

MECKLENBURG COUNTY STRATEGIC BUSINESS PLAN





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*Back row L to R: George Dunlap, Bill James, Matthew Ridenhour, Dumont Clarke,
Front row L to R: Pat Cotham, Jim Puckett, Ella B. Scarborough, Trevor Fuller, Vilma Leake*

MECKLENBURG BOARD OF COUNTY COMMISSIONERS

At Large

Chair - Ella B. Scarborough

District 1

Vice Chair - Jim Puckett

District 2

Commissioner - Vilma Leake

District 3

Commissioner - George Dunlap

District 4

Commissioner - Dumont Clarke

District 5

Commissioner - Matthew Ridenhour

District 6

Commissioner - Bill James

At Large

Commissioner - Pat Cotham

At Large

Commissioner - Trevor Fuller

MECKLENBURG BOARD OF COUNTY COMMISSIONERS COMMUNITY VISION

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

LIVE

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

LEARN

Residents in Mecklenburg County will have access to high quality education at any point in life and be prepared to meet the needs of employers. We will be a model learning community committed to maximizing academic achievement for every student regardless of socioeconomic 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.



OUR VISION

Mecklenburg County will be the best local government service provider.

OUR VISION STATEMENT

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

OUR MISSION

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

OUR VALUES AND GUIDING PRINCIPLES

Ethics: We work with integrity.

Customers: We serve our customers with courtesy and respect.

Employees: We recognize employees as our most important resource.

Excellence: We invest in learning and improving.

Teams: We work as a team, respecting each other.

Accountability: We focus on results.

“To be the best local government service provider”

EXECUTIVE LEADERSHIP



County Manager
Dena R. Diorio



Deputy County Manager/Chief of Staff
Derrick Ramos



Assistant County Manager
Mark Foster



Assistant County Manager
Leslie Johnson



Assistant County Manager
Anthony Trotman

STRATEGIC PLANNING & EVALUATION TEAM

Strategic Planning & Evaluation Director
Monica R. Allen, PhD

Enterprise Management Analysts

Ellissa Brooks Nelson
Ben Chambers
John Chesser
Karli Godfrey
Keyona Jones



MECKLENBURG COUNTY DEPARTMENTS AND BUSINESS PARTNERS

Asset and Facilities Management
Attorney's Office
Behavioral Health
Board of Elections
Charlotte Mecklenburg Library
Child Support Enforcement
Community Resources
Community Support Services
County Assessor's Office
County Manager's Office
Criminal Justice Services
Financial Services
Human Resources
Information Technology Services
Internal Audit
Land Use and Environmental Services Agency
MEDIC
Medical Examiner
Office of Economic Development
Office of the Tax Collector
Park and Recreation
Public Health
Public Information
Register of Deeds
Sheriff's Office
Social Services



ABOUT THE STRATEGIC BUSINESS PLANNING PROCESS

When Mecklenburg County Manager Dena R. Diorio assumed her role in 2014, she recognized the importance of the work the County had done in strategic planning and in providing effective, efficient and innovative services to the community. To build upon that work, County Manager Diorio

directed the County's Executive Team and Strategic Planning & Evaluation Team to complete the County's 2017 – 2019 Corporate Strategic Business Plan that include two main components: (1) Goal Areas and Outcomes and (2) Key Initiatives.

A variety of data sources listed below were used to inform this plan.

Goal Areas and Outcomes informed by:

- Benchmarking
- Best Practices Research
- Environmental Scans
- Livable Meck Plan Think Tanks
- Situational Analyses
- Visioning Sessions

Key Initiatives informed by:

- Community Surveys/Feedback
- Customer Data
- Demand Data Analyses
- Department Performance Data
- Documentation of Business Requirements
- Efficiency Studies
- Employee Surveys/Feedback
- Facility Assessments
- Financial Forecasts
- Process and Workflow Analyses
- Risk Assessments
- Technology Assessments

INTRODUCTION TO OUR PLAN



STRATEGY TO SUCCESS
— MECKLENBURG COUNTY —

With more than one million residents, Mecklenburg County is the largest County by population within the State of North Carolina. Given its significant growth (12.5% from 2010 to 2015), the County Government's more than 5,000 full - and part-time employees are dedicated to continuously evaluate and meet the evolving needs of residents in and visitors to the community.

Mecklenburg County's 2017 - 2019 Corporate Strategic Business Plan mirrors the top most important work for the County in the years to come. Moreover, this Plan builds on the desired results outlined in the County's first Strategic Plan adopted in the early 2000s, when the Mecklenburg Board of County Commissioners at that time endorsed the County Management's philosophy of strategic decision-making that included the establishment of a Community Vision and a performance management and strategic planning framework. Since that time, the County has continuously refined and improved upon these decision-making strategies to include creating a culture of strategic thinking that aligns work to the community needs. In fact, "Strategy to Success," which is the County's philosophy of performance management, ensures that the organization is making strategic decisions and investments based on quantifiable and qualifiable performance data.

GOAL AREAS AND OUTCOMES

Today, Mecklenburg County's 2017 - 2019 Corporate Strategic Business Plan translates the revised (in 2016) Board of County Commissioner's Community Vision into action. There are five goal areas that reflect the County's strategic priorities for the next three years, each with one desired outcome. For each outcome, there are several strategies, key performance indicators and associated methodologies for tracking progress towards the outcomes. The key performance indicators outlined in the report are the most integral to the County understanding its position around the key outcomes.

KEY INITIATIVES

Additionally, there are currently seven key enterprise-wide initiatives that represent the emerging and changing needs of the community. Over the next three years, additional initiatives focused on affordable housing, workforce development and criminal justice services may be included in the strategic business plan.

GOAL AREAS AND OUTCOMES



GOAL AREA 1: ACCOUNTABLE GOVERNMENT

Outcome: To be an open, transparent and high performing organization that effectively uses resources to provide high quality services to our visitors and residents



GOAL AREA 2: CONNECTED COMMUNITY

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



GOAL AREA 3: ECONOMIC OPPORTUNITIES

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



GOAL AREA 4: HEALTHY COMMUNITY

Outcome: To create a culture of health and wellness for our residents



GOAL AREA 5: SAFE COMMUNITY

Outcome: To have an efficient and effective criminal justice system



GOAL AREA: ACCOUNTABLE GOVERNMENT

TRANSPARENT, FISCAL PRUDENCE, QUALITY SERVICES, ACCESSIBILITY

OUTCOME

To be an open, transparent and high performing organization that effectively uses resources to provide high quality services to our visitors and residents

STRATEGIES

1. Utilize the customer service standards with a focus on customer satisfaction and priority in the design and efficient delivery of County services
2. Manage the use of debt and expenses to maintain the County's credit-worthiness and an affordable and competitive tax rate
3. Value employees as our most important resources
4. Enhance talent management (i.e., talent acquisition, development and retention) practices to have a highly skilled workforce
5. Improve communication of information about County news, programs and services to residents and customers

Key Performance Indicators	Methodologies
Customer Satisfaction	Percentage of County customers satisfied with services provided
General Bonded Debt Per Capita	Tax supported, long-term debt as a percentage of the population (reverse measure)
General Fund Expenditures Per Capita	Total general fund expenditures as a percentage of the population (reverse measure)
Bond Rating	Rating for the issuance of general obligation debt by three major bond rating agencies
Employee Motivation and Satisfaction	Percentage of employees motivated and satisfied to work for Mecklenburg County
Hiring Manager Satisfaction with Applicant Pool	Percentage of hiring managers satisfied with the applicant pool
2-year Retention Rate	Percentage of County new hires retained for at least 2 years
Satisfaction with County Communication	<ol style="list-style-type: none"> 1. Resident perception of County communication 2. Community engagement 3. Department communication with customers



GOAL AREA: CONNECTED COMMUNITY

INCLUSIVE, WALKABLE

OUTCOME

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

STRATEGIES

1. Promote County access to public parks, greenways, nature preserves and recreation centers
2. Grow the network of active library cardholders through marketing and outreach efforts in the community

Key Performance Indicators	Methodologies
Capital Park & Recreation Projects Completed	<ol style="list-style-type: none">1. Number of projects completed2. Dollars spent on projects3. List of capital projects
Charlotte Mecklenburg Library Active Cardholders	Percentage of households in Mecklenburg County with an active library account (“active” defined as “used within the last 12 months”)



GOAL AREA: ECONOMIC OPPORTUNITIES

HOLISTIC, INNOVATIVE, JOB READINESS, DIVERSE JOB OFFERINGS,
EQUITABLE OPPORTUNITIES

OUTCOME

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

STRATEGIES

1. Promote availability of homeless prevention resources
2. Support families and communities in reaching their greatest potential for economic success

Key Performance Indicators	Methodologies
Homelessness Rate per Capita	Homelessness rate per 1,000 residents (reverse measure)
Work First Training to Employment	Percentage of individuals who complete Work First training that enter employment



GOAL AREA: HEALTHY COMMUNITY

CLEAN ENVIRONMENT, PREVENTION PRACTICES, PHYSICAL ACTIVITY

OUTCOME

To create a culture of health and wellness for our residents

STRATEGIES

1. Provide access to HIV educational services and resources
2. Employ early prevention methods and educational opportunities on risks of using tobacco
3. Make health screening options available in the community
4. Promote physical activity and healthy behaviors
5. Provide leadership in methods to enhance the overall air quality

Key Performance Indicators	Methodologies
HIV Infection Rate	Number of individuals newly diagnosed with HIV per 100,000 population (reverse measure)
Youth Smoking Rate	Percentage of youth smoking (reverse measure)
Colorectal Cancer Screening	Percentage of individuals screened for colon cancer
Health and Fitness Program Utilization	Percentage of residents utilizing Park and Recreation health and fitness programs
Ozone NAAQS Compliance AQ Indicator	Percentage above the Federal Health-Based Standard for ozone (reverse measure)



GOAL AREA: SAFE COMMUNITY

ACCESSIBLE JUSTICE SYSTEM, QUALITY PARTNERSHIPS

OUTCOME

To have an efficient and effective criminal justice system

STRATEGIES

1. Provide programs that encourage desistance from crime, and enhance the re-entry services that include supportive networks and robust case management services (e.g., housing, training, substance abuse and mental health services) for individuals with criminal histories
2. Ensure participant compliance throughout the duration of a court case
3. Provide efficient service of civil papers

Key Performance Indicators	Methodologies
Program-specific Recidivism Rates	Percentage of program participants with one or more convictions within two years of discharge from the program (reverse measure)
Court Appearance Rate	Percentage of scheduled court dates attended
Civil Process Service Rate	Percentage of serviceable civil papers that are returned served

KEY INITIATIVES

KEY INITIATIVE 1

Long-Term Financial Planning

KEY INITIATIVE 2

Business Continuity

KEY INITIATIVE 3

Enterprise Risk Management

KEY INITIATIVE 4

Grants Management Strategy

KEY INITIATIVE 5

Bringing Mecklenburg County to You

KEY INITIATIVE 6

Land Disposition Strategy

KEY INITIATIVE 7

Health and Human Services Integrated Service Delivery Model
- Community Resource Centers (CRCs)

KEY INITIATIVE 1: Long-Term Financial Planning

BACKGROUND

During the last recession, the County was forced to make significant personnel and service cuts. The recession that was both swift and severe, required that the County make budgetary decisions based on that reality. If the County had been able to utilize a long-range planning tool, it may have anticipated the economic effects of this recession sooner. Also, as the economy began to improve, the County may have identified opportunities to restore services sooner and minimize its deferred investments.

The County continues to maintain the highest available bond rating (AAA). While the bond rating agencies are supportive of the County's actions to manage debt and maintain conservative fiscal policies, they have highlighted the need for the County to implement long-range financial planning as part of its fiscal strategy.

The economic recovery has been slower and longer in duration than any in the last 30 years. While

Mecklenburg County is better positioned to attract new investment than most areas of the state and country, it is still vulnerable to economic shifts and must plan accordingly. Therefore, Mecklenburg County must become more strategic in its direction and allocation of resource allocations, particularly if the near-term forecast is single-digit revenue growth.

The County's long-range financial planning (LRFP) tool will allow staff to monitor the financial resources that will enable the County to achieve its strategic mission. The tool considers both the County's operating and capital needs, then forecasts expenditures and supporting resources for the current budget year and the next five years. The tool complements the County's Strategic Business Plan and helps staff calculate the financial impact of future programmatic needs and providing options for leveraging financial resources and maintaining fiscal balance.

OUTCOMES

- 1. Link to County Capital Projects (Capital Improvement Program and Capital Reserves)**
- 2. Improve timeliness and accuracy of financial forecasts**
- 3. Clarify financial impact of strategic actions / resource changes and impose fiscal constraint**
- 4. Integrate financial statistics and metrics (communication aid to citizens, bond rating agencies, Board of County Commissioners, and staff)**

ANNUAL ACTIONS

FY2017

- Develop a prototype LRFPP model using Quantrix software with shared access to the Executive Team, Budget and Finance Offices
- Develop with UNCC a statistically valid revenue forecasting model for input to the LRFPP
- Automate the Comprehensive Annual Financial Report schedules with integrated feeds to the LRFPP
- Link outputs (costs) of three-year County Strategic Plan to the LRFPP

FY2018

- Upgrade the debt service software (Sympro) with integrated feeds to the LRFPP
- Evaluate and implement budget / actual reporting improvement modifications (in Advantage and/or Quantrix) to provide more timely and accurate projections with options for integrated feeds to the LRFPP
- Link outputs of FY2018 - FY2022 Capital Improvement Plan to the LRFPP

FY2019

- Develop a Capital Planning System (Capital Improvement Plan and Capital Reserve) with integrated feeds to the LRFPP

SUCCESS MEASURE

Implementation and use of a long-range financial planning tool to help accurately project the County's operating and capital needs over a five-year period.

KEY INITIATIVE 2: Business Continuity

BACKGROUND

In anticipation of the 2012 Democratic National Convention, County departments developed Continuity of Operations Plans (COOPs). A COOP provides the framework to allow the County to maintain mission critical operations during an emergency or disaster. A COOP is held in readiness and clarifies strategies to (1) prepare for, (2) respond to and (3) recover from a major disruption of operations. A COOP is a living document, as it is essential that information and action plans in the COOP remain viable, current and tested annually.

In June 2016, the information in each department's COOP was updated and tested. The County also underwent an independent assessment of its

Information Technology (IT) security and disaster recovery readiness.

Given that Mecklenburg County delivers several critical services to over one million residents each year; the inability to deliver these services, even for a short period of time can jeopardize the safety and well-being of those who rely on them. A high-performing business continuity program can drastically improve the chances that disruptions to service delivery are minimal.

OUTCOMES

- 1. Provide the necessary guidance to organize and direct County operations in the event of a major emergency or disaster**
- 2. Ensure the County IT system disaster recovery capabilities are responsive to critical mission operation needs**
- 3. Enhance capabilities to conduct mission critical functions remotely**
- 4. Ensure continuity of government through Board of County Commissioners approved emergency procedures**

ANNUAL ACTIONS

FY2017

- Update contacts and emergency plan actions in Continuity of Operations Plans (COOPs) – all Departments
- Test County departmental COOPs and draft an After Action Report
- Address gaps identified in After Action Report and ensure changes are reflected in COOPs
- Evaluate County IT system data security and disaster recovery protocol - External Consultant Evaluation
- Perform critical function assessment, including prioritization of recovery response time needs
- Assess current teleworking capabilities for mission essential personnel
- Develop teleworking protocol, including hardware replacement criteria for essential personnel and virtual desktop infrastructure
- Approve the Mecklenburg County Board of Commissioners Emergency Procedure Plan by the Executive Team and the Board

FY2018

- Evaluate COOP framework to ensure all plans address prevention, response and recovery from emergencies and disasters
- Modify COOPs to incorporate changes to framework
- Test County departmental COOPs and draft an After Action Report
- Address gaps identified in After Action Report and ensure changes are reflected in COOPs
- Incorporate priority of critical function assessment into IT strategic plan
- Implement teleworking protocol for mission essential personnel
- Test teleworking capabilities for mission essential personnel

FY2019

- Test County departmental COOPs and draft an After Action Report
- Evaluate effectiveness of teleworking capabilities and develop action plan to address gaps

SUCCESS MEASURES

- 1. Critical applications remain functional during all tests, live emergencies and disasters**
- 2. Successful execution of remote working capabilities during all tests, live emergencies and disasters**
- 3. Successful execution of the Board of County Commissioners' Emergency Procedure Plan during all tests, live emergencies and disasters**

KEY INITIATIVE 3: Enterprise Risk Management

BACKGROUND

The overall goal of Enterprise Risk Management (ERM) is to identify and address risks that could prevent the County from reaching its strategic objectives, build a culture of risk awareness and encourage proactive risk management throughout the County.

To deliver value to its residents, employees and other partners, the County must understand and manage the risks faced across the organization. Risks are inherent in our business activities and can relate to strategic threats, operational issues and compliance with laws, regulations and reporting requirements. ERM provides a framework for

effectively managing uncertainty, responding to risk and harnessing opportunities that arise across departments.

The County has been engaged in enterprise risk management since 2011 and began revamping the ERM program in 2015 to make it more strategic, visible and operational. Several factors led to an increased need for a robust ERM program including: economic variability, the need for greater information and data security, increased regulation and harsher penalties for non-compliance, and stronger scrutiny from rating agencies.

OUTCOMES

1. Link ERM to strategy

- Departments develop Risk Management Plans (RMPs) when developing or revising strategic plans

2. Increase the visibility of the ERM program

- An enterprise-wide culture of risk awareness and proactive risk management
- ERM is sought out by directors and supervisors for consultation on risk issues

3. Operationalize ERM

- Proactive risk management at the enterprise, department and project levels using a uniform ERM framework and common language
- ERM software enhances risk management capabilities, including improved efficiency

ANNUAL ACTIONS

FY2017

- Implement and monitor initial FY2017 departmental risk management plans
- Provide training and education to the Executive Team, department directors, and the Enterprise Risk Management Committee on ERM, including specific risks (Ex. Data Security, Crisis Management)
- Develop ERM material specific for Supervising for Success (S4S) training; train department leads on ERM framework
- Develop communication/marketing campaign, including branding of new ERM program
- Implement new ERM framework for the FY2018 Departmental Risk Management Planning process
- Develop Project Risk Management Plan template
- Increase applicable ERM information in Employee News Now
- Meet with departments to discuss emerging risks, and provide additional training as needed (This action will occur across all three fiscal years)

FY2018

- Develop and pilot departmental RMP Key Performance Indicators (KPIs) (include in director work plans and link to business plans)
- Conduct FY2019 risk assessment, develop FY2019 RMPs
- Launch ERM communication/marketing campaign, including new ERM brand and ERM in S4S
- Research enterprise risk management software solutions
- Pilot Project Risk Management Plan

FY2019

- Go Live with Departmental RMP Key Performance Indicators (KPIs) (include in director work plans and linked to business plans); Conduct FY2020 risk assessment, develop FY2020 RMPs

SUCCESS MEASURES

- 1. Departments include risk management in annual work plans**
- 2. Visibility of ERM markers by supervisors and directors**
- 3. Consultation with departments on ERM risk related issues**
- 4. Major risks are effectively managed with risk management plans**
- 5. Executive team and department directors monitor risk via ERM dashboard**

KEY INITIATIVE 4: Grants Management Strategy

BACKGROUND

Grants represent an important tool for achieving a variety of community objectives and delivering critical services to residents. The County relies on grants to provide supportive housing, homeless resource services, juvenile crime prevention, solid waste services, children's developmental services, public health planning and promotion, childcare services, senior nutrition and transportation for disabled individuals. Managing these grants effectively is important.

Without effective grants development and management, short-term and long-term

consequences may arise, including: audit findings, loss of current grant funding, forfeiture of future grant funding and opportunities and damage to the county's reputation. The U.S. Government Accountability Office (GAO) attributes these consequences to a lack of appropriate performance measures and accurate data, unnecessary duplication of efforts, a lack of collaboration across departments, internal control weaknesses, and a lack of financial, human capital and technology resources.

OUTCOMES

- 1. Increased funding for and performance in delivery of services funded primarily through grants**
- 2. Increased efficiency and capability of grants development and management processes**
- 3. Increased reporting capability for and transparency of grants spending**

ANNUAL ACTIONS

FY2017

- Convene a cross-departmental team comprised of key staff with subject matter expertise in grants development and management to lead and implement the initiative.
- Conduct a comprehensive evaluation of the grants development and management functions operating across all departments within the County. The evaluation may include, but is not limited to identifying the processes, policies, procedures, resources, tools and materials currently used by the various grants development and management functions, developing and administering a needs assessment survey for departments to identify gaps in financial, organizational, technological and human capital resources, collecting performance data and identifying best practices in grants development and management.

FY2018

- Develop and implement a plan that addresses findings from the evaluation, incorporates best practices and unifies the grants development and management functions through coordinated and streamlined processes, standardized policies and procedures and centralized tracking, reporting, and evaluation of performance.
- Develop an exhaustive catalogue of guidance on grants development opportunities that enables departments to capitalize on external funding sources. This catalogue should be electronically searchable and frequently updated with the most current guidance on grants development opportunities.

FY2019

- Determine the level of and responsibility for appropriate and ongoing support and oversight of the grants development and management functions that will foster collaboration among the various departments and promote strong internal controls.

SUCCESS MEASURE

Achievement of current community objectives through cost-effective delivery of services to residents while simultaneously reducing the level of support for these services from tax revenues.

KEY INITIATIVE 5: Bringing Mecklenburg County To You

BACKGROUND

Bringing Mecklenburg County to You (BMC2U) is the County's new Government Facilities Master Plan. The goal of the BMC2U initiative is to provide quality and integrated services to customers in convenient locations and to create a better work environment for employees.

The BMC2U model has identified future facility acquisitions or redesigns to create a system of Community Resource Centers (CRCs) that provide a continuum of County services at a single location. Through key acquisitions, the County can build CRCs that address specific service needs in locations of high demand.

The County has identified which County-provided services need to be present in each CRC location

and plans to establish the most effective service model for each facility. Enhancing accessibility to County services is a fundamental component to the BMC2U Master Plan and ensures the County's ability to respond to each area's specific needs. These CRC locations will also improve the work environments of County employees and address department realignments.

Work on Phase I of the project, including the relocation of Land Use and Environmental Services (LUESA) and Mecklenburg EMS Agency (Medic), is underway. Building the CRCs near the demand for services and the customer-focused nature of the facilities continue to drive service delivery improvements.

OUTCOME

Government facilities are completed and operational within established project milestones and budget

ANNUAL ACTIONS

FY2017

The following projects are included in the BMC2U plan:

- Project 1: MEDIC Relocation
- Project 2: Valerie C. Woodard Renovations
- Project 3: Public Defender / Criminal Justice Services / Vital Records Relocations
- Project 4: Finance Department Relocations
- Project 5: Tax Department relocation to Valerie C. Woodard

FY2018

- Request funding for Phase II BMC2U and determine project schedule
- Relocate services located in Hal Marshall to Valerie C. Woodard
- Complete Public Defender / Criminal Justice Service / Vital Records Relocations
- Complete Valerie C. Woodard Renovation

FY2019

- Work on approved phase two of Health and Human Services—Community Resource Centers (CRCs) (geographic expansion) and expansion of Prototype Health and Human Services CRC at Valerie C Woodard

SUCCESS MEASURES

- 1. The County has made investments in new and existing County facilities to improve employee work environments**
- 2. County facilities are easily accessed by members of the community**
- 3. Residents' needs are adequately addressed by the County's Community Resource Centers**

KEY INITIATIVE 6: Land Disposition Strategy

BACKGROUND

The County's Land Disposition Strategy facilitates the acquisition of more accessible, conveniently located properties. Mecklenburg County has, over the course of many decades, acquired and maintained significant real estate holdings. Several of these properties have been, or will be, eliminated or replaced as a result of the County's new facility master plan, Bringing Mecklenburg County to You (BMC2U).

When County real estate holdings no longer have operational value, opportunities exist to

strategically return parcels to the tax rolls through sale and redevelopment. These sales provide proceeds which can be directed to support the master plan. As these privatized parcels are redeveloped, they will also provide additional tax revenue.

The County's BMC2U Master Plan will inform the Land Disposition Strategy to ensure that real estate with potential operational value is retained.

OUTCOMES

- 1. The County controls the strategic acquisitions necessary to facilitate the completion of BMC2U**
- 2. Surplus parcels are utilized for redevelopment, improving their value to the community**
- 3. The County maximizes the value to the taxpayer for its disposed assets**

ANNUAL ACTIONS

FY2017

- Manage/execute the initial phase of the Brooklyn Village Redevelopment project
- Manage disposition of Spector Drive property
- Develop prospective sites for future Community Resource Centers
- Identify and acquire parcels adjacent to County-owned sites which may facilitate the disposition of these parcels
- Identify and acquire sites to house non-HHS services as identified in the master plan

FY2018

- Develop strategy for divestiture of Hal Marshall property
- Completely divest from the Billingsley and Walton Plaza County properties, depending on BMC2U project progress
- Identify and acquire sites to house services as identified in the master plan and identify and acquire parcels adjacent to County-owned sites which may facilitate the disposition of these parcels
- Develop prospective sites for future Community Resource Centers

FY2019

- Acquire site necessary for development of a second Community Resource Centers
- Divest Hal Marshal property unless needed for Walton Plaza transition

SUCCESS MEASURE

Maximize the value received for the disposed properties, which include the level of return on the divested properties, the strategic alignment of the dispositions and the effective utilization of the revenue for future capital priorities.

KEY INITIATIVE 7: Health and Human Services Integrated Service Delivery Model - Community Resource Centers

BACKGROUND

The Government Facilities Master Plan (2015-2030) will result in a fundamental transformation of the way the County delivers Health and Human Services (HHS) through an Integrated Service Delivery Model. In addition, the County is managing the design and construction of projects needed to implement the Bringing Mecklenburg County to You (BMC2U) concept, detailed in Key Initiative 5.

The planned Community Resource Centers (CRCs) are crucial to the development of integrated services in the County and are critical to providing cohesive and comprehensive care to our HHS customers. The County's renovated and restructured Valerie C. Woodard facility will serve as the CRC model's pilot location. This prototype CRC is being developed around the Integrated Service Delivery Model and consolidates HHS service delivery in one location. This facility will include a consolidated call center and integrated mail room to streamline workflow and resident access to services.

Currently, the County's HHS division is separated into five departments, which can lead to fragmentation

and inefficient service. The Integrated Service Delivery Model works towards taking these separate departments and building their interoperability. Under an integrated service model, residents will be able to apply for multiple HHS services in one location. FY2016 focused on the assessment and analysis of the CRC prototype, and the FY2017 and FY2018 goals will be focused on proposing procedures and policies, creating CRC management and workflow, and implementing and opening the CRC Prototype.

The establishment of the CRC is meant to bring a more integrated and comprehensive approach to HHS services to the community. Sharing data between Social Services, Child Support Enforcement, Community Support Services, Public Health and Behavioral Health will allow the County to serve community members in a more holistic way. This is a core principle behind the County's enterprise planning strategy - allowing for a more seamless and responsive approach to serving residents.

OUTCOMES

- 1. Fully functional Community Resource Center at Valerie C. Woodard Center**
- 2. Integrated data sharing methodology implemented across Health and Human Services**
- 3. Fully functional consolidated HHS mail-room function**

ANNUAL ACTIONS

FY2017

- Implement the planned Mail-Room merge for HHS services
- Complete feasibility determination for HHS consolidated call center
- Determine needed technology, construction and employee roles and responsibility at Valerie C. Woodard
- Develop strategic road map for data sharing between HHS Services
- Identify legal/systemic barriers for data sharing due to state and federal requirements
- Create strategy for influencing change to external barriers

FY2018

- Open initial Community Resource Center at Valerie C. Woodard
- Implement permissible data sharing practices for HHS
- Implement findings from HHS consolidated call center review

FY2019

- Develop/implement data sharing practices for HHS
- Evaluate efficiency/effectiveness of the initial CRC operations and develop refined model for future expansion

SUCCESS MEASURE

Implementation of all projects and successful cross-department collaboration in planning of the stated outcomes.



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