



FY2022

**Executive Management
Work & Performance Plan**

Michael A. Bryant,
Deputy County Manager



MECKLENBURG COUNTY GOVERNMENT



Michael A. Bryant
Deputy County Manager
FY2022 Work Plan

Key Initiative 1 Enterprise Risk Management	
Description:	Facilitate and lead the enterprise initiative for identifying strategies to mitigate and eliminate risk that are a barrier for the County achieving its mission & goals.
Rationale:	<p>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.</p> <p>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.</p> <p>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.</p>
Timeline:	This is a multi-year initiative
Project Milestones:	<ul style="list-style-type: none"> • Identify the key business drivers for success • Establish teams to identify and execute mitigation plans • Create a “watchlist” to routinely flag potential threats against the organization • Create a forum for ongoing report out of risk, discussion, and guidance
Outcomes/Measures:	Effective executive oversight of the Enterprise Risk Management Committee to ensure successful accomplishments of established milestones.

Key Initiative 2
2023 Countywide Reappraisal Implementation

Description:	Schedule, plan and implement the 2023 countywide reappraisal
Rationale:	Effectively schedule, plan and implement the 2023 countywide reappraisal, continue to enhance quality control, increase community outreach, strengthen relationships with community leaders, and educate constituents about value assessments.
Timeline:	This is a multi-year initiative
Project Milestones:	<ul style="list-style-type: none"> • Maintain the 2023 database to the latest costs, rates, models, and factors while purging outdated numeric grades, townhomes, condos, and residential neighborhoods. • Perform ongoing commercial and residential land analysis, residential delineation, and individual residential neighborhood analysis. • Enlist the services of third-party vendors for various revaluation-related projects. • Edit and update the schedule of values. • Perform residential and commercial new construction, sales analysis, land splits, and canvassing timely. • Collaborate with County Public Information (PI) to schedule community engagement sessions, collect feedback, and participate in media interviews. • Promote improved communications by updating and developing brochures and handouts to inform external stakeholders about the countywide revaluation, provide public awareness about the assessment processes, offer an outreach to organizations that serve the elderly and disabled to make sure they are aware of exemptions/exclusion, and advertise how online tools may be used by citizens to review property listings. <ul style="list-style-type: none"> • Continue the implementation of the paperless initiatives that includes: archive scanning, digital MLS, sales reports, SVQ mailings, and shared files. • Test and implement performance enhancements for the appeals module and Modria. • Review and evaluate the operational efficiency of the appeals processes to ensure they are customer focused.
Outcomes/Measures:	Effective executive oversight to ensure the County Assessor’s Office successful accomplishments of established milestones.

**Key Initiative 3
COVID 19 Response**

Description: Mecklenburg County will continue multi-prong resiliency efforts focused on community recovery and internal business operations by executing the following:

- 1) Identify outcome-based opportunities utilizing American Rescue Plan Act (ARPA) funding allocated to Mecklenburg County;
- 2) Implement recommendations from the Recovery & Renewal Taskforce; and,
- 3) Contract with an evaluation consultant to determine the effectiveness and efficiency of the County’s response to the COVID-19 crisis

In addition to the aforementioned, Mecklenburg County must continue to safely provide and expand County services to the public, maintain critical County business needs through operational planning and policy and address community needs.

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 will receive 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 second tranche of the remaining \$107.5M will be received in 2022. The current public health crisis and resulting economic crisis have devastated the health and economic wellbeing of Mecklenburg County residents. Individuals and families are facing a deep economic crisis. Several residents have lost their jobs and businesses have closed their doors because of the pandemic.

Recovery & Renewal Taskforce Recommendations

In June 2020, the Mecklenburg Board of County Commissioners adopted a resolution creating the 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. Once a set of

	<p>recommendations are accepted by the BOCC, the County will identify ways to implement and respond to the recommendations.</p> <p>Consultant Evaluation</p> <p>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. 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:</p> <ul style="list-style-type: none"> • Equipment distribution • Policymaking • Service Delivery • Employee Impacts • Customer impacts • Partner engagements (MEDIC, Emergency Operations Center, Joint Information Center, towns within the County)
Timeline:	<p>This initiative is ongoing.</p> <p>ARPA: The period of performance is March 3, 2021 through December 31, 2026. The funds must be obligated by December 31, 2024 and expended by December 31, 2026.</p> <p>Taskforce Recommendations: The period of identifying and responding to the set of recommendations is in FY2022 with ongoing response.</p> <p>Consultant Evaluation: Completion in summer 2022.</p>
Project Milestones:	<p>ARPA</p> <ul style="list-style-type: none"> • Development of a strategic business plan that outlines how the ARPA funds will be invested into the community • Engage residents and the business community for feedback on areas that require investment • Develop a communication strategy to promote awareness of the ARPA funds • Design an internal process for receiving funding proposals • 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

	<p>Taskforce Recommendations</p> <ul style="list-style-type: none"> • Finalize recommendations for the BOCC • Create an implementation strategy • Track and monitor the activity on a quarterly basis and report outcomes to the BOCC <p>Consultant Evaluation</p> <ul style="list-style-type: none"> • Consultant to deliver an initial set of findings and recommendations as well as final recommendations to County leadership
Outcomes/Measures:	Successful completion of all project milestones.

Key Initiative 4 Business Gross Receipts Tax System Update & Replacement	
Description:	Update the business gross receipts tax system (BIZTAX) and develop a framework/strategy for its replacement.
Rationale:	The BIZTAX system is utilized to assess and collect gross receipts taxes. This legacy system needs enhancements to ensure it complies with standards, is reliable, performs correctly, and maintains good overall system health for five or more years. A decision framework will be developed that will be utilized to determine the long-term replacement for BIZTAX.
Timeline:	This is a multi-year initiative
Project Milestones:	<ul style="list-style-type: none"> • Establish a steering committee. • Establish a project core team. • Develop a framework & strategy to inform the long-term solution. • Perform document analysis, observation, product backlog refinement, and prototyping tasks to complete the system update. • Develop and implement a system update project plan. • Ensure system continuity during the updated project. • Complete User Acceptance Testing for the update project. • Deploy new updated system. • Execute the replacement strategy. • Deploy a replacement system.
Outcomes/Measures:	Effective executive oversight to ensure the Office of the Tax Collector successfully accomplishes the of established milestones.

Key Initiative 5 Improve the Financial Services Department’s Operating Efficiencies	
Description:	In Fiscal Year 2022, Financial Services will focus on strengthening the people and processes within the department. These efforts include aligning department roles and responsibilities to be more responsive to customer and enterprise needs; improving recruiting efforts for financial positions; developing leadership, technical, and data analytical training for all levels of the department; developing a continuous improvement plan for financial policies, processes, and procedures; and strengthening data analytics reporting and data governance. In particular, a greater emphasis will be placed on building capacity within the procurement, payroll, and capital functions.
Rationale:	Improve capacity, productivity, quality, reporting and efficiencies through onboarding talent, training, and improving financial policies & procedures.
Timeline:	June 30, 2022
Project Milestones:	<ul style="list-style-type: none"> • Continue the implementation of support initiatives and strategies to improve the overall efficiency, culture, and performance of the Financial Services Department. • Establish service level agreements with the departments. • Partner with IT to develop at least one new Data Dashboard in FY22 • Evaluate efforts relating to the monthly ET and BOCC reporting of financial and economic trend information to determine if enhancements would be beneficial • Continue to strengthen Capital Improvement, with hiring, training, and improved processes and procedures • Continue to strengthen Payroll and benefits, with documented processes, training, and internal controls • Procurement redesign: Leveraging information from independent evaluations, implement the redesign of the procurement function engaging staff and stakeholders. • Implement greater training with a goal to increase government procurement certifications among procurement staff to promote efficiencies and best practices • Partner with departments to identify improvements in service delivery • Progress towards establishing standards and protocol to help manage customer expectations
Outcomes/Measures:	Effective executive oversight to ensure the Finance Department successful accomplishments of established milestones.

Key Initiative 6
Implement and Evaluate the County's Redesigned Classification & Compensation Plan

Description:	Complete the implementation of the County's new classification and compensation plan.
Rationale:	Mecklenburg County's current compensation structure was created in 2006 and has not been adjusted since that time which puts the County at a competitive disadvantage in the job market. As such, the County's salary structure lags significantly behind competitors, such as the City of Charlotte, banks, and hospitals. This redesigned Classification and Compensation program will help to improve employee retention and allow the County to better attract candidates and compete in the market.
Timeline:	June 2022
Project Milestones:	<ul style="list-style-type: none"> • Assimilate new total rewards leaders into the organization • Implement all training programs for the new plan • Successfully implement redesign in myHR and migrate employees to new titles and compensation rates • Conduct audit to ensure fairness and consistency of implementation • Update all documentation related to the program such as policy manuals and on MeckWeb • Design a process to ensure the new compensation plan remains competitive
Outcomes/Measures:	Effective executive oversight to ensure the HR Department successful accomplishments of established milestones.

Key Initiative 7
Code Enforcement Technology Enhancements
Accela Software: Phase I – Plan Review

Description:	<p>Enhance the customer experience for building development services by implementing a technology solution that is more efficient, customer-friendly and seamless</p> <p><u>Electronic Plan Submittal & Plan Review</u> Replace the current Electronic Plan Management System with Accela, creating storage and converting all processes within one operation system for commercial and residential plan reviews</p>
Rationale:	<p>In early 2015, Gartner, Inc. conducted an independent assessment of the 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.</p> <p>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.</p>
Timeline:	<p>This is a multi-year initiative; the following tasks will be completed by June 2022.</p>
Project Milestones:	<ul style="list-style-type: none"> • Design Future State Process Workflows and Model Concept for Implementation • Transition Plan: Phase I • Data Migration • Build Software Platform • Quality Assurance Testing • Customer Awareness/Rollout Communication • Training (employees and customers)
Outcomes/Measures:	<p>Effective Executive Team partnership and project oversight to ensure successful accomplishments of established milestones</p>

**Key Initiative 8
Equity & Inclusion Initiative**

Description:	Continue the implementation of the County’s Equity Action Plan.
Rationale:	<p>Mecklenburg County is committed to addressing its racial inequities through an intersectional analysis. In order to become a more equitable institution, strategies must be implemented and enforced that enhance the work Mecklenburg County has already completed to promote equity and inclusion.</p> <p>The County has partnered with the Government Alliance on Race and Equity (GARE) to create both a racial equity training curriculum for County staff, an Equity Action Toolkit and a three-year enterprise-wide Equity Action Plan. To continue to build the capacity of the organization, it is critical that the County continue to implement the agreed upon action items identified in the Equity Action Plan despite COVID-19.</p>
Timeline:	This is a multi-year initiative from FY2020-2022.
Updates/ Project Milestones:	<ul style="list-style-type: none"> • Continue implementation of the County’s Equity Action Plan that were postponed due to COVID-19: <ul style="list-style-type: none"> ○ Continue rollout of “Advancing Racial Equity Training” for all County employees to enhance abilities to advance racial equity. ○ Re-establish Department Equity Action Teams (DEAT) for select Departments to begin training to initiate development of department specific equity action plans. ○ Provide training on Racial Equity Tool usage to County mid-senior management • Implementation of FY2022 Equity Action Plan items for those departments with specific accountabilities.
Outcome/ Measures:	End of Year Reporting

Key Initiative 9
Protect and Secure County Technology

Description:	Improve system security, data security and disaster recovery capabilities to provide the County with a trusted technology platform for its critical business operations.
Rationale:	Effective risk management requires a secure business platform
Timeline:	This is a multi-year initiative
Project Milestones:	<ul style="list-style-type: none"> • Continue to advise the Executive Team on the desired security level in response to the I & E assessment • Protect and control County data and other technology assets • Redesign and implement more secure and highly available enterprise network architecture • Ensure the protection and reliability of systems by maintaining current County systems, end user devices, and infrastructure equipment • Mature IT asset management
Outcomes/Measures:	Effective executive oversight to ensure the IT Department successful accomplishments of established milestones.

Leadership Competencies: Strategic Thinking

Competency Description

Strategic Thinking

Formulating vision into actions

Builds, communicates, and promotes a shared, long-term vision

- Formulates strategies, objectives and priorities, and implements plans consistent with the vision
- Identifies key issues based on logical assumptions, facts and data
- Capitalizes on opportunities and manages risk
- Understands the interdependency of the working, structure and culture of the organization as well as the social and economic issues/trends affecting the organization

Leadership Competencies: Executive Excellence

Competency Description

Executive Excellence

Optimizing talent management and financial health

Attracts, develops, engages, and retains people

- Creates a learning culture that encourages accountability by providing ongoing feedback and opportunities for continual learning for self, employees and teams
- Assesses short-term and long-term fiscal condition; uses cost-benefit thinking to set and balance short-term and long-term priorities
- Determines cost-effectiveness of programs and compares alternative strategies
- Optimizes good financial management

Leadership Competencies: Change & Innovation

Competency Description

Change & Innovation

Innovating through change and creativity

Identifies, communicates and drives changes needed to adapt strategically to shifting demands, business conditions, technology, and internal initiatives

- Questions conventional approaches; develops creative and innovative solutions to situations
- Creates a shared responsibility among team members/staff and encourages others to seek different ideas/approaches to address organizational problems and opportunities and then embraces them
- Rapidly adapts to changing conditions and communicates frequently and candidly during times of change
- Designs, communicates and gains the acceptance of and leads the implementation of optimal, new or cutting-edge ideas/processes to manage problems and opportunities

Leadership Competencies: Collaborative Relationships

Competency Description

Collaborative Relationships

Collaborating through alliances and relationships

Identifies opportunities for, initiates, and maintains strategic relationships and networks in and out of the organization

- Promotes openness and trust and builds confidence in one's intentions to achieve goals
- Fosters an inclusive workplace by working effectively with individuals and groups of diverse cultures.
- Utilizes the capabilities, insights, and ideas of individuals and groups to ensure the accomplishment of common business goals/improve results

Leadership Competencies: Values & Integrity

Competency Description

Values & Integrity

Serving with integrity and respect

Models high standards, acting in accordance with moral, ethical, and professional standards, policies and regulations consistent with the County's Values and Guiding Principles; leads by example

- Demonstrates honesty, fairness, openness and being forthright, consistently, in words and actions, treating people with courtesy and respect
- Respects the confidentiality of information and concerns shared by others
- Takes responsibility for and learns from own mistakes; does not misrepresent self