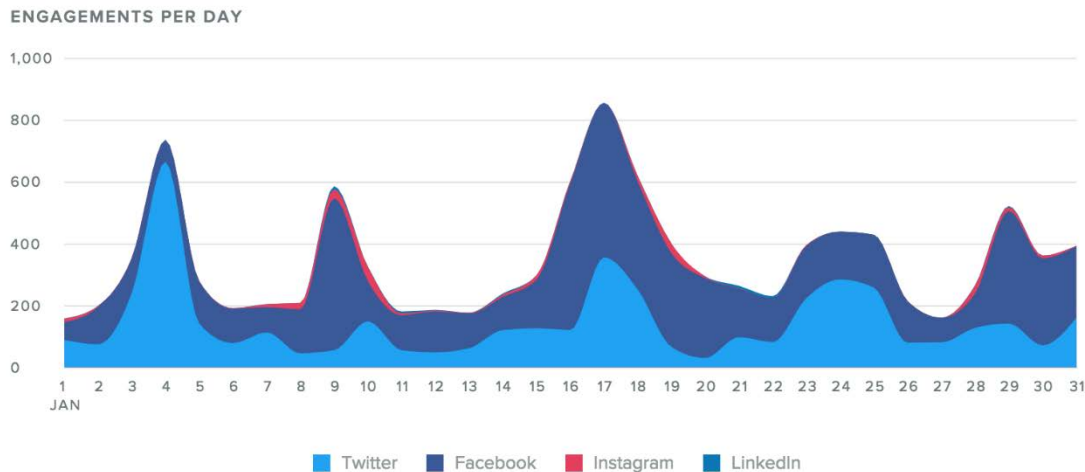
- **County Asks Residents About FY2020 Budget Priorities:** Throughout January, Public Information worked closely with the County Manager's Office to offer residents multiple ways to share their budget preferences. Residents were prompted to take a quick survey in person or online, and at a special public hearing. That feedback will be used to help guide budget decisions for the upcoming fiscal year.

The Resident Budget Priorities Survey was made available online in English and Spanish, and in paper format at many Park and Recreation locations, libraries, the Land Use and Environmental Services Agency, the Community Resources Center and Child Support Enforcement. More than 1,200 people completed the survey. The Board of Commissioners also hosted a special early [Budget Public Hearing](#) for public input on January 15, 2019. The meeting was heavily attended and covered by all major media outlets.

- **'About Last Night' BOCC Meeting Recap:** Starting in January, Public Information started posting a quick meeting recap on MeckNC.gov and social media following every Board of Commissioners meeting. The summary includes Board decisions about major agenda items and links to resources of interest, and will be posted online [following every regular meeting](#).
- **Point-In-Time Count:** The [Point-in-Time Count](#), a partnership between the City of Charlotte and Mecklenburg County, happens when our community comes together to survey and count every person experiencing homelessness on one night. Last year, 1,688 people were counted. This number included 167 families, 77 youth and 209 people sleeping outside in Charlotte-Mecklenburg. Public Information used all communication channels to promote the event before, during and after the count, which received heavy media coverage. Results will be released as part of the Charlotte-Mecklenburg State of Housing Instability and Homelessness Report in summer 2019.
- **2nd Annual Imagine Mecklenburg Student Art Contest:** In partnership with the Charlotte-Mecklenburg Youth Council and Charlotte-Mecklenburg Schools, Mecklenburg County is inviting all 9th through 12th graders to participate in the [2nd Annual Imagine Mecklenburg Student Art Contest](#). Imagine Mecklenburg fosters creativity by providing young artists of all skill levels an opportunity to exhibit their works publicly. Engaging with youth also means imagining Mecklenburg County's future together. Each submission should answer the following prompt: "What does success look like for you?" Community Relations Coordinator Christine Edwards has organized the event, a partnership with the Charlotte-Mecklenburg Youth Council, which runs through March 4.



30 Days on Mecklenburg County Social Media: January 2019



Across 21 Mecklenburg County [social media accounts](#) in January 2019:

- Acquired **1,040 total followers**
- Sent **320 messages** (posts and responses to various direct questions asked on social media)
- Received **1,391 messages** from social media users and followers
- **1,037,663 total impressions** (number of times Mecklenburg County's social media content was viewed)
- **10,743 total engagements** (graph above)
- **559 Twitter viewers** of 1 board meeting broadcast
- Tasked and resolved **64 items** requiring attention on social media (questions, comments and feedback)
- Published [5 blog posts](#)

Two of the major items Public Information focused on in January were preparing property owners to receive their 2019 Notice of Real Estate Value and promoting the budget priority survey. The department answered a number of social media questions about the Revaluation, which were anticipated. The FAQ section of [MeckReval.com](#) was particularly helpful in answering some of those. The week after notices were sent, the County Manager also hosted a [Facebook Live](#) to provide clarity around property taxes, along with revenue neutral and various other tax bill scenarios.

Some of the other highly engaging content promoted included a notice from Food and Nutrition Services that the federal government shutdown would have an impact on EBT cards, details on the FY2020 Annual Board Retreat and information about the Low-Income Energy Assistance Program available through DSS.

Context for Social Media Performance Indicators

- Social media “@mentions” (i.e., posts by others that tag @meckcounty) and “retweets” are measures of how well content connects with the audience and is shared more broadly.
- Twitter, Facebook and LinkedIn followers are measures of how many people are actively engaged with Public Information's social media presence.
- Public Information tracks social media trends relevant to Mecklenburg County.
- Unique visits to MeckNC.gov measure how many people visit our main website.



Community Relations Update

The goal of Mecklenburg County's Community Relations effort is to increase civic participation in County government and increase levels of awareness about County programs, services and initiatives. Projects like [Bringing Mecklenburg County to You](#), the launch of the County's first Community Resources Center in 2018 and multiple [Park and Recreation projects](#) in various stages benefit from face-to-face interactions with decision-makers.

During January 2019, Community Relations Coordinator Christine Edwards organized eight property tax-related community information sessions with groups ranging from the Newcomers of North Mecklenburg and Helen Adams Realty to the Colonial Village and Cherry neighborhoods. Residents had the opportunity to hear a presentation from Ken Joyner, Tax Assessor, and ask questions about upcoming value changes.

Edwards also participated in creating a full marketing campaign for the Revaluation effort. Public Information employed a media buyer through a request for proposal and worked closely with the Tax Assessor's Office to craft their new notices, radio and television ads, along with a billboard. Additionally, the Community Relations Coordinator organized a series of listening sessions to take place in February 2019 as a part of the marketing and public engagement campaign for the Property Tax Revaluation.

Media Relations

Public Information creates a log of all media inquiries and responses every day. The list is provided to the County Manager and Executive Team at close of business. Public Information also actively "pitches" County information via news releases and media advisories to selected media outlets as needed.

- In January 2019, Public Information received and responded to **101 media inquiries**.
- Sent out **14 news releases**.
- Sent out **5 media advisories**.
- Posted **23 County news items** to MeckNC.gov
- News Releases and Advisories sent by Public Information resulted in **84** news stories (**49** regarding the annual budget retreat)
- **Advertising dollar equivalency** of Mecklenburg County news stories: **\$2,870,436**.
- **Pitched information** about the Budget Survey, Point-In-Time Count, WIC services to Latino clients, Park and Rec Summer Camps, I Heart Water (Health) and Fairy House Festival.

Public Records Requests Management Update

In 2011, to maximize transparency, Public Information created an [online portal](#) at MeckNC.gov to highlight Mecklenburg County's Public Records policy and provide an easy-to-use way for the public to request any County document deemed a public record under [NC § 132-1](#). Each request is received and managed by Public Information. Early in this process, few requests were received, and the majority were rerouted to the locations of the actual non-County record holders, such as Mecklenburg County Courts, Charlotte-Mecklenburg Police Department, etc.

Requests for large amounts of data from Geospatial Information Services, Procurement, the Office of



Management and Budget and other large departments have increased incrementally, as have requests for employee communications (such as emails and text messages) and the need for large data sets to be provided by Information Technology Services, then vetted and approved by the County Attorney.

In partnership with the County Manager's Office, County Procurement and Information Technology Services (ITS), Public Information continues to help develop a new process to provide and vet public records. The new, web-based platform will provide a secure method for public data, including emails and text messages, to be collected by ITS and vetted by the County Attorney and his staff, and will provide robust analytics. It will also allow the public to track the progress of their records requests as they are received, reviewed and provided. Launch is planned this month.

- In January 2019, Public Information received and responded to **58 public records requests**. Public Information received **430 public records requests** in 2018.

Web Services

Public Information's Web Services manages MeckNC.gov, the County's public-facing website, and Meckweb, Mecklenburg County's intranet. MeckNC.gov has more than 25,000 content pages and documents. Meckweb is the County's intranet site and an employee portal for Human Resources needs. County departments rely heavily on the information housed in Meckweb for daily operations.

After more than a year of planning, the MeckReval.com website redesign launched in December 2018. The site provides detailed FAQs, important dates, contact information and additional resources related to the 2019 Property Tax Revaluation. MeckReval.com website pageviews increased 2,485% from December 2018 to January 2019.

The Meckweb Reorganization and Redesign Project status remains in good standing. Mockups were created and approved for the intranet homepage and HR website homepage. HR and Talent Development websites are also being redeveloped.

Web Traffic Analytics:

- Total Sessions: **403,023**
- Social Media Referrals: **8,925**
- Mobile Users: **119,667**
- MeckNC.gov Accessibility score: **55.8**

FY17-FY19 Strategic Business Plan Update

- One of Public Information's strategic goals is to "use community meetings and face-to-face interactions to effectively educate target audiences about major County initiatives." This continues to be a major initiative in the new calendar year. The Community Relations Coordinator and other Public Information staff continue to plan, promote and staff public community meetings with the Assessor's Office so residents are aware of what revaluation is, how it works and what their options are.
- One of Public Information's strategic goals is to "upgrade and Enhance MeckNC.gov and MeckWeb for Additional Functionality and Public/Employee Engagement through a Multiyear, Phased Approach." MeckNC.gov received a major overhaul and a name change in the last several years, and now the MeckWeb rebuild and redesign is underway. The new site will be ready this spring.



Overview

During the month of January, the Register of Deeds (ROD) collaborated with Mecklenburg County Information Technology Services on a project to install a network firewall. The project kickoff was held at the beginning of the month and initiated the process for the firewall to be installed on the network switch at the County and Courts Building resulting in increased cybersecurity protections between the County network and the Register of Deeds' office.

FY17-FY19 Strategic Business Plan Update

Goal 5, Objective 2 of the Register of Deeds' Strategic Business Plan provides for continuous cross-training opportunities. In January, the ROD Office continued to work towards increasing productivity through training efforts, which were focused on error rate reduction.

Key Performance Indicators

Indicator	January 2018	January 2019	Change
Deeds Filed	2129	2143	1% ↑
Deeds Trust / Mortgages Filed	2890	2575	11% ↓
Maps / Map Revisions Filed	78	73	6% ↓
Condominium Docs Filed	2	4	100% ↑
Foreclosure Notices Filed	47	33	30% ↓
Sub. Trustee Docs Filed (FCL related)	160	126	21% ↓
Total Real Estate Documents filed	11,963	11,689	2% ↓
Total # of Transactions	9,970	9,875	11% ↓
Percentage of Docs indexed w/in 24 hours	94%	97%	3 % ↓
Marriage Licenses Issued	366	338	8% ↓

Context for Key Performance Indicators

In January, the Register of Deeds' Office collected county revenue in the amount of \$1,184,128.78. Despite the reduction in the overall number of transactions this month, this revenue amount was still over 16% greater than the revenue realized during this period in 2018.



Overview

- Rachel Vanhoy, the Mecklenburg County Sheriff's Office (MCSO) Senior Fiscal Administrator, would like to recognize the MCSO Inmate Finance & Property division, along with detention and arrest processing staff, for their dedication and hard work pertaining to management of inmate property. Between 7/1/2015 and 10/1/2018, over 78,496 individuals and hundreds of thousands of individual pieces of property were processed through the Finance & Property division. Of the four missing property claims filed during the mentioned period, three were sustained, with a total of \$1,724.20 paid. This is an amazing testament to the professionalism and dedication of this group as they safeguard inmate property and taxpayer dollars.
- Effective January 16, 2019, Sheriff McFadden announced the return of in-person visitation at both detention centers. Sheriff McFadden and his staff feel this is an important step toward increasing opportunities for individuals to stay connected with family, reducing recidivism, improving public safety and strengthening the community. Individuals are now able to have one (1) weekly in-person, face-to-face visit at one of the Mecklenburg County Detention Centers in addition to one (1) weekly on-site video communication at the MCSO Administrative Services Building, located at 901 Elizabeth Avenue. The in-person, face-to-face visits and on-site video communications are free of charge. Individuals who wish to supplement the above cost-free options may continue to have remote internet video calls at a cost of \$12.50 for 25 minutes or \$5.00 for 10 minutes.

FY17-FY19 Strategic Business Plan Update

- There are no new Strategic Business Plan goals that will be accomplished in FY19. Rather, the MCSO will continue with existing staff training and Goal 4, Objectives 1 and 2: "Provide additional public safety programs/events" and "Increase staff volunteerism within the community," respectively. All other goals were completed during FY17 and FY18.

Key Performance Indicators (January)

MCSO Court Security

- Number of contraband items recovered/turned back: 1,371

Detention

- Average daily population: 1,539
- Number of inmates booked: 1,852

Field Operations/Civil Process

- Number of civil papers served: 6,474

Registration

- Number of Purchase Permit Requests Received: 2,762

Inmate Programs

- Number of inmate program class completions: 386
-

Context for Key Performance Indicators

In the month of January, the Court Security division saw a 47% increase in the number of contraband collected or turned back in comparison to the month of December. The increase can be attributed to the decrease in court visitors and sessions during the month of December.



Overview

Adult Home Monitoring

Each day, staff across the Department of Social Services (DSS), are working hard to uphold the department's organizational values to strive for excellence and serve with compassion. One example of their efforts can be found in Adult Home Monitoring (AHM), a DSS service responsible for monitoring and investigating complaints in adult and family care homes and for ensuring their residents are served according to the rules and regulations of the facility license.

Recently, AHM addressed multiple complaints against a single facility, which ultimately resulted in the state not renewing that facility's operating license the last week of November. This decision, while necessary for the wellbeing of the 36 residents, also threatened to leave them without a home and access to needed care when the facility closed nine days later, on December 7.

Though state regulations did not place a duty on AHM to seek placement for these residents, staff nonetheless acted immediately and earnestly to minimize disruption to care. They engaged the county's Ombudsman who, because AHM wasn't authorized to by the state, initiated discussions with the residents about the impending closure and the need for them to contact their families to review relocation options. The Ombudsman also began contacting other facilities to identify available space. AHM also coordinated with Community Social Workers to assist in family contacts and placement.

While some AHM team members worked diligently to prepare relocation paperwork, others visited the facility daily to encourage caregivers and support staff (many of whom had gone without pay at the facility before) to remain on their jobs and committed to providing care until the residents could be safely moved.

Exemplifying the Department of Social Services values of serving with compassion and striving for excellence, AHM's prompt action helped one-third of the residents to secure placement at other facilities, while another eight were relocated by their families, all before the closing date. Ultimately, the state was able to identify another service provider who assumed ownership of the facility on the closing date, ensuring that the remaining residents were not left without care.

During the first half of FY 2019, AHM monitored 61 facilities, completed 317 routine visits and investigated 118 complaints.



2017-2019 Strategic Business Plan Update

Goal 1: Improve the employment prospects and quality of life for DSS customers through the provision of social work and/or workforce development services. Decrease the number of public assistance customers that reapply for Work First Family Assistance and Food & Nutrition Services.

During November 2018, Work First Employment Services (WFES) social workers were trained to conduct Motivational Interviewing, a supportive communication strategy intended to help individuals understand and express their needs, accept responsibility for their behavior, find motivation, and commit to change. This important skill provides social workers an effective tool to assist potential jobseekers overcome their anxiety about the need to change behavior and to overcome barriers to employment. During the first half of FY 2019, WFES assisted, on average, 338 households each month.



Key Performance Indicators

Indicator	Oct	Nov	Dec	Jan	FY19 YTD	FY18 YTD	Change YTD
Public Assistance Cases	218,145	217,689	216,396	216,231	216,929	218,752	(.8%)
Medicaid Cases	161,043	160,891	160,858	161,391	160,141	156,896	2%
Food and Nutrition Services Cases	55,287	55,018	53,864	53,287	55,029	59,729	(8%)
Work First Cases ¹	1,815	1,780	1,674	1,553	1,759	2,127	(17%)
Calls Answered by DSS Call Centers	25,983	22,472	22,316	25,144	23,469	-	-
Benefit (ESD) Call Center	22,113	18,951	18,733	20,875	19,807	21,883	(9%)
Just 1 Call ²	2,158	1,951	2,205	2,567	2,134	-	-
Child Protective Services Hotline	1,712	1,570	1,378	1,702	1,528	1,423	7%
Protective Service Calls Accepted for Service	1,123	1,045	902	1,152	992	970	2%
Adult	78	78	41	66	66	67	(1%)
Child	1,045	967	861	1,086	926	903	3%
Individuals Under County Responsibility	890	878	857	878	879	911	(4%)
Children in Custody	560	549	532	539	552	582	(5%)
Adult (Guardianship)	330	329	325	339	327	329	(1%)
At-Risk Customers Receiving Intervention Services	15,117	15,093	-	-	-	13,644	-
Adult Day Care [w]	137	160	139	134	145	152	(5%)
Adult In-Home Aide [w]	314	370	268	369	338	360	(6%)
Child Care ³ [w]	7,325	7,701	7,093	-	-	6,563	-
Congregate Meals	1,744	1,737	1,722	1,667	1,720	1,723	(.2%)
Family In-Home Services ⁴	422	401	398	414	409	361	13%
Home-Delivered Meals Program [w]	836	816	770	782	822	775	6%
Transportation ⁵	4,339	3,908	-	-	-	3,710	-
Individuals on Waiting List	5,515	5,733	5,277	-	-	-	-
Adult Day Care ⁶	131	134	119	123	129	-	-
Adult In-Home Aide ⁷	712	738	646	727	695	-	-
Child Care Wait List (CCRI) ⁸	4,325	4,442	4,109	-	-	6,563	-
Home-Delivered Meals Program ⁹	347	419	403	404	341	85	301%
Completed Fraud Investigations ¹⁰	325	328	274	215	280	-	-

YTD: Monthly average

[W]: Indicates there is a waiting list



Key Performance Indicators (cont'd)

Indicator	Oct	Nov	Dec	Jan	FY19 YTD	FY18 YTD	Change YTD
Households Receiving Community/Emergency Services	1,050	1,481	2,956	3,693	3,222	1,687	91%
Emergency Assistance ¹¹	282	399	451	479	548	812	(33%)
Crisis Intervention Program ¹²	768	1,082	902	901	716	374	91%
Low Income Energy Assistance Program (LIEAP) ¹³	-	-	1,603	2,313	1,958	501	291%
Family Members Receiving Emergency Food Pantry Assistance ¹⁴	-	-	-	-	-	-	-



Context for Key Performance Indicators

1. The decrease in Work First cases coincides with improved economic conditions and low unemployment rates locally.
2. The methodology for calculating Just1Call volume was changed in FY19 and prevents comparisons with previous years' outcomes. The prior year's methodology only reflected calls external to the agency. The revised process accounts for calls transferred from within the agency.
3. The state has not released the January child care report.
4. Multiple factors influence the number of clients receiving Family In-Home services including: the number of referrals received, staffs' capacity to manage cases for extended periods, the individual needs of children and families and the department's goal to keep families intact when possible. Cases assigned to receive Family In-Home Services are based on the case decision of the investigative assessment. The decision indicates whether a family is required to receive mandated child protective services intervention. Investigations staff complete a holistic assessment to determine the welfare of any involved children. This evaluation assesses the strengths and needs of the home environment to determine potential risks. Cases are transferred to Family In-Home Services once it is determined that families are, with the aid of additional resources and services, able to provide safe and appropriate care for their children.
5. Data is not yet available due to the implementation of the new RouteMatch software in December.
6. The methodology for calculating the Adult Daycare waitlist volume was changed in FY19 and prevents comparisons with previous years' outcomes. Individuals who have requested to attend a local, certified Adult Day Care center, but are not able to attend due to funding are put on a waiting list until additional funding is procured, and/or through attrition.
7. The methodology for calculating the In-Home Aide waitlist volume was changed in FY19 and prevents comparisons with previous years' outcomes. Individuals who have requested in-home-aide services through a licensed IHA agency but have not received it due to funding are placed on a waiting list. They remain on the waiting list until additional funding is procured, and/or through attrition.
8. The state has not released the January child care report.
9. The home-delivery meal program authorized under Title III C-2 of the Older Americans Act provides meals and related nutrition services for older individuals who are homebound. Home-delivered meals are often the first in-home service that an older adult receives, and the program is a primary access point for other home and community-based services.

Title III home-delivered meals are available to persons 60 years of age and older and their spouses (who may be younger than age 60) and disabled persons younger than age 60 living with elderly persons. Persons eligible for home-delivered meals may be homebound because of disability, illness, or isolation. The program does not have an income means test, but services are targeted at older adults with the greatest economic or social need. Participants are not



charged for meals but are encouraged to contribute toward meal costs. The purpose of the program is to keep older Americans healthy, reduce hunger and food insecurity, delay the onset of medical conditions, and prevent the need for costly medical interventions.

10. When the state transitioned the Program Integrity information system to NC FAST in January 2019, they also changed how the investigations count are calculated. This change prevents performance comparisons with previous years.
11. The number served through Emergency Assistance has declined as the Crisis Intervention Program has improved its administrative efficiency and increased its client capacity.
12. Additional staff, increased familiarity with the NC FAST information system, and refinements in the NC FAST portal have produced efficiency gains that permit the vendor to process a larger volume of applications.
13. Multiple factors influenced the increase in households receiving LIEAP assistance, including: additional staffing, increased outreach, consolidation of operations to the Hal Marshall Center, an enhanced training curriculum and upgraded equipment. Additionally, the introduction of new processes for obtaining and storing customer verifications, directing the flow of customers, sending outbound mail, and quality sampling provided additional efficiency gains.
14. Food pantry service counts are under review.