



**FY2022**

**Executive Management  
Work & Performance Plan**

Derrick Ramos,  
Deputy County Manager/Chief of Staff

MECKLENBURG COUNTY GOVERNMENT



**Derrick Ramos**  
**Deputy County Manager/Chief of Staff**  
**FY2022 Work Plan**

Key Initiative 1 Enhance Security of County/Library Facilities	
<b>Description:</b>	Continue multi-year implementation of Enterprise Security Strategy that encompasses County/Library programs and facilities, including Park and Recreation (excludes Sheriff's Office). In response to continued violence in the workplace nationwide, implement additional measures to train and protect employees at County facilities.
<b>Rationale:</b>	Recommendations form a Security Master Plan included changes to County security policy and organizational structure, and proposed enhancements to facility security guidelines, video surveillance & access control, contracted security services (security officers), cash transport, and emergency preparedness. Additionally, the County will: enhance prevention through training of employees on early detection of behaviors that could lead to violence and what to do if prevention fails; and enhance protection of employees at County facilities through additional security measures and a review of existing policies and procedures to improve safety.
<b>Timeline:</b>	June 30, 2022
<b>Project Milestones:</b>	December 31, 2021: <ul style="list-style-type: none"> <li>• Phase 2&amp;3 Park &amp; Recreation Security Cameras: Installation - 100% Complete</li> <li>• Various single facility camera upgrades to Park &amp; Recreation locations utilizing project savings from Phase 2&amp;3 multi-year project (Amay James, etc.) -100% Complete</li> <li>• Phase out of Brinks for cash pickups: 50% complete</li> <li>• VCW Weapons Screening: Implementation - 100% Complete</li> <li>• Additional County facilities weapons screening: Design Phase - 30% complete</li> <li>• Phase 4 Park &amp; Recreation Security Cameras: Design Phase - 50% Complete</li> </ul>

	<ul style="list-style-type: none"> <li>• Everbridge Implementation: Confirm/verify AFM-Security access to Everbridge software and current capabilities. Meet with supporting departments (IT &amp; HR) to determine operational capabilities.</li> <li>• Implement AFM-Security related items for Offboarding Process as follows: <ul style="list-style-type: none"> <li>○ Formal tracking of access badges from issuance to destruction</li> <li>○ Finalize communications to departments for new procedures</li> </ul> </li> </ul> <p>June 30, 2022:</p> <ul style="list-style-type: none"> <li>• Additional County facilities weapons screening: Design Phase - 60% complete</li> <li>• Phase 4 Park &amp; Recreation Security Cameras: Bidding Phase -100% Complete</li> <li>• Replace current cash transport provider services at majority of County locations: 100% complete</li> <li>• Facility Emergency Action Plan roll out to County departments: 20% Complete (contingent on timing of hiring Security Program Manager)</li> <li>• Everbridge Implementation: Coordinate with supporting departments to create employee group subsets. Commence system operations, contingent on integration of subset information.</li> </ul>
<b>Outcomes/Measures:</b>	End of Year Reporting

**Key Initiative 2**  
**Environmental Leadership Action Plan**

<b>Description:</b>	Track the progress of AFM-managed Environmental Leadership Action Plan (ELAP) projects and strategies identified in the FY22 County budget for facilities and fleet. ELAP projects of all types and sizes are targeted for specific milestones of percentage completion.
<b>Rationale:</b>	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.
<b>Timeline:</b>	June 30, 2022
<b>Project Milestones:</b>	<p>December 31, 2021:</p> <ul style="list-style-type: none"> <li>• Green Source Advantage Program: Select preferred solar developer and determine whether to pursue project based on developer response</li> <li>• Deep Energy Retrofits: Designer selection – 100% complete</li> <li>• On-site Solar Master Plan: Designer selection – 100% complete <ul style="list-style-type: none"> <li>○ Northeast CRC On-site Solar: Bidding 100% complete</li> <li>○ Eastway Regional Recreation Center On-site Solar: Designer selection - 100% complete</li> </ul> </li> <li>• Develop comprehensive EV vehicle and charger strategy over the ELAP period for ET review – 100% complete</li> <li>• Order of 20 Electric Vehicles: 100% complete</li> <li>• Installation of 100 EV Chargers: Designer selection – 100% complete</li> </ul> <p>June 30, 2022:</p> <ul style="list-style-type: none"> <li>• Green Source Advantage: If project is approved, seek BOCC approval and complete development contract</li> <li>• Deep Energy Retrofits: Master Plan – 50% complete</li> <li>• On-site Solar Master Plan: Master Plan – 50% complete <ul style="list-style-type: none"> <li>○ Northeast CRC On-site Solar: Panel installation will not occur until near end of construction Fall 2022</li> <li>○ Eastway Regional Recreation Center On-site Solar: Installation - 10% complete</li> </ul> </li> <li>• Receipt and Commissioning of 20 Electric Vehicles – 100% complete</li> <li>• Installation of 100 EV Chargers: Construction Documents – 100% complete</li> </ul>
<b>Outcomes/Measures:</b>	End of Year Reporting

**Key Initiative 3**  
**Pretrial Services Internal Audit Recommendations**

<b>Description:</b>	Criminal Justice Services (CJS) Pretrial Services assists the courts in making release-and-detain decisions that preserve the public’s safety and defendants’ civil rights. As a nationally accredited organization, it is important that CJS Pretrial Services operate according to industry standards while simultaneously exercising internal controls that effectively manage key business risks.
<b>Rationale:</b>	CJS Pretrial Services promotes pretrial justice and public safety by conducting validated assessments on qualifying defendants and providing objective risk data to all parties in the judicial decision-making process. It also provides pretrial supervision to eligible defendants referred by the courts. To ensure fidelity to practices informed by evidence, Mecklenburg County Internal Audit (IA) conducted a review of the program that included interviews of key personnel, policy and procedure reviews, and tests of various pretrial activities. Although IA determined key risks inherent to CJS Pretrial Services were managed to an acceptable level, opportunities exist to improve the design and operation of some control activities.
<b>Timeline:</b>	January 2022
<b>Project Milestones:</b>	<ul style="list-style-type: none"> <li>• Improve Pretrial Services operations by implementing all Internal Audit recommendations by the stated response deadline for each recommendation.</li> <li>• Oversee the restructuring of the Pretrial Services Unit and effectively manage overall program risk, caseload and staff resources</li> </ul>
<b>Outcomes/Measures:</b>	<ul style="list-style-type: none"> <li>• Successful implementation of Internal Audit recommendations.</li> <li>• Successful hiring and onboarding of Pretrial Services staff added in response to increased caseloads.</li> <li>• Successful implementation of the Pretrial Services Unit restructure.</li> </ul>

**Key Initiative 4**  
**Implement Organizational Improvement Initiative – Medical Examiner**

<b>Description:</b>	With growth of the department, the Employee Climate Survey (ECS) results have fallen to less than satisfactory levels over the last 2-3 years. Efforts were undertaken with minimal improvement and then a relapse for FY19 results. The office worked with HR LOE and BPM to improve the Employee Motivation and Development scores through a variety of processes and staff feedback. An "Organizational Effectiveness Improvement Project" was undertaken in FY21 to identify the key areas that needed to be addressed. BPM also undertook a year long evaluation and mapping of the office procedures, workload, staffing, and resources with recommendations for improvement.
<b>Rationale:</b>	The ECS is a tool that reflects the employees' overall satisfaction and motivation in the workplace. Below satisfactory scores (less than 80% respond with agree or strongly agree) indicate a need to improve certain elements in the workplace. The office had previously attempted to make some changes prior to FY21, but these were unsuccessful. Implementation of strategies through process improvement following recommendations from BPM and HR with a more detailed look into the issues and suggestions for new approaches are expected to improve the ECS results for FY21 and beyond.
<b>Timeline:</b>	Based on results of the FY21 ECS, Organizational Effectiveness Improvement Project, and BPM recommendations- by end of FY22/release of FY22 ECS.
<b>Project Milestones:</b>	<ul style="list-style-type: none"> <li>• Continue Organizational Effectiveness Improvement Project throughout FY22.</li> <li>• Continue monthly All Team Meetings throughout FY22. Conversion of the meetings to staff-run in Q2.</li> <li>• Continue Pulse Surveys throughout FY22 as per HR recommendations.</li> <li>• Reorganization and restructuring- started Q4 FY21, complete initial changes with reporting structure and hiring of new supervisors in Q1. Finalize all restructuring changes in Q2.</li> <li>• MeckLead training for all new supervisors- Q1 (September)</li> <li>• Director 1 on 1 meetings with all staff each quarter.</li> <li>• Brief Executive Team on status of Improvement project- Q1</li> <li>• Analyze data from FY21 ECS - Q1 and 2.</li> <li>• Update gates/cameras/other identified safety and security issues - Q1 and 2.</li> <li>• Begin Start/Stop/Continue sessions with staff - Q2.</li> <li>• Completion of cooler expansion and conversion of body racking system/trays/lift for safety and efficiency - Q2.</li> <li>• Make updates to the Organizational Effectiveness Improvement Project based on FY21 ECS and other feedback from staff - Q2 and 3</li> </ul>

	<ul style="list-style-type: none"> <li>• Establish staff-run committees/resource groups to address various items such as IT issues, Safety/Security, Training/teaching, Policies and Procedures, Facility Maintenance - Q2</li> <li>• Finalize BPM project and discuss recommendations with DCM and Executive Team- Q1 and 2</li> <li>• Plan to integrate recommendations from BPM project throughout FY22 and into FY23.</li> <li>• Post and hire for new positions created in the FY22 budget, adjust as necessary based on BPM project recommendations and discussions with DCM and ET- Q1 and 2</li> <li>• Update all office policies and procedures- continuous throughout the year</li> </ul>
<b>Outcomes/Measures:</b>	Improvement in FY21 and FY22 ECS results.

**Key Initiative 5**  
**COVID-19 – American Rescue Plan Act, Recovery & Renewal Taskforce Recommendations, and Consultant Evaluation**

<p><b>Description:</b></p>	<p>Manage the County’s internal response to COVID-19 by focusing three sub-key initiatives:</p> <ul style="list-style-type: none"> <li>• Identification of outcomes to achieve utilizing the American Rescue Plan Act (ARPA) of 2021 \$350 billion in emergency funding for eligible state, local, territorial, and Tribal governments.</li> <li>• Implement the recommendations from the Recovery &amp; Renewal Taskforce</li> <li>• Manage the contract with the evaluation consultant to determine the effectiveness and efficiency of the County’s response to the COVID-19 crisis.</li> </ul> <p>In addition to the aforementioned new items for the COVID-19 initiative, 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.</p>
<p><b>Rationale:</b></p>	<p><b>American Rescue Plan Act (ARPA)</b></p> <p>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.</p> <p>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.</p> <p>Below are the four broad statutory eligible uses for the ARPA funding:</p> <ul style="list-style-type: none"> <li>• Respond to public health emergency and its negative impacts</li> <li>• Provide premium pay to essential workers</li> <li>• Replace public sector revenue loss</li> <li>• Investments in necessary water, sewer, and broad band infrastructure</li> </ul>



	<p><b>Recovery &amp; Renewal Taskforce Recommendations</b></p> <p>In June 2020, the Mecklenburg Board of County Commissioners adopted a resolution creating the Recovery &amp; 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 recommendations are accepted by the BOCC, the County will identify ways to implement and respond to the recommendations.</p> <p><b>Consultant Evaluation</b></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.</p> <p>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"> <li>• Equipment distribution</li> <li>• Policymaking</li> <li>• Service Delivery</li> <li>• Employee Impacts</li> <li>• Customer impacts</li> <li>• Partner engagements (MEDIC, Emergency Operations Center, Joint Information Center, the towns within the County)</li> </ul>
<p><b>Timeline:</b></p>	<p>This initiative is ongoing.</p> <p><b>ARPA:</b> 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><b>Taskforce Recommendations:</b> The period of identifying and responding to the set of recommendations is in FY2022 with ongoing response.</p>

	<b>Consultant Evaluation:</b> Completion in summer 2022.
<b>Project Milestones:</b>	<p><b>ARPA</b></p> <ul style="list-style-type: none"> <li>• Development of a strategic business plan that outlines how the ARPA funds will be invested into the community</li> <li>• Engage residents and the business community for feedback on areas that require investment</li> <li>• Develop a communication strategy to promote awareness of the ARPA funds</li> <li>• Design an internal process for receiving funding proposals</li> <li>• Monitor the performance and outcomes of investments</li> <li>• Provide routine updates to the Board of County Commissioners</li> <li>• Provide reporting to the US Department of Treasury</li> <li>• Successfully spend the entire amount of the ARPA funds</li> <li>• Create the infrastructure needed to ensure compliance with federal rules</li> </ul> <p><b>Taskforce Recommendations</b></p> <ul style="list-style-type: none"> <li>• Finalize recommendations for the BOCC</li> <li>• Create an implementation strategy</li> <li>• Track and monitor the activity on a quarterly basis and report outcomes to the BOCC</li> </ul> <p><b>Consultant Evaluation</b></p> <ul style="list-style-type: none"> <li>• Manage the contract between the County and consultant to ensure timely and efficient delivery of consulting services with the goal for the consultant to deliver an initial set of findings and recommendations as well as final recommendations to County leadership</li> </ul>
<b>Outcomes/Measures:</b>	Successful completion of all project milestones.

**Key Initiative 6  
Equity and Inclusion**

<b>Description:</b>	Continue the implementation of the County’s Equity Action Plan.
<b>Rationale:</b>	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. 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.
<b>Timeline:</b>	This a multi-year project (FY2020-FY2022).
<b>Project Milestones:</b>	<ul style="list-style-type: none"> <li>• Recruit new leadership and staff for the Office of Equity and Inclusion (OEI)</li> <li>• Continue implementation of the County’s Equity Action Plan that were postponed due to COVID-19: <ul style="list-style-type: none"> <li>○ Continue rollout of “Advancing Racial Equity Training” for all County employees to enhance abilities to advance racial equity.</li> <li>○ Identify performance data needs and ensure mechanisms are in place to track and collect critical data.</li> <li>○ Re-establish Department Equity Action Teams (DEAT) for select Departments to begin training to support development of department specific equity action plans.</li> <li>○ Provide training on Racial Equity Tool usage to County mid-senior management</li> </ul> </li> <li>• Support the Board of County Commissioner’s Ad Hoc Committee on Equity Investments to evaluate and make recommendations to the Board as to how to appropriate the \$2 million for equity investments included in the FY22 Budget that align to the goals of the County’s Equity Action Plan.</li> </ul>
<b>Outcomes/Measures:</b>	End of Year Reporting

## 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 risks
- 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