

FY2010

# Charlotte-Mecklenburg Community Relations Committee FY2010 Strategic Operating Plan

Advocating for an inclusive community where trust, acceptance, fairness and equity are the building blocks for a community where people's differences are acknowledged, understood and accepted.



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# I. Executive Summary



## Introduction

It was 1961 when then Mayor Stanford R. Brookshire appointed a group of citizens to address race relations in Charlotte. The Charlotte-Mecklenburg Community Relations Committee (CRC) now serves as an integral part of the human relations support system for the City of Charlotte and Mecklenburg County and is a statutory agency of the City of Charlotte and Mecklenburg County, authorized by Chapter 12 of the Code of the City of Charlotte and a Memorandum of Understanding between the City and County dated July 7, 1969.

The City of Charlotte and Mecklenburg County depend on CRC to monitor and improve the quality of human relations within the community by interpreting the social inclinations and frustrations of citizens. CRC staff works with a committee of 45 citizens to gain insight on Charlotte’s continually changing inter-group relations issues.

The leadership of the Community Relations Committee is vested in two officers, the chairman and the vice-chair (appointed by the Mayor of the City of Charlotte and the Chairman of the Mecklenburg Board of County Commissioners). Five issue-focused committees and the Leadership Committee carry out the CRC mission. Members are trained to provide community mediation, facilitation of community dialogues and training in the areas of diversity, conflict resolution and fair housing.

### Summary of Resource Needs:

A summary of CRC’s FY2009 /10 total budgets and positions and are shown in the matrix below:

	<b>FY2009</b>	<b>FY2010</b>
Budget	\$832,794*	\$862,365*
Permanent Full Time Positions	10	10
Temporary Full Time Positions	3	3

*\*These figures do not include DSP, FH, Private and Grant Revenue Projections*



## CRC's Vision and Mission



### Vision

*A Charlotte-Mecklenburg where people's differences are acknowledged, understood and appreciated.*

### Mission

*It is the mission of the Charlotte-Mecklenburg Community Relations Committee to advocate for an inclusive community where trust, acceptance, fairness and equity are the community norms.*

CRC provides all its programs and services under the City's strategic principle, Comprehensive Citizen Service. From program planning and implementation through comprehensive evaluation, staff and members are focused on providing seamless customer service that is intentionally collaborative, accessible and responsive. CRC affects the City's corporate objectives, "strengthen neighborhoods," "develop collaborative solutions," "enhance customer service," "promote learning and growth" and "achieve positive employee climate." Members and staff work together through four core service areas: inter-group relations, fair housing assistance program, police-community relations and conflict management. CRC provides customers with services that are designed to enhance human relations within the City of Charlotte and Mecklenburg County and accomplish the following goals:

- Ensure fair housing practices and access to public accommodations
- Assist in settling disputes and group conflicts
- Improve inter-racial, inter-ethnic and community relations
- Prevent discrimination
- Improve communications among various community groups and individuals
- Promote equitable opportunity, understanding, respect and goodwill among all citizens
- Provide channels of communication among the various racial, religious and ethnic groups in Charlotte-Mecklenburg





## Key Issues and Challenges

The Charlotte-Mecklenburg Community Relations Committee is prepared to continue its long standing tradition of promoting community harmony and addressing and preventing discrimination in Charlotte and Mecklenburg County. The following key issues will have an impact on CRC’s work during FY2010, and call for continued efforts to “develop collaborative solutions.”

### Staffing

CRC experienced the pre-mature death of a Community Relations Manager who supervised the Dispute Settlement Program (DSP) and staff. As a part of the mid-year budget reduction, this position was not filled for the remainder of the fiscal year. As a result, current staff had to make sacrifices and step up to the plate to do more with less. Despite this loss and reduction in funding, all goals, objectives and targets were met or exceeded due to staff’s working above and beyond the call of duty. This vacant position will be filled in FY10.

### DSP Referral Decline

CRC’s DSP continues to address concerns with a decline in referrals and cases mediated. Several variables continue to impact this trend. First, CRC successfully transitioned the Dependency Mediation Program to the State of North Carolina in July 2007. This program mediated approximately 125 cases per year. Staff is working hard to leverage new internal partnerships with City and County government as



well as new ways to increase referrals from the courts, district attorney’s office and criminal magistrates. New collaborative partnerships have been established with the Clerk of Courts to allow DSP staff to screen cases, a process that was in place years ago. In addition, staff is working with the DA’s and clerk’s office to design and implement a comprehensive training for criminal magistrates, a logical place to increase referrals prior to court proceedings being initiated. Staff is also working with the state of North Carolina to do Medicaid mediations.





## **Hispanic Latino Outreach**

CRC continues to be in the forefront of providing culturally competent services and outreach to our growing Hispanic/Latino community. We have worked with Corporate Communications to develop a series of videos that will help Hispanic/Latinos understand City government services and what is necessary to participate fully in our community around the good neighbor model. Building on past, current and future efforts, CRC will develop a series of best practices for communications, education and outreach to Hispanic/Latinos, and share this information with all City KBE's. Resources still need to be identified to support this comprehensive effort.

## **New Initiatives**

CRC continues to provide leadership on several new initiatives, including the collaborative parenting initiative that brings together City and County government and area non profits to understand the complex issues impacting parenting and create a series of strategies and recommendations, to improve and support all parents in Charlotte-Mecklenburg.

CRC has also been charged with helping to increase the number of mentors for young people in our community. CRC continues to work with Neighborhood Development and other human services agencies, as well as the Mayor's Mentoring Alliance to research the issue, develop capacity among and between existing providers and ultimately, serve more young people. CRC has worked to create a strategic alliance of organizations and individuals working on gang issues, including developing and writing the strategic operations plan for the Gang Prevention Coalition and working to leverage resources and coordinate the services currently being provided around this issue. On May 19, 2009, in conjunction with Area Mental Health and CMPD's Gang of One (GO1), a joint news conference was held where it was announced that local agencies had received funding from the FY08 Congressional Award to GO1 to help reduce gang activity in Charlotte-Mecklenburg. Gang of One allocated \$95,000.00 toward Community Impact Projects via the Gang Prevention Coalition.

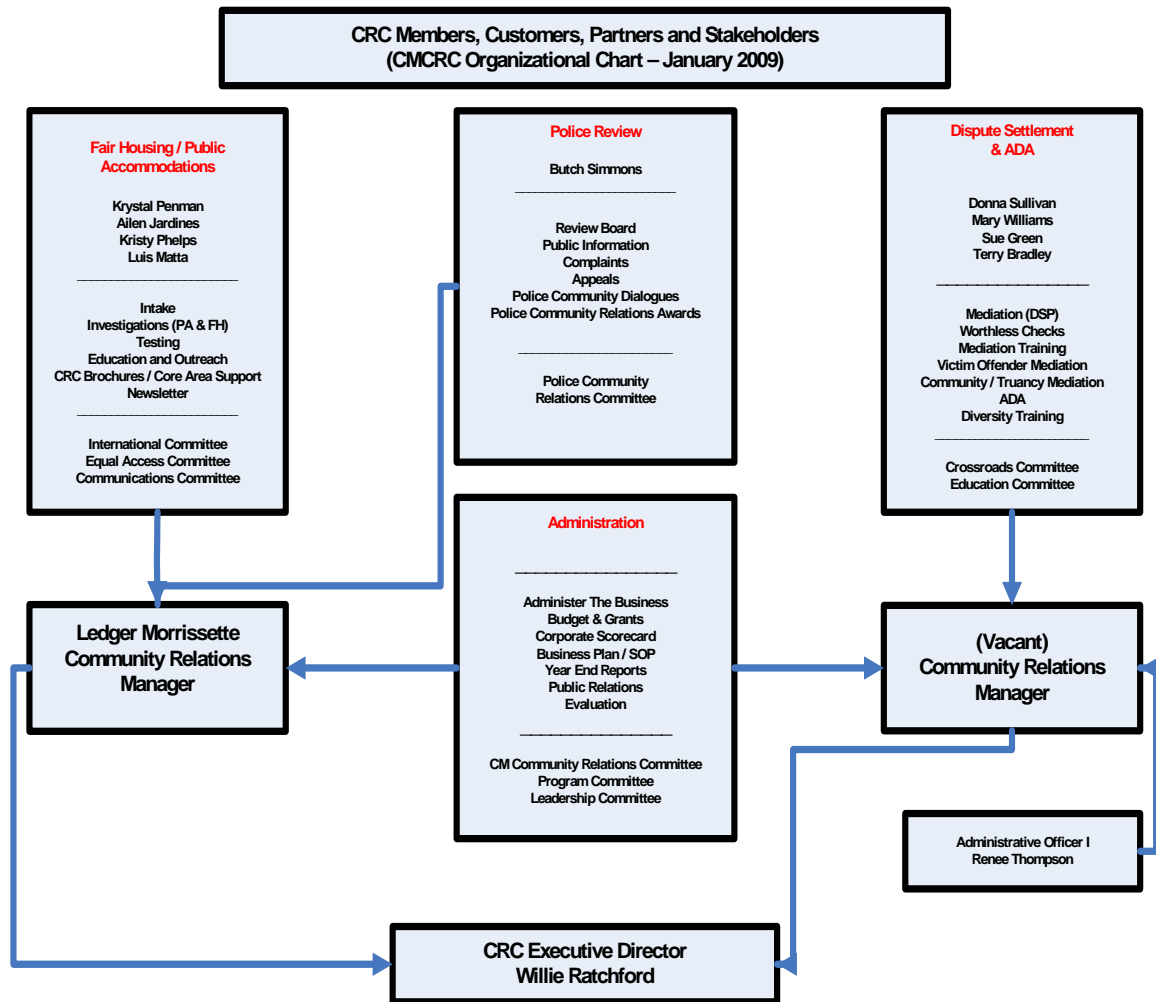
Each of these key initiatives are taking significant staff time and resources from a small staff already juggling multiple programs, responsibilities and clients with diminishing resources.



## CRC Organizational Chart



The CRC operates with Charlotte-Mecklenburg citizens at the forefront of our public service. CRC members act as resident advisors, providing CRC staff an insightful gateway to our diverse customer base. Our unique organizational structure (see below) allows our staff to develop informed and appropriate customer services.



## II. Strategy and CRC Planning



CRC has developed strategies and plans consistent with the City's corporate objectives, "strengthen neighborhoods," develop collaborative solutions," "enhance customer service," "promote learning and growth," and "achieve positive employee climate."

### Accomplishments

Over the past five fiscal years, FY05 – FY09, CRC has achieved the following significant accomplishments:

- Obtained \$2,227,826 in federal, state and private grant revenue for support of the Dispute Settlement Program, enforcement of the City and County Fair Housing Ordinances, the annual Police Awards Program, the annual Dr. Martin Luther King, Jr. Holiday Celebration and CRC's Crossroads Charlotte initiative.
- Processed 12,116 referrals for mediation, and successfully resolved 90% of 6530 mediations and conciliations for a savings of \$1,306,000 in court costs and 13,060 hours in court time.
- Secured 9854 volunteer hours, which translated to approximately \$192,252 in value for the City or four CRC staff positions at no additional cost to the City over five years.
- Investigated 253 cases of housing discrimination. A typical case takes 100-200 hours to investigate. On average, fair housing complainants recover \$50,000 in settlement fees and modifications to correct design and construction violations annually.
- Participated in over 300 community projects and partnerships to generate dialogue and community action around issues of community harmony, diversity, conflict resolution, discrimination, mentoring, parenting, gangs, and youth employment, addressing basic human services and needs, and community reconciliation.
- Developed and implemented conflict resolution, mediation, diversity and fair housing trainings for 384 community organizations and 8201 individuals.
- Shared information on the police complaint review process through 22 police





community dialogues.



- Received and processed 45 complaints of alleged police misconduct and 14 appeals to the Citizens Review Board; and participated in 435 police review chain of command hearings.
- Saved taxpayers approximately \$3,533,970 by obtaining private, state and federal grant revenue, using volunteers and providing alternatives to court. Approximately 100,000 individuals participated in, or were impacted by the programs and activities of the CRC during the subject time frame.

### Links to Corporate Strategy

Through four core service areas, inter-group relations, fair housing assistance program, police-community relations and conflict management, CRC services contribute to the accomplishment of the City’s corporate objectives, “strengthen neighborhoods,” “develop collaborative solutions,” “enhance customer service,” “optimize business processes,” “promote learning and growth” and “achieve positive employee climate”.



FY 2010



The following is a summary of CRC's services and links to the four perspectives on the balanced scorecard:

### **Serve the Customer**

Annually, approximately 20,000 citizens of Charlotte and Mecklenburg County participate in, or are impacted by the various programs and activities of the Community Relations Committee.

These neighborhood strengthening activities include:

- *Recognizing outstanding community service*
- *Honoring police officers for exemplary service*
- *Mediating community disputes*
- *Providing training on conflict resolution, diversity, communication and fair housing law*
- *Promoting community harmony, understanding, respect and good will*
- *Preventing housing discrimination*

Over the past 20 years, Charlotte-Mecklenburg has become more diverse. According to the Latin American Coalition, Charlotte's Hispanic/Latino population grew over 800% since 1990; Hispanic/Latinos now comprise approximately 9% of Charlotte-Mecklenburg's population. The community pressures caused by these changes in demographics have the increased potential of dividing our community along racial, cultural, ethnic and economic lines. In response to this, CRC staff and members will continue to devise and implement collaborative solutions that incorporate leveraged city tax dollars through the utilization of volunteers and securing private and public grant revenue. One example of this work is a collaborative partnership with the Latin American Coalition and CRC to sponsor a one-day Summit to convene the African American and Hispanic/Latino communities to dialogue about perceived tensions between these two communities and identify ways to work together to solve joint issues and concerns.

CRC will continue to enhance customer service with a focus on accessibility by assessing and addressing the special needs of a diverse customer base and reducing the impact of language barriers through the use of bilingual staff, interpreters and intentional partnerships with



community-based organizations and non-profits serving these groups. CRC will continue to write and design agency publications and community relations materials that are culturally appropriate. CRC will use information gained from a Community Assessment conducted in FY09 to more effectively and appropriately serve Charlotte's increasing diverse customer base.

CRC's annual customer service survey will be administered in fiscal year 2010 and feedback gained through that process will be used to modify and improve service delivery practices. In addition, through the use of HUD grant funds, CRC will continue to coordinate education and outreach for Hispanic/Latinos through our Fair Housing Assistance Program. Lessons learned through this initiative will continue to be applied to other areas of CRC's work.

In conjunction with the criminal justice system, CRC's successful Dispute Settlement Program will continue to provide alternative opportunities for citizens to peacefully resolve their differences through mediation and pay area merchants restitution on returned checks. Improved police community relations will be garnered through CRC's Annual Police Community Relations Awards Program.

### **Manage Resources**

CRC seeks to provide quality service to its customer base and to minimize the cost of those services for taxpayers. For the past five years, approximately one-quarter of CRC's annual budget has been raised from the public and private sector to cover program costs. During FY 2009, CRC successfully secured approximately \$270,000 in grant revenue from state and federal government and private foundations to fund the expansion and enhancement of the Dispute Settlement Program (DSP), supplement costs associated with administration of the City and County's fair housing ordinances, and underwrite costs associated with the annual Police Community Relations Awards Program, the annual Dr. Martin Luther King, Jr. Holiday Celebration and CRC's new Crossroad's Charlotte youth initiative. This has resulted in annual savings to CRC's general revenue budget and has allowed CRC to expand its employee base and



service delivery to its customers. CRC has also been successful in expanding services and saving money through the use of volunteers. FY2009 volunteers contributed 1642.5 (\$32,045 in-kind dollars) hours to support the work of CRC.

### **Develop Employees**

CRC must retain a skilled workforce in order to effectively carry out our initiatives. To improve and maintain expertise and efficiency, staff will be required to complete a minimum of 50 career development hours during FY10. An internal staff reorganization seeks to better align staff skills and strengths with growing organizational needs, and will contain targeted professional development as well as a focus on internal coaching and mentoring. In fiscal year 2010, CRC's annual employee satisfaction employee survey will provide opportunities for staff to continue voicing concerns and sharing ideas.

### **Strategic Initiatives**

During FY2010 the Community Relations Committee will engage in the following strategic initiatives consistent with City corporate objectives:

#### **"Strengthen Neighborhoods" Initiatives**

CRC will continue to address discrimination against Hispanic/Latino homebuyers and renters by conducting enforcement testing and providing education and outreach to inform



*CRC staff member Ailen Arreaza prepares a volunteer to test for violations of the Charlotte Fair Housing Ordinance*

Hispanic/Latino community members of their fair housing rights and what they can do if those rights are violated. HUD grant funds will support a full-time bilingual/bicultural (English and Spanish speaking) person to coordinate with this work. CRC will continue to seek additional funding to continue this work in FY10 and beyond. In addition, CRC has a full-time permanent bilingual/bicultural fair housing investigator.

At the request of the Neighborhood Cabinet, CRC leads a City-wide effort to develop a series of videos to help Hispanic/Latinos understand City government services and what is necessary to participate fully in our community around the good neighbor model. Building on past, current and future efforts, CRC hopes to develop a series of best practices for communications, education and outreach to Hispanic/Latinos, and share this information with all City KBE's. Funding for this project is still needed.

CRC will implement strategies, goals and objectives developed as a result of a FY09 Community Needs Assessment to effectively and appropriately serve the needs of our increasingly diverse customer base.

### **"Develop Collaborative Solutions" Initiatives**

CRC has developed and will continue to use cost-effective, accessible service delivery alternatives through the Internet, allowing citizens who are unable to visit during regular business hours and/ or those with transportation or parking concerns to initiate **any** CRC service twenty-four hours a day, seven days a week.

With a specific focus on optimizing business processes, staff will continue to conduct assessments of CRC budget and accounts payable and receivable functions to continually improve existing processes and practices, increase efficiency and better utilize and integrate technology.

CRC will continue to engage the Charlotte-Mecklenburg community in CRC's Crossroads youth initiative, designed to increase access, equity, inclusion and trust in Charlotte-Mecklenburg, through the use of a teen project and video of CRC's original Crossroads theater production.

CRC will proactively engage community members in dialogue and problem solving around issues that are potentially divisive to the community. Several issues currently being worked on include gangs, parenting, teenage pregnancy and accountability, community responsibility for meeting basic human needs, employment opportunities for unemployed ex-convicts, the need for fathers to play more active roles in the lives of their children, and the provision of City services to certain neighborhoods.



CRC will continue to engage the community through new initiatives that address parenting, gangs, youth employment and mentoring. A multi-agency collaborative including City and County government, non-profits, business and faith-based groups are actively engaged in this work.

### **“Enhance Customer Service” Initiatives**

CRC will continue to work to reduce the impact of language barriers on access to CRC services by distributing program materials translated into Spanish and Vietnamese and securing interpreters for non-English speaking patrons. Bilingual/bicultural staff has been hired to provide consistent and appropriate customer service to Spanish-speaking clients.

### **CRC Special Plans**

#### **Training and Development**

CRC will continue to increase access to training, technical assistance and technology with a focus on providing seamless, accessible and responsive customer service. Staff members are required to complete at least 50 hours each of career development training each year as a part of their career development plan.

#### **Wellness**

CRC is committed to improving the wellness of its employees and will continue to focus on physical activity and the work environment during FY2010. CRC staff will maintain a wellness bulletin board that will be updated at least quarterly, offering education and motivation for healthy living. In addition, CRC will promote and track employee participation in a new fitness activity with a goal of 100% of employees engaging in a new activity during the new fiscal year.

#### **Customer Service Plan**

CRC’s customer service strategy is tied directly to the City’s new strategic principle, Comprehensive Citizen Service. *“We will provide all customers accessible information and services in the time, place and manner that meets their needs,”* with a renewed emphasis on collaborative, seamless, accessible and responsive service delivery. To address this, CRC will continue the practice of staggering employee’s work hours to accommodate the needs of a changing customer base and securing staff space in alternate locations where our customers can more easily access services. Intentional collaborations with other human services



organizations allows professional referrals for customer needs that fall beyond the realm of City services.

**Competition Plan**

As previously noted, CRC is a statutory agency of the City of Charlotte and Mecklenburg County, authorized by Chapter 12 of the Code of the City of Charlotte and a Memorandum of Understanding (MOU) between the City and County dated July 7, 1969. The City’s Human Relations Ordinance, a MOU with the U.S. Department of Housing and Urban Development and a Memorandum of Understanding (MOU) with the City and the Charlotte-Mecklenburg Police Department mandate a majority of the Community Relations Committee’s activities. The ordinance and MOU’s dictate that the Committee’s authority cannot be delegated and therefore the majority of CRC services are not eligible for competition. The table below summarizes CRC services’ competition eligibility.

**CRC’s Competition Considerations**

<b>CRC Service</b>	<b>Authorization</b>	<b>Eligible for Competition</b>
<b>Fair Housing Investigations</b>	Human Relations Ordinance	No
<b>Fair Housing Education &amp; Training</b>	MOU With HUD	No
<b>Fair Housing Testing</b>	MOU With HUD	Yes
<b>Public Accommodations Investigations</b>	Human Relations Ordinance	No
<b>Community Harmony Activities</b>	Human Relations Ordinance	No
<b>Police Review Activities</b>	MOU With City & CMPD	No
<b>Dispute Settlement Program (Mediation)</b>	City Council	Yes*
<b>Conflict Management</b>	Human Relations Ordinance	No
<b>Conflict Resolution Education/Training</b>	N/A	No

*\*The Dispute Settlement Program’s mediation services are eligible for competition; however, competition is not feasible because over 100 volunteers perform the bulk of CRC mediations. In addition, the CRC receives an annual appropriation in the amount of \$75,732 from the State of North Carolina to supplement City general revenue in paying for administration of the program.*



## III. Service Delivery

### Core Service Areas

#### Inter-Group Relations

This area of work impacts the “strengthen neighborhoods” corporate objective and encompasses the CRC activities that enhance community harmony and promote awareness of Charlotte-Mecklenburg’s growing multiculturalism. Instances of this work include facilitating community dialogues and meetings; coordinating and facilitating citizen and organizational coalitions to address community issues and concerns; developing and implementing custom diversity training models and manuals; developing and implementing CRC’s Crossroads youth initiative, and coordinating the community’s Dr. Martin Luther King, Jr. Holiday Observance and developing and implementing strategies to address parenting, mentoring and gang issues in our community.

#### Conflict Management

The CRC Dispute Settlement Program (DSP) seeks to resolve and prevent personal and community disputes through mediation and conciliation services and conflict resolution training. These activities support the City’s “develop collaborative solutions” corporate objective. In addition to community disputes, the program’s specialized mediation services help resolve: juvenile victim-offender cases, landlord-tenant conflicts, and instances of school truancy. In fiscal year 2009, DSP prevented 2032 hours of court time and saved taxpayers \$203,200. The program utilizes professionally trained volunteer mediators that provide free dispute resolution services for residents of Charlotte-Mecklenburg.

#### Fair Housing / Public Accommodations/ADA - Title II

This area of CRC’s work prevents and ameliorates the effects of discrimination in housing and public accommodations and impacts the corporate objective, “strengthen neighborhoods.” The





program’s staff members develop and implement custom fair housing practices training modules and manuals for public and private organizations; enforce the City and County fair housing ordinances to eliminate unfair housing practices in the community; and accept, investigate and resolve formal complaints of alleged housing discrimination. These intake, investigation, enforcement, education and outreach services are provided in conjunction with the Federal Fair Housing Assistance Program and the U.S. Department of Housing and Urban Development (HUD). HUD funding maintains two (2) full time temporary positions on CRC staff.



*Mary Williams – Diversity and Conflict Resolution Training with Habitat for Humanity*

In FY 2006, CRC assumed responsibility for the City’s compliance with ADA/Title II. CRC staff investigates complaints regarding access to City property (buildings and streets), and responds to ADA-related concerns for informal resolution, which may include conciliation or mediation. CRC also provides citizens with referrals to Disability Rights and Resources, which advises local government officials about accommodations in programs, services and facilities.

**Police Review**

A model partnership, CRC works with the Charlotte-Mecklenburg Police Department (CMPD) to help monitor, receive and process formal complaints of alleged police officer misconduct. This area of work also encompasses the planning, fundraising and implementation of the annual



*CRC recognizes positive police community relations*

Police Community Relations Awards program. The program recognizes outstanding community contributions and problem solving efforts by individual and teams of CMPD officers. This area of work serves to build relationships between police and citizens and fosters the Corporate Objective,



“develops collaborative solutions and enhance customer service.” The program’s activities enhance community knowledge and trust in the processes for receiving, investigating and settling allegations of police misconduct, and encourages citizens to nominate officers who have made extraordinary efforts in promoting police community relations.



# Key Service Indicators - History

## Serve the Customer

Performance Measures	FY05	FY06	FY07	FY08	FY09
Number of fair housing cases investigated	23	40	63	66	61
Number of fair housing trainings	24	35	35	61	43
People trained in fair housing	560	635	50	922	1000
Survey Results	4.7	4.6	4.5	4.6	4.5

## Run the Business

Performance Measures	FY05	FY06	FY07	FY08	FY09
Number of volunteer hours	2010.5	2324	2227	1650	1642.5
In-kind dollars saved	34,750	40,786	40,175	30,971	32,045
Private grant revenue secured	899,698	402,837	423,291	232,000	270,000
Taxpayer dollars saved	336,464	462,986	343,043	211,371	590,726
Criminal justice hours saved	2722	3916	2676	1804	2032
Criminal justice dollars saved	272,200	391,600	267,600	180,400	203,200
Customers provided translation services	82	415	428	876	961
Non-English publications distributed	1062	1768	3189	1557	1952
Cases mediated /conciliated	1362	1958	1299	902	1009
% Mediations successful	95%	94%	97%	90%	88%
Number of conflict resolution trainings	35	35	44	50	22
People trained in conflict resolution	838	1113	1275	1274	534
Number of Diversity Trainings	23	30	35	30	30
People trained in diversity	780	1056	1810	1246	2654
Chain of command hearings attended	85	83	102	74	91
Number of appeals processed	2	1	6	3	2
Number of complaints processed	8	9	7	8	13
Police community dialogues	6	6	6	3	1

## Develop Employees -Trend Information

Performance Measures	FY05	FY06	FY07	FY08	FY09
Career development hours per employee	59	114	64	103	56.75
Employee satisfaction survey rating	4.4	4.2	4.4	4.8	4.5



## IV. BSC and Performance Measurement

The CRC 2009 Corporate/Balanced Scorecard on page 9 and *Appendix B* of this report illustrate CRC's connections to the City Council Focus Area, "Housing and Neighborhood Development" and to the City's corporate objectives, "Strengthen Neighborhoods," "Develop Collaborative Solutions," "Enhance Customer Service," "Optimize Business Processes," "Promote Learning and Growth," and "Achieve Positive Employee Climate." CRC's Balanced Scorecard Report, found in *Appendix C* of this document, captures the division's corporate objectives, initiatives, performance measures and targets. All services are aligned with the City's strategic principle of providing *Comprehensive Citizen Service*.

## V. Request for Resources

**Base Budget:** The Charlotte-Mecklenburg Community Relations Committee requests a base budget allocation of \$862,365 for FY2010. **Change to Current Level:** None **Service Level Changes:** None **Grant Revenue Projections:** Grant Revenues are estimated at \$200,000 for FY2010. **Departmental Charges:** None

## VI. Conclusion

As a part of the City Manager's Office, the Community Relations division affects the City's corporate objectives, "strengthen neighborhoods," "develop collaborative solutions," "enhance customer service," "optimize business processes," "promote learning and growth," and "achieve positive employee climate." Members and staff work together through four core service areas, inter-group relations, fair housing assistance program, police-community relations and conflict management.



CRC staff works with a committee of 45 citizens to gain insight on Charlotte's continually changing inter-group relations issues. Staff activities are subdivided into four functional areas of work: 1) inter-group relations, 2) conflict management, 3) fair housing/public accommodations and 4) police review. Annually, approximately 18,000 citizens of Charlotte and Mecklenburg County participate in, or are impacted, by the various programs and activities of the Community Relations Committee.

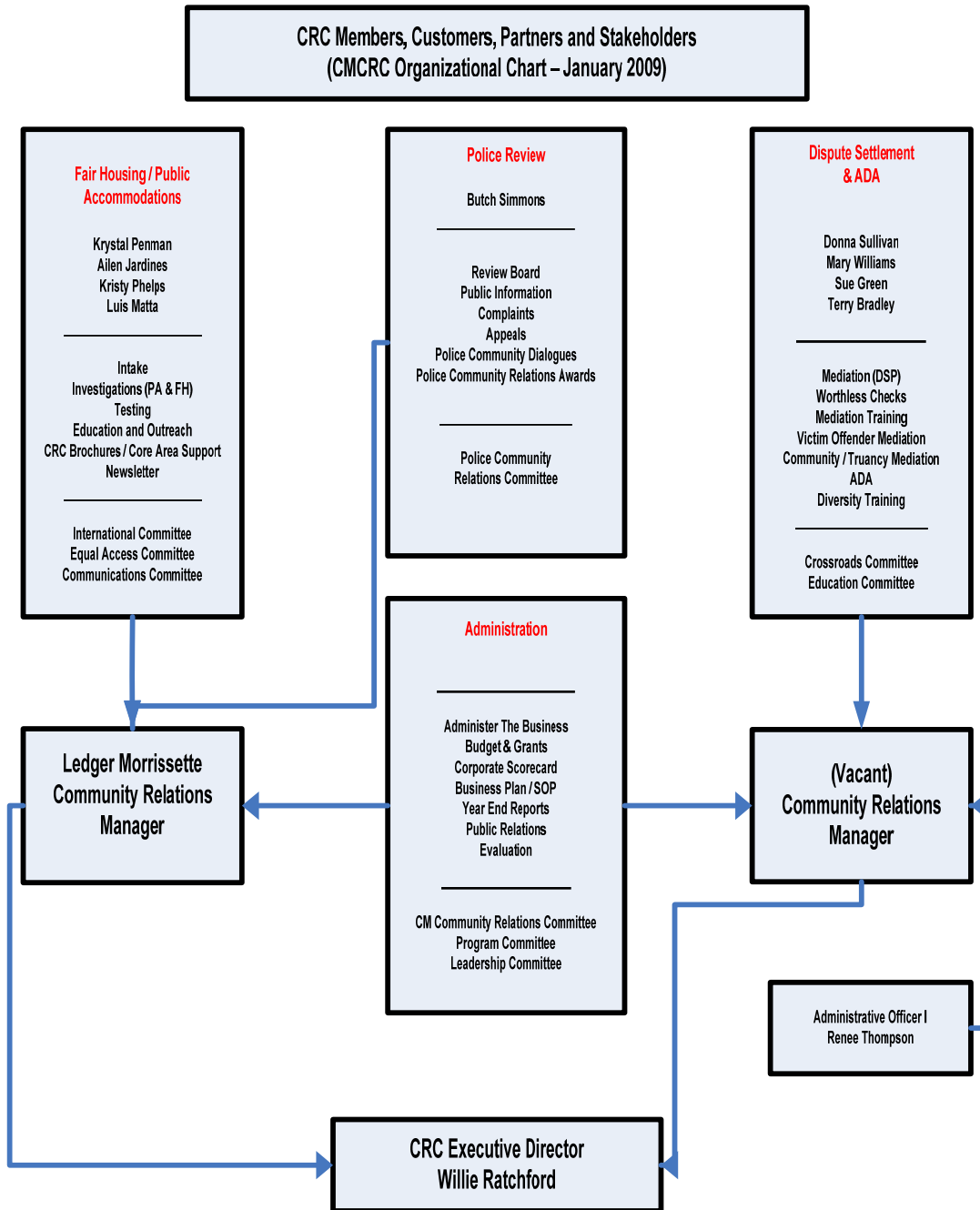


## APPENDICES

- CRC FY2010 Organizational Chart - Appendix A
- CRC FY2010 Balanced Corporate Scorecard - Appendix B
- CRC FY2010 Balanced Corporate Scorecard Report - Appendix C
- KBU Summary Sheet - Appendix D
- CRC 2010 Measure Validations – Appendix E



# Appendix A



# Appendix B





## Appendix C- CRC-Balanced Scorecard Report

Reporting Period: July 1, 2009 to June 30, 2010

Corporate Objective	KBU Initiative (* indicates Focus Area Initiative)	Measure	Prior Year Actual	Lead or Lag	Performance Data			Comments/Explanation <i>(To be completed at mid-year and year-end reporting)</i>
					Target	YTD	Status	

Serve the Customer	<b>C1. Strengthen Neighborhoods</b>	Investigate housing discrimination	Number of fair housing cases investigated.	61	Lag	60				
			Percentage of new fair housing cases closed within 100 days	84%	Lead	65% - 100 days				
	Prevent housing discrimination	Number of fair housing trainings	43	Lead	50					
		Number of persons educated on fair housing practices and protections	1000	Lag	600					
Run the Business	<b>B1. Develop Collaborative Solutions</b>	Increase service capacity through leveraged city tax dollars	Number of volunteer hours (CRC members and volunteer mediators)	1642.50	Lag	2000				
			Number of dollars saved through volunteer's service (\$19.51)	32,045	Lag	40,000				
			Amount of public & private revenue secured	270,000	Lead	250,000			\$	
		Increase service capacity through leveraged city tax dollars	Total taxpayer dollars saved (CJS + Volunteers)	\$235,245	Lag	239,000				

\* in KBU initiative column indicates Focus Area initiative

## Appendix C- CRC-Balanced Scorecard Report

Reporting Period: July 1, 2009 to June 30, 2010

Corporate Objective	KBU Initiative (* indicates Focus Area Initiative)	Measure	Prior Year Actual	Lead or Lag	Performance Data				Comments/Explanation <i>(To be completed at mid-year and year-end reporting)</i>
					Target	YTD	Status	\$	

<b>B1. Develop Collaborative Solutions</b>	Provide a cost effective alternative for cases in the Criminal Justice System	CJS hours saved	2032	Lag	2000				
		CJS dollars saved	\$203,200	Lag	200,000				
<b>B2. Enhance Customer Service</b>	Reduce impact of language barriers on accessibility to CRC services	Number of customers provided with interpretation and/or translation services	961	Lead	700				
		Number of non-English publications distributed	1952	Lag	2000				
	Reduce interpersonal and community conflicts	Number of cases mediated or conciliated, excluding worthless checks	552	Lag	500				
		%of cases successfully resolved	88%	Lead	90%				
	Reduce interpersonal and community conflicts	Number of worthless checks conciliated for CJS	457	Lag	525				

\* in KBU initiative column indicates Focus Area initiative

## Appendix C- CRC-Balanced Scorecard Report

Reporting Period: July 1, 2009 to June 30, 2010

Corporate Objective	KBU Initiative (* indicates Focus Area Initiative)	Measure	Prior Year Actual	Lead or Lag	Performance Data			\$	Comments/Explanation <i>(To be completed at mid-year and year-end reporting)</i>
					Target	YTD	Status		

			22	Lead	35				
		Number of conflict resolution trainings							
		Number of persons trained in conflict management / resolution	534	Lag	1000				
		Number of diversity trainings	30	Lead	25				
		Number of persons trained in diversity	2654	Lag	800				
		Improve service delivery to CRC members, volunteers, customers, and partners	4.5	Lead	4.5			\$	
		Average ratings on CRC surveys of members, volunteers, customers and partners+							

\* in KBU initiative column indicates Focus Area initiative

## Appendix C- CRC-Balanced Scorecard Report

Reporting Period: July 1, 2009 to June 30, 2010

Corporate Objective	KBU Initiative (* indicates Focus Area Initiative)	Measure	Prior Year Actual	Lead or Lag	Performance Data			\$	Comments/Explanation <i>(To be completed at mid-year and year-end reporting)</i>
					Target	YTD	Status		

<b>B2. Enhance Customer Service</b>	Improve police community relations	Number of chain of command hearings attended	91	Lag	74				
		Number of appeals processed	2	Lag	3				
		Number of complaints processed	13	Lag	3				
		Number of police community dialogues	1	Lag	4				
		Number of nominations received for Police Community Relations Awards Program	332	Lag	200				
	Reduce discrimination against persons with disabilities	Number of ADA/Title II complaints investigated	13	Lag	5				
		Number of ADA/Title II complaints conciliated	11	Lag	4				

\* in KBU initiative column indicates Focus Area initiative

## Appendix C- CRC-Balanced Scorecard Report

Reporting Period: July 1, 2009 to June 30, 2010

Corporate Objective	KBU Initiative (* indicates Focus Area Initiative)	Measure	Prior Year Actual	Lead or Lag	Performance Data			\$	Comments/Explanation <i>(To be completed at mid-year and year-end reporting)</i>
					Target	YTD	Status		

Develop Employees	<b>B3. Optimize Business Processes</b>	Improve intake process within FHAP and evaluate effectiveness.	Review intake processes and select an area to pilot.	—	Lead	Select one intake process				
			Script intake processes	—	Lead	100% of processes scripted.				
			Create customer service survey using existing trend data measures.	—	Lead	100% of identifiable customers				
	<b>E1. Achieve Positive Employee Climate</b>	Retained a skilled workforce	Average rating on CRC employee satisfaction survey	4.5	Lead	4.2			\$	
		Improve and maintain staff's experience and efficiency	Number of career development hours per employee	737.5 total hours Avg. 56.7 hrs per employee	Lead	50			\$	
		Improve and maintain staff wellness through physical activity and work environment.	% of staff meeting individual fitness goal.  Develop and update wellness board.	Wellness Board updated every Quarter	Lead  Lead	100%  Quarterly			\$	

Copy and paste these objects into the status column as needed.

Green: All is well.



Amber (yellow): Noted issues. Any item in amber or red require an explanation.

Red: Problem area. Any item with amber or red require an explanation.

\* in KBU initiative column indicates Focus Area initiative

## Appendix D

### Charlotte-Mecklenburg Community Relations Committee

#### Summary FY09 FY10 FY11

<p>The Charlotte-Mecklenburg Community Relations Committee (CRC) serves as an integral part of the human relations support system for the City of Charlotte and Mecklenburg County and is a statutory agency of the City of Charlotte and Mecklenburg County, authorized by Chapter 12 of the Code of the City of Charlotte and a Memorandum of Understanding between the City and County dated July 7, 1969. Members and staff work together through four core service areas: inter-group relations, fair housing assistance program, police community relations and conflict management.</p>	<b>Budget</b>	832,794	862,365*	862,265*
	<b>Positions</b>	10	10	10
<b>Vital Statistics</b>	<b>Accomplishments</b>			
<p>Investigated 61 fair housing cases</p> <p>Provided 95 fair housing, conflict resolution and diversity training sessions to 4188 people</p> <p>Mediated and conciliated 1009 cases - 88% success rate</p> <p>Attended 91 police chain of command review hearings as a voting member of the process</p> <p>*General fund dollars. FY09 - \$270K in grant revenue. Expect \$250K in FY2010 &amp; 11 . Will fund 3 TFT positions.</p>	<p>1<sup>st</sup> Place, City Livability Award, Race Relations, U.S. Conference of Mayors</p> <p>Winner, Nancy Susan Reynolds Award, Race Relations</p> <p>2007 Organization Award Winner, NC Human Relations Commission</p> <p>2007 Winner, City Manager’s City Strategy Award</p> <p>Nationally recognized by HUD for using mediation/conciliation as a means to resolve fair housing complaints</p> <p>Achieve consistently higher resolution rate (95%) than national average (85%) in all mediated cases</p>			

### Service Delivery Challenges

**New Initiative:** CRC will continue to provide leadership on several new initiatives into FY10/11. CRC has developed a collaborative parenting initiative that brings together City and County government and area non profits to understand the complex issues impacting parenting and create a series of strategies and recommendations to improve and support all parents in Charlotte-Mecklenburg. CRC is also working to increase the number of mentors for young people in our community. CRC is working with Neighborhood Development and other human services agencies, as well as the Mayor’s Mentoring Alliance to research the issue, develop capacity among and between existing providers and ultimately, serve more young people. CRC is working with the Gang Prevention Coalition to create a strategic alliance of organizations and individuals working on gang issues, including developing a strategic plan to reduce gangs in Charlotte-Mecklenburg and to leverage resources and coordinate services around this issue.

**Hispanic/Latino Outreach:** CRC has been in the forefront of providing culturally competent services and outreach to our growing Hispanic/ Latino community, and at the request of the City’s Neighborhood Cabinet, continues to work with Corporate Communications and Neighborhood Development to broaden this work to develop a series of videos that will help Hispanic/Latinos understand City government services and what is necessary to participate fully in our community around the good neighbor model. Building on past, current and future efforts, CRC will develop a series of best practices for communications, education and outreach to Hispanic/Latinos, and share this information with all City KBE’s. Resources still need to be identified to support this comprehensive effort.

**Referral Decline:** CRC’s Dispute Settlement Program (DSP) continues to experience a decline in referrals and cases mediated. Several variables continue to impact this trend. Staff will continue to work to leverage new internal partnerships with City and County government as well as new ways to increase referrals from the courts, district attorney’s office and criminal magistrates. In addition, CRC will participate in the State’s Medicaid Appeals Program. These mediations are reimbursed at a rate of \$200 for every case mediated or conciliated. Based on the number of referrals received, CRC’s Dispute Settlement Program can anticipate \$50,000 in additional revenue per year.

## APPENDIX E

<b>Community Relations Committee Fair Housing Complaint Investigation Measure</b>		
<b>Corporate Objective: (Name the Corporate Objective)</b> Strengthen Neighborhoods		
<b>KBU Initiative:</b> Investigate Housing Discrimination		
<b>Measure:</b> Percentage of fair housing cases closed within 100 days		
<b>Units of Measure:</b> Percent	<b>Frequency of Update:</b> Monthly	
<b>Measurement Intent:</b> The City and County fair housing ordinances requires that housing investigations be closed within 100 days, as does the CRC HUD Cooperative Agreement. Due to the complex nature of some cases, this is not always possible. CRC strives to meet set timeline on a case by case basis.		
<b>Measurement Formula:</b> % of cases closed within 100 days (# closed within 100 days divided by total number of cases received)		
<b>Data Elements and Sources:</b> Track total number of cases and total closed within 100 days using 100 day time line for investigating cases.		
<b>Source For and Approach to Setting Targets:</b> The closure within 100 days is the industry standard and cases are tracked on an Excel Spreadsheet – Case Log		
<b>Data Contact:</b> Ledger Morrissette		
<b>Target Setting Responsibility:</b> CRC Fair Housing Team	<b>Accountability for Meeting Target:</b> FHAP Team and CRC Director	<b>Tracking/Reporting Responsibility:</b> Community Relations Committee
<b>Notes/Assumptions:</b>		

**Community Relations Committee  
Fair Housing Training Measure**

**Corporate Objective: (Name the Corporate Objective)** Strengthen Neighborhoods

**KBU Initiative:** Prevent housing discrimination

**Measure:** Fair housing trainings

**Units of Measure:** Number of trainings and number of people

**Frequency of Update:** Monthly

**Measurement Intent:** The CRC HUD Cooperative Agreement requires that CRC affirmatively further fair housing by providing education and outreach (training) to housing providers and citizens

**Measurement Formula:** Number of trainings and number of people trained

**Data Elements and Sources:** Track total number of trainings and people trained – CRC FHAP Work Plan

**Source For and Approach to Setting Targets:** The CRC HUD Cooperative Agreement requires that CRC affirmatively further fair housing by providing education and outreach (training) to housing providers and citizens

**Data Contact:** Ledger Morrissette

**Target Setting Responsibility:**  
CRC Fair Housing Team

**Accountability for Meeting Target:**  
FHAP Team and CRC Director

**Tracking/Reporting Responsibility:**  
Community Relations Committee

**Notes/Assumptions:**



**Community Relations Committee  
Leveraged Service Capacity Measure - Revenue**

**Corporate Objective:** Develop Collaborative Solutions

**KBU Initiative:** Increase service capacity through leveraged city tax dollars – Public and private revenue grants

**Measure:** Amount of public and private grant revenue secured

**Units of Measure:** Dollars secured

**Frequency of Update:** Monthly

**Measurement Intent:** To address dwindling public dollars by using the services of volunteers to maintain and/or increase service levels to customers and save funds

**Measurement Formula:** Number of dollars secured annually

**Data Elements and Sources:** Track total number of dollars secured – CRC Administrative Work Plan

**Source For and Approach to Setting Targets:** CRC Administrative Team Work Plan

**Data Contact:** Willie Ratchford

**Target Setting Responsibility:**  
CRC Fair Administrative Team

**Accountability for Meeting Target:**  
CRC Director

**Tracking/Reporting Responsibility:**  
Community Relations Committee

**Notes/Assumptions:**

**Community Relations Committee  
Survey Measure**

**Corporate Objective: (Name the Corporate Objective)** Enhance Customer Service

**KBU Initiative:** Improve service delivery to CRC members, volunteers, customers and partners

**Measure:** Average ratings on CRC surveys of members, volunteers, customers and partners

**Units of Measure:** 5.0 scale

**Frequency of Update:** Annually

**Measurement Intent:** To gauge the effectiveness of CRC's work and make recommendations for improvement

**Measurement Formula:** 1 through 5 scale with 5 being the highest

**Data Elements and Sources:** Annual surveys of CRC members, volunteers, customers and partners

**Source For and Approach to Setting Targets:** CRC Administration Team Work Plan

**Data Contact:** Donna Sullivan

**Target Setting Responsibility:**  
CRC Administration Team

**Accountability for Meeting Target:**  
CRC Director

**Tracking/Reporting Responsibility:**  
Community Relations Committee

**Notes/Assumptions:**

**Community Relations Committee  
Skilled Workforce Measure**

**Corporate Objective: (Name the Corporate Objective)** Achieve Positive Employee Climate

**KBU Initiative:** Retain a skilled workforce

**Measure:** Average rating on CRC employee satisfaction survey

**Units of Measure:** 5.0 scale

**Frequency of Update:** Annually

**Measurement Intent:** To gauge the effectiveness of CRC creating a work culture and environment with a positive work climate

**Measurement Formula:** 1 through 5 point scale with 5 being the highest

**Data Elements and Sources:** Survey CRC staff annually

**Source For and Approach to Setting Targets:** CRC Administration Work Plan – annual update

**Data Contact:** Krystal Mangandi

**Target Setting Responsibility:**  
CRC Administration Team

**Accountability for Meeting Target:**  
CRC Director

**Tracking/Reporting Responsibility:**  
Community Relations Committee

**Notes/Assumptions:**

**Community Relations Committee  
Career Development Measure**

**Corporate Objective: (Name the Corporate Objective) )** Achieve Positive Employee Climate

**KBU Initiative:** Improve and maintain staff's experience and efficiency

**Measure:** Career development hours per employee

**Units of Measure:** Number of hours

**Frequency of Update:** Monthly

**Measurement Intent:** To gauge the effectiveness of CRC creating a work culture and environment with a positive work climate; and to improve and maintain staff's technical and mental skills

**Measurement Formula:** Average number of career development hours per employee annually

**Data Elements and Sources:** Spreadsheet to track all staff development hours

**Source For and Approach to Setting Targets: :** CRC Administration Work plan - monthly

**Data Contact:** Willie Ratchford

**Target Setting Responsibility:**  
CRC Administration Team

**Accountability for Meeting Target:**  
CRC Director

**Tracking/Reporting Responsibility:**  
Community Relations Committee

**Notes/Assumptions:**