



# MeckACTs

## Executive Team Workplan

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## Section 1: Annual Goals

# 1. HHS Integration

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

Healthy Community, Connected Community

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

Improve economic, health, and food security outcomes by opening additional Community Resource Centers and integrating service coordination for Mecklenburg County residents

### Rationale

In 2015, Mecklenburg County kicked-off an HHS Integration Initiative under the Bringing Mecklenburg County to You (BMC2U) project. The primary objective of this Initiative is to develop, implement and refine a comprehensive, integrated Health & Human Services business model that encompasses programs currently administered by Community Support Services (CSS), Department of Community Resources (DCR), Department of Social Services (DSS), Public Health (PH), and targeted community partners.

The initiative proposed a system of "Community Resource Centers" that provide a continuum of County and community partner services at a single location, expanding access to services across the County and meeting customers where they are. The prototype Community Resource Center opened at 3205 Freedom Drive in June 2018. Based upon the success of the prototype, Mecklenburg County is preparing for the expansion of the Community Resource Center (CRC) model to additional locations.

Along with the CRC model, Mecklenburg County will implement an integrated HHS Service Connection process for select staff/teams serving pregnant and post-partum women. The process involves the following three steps:

- Assessing customers using a Social Determinants of Health Screening Tool to determine household needs
- Reviewing the resources/benefits a customer may be receiving or eligible for using Single View of the Customer technology which connects data software systems across HHS
- Referring customers to needed services/resources using NCCARE360, a statewide online coordinated care network, that allows for referrals to resources and services throughout the community

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

- Develop baseline measures to determine the impact of CRC services on the social determinants of health for each CRC service area.
- Lead and direct the opening of the Northeast CRC in FY23.
- Lead development of a comprehensive CRC services and staffing plan for CRCs 3, 4 and 5.
- Design, develop and implement an integrated HHS service connection process to serve pregnant and post-partum women.

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

Successful completion of all Action Steps.

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# 2. Reducing Health Disparities

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

Healthy Community, Safe Community

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

Reduce the burden of chronic disease and health disparities in the community by the end of the fiscal year

**Rationale**

While many Americans are living longer lives, they may not be living healthier lives and not all groups are experiencing equal life expectancy. Chronic conditions and health disparities can diminish the quality of life due to disability, dependence on medication, and costly medical care.

Locally and nationally chronic diseases, such as cancer, diabetes and heart disease, are the leading causes of disability and early death. More than half of all deaths in Mecklenburg are due to chronic conditions. Obesity, using tobacco products and limited physical activity are established risk factors for chronic diseases and other poor health outcomes.

Community violence, and its associated trauma, have a severe impact on the health of our community as well. According to the North Carolina State Center for Health Statistics, the number of homicides increased by nearly 64% from 2018 to 2020. Additionally, violence prevention was identified as one of the community's top four issues in the Public Health department's 2019 Community Health Assessment.

Mecklenburg County Public Health aims to address these issues and reduce health disparities through policy advocacy, environmental and systems changes, and health education efforts. This work is generally focused on three main areas: (1) improving opportunities for safe, active living (including prevention of community violence), (2) improving access to healthy foods, and (3) reducing tobacco use.

Another key element in preventing and managing chronic disease is improving access to primary care for individuals and families across Mecklenburg County. Primary care includes medical care as well as access to behavioral health and dental services. In 2021, the BRFSS showed that 23% of adults reported not having a primary care provider, and 17% of adults reported delaying dental care due to cost. Public Health currently provides financial support to clinics and health centers across the county that serve uninsured and underinsured adults. In FY2023, the department will complete a feasibility study focused on what resources are necessary to expand Public Health's pediatric dental clinic to serve adults as well.

Foundational to these efforts is a clear understanding of the disparities in the burden of chronic diseases and other public health issues. African Americans have higher rates of cancer, heart disease and diabetes, and are at higher risk of being victims of community violence, as compared to Whites. Understanding these disparities allows us to enhance outreach and engagement efforts to populations most at risk for disease.

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

Oversee completion of the following Action Steps by the Department of Public Health:

- Scale up existing food security initiatives to improve the availability, inclusivity, and affordability of healthy food within the Public Health priority areas
- Complete an in-depth review of performance measures in existing access to care contracts for greater alignment with a set of common quality measures in healthcare.
- Enhance Community Health Worker initiatives to connect residents in priority zip codes to social determinants and healthcare support.
- Develop and implement a comprehensive Community Health Worker evaluation framework.
- Complete a comprehensive chronic disease policy and prevention plan to identify and address chronic diseases most impacting priority populations.
- Launch the Community Violence Strategic Plan focused on community engagement, multi-media prevention campaigns, program evaluation, and the community violence interruption initiative.
- Complete a feasibility study in collaboration with the Community Oral Health Transformation (COrHT) Initiative of the BlueCross BlueShield of North Carolina Foundation and other stakeholders to identify the programmatic and physical infrastructure required to expand the department's pediatric dentistry program so that it can also serve adults.

**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. COVID-19 Response

**Goal Alignment** List the Corporate Strategic Business Plan goal area 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.
- 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.



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# 4. A Home For All

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

Economic Opportunities, Safe Community

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

Provide leadership as a partner in the community's A Home for All strategic framework while strengthening housing and homeless data infrastructure to inform decision-making and drive funding alignment by 2025

### Rationale

Mecklenburg County has a longstanding commitment to reducing and preventing homelessness. Over time, there has been significant investments in prevention, emergency shelter and permanent housing. These efforts have only increased in response to the COVID-19 pandemic to ensure that every person has a safe place to isolate or quarantine. And yet housing instability and homelessness continues to grow in the community. On any given night, there are at least 3,000 individuals experiencing literal homelessness, including in sheltered or unsheltered locations.

The work of the Charlotte-Mecklenburg Housing and Homelessness Strategy (or CMHHS) marks the first time that our community has come together to comprehensively take on the full housing continuum from prevention to shelter, affordable housing and cross-sector supports. Led by Atrium Health, Bank of America, Mecklenburg County, the City of Charlotte, and Charlotte Center City Partners, we have had strong representation from both the public and private sectors.

This new effort marks the first time that the public and private sector have come together to address the full housing continuum, from street homelessness to households experiencing cost-burden. The CMHHS team developed the *A Home for All Strategic Framework* which provides recommendations to implement and sustain the systemic change required to both reduce and prevent homelessness.

United Way of Central Carolinas (UWCC) will serve as the Quarterback Entity (also known as the Lead Agency) to implement the recommendations from the *A Home for All Framework*. The main role for the Quarterback Entity is to create an implementation plan to enact the strategic framework in coordination with community stakeholders and organizations.

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

In partnership with United Way of Central Carolinas:

- Define scope and recruit members for the Advisory Council and Technical Committee

to guide the work of the *A Home for All Strategic Framework*.

- Provide leadership to facilitate the implementation of the *A Home for All Strategic Framework*.
  - Offer strategy and vision to shape the development of the comprehensive implementation plan.
  - Provide executive oversight and input on the development of a fundraising plan.
  - Ensure the completion of an ongoing evaluation plan to monitor impact.

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

Successful completion of all Action Steps.

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# 5. Child Welfare and Prevention Services

**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.

Expand prevention services to families involved with child welfare to improve safety, permanency, and well-being

**Rationale**

The delivery of child welfare services in alignment with the Family First Prevention Services Act (FFPSA) is intended to prevent children from entering foster care. This is accomplished by offering additional prevention services to parents and kinship providers (both formal and informal) with the goal of avoiding out-of-home placement for the child.

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

Oversee completion of the following Action Steps by the Department of Social Services:

- Partner with Alliance Health to strategically identify three qualified providers to provide 18-24 beds to address a gap in emergency and crisis placement services for children in custody.
- Complete YFS Capacity and Business Process assessment started in FY22 and implement approved recommendations to improve operational efficiencies and maximize staffing capacity.
- Complete an assessment of the child welfare continuum of care to identify evidence-based programs/services, needs and gaps.
- Assess data to establish a baseline for increased kinship placements and decreased entry into foster care.

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

Successful completion of all Action Steps.

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# 6. MeckSuccess

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

Economic Opportunities, Connected Community

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

Refine the MeckSuccess program to improve outcomes for families to include children, parents and caretakers

**Rationale**

MeckSuccess provides case management and care coordination services to assist families in achieving greater levels of economic mobility. First implemented in September 2020, the MeckSuccess program is based on a national model that has demonstrated successful outcomes in the areas of housing, family stability, education, employment, increased earnings, and financial management.

Mecklenburg County residents may enter the program via referrals from Reid Park Academy, Mecklenburg County Health & Human Services departments, external community agencies, and self-referral. MeckSuccess care coordinators assist customers in developing a family-driven case plan to first stabilize the parent/caregiver and then utilize a holistic approach to improve outcomes for the entire family. Program services include: coaching for economic mobility, support in setting and attaining goals, and referrals to partner services.

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

Oversee completion of the following Action Steps by the Department of Community Resources:

- Review and refine access points to ensure referrals are appropriate and do not strain program capacity
- Ensure all adults participating in the Housing Stipend program have case plans that include goals to increase education, training and/or job opportunities for improved economic mobility
- In partnership with Charlotte-Mecklenburg Schools (CMS) and County Executive Leadership, revise MOU to allow for use of CMS data to determine student outcomes (attendance, behavior, and academic performance (English & Math)) to be used in County reporting

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

Successful completion of all Action Steps.

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# 7. Access to Services

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

Connected Community, Economic Opportunities

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

Increase access to services that improve socioeconomic outcomes for Mecklenburg County residents

### Rationale

Mecklenburg County has established Equity as a top priority area. We envision “all people in Mecklenburg County will have an equitable opportunity to thrive in the workplace and in the community.” Through Mecklenburg County’s FY20-22 Equity Action Plan, the Office of Equity and Inclusion trained County leadership to view policies and programs through an equity lens and to develop strategies that reduce inequities.

The Community Tool Box\* created by the University of Kansas encourages institutions to review unintentional barriers to service accessibility such as administrative practices, poor communication, and lack of cultural sensitivity. To ensure the Community Resource Center (CRC) is able to meet the needs of our most underserved residents, the Department of Community Resources (DCR) will evaluate the accessibility of the CRC’s operating hours and capacity to respond to immigrant/migrant customers. The prototype CRC at the Valerie C. Woodard Center currently serves customers 8:00 a.m. – 5:00 p.m. and has a small group of employees who are bilingual in English and Spanish.

DCR will also partner with other agencies to develop an implementation plan for increasing access to childcare during nontraditional work hours (defined as work outside of 7:00 a.m. to 6:00 p.m. on weekdays). Research by the nonprofit Urban Institute\*\* found that communities most impacted by structural inequities, including Black, Latinx, and low-income families, are disproportionately likely to have parents working nontraditional schedules. Limited availability of options and subsidies for childcare during nontraditional working hours exacerbates barriers to employment and education among these communities. The COVID-19 pandemic may have further impeded the ability of parents to access convenient, affordable, and high quality child care.

Sources:

\* Community Tool Box, University of Kansas Center for Community Health and Development, 1994-2022. *Implementing Promising Community Interventions*, Chapter 23: Modifying Access, Barriers, and Opportunities. <https://ctb.ku.edu/en/table-of-contents/implement/access-barriers-opportunities/overview/main>

\*\**To Make the Child Care System More Equitable, Expand Options for Parents Working Nontraditional Hours*. Urban Institute, January 14, 2021. <https://www.urban.org/urban-wire/make-child-care-system-more-equitable-expand-options-parents-working-nontraditional-hours>

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

Oversee completion of the following Action Steps by the Department of Community Resources:

- Identify opportunities to improve service options and access for historically underrepresented and marginalized residents:
  - Assess the hours of operations within the CRCs to determine if they meet customers' needs and expand if determined feasible.
  - Assess capacity of bilingual employees and onsite interpreters at the CRCs to respond to the specific needs of our immigrant and migrant customers.
- Increase access to childcare providers offering care during non-traditional work hours:
  - Engage with the Department of Social Services (DSS) and Child Care Resources, Inc. (CCRI) to conduct an environmental scan to assess number of childcare providers currently offering non-traditional hours.
  - Determine number of customers in need of childcare during non-traditional work hours.
  - In partnership with DSS and CCRI, develop recommendations and implement plan of action to address customer needs.

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

Successful completion of all Action Steps.



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# 8. Behavioral Health

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

Healthy Community, Safe Community

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

Assess the behavioral health needs of the community to enhance the impact, coordination, and alignment of Mecklenburg County's behavioral health services/contracts

**Rationale**

In recent years, the Mecklenburg County Board of Commissioners has identified behavioral health as a top priority for improving the wellbeing of residents. As part of this commitment, the County has invested significant funding to address gaps in behavioral health services not provided through federal, state or private resources.

Mecklenburg County has implemented or initiated many projects to improve behavioral health services for the community in recent years. In response to the behavioral health impact of COVID-19, the County launched MeckHope which offers behavioral health services for the uninsured and underinsured who may not be eligible for other resources.

To improve our crisis response system, the County established new partnerships that will lead to the creation of the community's first Behavioral Health Urgent Care and Facility Based Crisis Center for adults. The County also committed significant American Rescue Plan Act funding to expand behavioral health services for vulnerable populations in our community.

Along with these efforts, the County realigned with Alliance Health during FY22 as our Local Management Entity/Managed Care Organization (LME/MCO) to improve oversight of the behavioral health service network for Medicaid recipients and individuals eligible for State-funded resources.

Despite the expanded investments made by Mecklenburg County, and the new partnership with Alliance Health, the behavioral health infrastructure of the community remains fragmented and difficult to navigate. During FY23, the County will work with Alliance Health to assess the behavioral health needs in our community to inform the use of public funding for improved service access and care coordination.

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

- In coordination with Alliance Health, develop a behavioral health strategic plan for Mecklenburg County encompassing the full scope of mental health care, crisis treatment, Intellectual and Development Disability services and substance use treatment options.
- Assess Mecklenburg County behavioral health contracts to develop enhanced reporting standards to reflect impact and quality of services.

- Align internal behavioral health programs and resources across County departments (including Social Services, Public Health, Criminal Justice Services and Community Support Services) to ensure better coordination of services.

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

Successful completion of all Action Steps.

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# 9. MOU Attainment

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

Economic Opportunities

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

Strive to meet North Carolina Department of Health & Human Services (NCDHHS) Memorandum of Understanding (MOU) expectations for the administration of public services

**Rationale**

Session Law 2017-41 requires all counties to enter into an annual written agreement, referred to as a Memorandum of Understanding (MOU), with the Department of Health and Human Services (NCDHHS).

This agreement specifies mandated performance requirements and administrative responsibilities for local departments of social services to improve accountability and oversight of certain social services programs (Energy Assistance, Food and Nutrition Services, Social Work, Work First).

Meeting performance as outlined in the MOU will result in timely and efficient delivery of benefits to the residents of Mecklenburg County.

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

The Department of Social Services will meet and/or exceed the following MOU requirements:

- Crisis Intervention Program "One Day" Application Timeliness Rate (Target 95%)
- Crisis Intervention Program "Two Day" Application Timeliness Rate (Target 95%)
- Work First Application Timeliness Rate (Target 95%)
- Work First Recertification Timeliness Rate (Target 95%)
- Food & Nutrition Services "Expedited" Application Timeliness Rate (Target 95%)
- Food & Nutrition Services "Normal" Application Timeliness Rate (Target 95%)
- Food & Nutrition Services Recertification Timeliness Rate (Target 95%)
- Social Worker Visitation Rate (Target 95%)
- Abuse & Neglect Evaluation Timeliness Rate (Target 95%)
  - Exploitation Evaluation Timeliness Rate (Target 95%)
  - Special Assistance for the Aged Application Timeliness Rate (Target 85%)
- Special Assistance for the Disabled (SAD) Application Timeliness Rate (Target 85%)

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

Successful completion of all Action Steps.

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# 10. Upgrade of Electronic Health Record

**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.

Initiate the Implementation of an upgraded Electronic Health Record (EHR) technology solution by the end of the fiscal year

**Rationale**

Public Health will begin the replacement of its Electronic Health Record (EHR) software system in FY2023. The department completed a gap analysis in 2019 to identify challenges with the current EHR system that must be addressed during the transition to a new system. The gap analysis noted Public Health’s need for greater flexibility to make minor configuration changes to the software at the local level without going through a cumbersome process with the vendor and the need for better integration of applications to prevent data-loss and the need for time-consuming workarounds. The new EHR system will go live in FY2024, but the department must complete crucial planning and development work in FY2023 to ensure the project remains on target.

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

Oversee development and execution of a detailed project plan by the Department of Public Health which will include:

- Releasing a Request for Proposals, evaluating responses from prospective vendors, and selecting a new EHR system that best meets the department’s needs.
- Developing a transition plan which will include designing the new software system in a test environment.
- Creating a plan for migrating all data from the current EHR system to the new EHR system.
- Identifying systems and integrations required for the new EHR system that include but are not limited to lab systems, state health information exchange, immunization registry, and applications used for emergent needs.
- Establishing a risk management plan for the EHR project.

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

Successful completion of all Action Steps.

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# 11. Equity & Inclusion

**Goal Alignment** List the Corporate Strategic Business Plan goal area 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 HHS departments to create structure, process, and operational strategy for departmental equity roles and responsibilities.
- Ensure all HHS staff 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.

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# 12. Workforce Development

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

Economic Opportunities

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

Improve residents' access to training, job opportunities, and employment outcomes

**Rationale**

While job opportunities are increasing in Mecklenburg County, some job seekers find it difficult to access available opportunities that provide a sustainable living-wage. Concurrently, local employers report a lack of available, qualified job candidates to fill job openings.

The difficulty in navigating the workforce landscape is due to many factors including:

- No clear pathway or single entry-point for job seekers.
- A lack of unified messaging in the workforce ecosystem that is easy for residents to understand.
- Missing connections between employers with employment needs and workforce development providers (i.e., some workforce training providers have curriculums that do not align with current job opportunities or employer needs).

This initiative will focus on bridging the gap between employers seeking qualified job candidates and those seeking sustainable livable wage employment.

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

- Partner with HIRE Charlotte, MyFutureNC, and Charlotte Executive Leadership Council to improve online employment access for employers and job seekers.
- Develop a framework to establish Mecklenburg County as an employment partner for workforce development (including partnerships with colleges/universities and workforce training providers).
- Ensure County-funded workforce development contracts are updated to include employer commitment upfront to increase job placement and retention.

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

Successful completion of all Action Steps.



