

Financial Partners

Financial Partners are agencies with which the City of Charlotte contracts to provide specific services. The types of financial partnerships represented are diverse:

- Partnerships due to special legislation
- Partnerships that support key areas of focus for the City and
- Partnerships that represent activities that the community has determined to be important.

The City of Charlotte is working to ensure that all of its financial partners deliver the highest quality of service and strives to meet objectives in a way that is consistent with the City's vision and mission. This is a guide for organizations requesting funding to provide services. Its purpose is to clarify City expectations regarding budget request information, contract performance objectives, reporting and program evaluation for fiscal year 2011.

Strategic Objectives

Organizations requesting funding are required to demonstrate how services they provide are consistent with the City's vision and mission and how their programs support the City's strategic goals and objectives for Council's five focus areas.

City of Charlotte Vision Statement

The City of Charlotte will be a model of excellence that puts the citizens first. Skilled, motivated employees will be known for providing quality and value in all areas of service. We will be a platform for vital economic activity that gives Charlotte a competitive edge in the marketplace. We will partner with citizens and businesses to make this a community of choice for living, working and leisure activities.

City of Charlotte Mission Statement

The mission for the City of Charlotte is to ensure the delivery of quality public services that promote safety, health of and quality of life of its citizens.

Five Focus Areas:

Community Safety
Housing and Neighborhood Development
Transportation
Economic Development
Environment

Objectives and Performance Measures

As part of the City’s use of strategic business planning, specific goals, initiatives, measures and targets have been developed for Council’s five focus areas across four key perspectives: Serve the Customer, Manage Resources, Run the Business and Develop Employees. Using the City’s Corporate Scorecard, financial partners are required to

1. Identify the corporate objective to which services most directly contribute (for example, “Strengthen Neighborhoods”)
2. Develop and submit program goals, initiatives, measures and targets for the corporate performance perspective: Serve the Customer.

Agencies should place emphasis on developing agency goals and measures that are **specific and measurable** and that **describe benefits, results or program outcomes**. When evaluated, they should provide relevant information on the agency’s performance. In developing program objectives for this perspective, consider the following questions:

Serve the Customer

- What do customers—the citizens of Charlotte want?
- If successful, what benefits, results or outcomes will customers experience?

Agencies should develop at least one goal for the serve the customer perspective. Board of directors should approve objectives.

Indices of Accountability

Financial partners are required to have the following policies and procedures to ensure proper accountability for City funds:

Human Resources policies: Policies regarding recruitment, employment practices and compensation

Board of Directors: Current members, meeting schedule and attendance policies, appointment process, by-laws

Financial policies: Policies and practices regarding fund balances, restricted funds, investing, purchasing, vendor selection, employee reimbursement/travel, grant administration

Records: Records retention & disposition schedule/policy

Annual audits: Must follow general accounting practices; financials must be two-year comparative; must be conducted by certified public accountant; must be completed on a fiscal year that is consistent with the City's (include chart of accounts)

Organization Chart: Organizational structure and chain of command and functional areas

Compensation Disclosure: Salary and benefits for all employees

Non-profit status: 501(c) 3 designation from the Internal Revenue Service

Financial Partners must submit these indices of accountability if requesting funding for the first time OR it has been a number of years since the last request.

Proposal Review Process

Your funding proposal will be subject to a multiple review process:

1. Budget & Evaluation Director reviews requests for funding and included requests in presentation to City Council during budget development. Proposals for funding are presented to City Council in the spring.
2. City Council reviews requests for funding and discusses financial partner achievements and strategic alignment during budget development.
3. Budget & Evaluation director prepares the City Manager's recommended budget with a recommendation to include or exclude financial partner requests for funding.
4. The City Manager reviews the proposed budget and decides whether to include or exclude financial partner requests for funding in recommendation to City Council.
5. City Manager presents recommended budget to City Council. Council votes on the budget recommendation. Requests for financial partner funding must be approved by Council.
6. Budget & Evaluation director notifies financial partners of Council's decisions.

Reporting and Evaluation

Objectives Reports

Organizations receiving funds from the City will be required to submit three, "objectives reports" during the fiscal year at 6-months, 8-months and 11-months. City Council reviews mid-year reports during budget development presentation in March. Performance is determined as "meeting goal" based on the level of achievement realized through the reporting period. For instance, at mid-year, agencies should have achieved 50% of their performance targets.

If performance is not at the expected level, the agency must submit an explanation for the deviation. The agency must describe actions it will take to remedy the situation.

Financial Audits

Financial partners are also required to submit a financial audit at its own expense. The audit period should coincide with the City's fiscal year, July 1 through June 30. The audit should include comparative, two-year financials.

Performance Evaluation

Financial partners can be required to submit to a program evaluation. Program evaluations can include:

- reviewing current financial relationship with City of Charlotte,
- agency background and partnership history (if applicable),
- assessing achievement of Council goals and alignment with City of Charlotte strategic objectives,
- performance measurement evaluation and customer evaluation,
- cost/benefits analysis and benchmarking and
- identification of program challenges.

Financial partners can also be required to submit to a performance audit conducted by external consultants. City Council selects agencies that will undergo a performance audit. Budget & Evaluation notifies agencies of requirements and scope of the evaluation upon selection.