



MeckACTs

Deputy County Manager FY23 Workplan

Michael A. Bryant

Deputy County Manager



Section 1: Annual Goals

1. FY24-28 Capital Improvement Plan

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Accountable Government, Connected Community

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Oversee the development and adoption of the FY2024-2028 Capital Improvement Plan by the end of FY2023.

Rationale

Timely and accurate reporting of financial results is critical to ensure that organizational leaders, elected officials, creditors, and the public have the information they need to make decisions and have confidence in the County's stewardship of financial resources. In addition, strong financial management is imperative to providing the financial resources necessary to meet the needs of the community.

Action Steps List the actions/events that need to take place.

FY2024-2028 Capital Improvement

- Provide guidance and direction to Finance leadership around project solicitation and input, project evaluation and ranking, funding strategies, and communication with the Board of County Commissioners.
- Solicit input and recommendations from the Citizens Capital Budgeting Advisory Committee (CCBAC) as well as other business partners including Charlotte Mecklenburg Schools, Central Piedmont Community College and the Charlotte Mecklenburg Library to ensure the FY2024-2028 CIP is reflective of the needs of the overall community.

General Obligation Bond Issuance

- Provide guidance and direction to Finance leadership as to timing of bond issuance to ensure the sell of bonds at the best price.
- Provide guidance and direction for planning of future bond referendum.

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- Successful completion of all Action Steps.

Section 1: Annual Goals

2. COVID-19 Response

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Economic Opportunities, Healthy Community

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Continue to manage the County’s internal response to COVID-19 by utilizing ARPA funds to achieve organizational and community outcomes, implement the recommendations from the Recovery & Renewal Taskforce, and identify and respond to recommendations provided by the County’s COVID-19 evaluation.

Rationale

American Rescue Plan Act (ARPA)

On May 10, 2021, the U.S. Department of the Treasury announced the launch of the Coronavirus State and Local Fiscal Recovery Funds, established by the American Rescue Plan Act (ARPA) of 2021, to provide \$350 billion in emergency funding for eligible state, local, territorial, and Tribal governments.

Mecklenburg County received a total of \$215 million from the ARPA plan in two equal installments. The first tranche was received in the amount of \$107.5M and the County has committed to continue spending down the funds in FY2023.

The County will use the ARPA funding to change the course of the pandemic and deliver immediate and direct relief to families and workers impacted by the COVID-19 crisis through no fault of their own.

Continued investments in the community will focus on the five priority areas of the COVID-19 Strategic Recovery Plan. Those areas are:

- Behavioral Health & Health Equity
- Parks, Environment, and Infrastructure
- Affordable Housing & Homelessness
- Workforce & Economic Development
- Childcare & Early Childhood Development

Recovery & Renewal Taskforce Recommendations

In fall 2020, the Mecklenburg Board of County Commissioners appointed several community members to a Recovery & Renewal Taskforce. Since 2020, the Taskforce has diligently worked to examine and help address COVID-19 impact issues specific to employees, businesses, public health, education, the economy, and the overall well-being of the Mecklenburg County residents. In summer 2021, the Taskforce concluded its work and is prepared to share recommendations to the BOCC in September 2021. Staff have begun implementing recommendations within department director work plans and strategic business plans.

Consultant Evaluation

In early 2021, the County began the process to identify and select a consultant to conduct an evaluation of the County's response to the current COVID-19 pandemic and assist in creating recommendations to support long-term pandemic planning for the County. In addition, the evaluation is aligned to the County Manager's Office Strategic Business Plan.

Hagerty Consulting, LLC was selected as the consultant and a contract was executed in July 2021 with work planned to commence in August 2021. The goals for the consultant are to perform an assessment on the County's response regarding the following:

- Equipment distribution
- Policymaking
- Service Delivery
- Employee Impacts
- Customer impacts
- Partner engagements (MEDIC, Emergency Operations Center, Joint Information Center, the towns within the County).

The implementation of the set of recommendations will occur in FY2023.

Action Steps List the actions/events that need to take place.

American Rescue Plan

- Continue to identify strategic investment opportunities utilizing American Rescue Plan Act funding that aligns with the County's COVID-19 Strategic Recovery Plan.
- Monitor the performance of investments.
- Provide routine updates to the Board of County Commissioners.
- Provide reports to the US Department of Treasury.
- Successfully spend the entire ARPA allocation by the end of 2025.
- Create the infrastructure needed to ensure compliance with federal rules.

Taskforce Recommendations

- Oversee the implementation of the Recovery and Renewal Taskforce recommendations assigned by the Strategic Planning and Evaluation team to County departments and external partners.

COVID-19 Evaluation Consultant Recommendations

- Receive final recommendations from Hagerty Consulting.
- Identify recommendations feasible to implement.
-

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- Successful completion of all Action Steps

Section 1: Annual Goals

3. 2023 Countywide Reappraisal

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Accountable Government

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Oversee and direct the completion of the revaluation of residential and commercial properties for the 2023 Reappraisal, with an assessment quality goal of 100% of market value

Rationale

Assessment Quality: Numerous processes and analyses need to be completed prior to the County Assessor’s Office implementation of the Countywide 2023 Reappraisal. A statistically sound reappraisal requires intensive data collection and review, customer education, community awareness and quality data analysis prior to the creation of the 2023 valuations for Real Property. In addition, ongoing annual assessment processes involving new construction and exemption audits must continue schedule.

Action Steps List the actions/events that need to take place.

- Present the final draft of the 2023 Real Property Schedule of Values on the agenda of the Board of County Commissioners for approval
- Public Hearing on the 2023 Schedule
- Mail 2023 Revaluation Notices of Value by January 31, 2023
- Maintain the 2023 assessment database with the latest costs, rates, models and factors while purging outdated numeric grades, townhomes, condominiums, and residential neighborhoods. Ensure the systems attributes for valuation a Schedule of Values are in exact alignment with the primary support of the Information Systems (CAO-IS) team
- Acquire Commercial Data study to be included as part of the 2023 Real Property Schedule of Values
- Completion of the Schedule of Values and Draft Notice of Value for 2023 for timely review, questions and approval by management, Citizens Review Committee in preparation for the Board of County Commissioners meeting where it will be approved for the 2023 Revaluation
- Adoption and Publication of the finalized 2023 Real Property Schedule of Values
- Perform timely commercial new construction valuation, sales analysis, land splits, canvassing and quality assurance and quality control activities

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- Successful completion of all Action Steps

4. Enterprise Risk Management

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Accountable Government

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Facilitate and lead the enterprise initiative for identifying strategies to mitigate and eliminate risk that are a barrier for the County achieving its mission and goals.

Rationale

Enterprise risk management is a process, led by management & other personnel, applied in strategy setting and across the enterprise designed to identify potential events that may affect Mecklenburg County, and manage risk to be within the organization's risk appetite, and, to provide reasonable assurance regarding the achievement of its goals.

All entities face uncertainty, and the challenge for management is to determine how much uncertainty to accept as it strives to meet its mission and goals. This uncertainty presents both risk and opportunity, with the potential to diminish or enhance service delivery. Enterprise risk management enables leadership to effectively deal with uncertainty and associated risk and opportunity, enhancing the capacity to improve service delivery and value to our residents.

Mecklenburg County established an Enterprise Risk Management Committee (ERMC) tasked with identifying the organization's top risks and to routinely discuss tactics and strategies that serve as guard rails that assist with achieving the County's desired goals, while avoiding pitfalls and surprises along the way.

Action Steps List the actions/events that need to take place.

- Identify the key business drivers for success
- Establish teams to identify and execute mitigation plans
- Create a "watchlist" and identify "blind spots" to routinely flag potential threats against the organization
- Identify "blind spots" that are potential threats against the organization

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

Successful completion of all Action Steps

Section 1: Annual Goals

5. Vendor Risk Management

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Accountable Government

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Oversee and direct the implementation of a vendor risk program by the end of FY2023.

Rationale

Vendor risk management is the process of ensuring that the use of service providers and IT suppliers does not create an unacceptable potential for business disruption or a negative impact on business performance.

Action Steps List the actions/events that need to take place.

- Establish enterprise IT vendor management governance structure
- Establish IT vendor management risk policies and procedures
- Collaborate with stakeholders to identify technology vendor risk management strategies
- Assess enterprise technology spend with vendors
- Develop an IT vendor risk register
- Develop IT vendor risk assessment process
- Develop IT vendor performance improvement process

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

Successful completion of all Action Steps.

Section 1: Annual Goals

6. Business Gross Receipts Tax System Update and Replacement

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Accountable Government

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Oversee and direct partnership between the Tax Collectors Office, Information Technology Services and Financial Services to complete a Marketplace Analysis and Total Cost of Ownership Analysis in time for a FY2024 budget request.

Rationale

The legacy gross receipts tax system, BIZTAX, is to be replaced. The preparatory work to determine a specific long-term solution and the cost of ownership will be completed in FY2023. Once determined, a technology reserve request will be submitted for consideration to fund a replacement beginning in FY2024.

Action Steps List the actions/events that need to take place.

- The Tax Collectors Office, Financial Services, and Information Technology Services will prioritize functional and non-functional requirements
- Conduct a market assessment and perform product research
- Solution Architecture Life Cycle planning assessment will be performed including: conceptual, logical, physical, monitor, update, and transition phases
- Custom build Total Cost Ownership that determines the dedicated product team resource needs, and the cloud platform costs (e.g., software licensing and data storage costs)
- Submit a technical reserve request based on the results of the Marketplace Analysis and Total Cost of Ownership results

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- Successful completion of all Action Steps

7. Improve Human Resources Service Delivery

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Accountable Government

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Oversee and direct the continued improvement of Human Resource’s technology and system capabilities by ensuring the Centers of Excellence (COE) have sufficient technology. Ensure the department has the staff capacity to support their individual operations to deliver appropriate service to the County.

Rationale

Human resources rely heavily on systems and technologies to operate efficiently and to provide robust services to the County and its employees. Continued maintenance, improvements, integrations, and appropriate staffing levels is crucial to maintain high customer service and providing better data analysis.

Action Steps List the actions/events that need to take place.

- Support successful onboarding of Talent Acquisition staff
- Oversee migration of HR data into the data lake
- Oversee relationship with Patterson Pope to ensure HR files are scanned and uploaded to OnBase

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- Successful completion of all Action Steps

8. Performance Management Software

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Accountable Government

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Oversee and direct the implementation of the new Performance Management module within the Cornerstone software.

Rationale

The County needs to review and modernize its performance management (PM) process to ensure we are achieving optimal results in all employee-related areas.

Action Steps List the actions/events that need to take place.

- Implement Performance Management software (cornerstone)
- Transition enterprise Performance Management from paper to Cornerstone
- Obtain feedback on new Performance Management program and make agreed upon adjustments

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

Successful completion of all Action Steps

Section 1: Annual Goals

9. Travel Authorization and Reimbursement Policy & Process

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Accountable Government

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Oversee and direct the improvement of the travel authorization and reimbursement policy and processes.

Rationale

Over time, the travel authorization and reimbursement policies and processes have become administratively burdensome and have not leveraged changes in technology that could make these processes more efficient while still maintaining adequate controls. Resources must also be re-deployed in concert with any changes that may be made and to align with any changes in the associated workloads that may result.

Action Steps List the actions/events that need to take place.

- Update travel authorization and reimbursement policy
- Identify and implement improvements to travel expense approval/reimbursement including reallocation of resources if needed
- Research options for automating the process
- Provide training on new policy and procedures throughout the organization

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

Successful completion of all Action Steps

Section 1: Annual Goals

10. Code Enforcement Technology Enhancement

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Accountable Government

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Enhance the customer experience for building development services by implementing a technology solution (Accela) using a single vendor that is more efficient, customer-friendly, and seamless.

This a multi-year initiative; the following Action Steps will be completed as noted.

Rationale

In 2015, Gartner, Inc. conducted an independent assessment of Mecklenburg County's and City of Charlotte's building development planning, permitting and inspection services. The consultant team identified seven priorities/ recommendations for moving forward to include implementing technology improvements.

The County currently has two software tools – one for plan review and another for inspections. In addition, the City has a third system for its review and approval process.

Action Steps List the actions/events that need to take place.

Phase I: Plan Review

- ✓ Design Future State Process Workflows and Service Delivery Model
- ✓ Build Software Platform

FY2023

- Phase II: Permitting & Inspections
 - Design Future State Process Workflows and Service Delivery Model
 - Build Software Platform
- Quality Assurance Testing (Phase I & II)

FY2024

- Go Live: Phase I (Plan Review) & Phase II (Permitting & Inspections)
- Customer Awareness/Rollout Communication
- Training (employees and customers)

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

Effective Executive Team partnership and project oversight to ensure successful accomplishments of Action Steps

Section 1: Annual Goals

11. Equity & Inclusion

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Accountable Government

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Continue Equity Action Plan Progress

Rationale

Mecklenburg County’s Equity and Inclusion commitment is vital to creating and maintaining an equitable and inclusive agency founded on the vision that all people can thrive personally and professionally. To eradicate the influence of systemic oppression and structural barriers, the county is centering equity and inclusion as a primary lens through which we look in service to County staff and residents. The county continues to partner with the Government Alliance on Race and Equity (GARE) to implement racial equity training for County staff and to research and implement additional best practices for operationalizing sustainable equity and inclusion efforts. The county is in the process of updating the enterprise-wide Equity Action Plan following a cadence that allows for ongoing assessment, modeling, and continuous improvement for all departments and county stakeholders.

Action Steps List the actions/events that need to take place.

- Re-establish Department Equity Action Teams (DEAT) for all assigned departments to create structure, process, and operational strategy for departmental equity roles and responsibilities.
- Ensure all staff within assigned portfolio of departments are trained in Advancing Racial Equity 2.0 to establish a baseline of knowledge and raise awareness of how to promote racial equity in the workplace.

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- Successful completion of all Action Steps.

