



Mecklenburg County

FY2020-2022

Strategic Business Plan

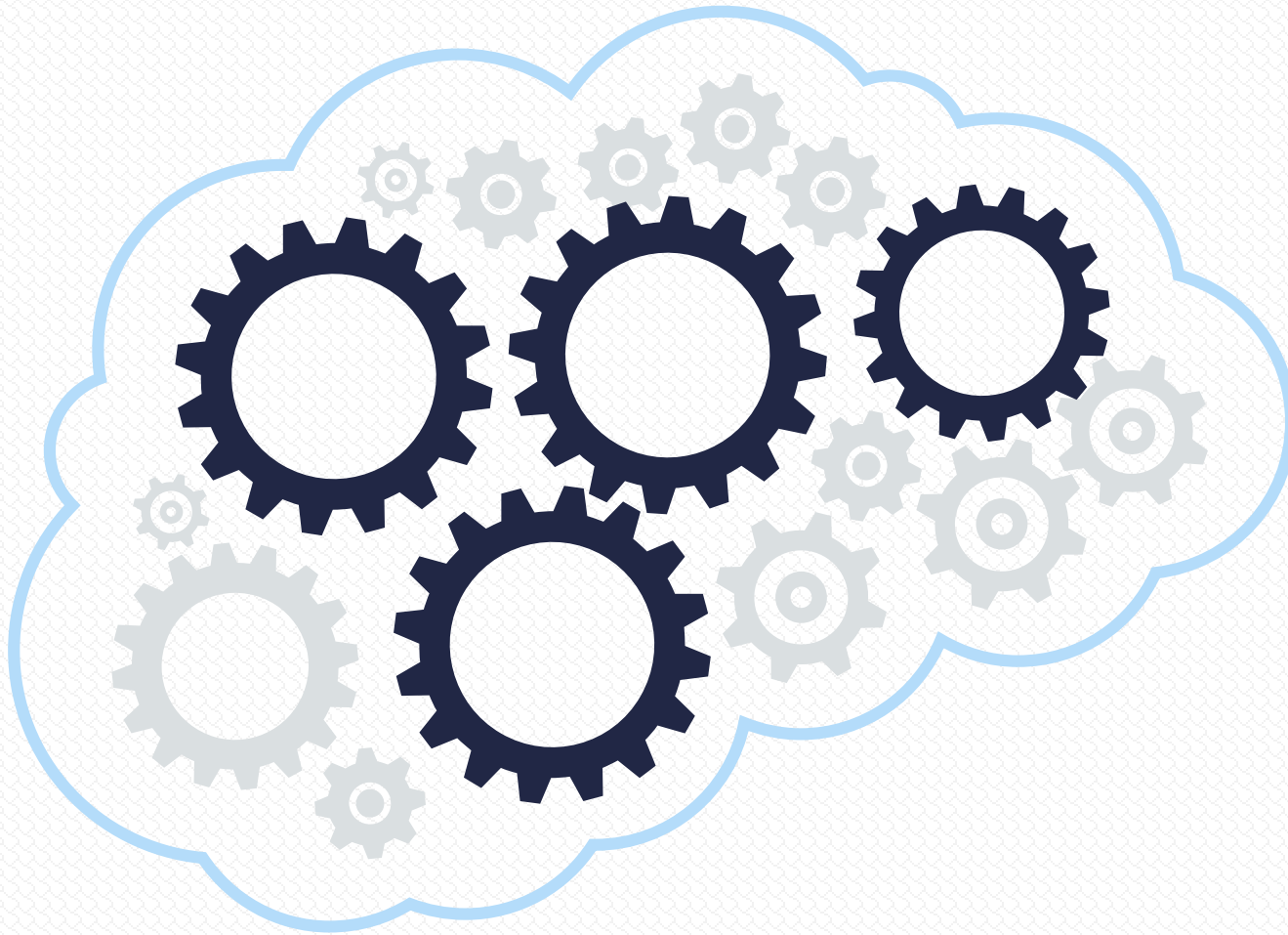
Monica R. Allen, PhD - Director, Strategic Planning & Evaluation

Presented to:

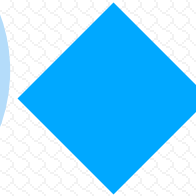
Mecklenburg Board of County Commissioners

October 08, 2019

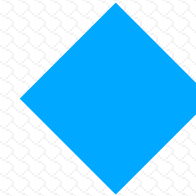
Meeting AGENDA



Strategic Planning Overview



FY20-22 Corporate Strategic Business Plan:
Environmental Scan Resources + Inputs, Plan
Development Process



FY20-22 Corporate Strategic Business Plan Detail



Strategic Planning Overview

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Strategic Business Planning 101

What is a Strategic Business Plan ?



County Governments IN STRATEGIC PLANNING

Maricopa County, Arizona

Guilford County, North Carolina

King County, Washington

Cook County, Illinois

Miami-Dade County, Florida

Durham County, North Carolina

Los Angeles County, California

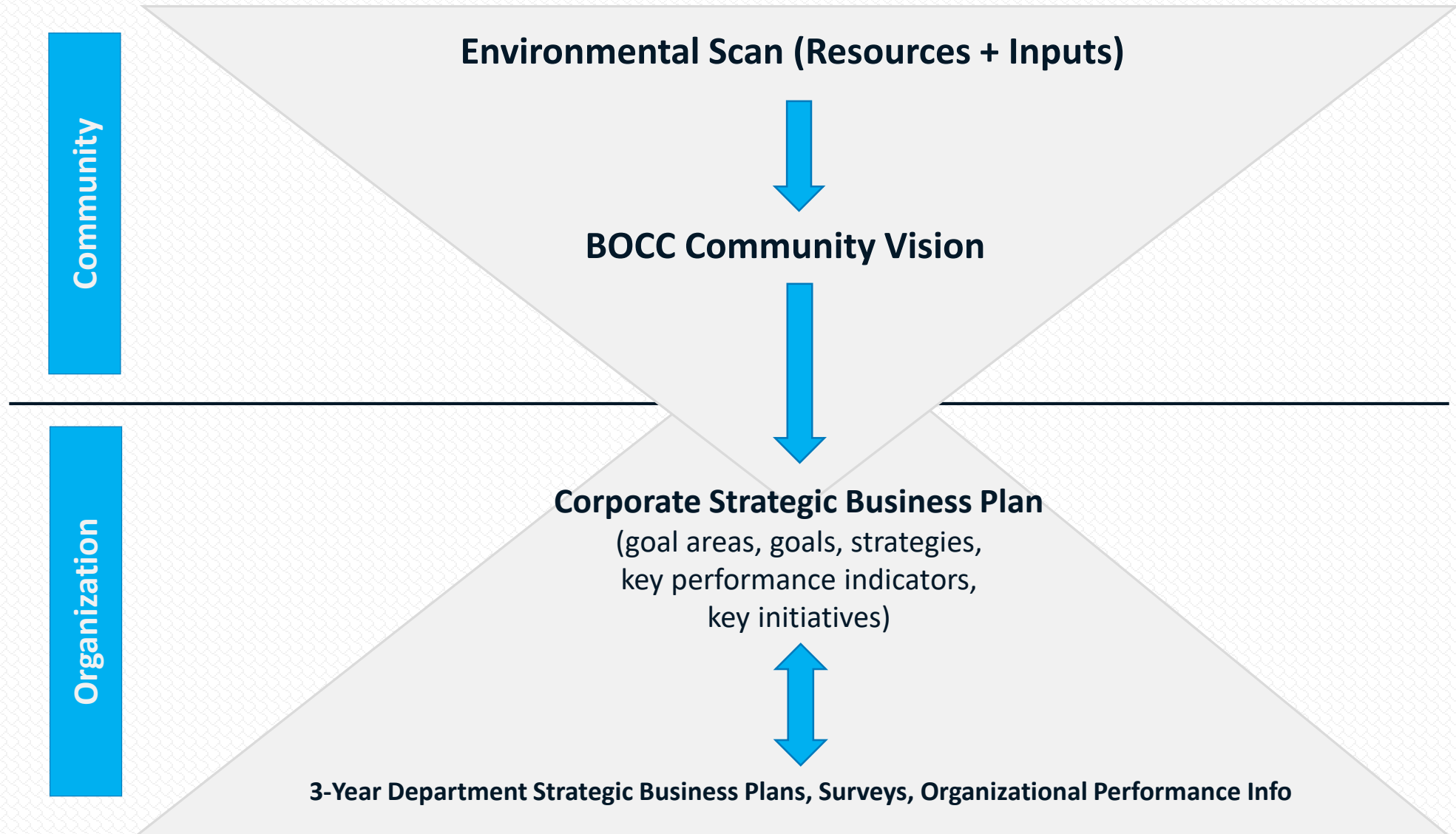
Fairfax County, Virginia

Chesterfield County, Virginia

Mecklenburg County, North Carolina

Note: The listed entities are a few examples of organizations doing strategic planning

Corporate Strategic Planning FRAMEWORK



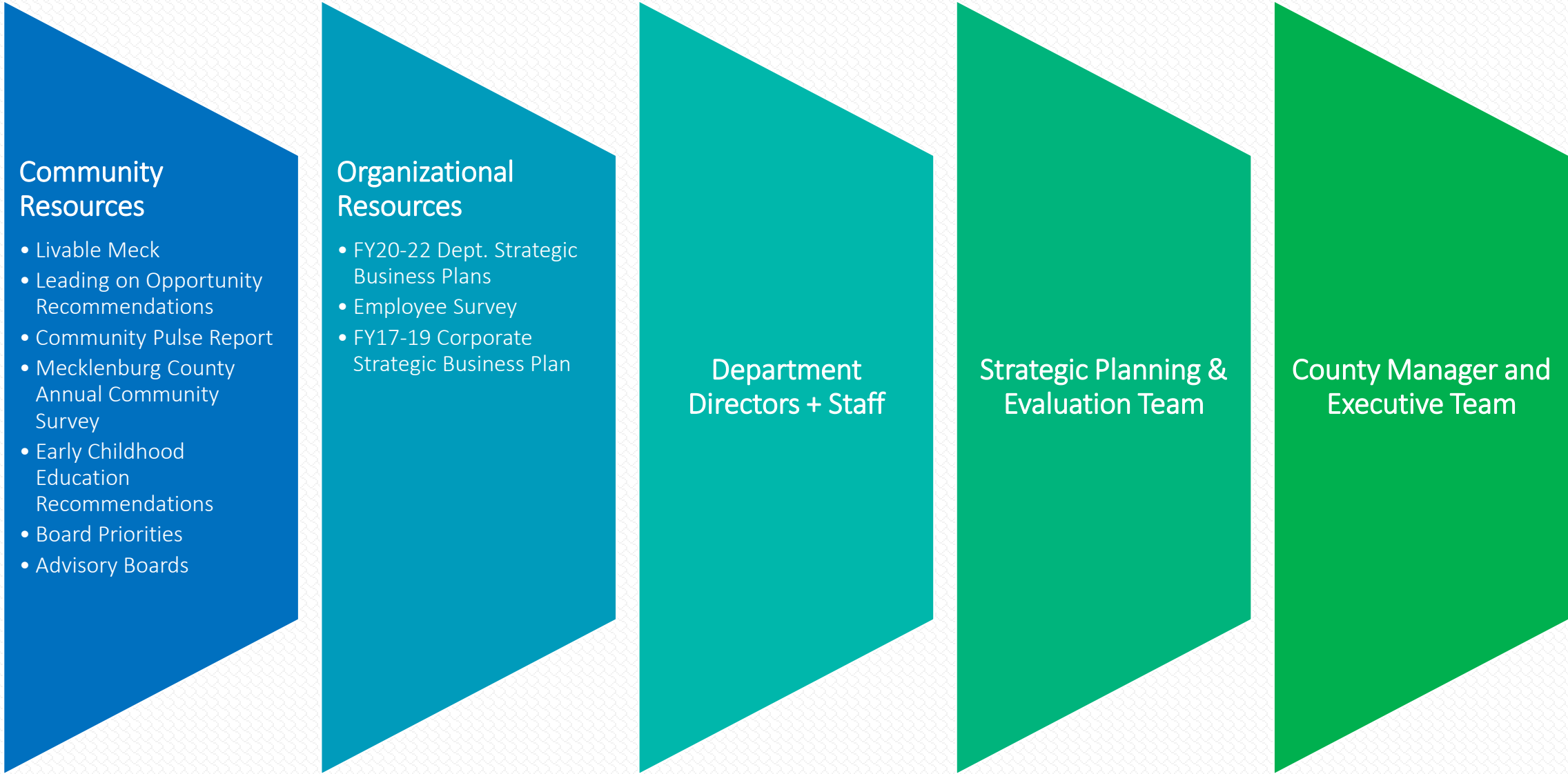
A close-up photograph of several camera lenses, with one lens in sharp focus in the foreground and others blurred in the background. A semi-transparent blue rectangle is overlaid on the left side of the image, containing the title and bullet points.

Strategic Business Plan

- Environmental Scan Resources + Inputs
- Plan Development Process

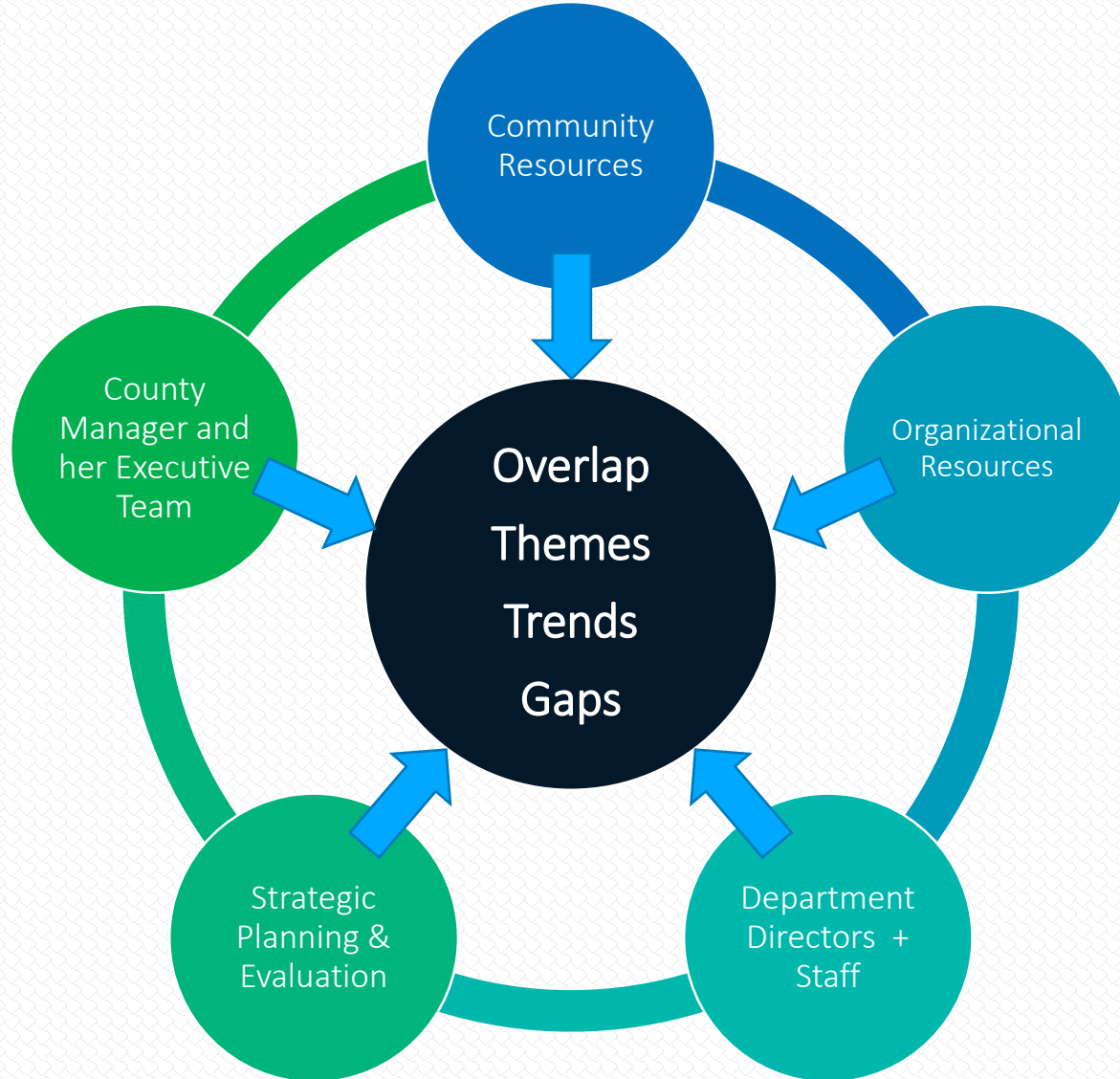
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Corporate Strategic Planning Environmental Scan Resources + Inputs



Note: These items informed the development of the strategic business plan

Corporate Plan Development Process



Develop a crosswalk to identify overlap across all key inputs instead of reviewing them in isolation



Identify key trends, themes and connections to see which issues to elevate as critical for the County



Conduct gap analysis by comparing key inputs with additional sources (performance data, environmental scan, etc.)

BOCC COMMUNITY VISION

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

LIVE

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

LEARN

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

WORK

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

RECREATE

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

The background image shows a workspace. On the right, a clear plastic storage bin is filled with various items, including an orange sticky note, a pink sticky note, and several pens and markers. In the foreground, a document is visible with several colorful sticky notes (yellow, green, blue) attached to it. Some of the sticky notes have handwritten text. A blue semi-transparent rectangular overlay covers the left and center portions of the image, containing the title text.

FY2020-22

Corporate Strategic Business Plan

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Corporate Strategic Plan STRUCTURE

Plan Structure

Goal Areas

Broad categories focused on improving County services and different aspects of the lives of County residents

Goals

Statements aligned to the goal areas highlighting what the County aims to accomplish at an overarching level (“What”)

Key Strategies

Items mainly inspired by the departments’ strategies (“How”)

Key Initiatives

Wide scope projects of critical importance for the County (“How”)

Key Performance Indicators

Measures of accountability to track the progress and success of Key Initiatives and Key Strategies (“What” and/or by “When”)

Example

Economic Opportunities

To enhance the economic stability and success of our current and future residents

Promote access to housing for individuals and families to reduce the rate of homelessness in the County

Small Business Revolving Loan Fund

1. Housing Stability Rate
2. Homelessness Rate per Capita

1. Number of businesses receiving funding
2. Dollar amount of the committed funds

Corporate Strategic Plan GOAL AREAS + GOALS



Accountable Government

Goal

To be a high performing, highly skilled and well-trained customer focused workforce that effectively utilizes resources to provide high quality services to our residents, customers and employees

Key Strategies

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

Value employees as our most important resources

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

Improve communication of information about County news, programs and services to residents and customers

Key Performance Indicators

- Customer Satisfaction

- Employee Motivation and Satisfaction
- Employee Development

- Bond Rating
- Combined (General + Debt Service) Fund Balance Metric
- Tax Collection Rate

- Number of Website Users
- Number of Social Media Engagements
- Number of Social Media Impressions

Accountable Government (Key Initiatives)

GOAL: To be a high performing, highly skilled and well-trained customer focused workforce that effectively utilizes resources to provide high quality services to our residents, customers and employees

Equity and Inclusion



This initiative is about implementing the County's Equity Vision: *that all people in Mecklenburg County will have an equitable opportunity to thrive in the workplace and the community.* Over the next three years, Mecklenburg County is committed to addressing six strategic goals identified in the Equity Action Plan, covering topics such as workforce equity, health equity, economic opportunity, criminal justice and more.

Key Performance Indicator

- County Employee Racial Equity Training Participation Rate

Talent Management



Mecklenburg County recognizes its employees are its most valuable asset. In order to be an Employer of Choice and to attract, retain and engage highly-qualified employees that provide exceptional services to our stakeholders, Mecklenburg County is committed to implementing a multifaceted talent management plan comprised of three key components: Talent Acquisition, Total Rewards and Learning and Organization Effectiveness.

Key Performance Indicators

- 2 Year Retention Rate
- Days to Fill Rate

2023 Revaluation



The valuation process is critical in establishing the County's tax base, which informs local tax rates and the ability to provide the highest level of services to County residents. While previous revaluation cycles have spanned eight years, shortening the revaluation cycle to four years will help the County more reliably track property values and avoid the dramatic increase in property values seen in the prior eight-year cycle.

Key Performance Indicators

- Resident Awareness of the 2023 Revaluation
- Customer Satisfaction with County Assessor's Office' Services

Connected Community

Goal

To foster access to physical, social and information resources for all residents and visitors in our community

Key Strategies

Design and build public parks, greenways, nature preserves and recreation centers

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

Key Performance Indicators

- Park and Recreation Capital Projects Completed (project name, completion date and dollar spend)

- Charlotte Mecklenburg Library Active Cardholders

Connected Community (Key Initiatives)

GOAL: To foster access to physical, social and information resources for all residents and visitors in our community

Early Childhood Education

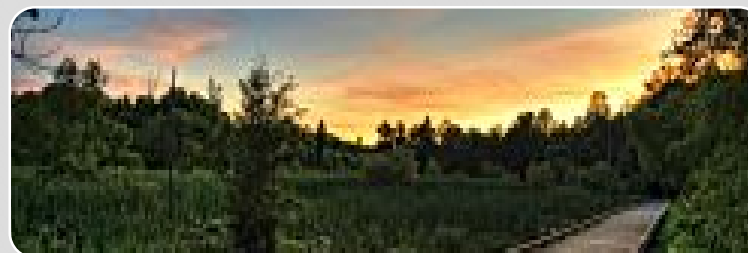


Research shows that early learning settings providing access to safe physical environments where children learn development skills increases students' chances of success in the classroom and life. The County's Early Childhood Action plan is designed to foster equal opportunity to learn, grow and thrive regardless of gender, race, ethnicity or income. Addressing community recommendations for enhancing economic mobility and preparing children to learn and succeed upon school entry remain top areas of focus for the County.

Key Performance Indicators

- # of children (birth-five) on the childcare subsidy waitlist
- # of County-funded MECK Pre-K classrooms operating
- # of children served in MECK Pre-K classrooms
- % of children demonstrating Kindergarten readiness

Greenway Acceleration



Greenway trails are among the most popular amenities offered by Mecklenburg County's Park and Recreation Department, as many County residents enjoy the trails for recreation, transportation and to experience the natural environment. The Accelerated Greenway Plan is the County's response to a growing desire from residents to increase the speed at which greenway trails are completed. To address this, the goal is to complete at least 30 miles of new greenway trails across the County by the end of FY2023.

Key Performance Indicators

- Miles of greenway trail completed
- Miles of greenway trail underway

Economic Opportunities

Goal

To enhance the economic stability and success of our current and future residents

Key Strategies

Promote access to housing for individuals and families to reduce the rate of homelessness in the County

Strengthen individual access to upward mobility opportunities through health and human integrated services and employment placement services

Key Performance Indicators

- Homelessness Rate per Capita
- Housing Stability Rate (Shelter Plus Care, Moore Place and Housing First Char-Meck Partnership)

- Unified Workforce Development Employment Rate
- Unified Workforce Development Retention Rate

Economic Opportunities (Key Initiatives)

GOAL: To enhance the economic stability and success of our current and future residents

Affordable Housing



A lack of affordable housing continues to be a significant challenge for many Mecklenburg County residents. Moving forward, the County will expand on its current efforts, putting forth a more comprehensive approach to address the full continuum of housing instability. This includes initiatives aimed at preventing homelessness, maintaining housing, securing stable housing and increasing affordable housing stock.

Key Performance Indicators

- Implement a comprehensive affordable housing program within the County

Community Resource Centers (CRC)



The County's CRC initiative is part of an effort to enhance service offerings for residents by providing a continuum of coordinated County services at a single location. Given the ongoing success of the initial CRC at the Valerie C. Woodard Center (which has served over 90,000 customers since its opening in Summer 2018), the County will be expanding this offering to Northeast and West Mecklenburg in the coming years.

Key Performance Indicators

- % Construction Completed (CRC 2)
- % Land Acquisition Completed (CRC 3)
- # of Community Partnerships

Small Business Revolving Loan Fund



Small business growth and stability is a critical factor in developing and maintaining a healthy, diverse economic base. To address gaps in financing and expand its overall strategy to support small businesses, Mecklenburg County has developed a small business lending program to provide capital to small businesses not served by traditional banks and credit unions.

Key Performance Indicators

- # of businesses that receive funding
- Dollar amount of the committed funds

Minority, Women and Small Business Enterprises (MWSBE)



The County currently seeks to increase participation of MWSBEs in County business opportunities through outreach, training and partnerships. The County recognizes it can enhance this offering, particularly around procurement activities. Improving the County's MWSBE purchasing protocols is a multi-phased initiative, beginning with a disparity analysis and the examination and evaluation of current County policies and procedures.

Key Performance Indicator

- Timely and successful completion of MWSBE Assessment

Healthy Community

Goal

To create a culture of health and wellness for our residents, customers and employees

Key Strategies

Enhance access to HIV education, testing and treatment

Implement tobacco reduction strategies, provide addiction treatment and advocate for policies that limit access to tobacco (vaping/e-cigs) products

Provide leadership in methods to enhance the overall air quality

Provide increased opportunities for children in the community to receive required vaccinations

Promote community health by ensuring access to safe food, clean water and proper sanitation

Ensure safety, well-being and timely permanency for children involved in child welfare by identifying and implementing best practices

Key Performance Indicators

- HIV Diagnosis Rate

- Youth Vaping Rate
- Adult Vaping Rate

- Ozone NAAQS Compliance Air Quality (AQ) Indicator

- Two-year Old Immunization Rate

- Food and Facilities Inspection Rate

- Absence of Maltreatment in Foster Care Rate
- Youth Permanency through Reunification Rate

Healthy Community (Key Initiative)

GOAL: To create a culture of health and wellness for our residents, customers and employees

Health and Human Services Integrated Service Delivery Model



The programs administered through the Consolidated HHS agency encompass a comprehensive, holistic approach to serving members of the community, addressing issues such as food insecurity, employment, education, housing, child care, immunizations, physical and mental health and more. Taking 'a single view of the customer' approach will remove barriers to service and reduce the burden on customers to navigate the HHS system and work through multiple stakeholders at multiple touchpoints, instead allowing for coordinated service delivery that will put them on the path to greater independence and stability.

Key Performance Indicators

- Implementation of an integrated assessment tool
- Number of community partnerships
- Deployment of 'Single View of the Citizen' platform

Safe Community

Goal

To have an efficient and effective criminal justice system

Key Strategies

Offer programs that encourage desistance from crime, and enhance the re-entry services that include supportive networks and robust case management services for individuals with criminal histories

Ensure participant compliance throughout the duration of a court case

Provide efficient service of civil papers

Assist the courts in making release and detention decisions that preserve public safety and defendants' civil rights

Key Performance Indicators

- Re-Entry Services Recidivism Rate
- Recovery Courts Recidivism Rate
- Jail Substance Use Recidivism Rate
- New Options for Violent Actions (NOVA) Recidivism Rate

- Recovery Courts Appearance Rate
- Pretrial Services Court Appearance Rate

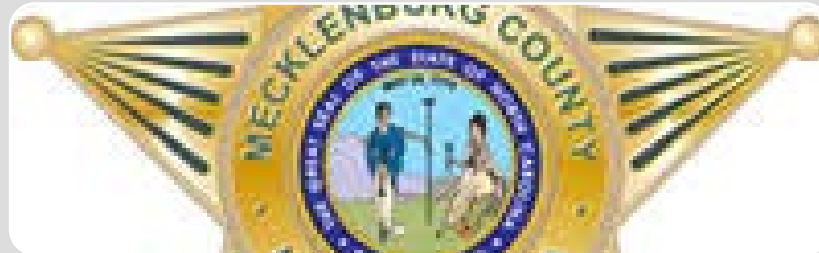
- Civil Process Service Rate

- Pretrial Services Release Rate

Safe Community (Key Initiative)

GOAL: To have an efficient and effective criminal justice system

Sheriff's Office – Re-Entry Program



The Mecklenburg County Sheriff's Office Re-Entry Program is a key component of the agency's mission to operate rehabilitative detention centers; offering residents innovative programming and services for successful re-entry. Participants are assigned a case manager who conducts risk/needs assessments, facilitates weekly meetings, and develops individualized transition plans that include release goals and community referrals to address criminogenic risk factors. The program also provides industry recognized vocational services to prepare residents for employment in high demand industries.

Key Performance Indicators

- # of Career Fairs and Employer Education Sessions
- 12-Month Recidivism Rate
- # of Employment Offers

Corporate Plan KEY INITIATIVES – GOAL AREAS

Accountable Government	Connected Community	Economic Opportunity	Healthy Community	Safe Community
Talent Management				
2023 Revaluation				
Equity and Inclusion				
	Greenway Acceleration		Greenway Acceleration	
	Early Childhood Education			
Minority, Women and Small Business Enterprises				
	Small Business Revolving Loan Fund			
	Affordable Housing			
Community Resource Centers				
HHS Integration				
		MCSO – Re-Entry Program		MCSO – Re-Entry Program

Next Steps

- Print the FY2020-2022 Corporate Strategic Business Plan and make copies available
- Engage Public Information to communicate the Strategic Business Plan to the Public
- Post the Plan to the updated Strategic Planning & Evaluation website and make available on the County Manager's homepage
- Create a dashboard to monitor progress of the Plan over the next three-year
- Prepare a one-page communications document for Board use and public reference



STRATEGY TO SUCCESS
———MECKLENBURG COUNTY———



Mecklenburg County

FY2020-2022

Strategic Business Plan

Monica R. Allen, PhD - Director, Strategic Planning & Evaluation

Presented to:

Mecklenburg Board of County Commissioners

October 08, 2019