



Work and Performance Plan FY2022 (OED)

Peter Zeiler, Economic Development



SECTION 1: DEPARTMENT KEY INITIATIVES

Key Initiative #1 -- MWSBE Policies and Procedures Evaluation and Disparity Study Implementation

Link to Strategic Business Plan:

No

Description:

Assess, prioritize, and implement Minority, Women, and Small Business Enterprises (MWSBE) Program Policies and Procedures Evaluation and Disparity Study recommendations.

Rationale:

The County received a full evaluation of enterprise-wide MWSBE Program Policies and the results of a disparity study which included specific recommendations for policy and program modification.

Completion Date:

To be determined

Updates/Project Milestones:

Throughout FY2022 – Continue prioritization of recommendations and implementation efforts

October 15, 2021 – Onboard three MWSBE Compliance Officer positions approved in the FY2022 Budget

January 15, 2022 – Onboard one MWSBE Program Officer position approved in the FY2022 Budget

Outcomes/Measures:

MWSBE Program is modified to align with study recommendations

Director Comments: (Year-end)**Executive Team Comments: (Year-end)**



Key Initiative #2 -- Increase Small Business Loan Fund Utilization

Link to Strategic Business Plan:

No

Description:

Increase marketing and awareness of Mecklenburg County Small Business Loan Fund to increase the number of applicants and loans. Propose adjustments to program as warranted.

Rationale:

Mecklenburg County is underserved by non-traditional capital sources which limits small business start-up and growth activity.

Completion Date:

Ongoing

Updates/Project Milestones:

Throughout FY2022 – Identify opportunities through leveraged media opportunities, community outreach events and leveraged partner events to increase community awareness of loan fund.

Throughout FY2022 – In collaboration with third party loan administrator, provide ongoing analysis of all applications and their disposition to identify potential program adjustments to increase fund activity.

Outcomes/Measures:

A greater number of non-traditional capital funding sources exists in Mecklenburg County

Director Comments: (Year-end)**Executive Team Comments: (Year-end)**



Key Initiative #3 -- Business Attraction Program Expansion

Link to Strategic Business Plan:

No

Description:

Expand business attraction activities to include marketing and direct response to requests for information.

Rationale:

The creation of the Charlotte Regional Business Alliance has shifted responsibility of marketing and responding to site selection inquiries to local government agencies. To remain competitive and to continue attracting new investment and job opportunities for residents, Mecklenburg must take on new activity including marketing the County and ensuring competitive responses to inquiries.

Completion Date:

Ongoing

Updates/Project Milestones:

10/15/2021 – Onboard one Business Attraction/Business Retention Program Specialist position approved in the FY2022 Budget

Throughout FY2022 – Develop response templates and information sources

Throughout FY2022 – Develop marketing materials and plan including proactive consultant engagement; continue working with Public Information on marketing strategy and collateral to produce professional material that will help attract businesses to the County.

Outcomes/Measures:

- RFI templates and materials completed
- Timely responses to RFIs
- Marketing materials and outreach plan completed

Director Comments: (Year-end)**Executive Team Comments: (Year-end)**



Key Initiative #4 -- Existing Industry Programming

Link to Strategic Business Plan:

No

Description:

Increase reach and effectiveness of Existing Industry Program by developing new cluster programming.

Rationale:

While the Existing Industry Program has had great success in interacting directly with individual businesses, it currently does not have sufficient capacity to achieve a meaningful scale of direct engagement with existing businesses. By developing programming and support for industry clusters and roundtables, the program can establish platforms that have wider reach and impact than individual retention calls.

Completion Date:

Ongoing

Updates/Project Milestones:

12/31/2021 – Complete analysis of potential candidate clusters based on employment scale, economic impact and risk measures such as potential relocation from Mecklenburg.

3/31/2022 – Identification and engagement of cluster champions and leaders

6/30/2022 – Cluster kickoff meetings or roundtable completed

Outcomes/Measures:

- Timely completion of cluster analysis
- Identification of cluster champions
- Initial meetings of at least two cluster organizations completed

Director Comments: (Year-end)**Executive Team Comments: (Year-end)**



Key Initiative #5 -- Equity and Inclusion Initiative

Link to Strategic Business Plan:

Yes

Description:

Continue the implementation of the County's Equity Action Plan.

Rationale:

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.

Completion Date:

This is a multi-year project (FY2020-FY2022).

Updates/Project Milestones:

Continue implementation of the County's Equity Action Plan that were postponed due to COVID-19:

- 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 and to initiate development of department specific equity action plans (pending further guidance from the County Manager's Office); and
- Provide training on Racial Equity Tool usage to County mid-senior management.

Implementation of FY22 Equity Action Plan items for those departments with specific accountabilities.

Outcomes/Measures:

End of Year Reporting

Director Comments: (Year-end)**Executive Team Comments: (Year-end)**