



MeckACTs

Executive Team Member FY2023 Workplan

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Section 1: Annual Goals

Goal 1: Environmental Leadership

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

Healthy Community

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

Implement BOCC Approved Environmental Leadership Action Plan (ELAP)

Rationale

The Board of County Commissioners adopted an Environmental Leadership Policy in FY21 and approved funding for an Environmental Leadership Action Plan (ELAP) in FY22. The ELAP strives to achieve net zero carbon in the County's fleet and facilities by the year 2035 through numerous strategies, including on-site and off-site solar, deep energy retrofits, and transitioning the fleet to electric vehicles.

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

December 31, 2022:

- Deep Energy Retrofits: Master Plan – 50% complete
 - First Retrofit Project: RFQ Preparation for Designer – 100% complete
- On-site Solar Master Plan: 50% complete
 - First & Second Panel Installation Project: Design – 25% complete
 - Northeast CRC On-site Solar: Duke Interconnection application- 100% complete
 - Eastway Regional Recreation Center On-site Solar: Duke Interconnection application and Bidding for Panel Installation - 100% complete
- Order of 48 Electric Vehicles: 100% complete
- Bidding & Award of contract for Installation of 66 EV Chargers (FY22 Funding) - 100% complete
- Design for 74 EV Chargers (FY23 Funding)- 50% complete

June 30, 2023:

- Deep Energy Retrofits: Master Plan – 100% complete
 - First Retrofit Project: Bidding – 100% complete
- On-site Solar Master Plan: Master Plan – 100% complete
 - First & Second Panel Installation Project: Bidding – 100% complete
 - Northeast CRC On-site Solar: Panel Installation - 100% complete (contingent on supply chain issues with panels)
 - Eastway Regional Recreation Center On-site Solar: Panel Installation - 100% complete (contingent on supply chain issues with panels)
- Receipt and Commissioning of 48 Electric Vehicles – 100% complete (contingent on lead time for delivery by manufacturer)
- Installation of 66 EV Chargers (FY22 Funding) - 90% complete
- Installation of 74 EV Chargers (FY23 funding) - 10% complete (contingent on supply chain issues with chargers & electrical components)

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

Achievement of milestones & targets shown under Action steps

Observations Record an objective observation and the date.

Section 1: Annual Goals

Goal 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 outcome-based opportunities utilizing American Rescue Plan Act funding that aligns with the County's COVID-19 Strategic Recovery Plan.
- Monitor the performance and outcomes of investments.
- Provide routine updates to the Board of County Commissioners.
- Provide reporting to the US Department of Treasury.
- Successfully spend the entire amount of the ARPA funds.
- 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.
- Provide an update on the implementation of taskforce recommendations in early 2023.

COVID-19 Evaluation Consultant Recommendations

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

- Prepare a plan to incorporate recommendations to existing crisis response plans, continuity of operations plans, and other emergency management plans.

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

Successful completion of all Action Steps

Observations Record an objective observation and the date.

Goal 3: Equity and 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.

Advance equity and inclusion in Mecklenburg County by training and developing enterprise staff, continuing Equity Action Plan progress, and supporting the BOCC Equity Investments Ad Hoc Committee.

Rationale

To address the challenge for Mecklenburg County to become a stronger pro-equity organization, strategies must be implemented and enforced that enhance the work Mecklenburg County has already completed to promote equity and inclusion. To continue to build the capacity of the organization, it is critical that the County continues the implementation of action items identified in the Equity Action Plan.

An essential component to our County Equity Action Plan is alignment among our departments. Alignment is the bridge between strategy and execution. The criteria for implementing our Equity Action Plan requires that our systems, leadership, staff, and culture all align with the ideals of our plan and requires the specificity of our department's functions. The development of our Department Equity Action Plans will help us;

- identify our individual department and enterprise responsibilities,
- create structure, process, and operational strategy at the department level,
- get clear on our departmental equity roles and responsibilities, and,
- understand the experiences, skills, and competencies needed to execute on our equity plan.

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

- Continue training and development of enterprise staff
 - Complete Advancing Racial Equity (ARE) Training for all current staff.
 - Develop internal Equity Training 2.0 for FY2024 implementation.
- Continue staff recruitment for the Office of Equity and Inclusion (OEI).
- Continue future progress for the County's Equity Action Plan.
 - Document progress on existing County's Equity Action Plan.
 - OEI to conduct an equity assessment to baseline Department preparedness.
 - Re-establish Department Equity Action Teams (DEAT) for select Departments.
 - Begin Department-specific Equity Action Plan development for select Departments.
- Support the Board of County Commissioners Ad Hoc Committee on Equity Investments to evaluate and make recommendations to the Board as to how to appropriate \$2M for equity investments.
 - Select Consultant that will lead County efforts to:

- Research existing county data for equity investment alignment opportunities.
- Work with local partners to examine a shared agenda to make investment fund go further.
- Engage with community members to determine community needs/priorities.
- Make summative recommendation with corresponding implementation plan in partnership with OEI.

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

Successful completion of all Action Steps

Observations Record an objective observation and the date.

Section 1: Annual Goals

Goal 4: Capital Projects

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.

Manage design and construction projects to meet County capital needs.

Rationale

Implementation of the Government Facilities Master Plan includes several key projects which support the Manager and Board’s strategic agenda. These projects include:

1. The Construction of the Northeast Community Resource Center.
2. The design only of the Southwest and East Community Resource Centers.
3. The continuation of work within the Government District with renovations to County floors of the Charlotte-Mecklenburg Government Center; renovations to the County and Courts Office Building for relocation of Guardian Ad Litem, an expansion of Juvenile Justice, and a renovation of the Register of Deeds; and renovations to the Clifton E. Johnson Bldg. for a relocation of the Office of Economic Development.

ARPA-funded projects have been approved for implementation. These projects include:

4. Pedestrian Bridge (over Blue Line Corridor) connecting Northeast CRC and Eastway Regional Rec Center
5. Conversion of Extended-Stay hotel for Older Adult Housing
6. Facility Based Crisis Center

Other significant capital projects identified in the FY19-23 Capital Improvement Plan include the following:

7. New Main Library/Spirit Square
8. Discovery Place Nature

Capital construction projects of all types and sizes targeted to be substantially complete with construction in FY23 are shown in the attached list.

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

Develop appropriate reporting mechanisms to provide the Executive Team with frequent updates, as appropriate, on project status, budget, schedule, project risks and risk mitigation efforts. Train AFM staff on new reporting mechanism, when applicable based on implementation schedule.

December 31, 2022:

- CMGC - 4th Floor Renovation: Construction 100% complete
- CRC- Northeast: Construction - 75% complete
- CRC- Southwest and East: Architectural Programming and master planning – 100% complete
- Pedestrian Bridge: Architect and CMAR selection – 100% complete
- Hotel Conversion for Older Adult Housing: Design – 100% complete, Construction – 25% complete
- Facility Based Crisis Center: Architectural Programming and Conceptual Design – 100% complete
- New Main Library/Spirit Square: Design Development Phase– 100% complete
- Discovery Place Nature: Construction Documents Phase – 95% complete

June 30, 2023:

- CRC- Northeast: Construction - 100% complete
- CRC- Southwest: Design – 50% complete
- CRC- East: Design – 40% complete
- Pedestrian Bridge: Design – 50% complete
- Hotel Conversion for Older Adult Housing: Construction – 100% complete
- Facility Based Crisis Center: Design – 50% complete
- New Main Library/Spirit Square: Construction Documents Phase– 30% complete
- Discovery Place Nature: Bidding – 95% complete, Construction - 2% complete

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

Achievement of milestones shown under Action steps

Observations Record an objective observation and the date.

Goal 5: Safety and Security

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 safety and security of County/Library facilities.

Rationale

This goal includes continued implementation of the recommendations from a 2017 Security Master Plan, which included changes to County security policy and organizational structure. The Plan proposed enhancements to facility security guidelines, video surveillance & access control, contracted security services (security officers), cash transport, and emergency preparedness. Additionally, Asset and Facility Management (AFM) will enhance prevention through training of employees, additional security measures, and a review of existing policies and procedures.

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

Continually evaluate and monitor risk management activities related to safety and security.

December 31, 2022:

- Additional County facilities weapons screening: Design Phase - 50% complete
- Phase 4 Park & Recreation Security Cameras: Installation Phase - 50% Complete
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- Facility Emergency Action Plan roll out to large County facilities (50+ employees): 50% Complete
- Present Access Control guidelines to ET for approval
- Prepare Video Management guidelines and present to ET

June 30, 2023:

- Additional County facilities weapons screening: Design Phase - 100% complete
 - Phase 4 Park & Recreation Security Cameras: Installation Phase - 100% Complete
 - Facility Emergency Action Plan roll out to large County facilities (50+ employees): 100% Complete
- Commence system operations, contingent on integration of subset information.
- Prepare Video Management guidelines and present to ET

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

Achievement of milestones shown under Action Steps

Observations Record an objective observation and the date.

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Goal 6: Medical Examiner's Office

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

Improving Organizational Effectiveness/Employee Satisfaction

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

Improve organizational effectiveness and employee satisfaction within the Medical Examiner's (MED) Office to include improving the results of the annual Employee Climate Survey (ECS) to specifically include achievement of higher positive ratings on the Employee Motivation & Satisfaction score, the Employee Development score, and on department director focused questions.

Rationale

The annual ECS measures items that are critical to ensuring that the County attracts, develops, and retains quality staff to serve the community. While there are numerous questions on the survey, the two sections that are included in the department scorecard are the Motivation & Satisfaction and the Development scores. The MED ECS results began to drop significantly in 2019 and efforts were begun to improve the ratings. The goal of the department director's workplan should also specifically focus on efforts that will increase the positive ratings on all ECS questions that are specific to the department director.

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

- Oversee Director's work to:
1. Obtain results and feedback from FY22 ECS and make note of questions/items that fall below an acceptable rating.
 2. For FY23, continue to work with County Human Resources/Learning and Organizational Effectiveness (HR/LOE) on addressing efforts to improve all areas of the ECS.
 3. Utilize quarterly pulse surveys and make changes to address areas of concern throughout FY23.
 4. Schedule quarterly on-on-one skip meetings with all staff and director.
 5. Continue monthly scheduled meetings with all staff (All Team Meetings) which are staff-run and address current issues in a timely manner and provide opportunity for discussions and feedbacks with everyone together from all three shifts.
 6. Follow up on current leader coaching and make sure recommended management changes/feedback from coaching are implemented into practice in the office.
 7. Promote additional training opportunities for all new managers/supervisors.
 8. Promote additional training opportunities, continuing education, certifications, and development for all staff.

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

Observations Record an objective observation and the date.

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Section 1: Annual Goals

Goal 7: Crisis 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.

Review and implement the County's Crisis Management Plan

Rationale

In January 2020, the Board of County Commissioners adopted the County's Crisis Management Plan. The purpose of the Mecklenburg County Government Crisis Management Plan is to provide an executive level, operationally focused plan on how the crisis response and recovery will occur within the County.

The Plan was activated by the County Manager on March 6, 2020, to address the COVID-19 pandemic. The County continues to implement measures to review and test the Crisis Management Plan.

In FY2022, the consultant iParameters held a half-day tabletop exercise focused on the prevention of and response to an active threat incident. After the exercise, iParameters provided a report outlining current operational strengths as well as an improvement plan related to the following areas: (1) Intelligence and information sharing, (2) Operational coordination, (3) Operational communication, and (4) Public information and warning.

The County also partners with the Charlotte-Mecklenburg Emergency Management (CMEMO) to respond to incidents and crises within Mecklenburg County. The CMEMO assists the County by providing detailed planning procedures and specialized needs for incidents that require multi-agency participation.

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

- Revise the County's Crisis Management Plan to reflect current practices, as needed
- Implement changes to practices and external documents, as needed, to reflect the revised Plan.
- Develop and execute an action plan with relevant Departments based on the recommendations from iParameters.
- Support departmental collaboration to implement Everbridge countywide (schedule dependent on involvement of HR & IT)
- Coordinate with CMEMO in response to crises in the County and ensure county staff participate in CMEMO emergency response practice drills and trainings
- Collaborate with Emergency Management and community partners to support the need of all residents, including homeless residents, during extreme weather events.

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

- Successful completion of all Action Steps

Observations Record an objective observation and the date.

Goal 8: Medic Response Configuration

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

Accountable Government, Healthy Community

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

Support Medic’s efforts to establish a response configuration that meets patients’ care and transport needs by optimizing EMS system resources, response times, and response modes.

Rationale

This goal focuses on revisiting Medic’s response configuration and address the changes in patient population and community need. Through this goal, Medic will establish an updated response system with consideration to patient care, transport demands, and EMS resources.

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

Support Medic’s efforts to:

- Identify and improve current processes that address low acuity patient demand, such as.
 - Maximizing transport diversion processes (POINT / OMEGA).
 - Preparing for billing for telehealth / treatment in place.
 - Developing the infrastructure and employee resources for a tiered response system.
 - Implementing a tiered response system.
- Develop a sustainable response matrix that prioritizes critical patient care (P1 and P2 patients), which includes
 - Evaluating current response configuration performance.
 - Developing approved response times for updates matrix.
 - Implementing updated matrix across Agency and partners.
 - Educating BOCC and community on updated matrix and response times.
 - Securing contractual agreement for first responder services

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

- Successful completion of all Action Steps

Observations Record an objective observation and the date.

Section 1: Annual Goals

Goal 9: County Manager’s Office

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 cross-divisional collaboration within the County Manager’s Office (CMO) and implement a formal framework for County Manager’s Office divisions that reflects the integration of work across divisions.

Rationale

The County Manager’s Office consists of multiple divisions and functions, each with different divisional leadership and responsibilities. Within the 2022 Employee Climate Survey, some CMO employees noted a desire to have increased engagement across divisions and more team-building opportunities.

In addition, other County departments often consult with the different divisions in the CMO to receive assistance with strategic planning, process mapping, project management, and other services. In FY2021 as part of the department’s Strategic Business Plan, the CMO developed a cross-divisional team to begin exploring opportunities for collaboration on such projects.

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

- Hold quarterly County Manager’s Office All Staff meetings.
- Host CMO team building opportunities throughout the year.
- Review ECS results for additional CMO improvement opportunities
- Build new internal connections and knowledge in the CMO of service offerings throughout the department.
- Review opportunities for collaboration and information-sharing across CMO divisions, including formal and informal frameworks.
- Obtain approval from the Executive Team on a potential collaboration framework to improve long term collaboration

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

- Successful completion of all Action Steps

Observations Record an objective observation and the date.

Section 1: Annual Goals

Goal 10: Law Enforcement Service Districts (LESDs)

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

Accountable Government, Safe Community

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

Revise Law Enforcement Service District (LESD) interlocal agreements

Rationale

Existing LESD agreements between Mecklenburg County and law enforcement partners to provide policing services in the extraterritorial jurisdiction (ETJ) of the county expire in FY2023. LESD agreements must be renegotiated to ensure a high level of police response to all residents within the ETJs.

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

Enter negotiations and finalize new multi-year LESD agreements with the City of Charlotte and the Towns of Huntersville, Cornelius, Davidson and Pineville.

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

Successful completion of all Action Steps

Observations Record an objective observation and the date.

Goal 11: EPMO Stabilization

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.

Provide short- and long-term stability to the Enterprise Project Management Office (EPMO)

Rationale

The mission of the EPMO within the County Manager's Office is to introduce and maintain a consistent and customer-centric approach to project, program, and portfolio management while assuring alignment and governance based on the County's strategic direction. The EPMO has undergone a significant amount of staff-turnover in a short period of time which will require ongoing support for existing staff to rebuild the office.

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

- Attend EPMO team meetings and events
- Provide support and guidance to interim Program Manager
- Consult with the Executive Team and staff on EPMO's current and future state needs
- Recruit, hire and retain EPMO leadership and staff
- Work with county departments to identify opportunities to collaborate, strengthen partnerships and maintain working operations within the County

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

Successful completion of all Action Steps

Observations Record an objective observation and the date.

