



FY2012

Community Relations Committee SOP



Strategic Operating Plan

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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). Six 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 FY2010 /11 total budgets and positions and are shown in the matrix below:

	FY2011	FY2012
Budget	\$862,365*	\$862,365*
Permanent Full Time Positions	10	10
Temporary Full Time Positions	2	2

**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 interracial, interethnic 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 FY2012, and call for continued efforts to “develop collaborative solutions.”

Staffing

The Fair Housing Assistance Program is operating with a reduced staff in FY2011 due to the resignation of a Full Time Permanent Position (Fair Housing Investigator). The education and outreach position was eliminated and those duties have been absorbed by 2 FTTP and a FTTP— all fair housing investigators. In addition to their current workload, 2 veteran investigators have had to train the newest investigator who is 75% trained in the duties of Fair Housing. In FY2010, the Dispute Settlement Program filled its Community Relations Specialist vacancy that was due to the promotion of one of its current specialist, with a volunteer mediator. While she was well versed in mediation skills, she has been training with established specialists to learn the full realm of duties and responsibilities within the Dispute Settlement Program. CRC continues to allow one of its DSP specialists to assist the City Manager’s Office and City Council Members on a part-time basis. 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 continue to be met or exceeded due to staff’s working above and beyond the call of duty.

DSP Referral Decline

CRC’s Dispute Settlement Program (DSP) continues to address concerns with a decline in court referrals



Peer mediators from Mountain Island Elementary School

and cases mediated/conciliated. Several variables continue to impact this trend. While CRC staff continues to nurture a partnership with the court system, it has also begun to expand the scope of its mediation services which has taken considerable time and effort from its staff and volunteers.



Through a partnership with the Mediation Network of North Carolina and the Administrative Office of the Courts, CRC's DSP program has implemented mediation services for Medicaid Appeals cases. Since its conception in FY09, this program has mediated/conciliated 919 cases. Secondly, DSP's worthless check settlement program continues to be impacted by economic changes as well as the decision by some area merchants to go to automated collection systems which has reduced the number of worthless check cases to our program. Staff continues to work with the Magistrates Office and District Attorney's Office to implement the issuance of criminal summons instead of criminal warrants for worthless check cases which will increase client and merchant participation in the program. Staff continues to work 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, criminal magistrates as well as local merchants. 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. The training will be completed by September 2012.

Hispanic Latino Outreach

CRC has been in the forefront of providing culturally competent services and outreach to our growing Hispanic/Latino community. CRC staff, Community Building Initiative (CBI) staff, staff of Carolinas Medical Center Department of Family Medicine, and members of the CRC Intercultural Relations Committee have been meeting to work on the development of a community resource guide. This directory is a collaborative effort between CRC and the Community Building Initiative and is funded through a grant from the Foundation for the Carolinas and will be CRC's third Crossroads Initiative. CRC will serve as the "keeper" of this directory and will update the resource guide as needed. Building on past, current and future efforts, CRC continues to develop a series of best practices for communications, education and outreach to Hispanic/Latinos and is sharing this information with all City KBE's. Resources still need to be identified to support this comprehensive effort. The Directory will be completed by December 2012.

New Initiatives

The Need to Have Deliberative Community Dialogue in Charlotte-Mecklenburg

In Charlotte-Mecklenburg racial, ethnic and socio-economic tensions seem to be on the rise and public discourse is polarizing many segments of our community. Several recent events have



painfully demonstrated that tolerance is not yet a common human ideal in our community. The current backlash against Charlotte Mecklenburg Schools, the anger generated by the opening of schools on the Martin Luther King Holiday, and the public discourse resulting from the decision of American Renaissance to hold its conference here causes us to believe that we have forgotten that we are a community that has an exceptional track record when it comes to addressing a crisis and making tough decisions.

Over the last several months, arguments, accusations, disagreements, name calling, and protests have turned public forums into spectacles in Charlotte-Mecklenburg. The debate to address multi-million dollar shortfalls with the budget of Charlotte-Mecklenburg Schools (CMS) has become very personal, very negative and very divisive. Unconstructive rhetoric is polarizing us along many lines - race, economic status, age, gender, religious affiliation, and educational status – just to name a few. Especially in a time of intense economic uncertainty, this dynamic can create long term damage in our community and can, in the language of Crossroads Charlotte, lead us closer to “Fortress Charlotte.”

At CRC, we have urged citizens of Charlotte-Mecklenburg to engage people – both within their comfort zone and across difference – in conversation about “what’s in the ground” in our community that creates mistrust and misunderstanding when divisive issues or situations arise. We now ask, “What’s in the ground in our community?” that prevents us from talking to one another across the chasm of our differences, especially regarding the tough decisions CMS has to make about school closings, laying off teachers and eliminating programs. What is there about our backgrounds, our beliefs, and our experiences that permit the CMS budget decisions to pit us against one another rather than unite us to do what is best for all children?

Regardless of what decisions CMS makes, there will be hurt feelings, profound disappointment and lingering fear among many in our community. These dynamics raise profound questions:

- How will we reconcile ourselves and guard the “civic health” of our community?
- How do we talk to one another across the real and perceived differences stirred up from the tough decisions CMS has to make?





- How do we prevent continuation or escalation the decisions have been made?
- In times of scarcity and economic challenge, how do we work collaboratively to address common issues and find common solutions?
- What valves do we have in our community to alleviate the resulting pressures that are resulting from these events?

The debate surrounding the closing of schools, mostly in poor black communities, is perceived by some to have racial overtones; some perceived more favorable treatment being made based upon socio-economic status; others perceived a lack of sensitivity when decisions were made about which schools to close; and some perceived that we are in a difficult economic situation and we just needed to make the best decision given the predicament in which we found ourselves.

As an organization, CRC has over 50 years of human relations work experience and addressing tough problems in our community. We have believe that Charlotte-Mecklenburg residents like so many communities across America, experience frustration in having honest and substantive discussion across racial, ethnic, or religious lines. The work of CRC focuses on intentional intergroup relationship building and we want to engage our community in the difficult issue of race. During FY12, CRC will seek the community's leadership, guidance and wisdom to plan and implement actions that might serve to heal and bring our community together in reaction to these difficult times.

We raise these questions for the community:

- Why do we seem to be so angry?
- How do we find the courage to address the reasons for our anger?
- Who should our elected leaders be talking to?
- Who needs to be listening to our elected leaders?
- Who needs to be listening to whom?
- What is the role of the faith community to help out in these difficult times?
- How does race and socio-economic status play into policy decisions in our community?



- Can we talk to or with one another and not at one another with sound bites and clips designed to divide us instead of healing our community?



As we ponder these questions, and more, it is important that we are mindful of our diversity and what it means. William M. Chance in the Language of Action (Wesleyan LXII, #2, Fall 1989, p.36), defines it this way: “Diversity, generally understood and embraced, is not casual liberal tolerance of anything and everything not yourself. It is not polite accommodation. Instead, diversity is, in action, the sometimes-painful awareness that other people, other races, other voices, other habits of mind, have as much integrity of being, as much claim upon the world, as you do. No one has an obligation greater than your own to change, or yield, or to assimilate into the mass. The irreconcilable is as much a part of social life as the congenial. Being strong in life is being strong amid differences while accepting the fact that your own self can be a considerable imposition upon everyone you meet. I urge you to consider your own oddity before you are troubled or offended by that of others. And I urge you, amid all the differences present to the eye and mind, to reach out and create the bonds that will sustain the commonwealth that will protect us all. We are meant to be together.”

During the past three years, the Community Relations Committee, Community Building Initiative, and Mecklenburg Ministries have hosted Can We Talk? – Conversations that have attracted over 1500 persons to wrestle with significant issues that confront us as a community. On June 30, 2011, a community dialogue was held at Pritchard Memorial Baptist Church to address “Can We Talk About Living Together in a Divided Community?” A panelist of elected officials and over 200 people addressed the following questions and concerns:

- Do you think we live in a divided community? What do you point to as evidence? What divisions do you see? Where are the dividing lines?
- If yes, why and how does that affect your ability to advocate or work for change? How does it impact the ability of elected officials to lead?
- Who do you trust? Why? What would make a difference?



- When times are difficult – or when tough decisions are made – how can we work in a way that unites rather than divides us?

In FY12, we will continue to seek ways to engage Charlotte-Mecklenburg in deliberative community dialogue.

Get Real 2011: Real Talk About Our Values, Choices and Budgets in Charlotte-Mecklenburg

Get Real 2011, a Crossroads Charlotte initiative, is a continuing, intentional special effort being undertaken with facilitation support from Community Building Initiative, Mecklenburg Ministries and the Community Relations Committee. Crossroads Charlotte is committed to help engage the community in doing what it can to strongly support public education. Much of the energy that will make it possible is to bring people together who are catalyzed by the schools discussion in an effort to help move forward in a positive way. The public schools are critical to the community's ability to craft a future in which people connect across lines of difference and find access, inclusion and equity in that future. Get Real "What You Can Do" will also include links and outreach to direct people who want a "deeper dive" to CMS-focused sessions being offered by MeckEd. MeckEd would also offer a Speakers Bureau on a request basis, and also schedule open public sessions for those that want more tightly focused information on CMS specifically. GR2011 will help publicize and promote these sessions as a way to bolster public knowledge.

Race Matters for Juvenile Justice

CRC continues to be instrumental in the work of the Race Matters for Juvenile Justice Committee to build a community-wide collaboration of stakeholders who will bring their constituencies to the table and partner in the Mecklenburg County District Court's effort to reduce disproportionality and disparities. Our vision is to make Charlotte-Mecklenburg a community where the make-ups and outcomes of delinquency and abuse/neglect/dependency courts cannot be predicted by race or ethnicity.



RACE Exchanges

RACE Exchanges are an opportunity to view RACE: Are We So Different? at Discovery Place and to participate in a facilitated dialogue designed to enhance and deepen the experience by providing time for personal reflection and guided conversation. RACE Exchanges allows groups of individuals to intentionally explore what they see and hear in the exhibition, to examine ideas and perceptions about race and racism and to have meaningful, facilitated conversation in a safe place. CRC served as facilitators for these dialogues.

North Carolina State Advisory Committee to the U.S. Commission on Civil Rights

The U.S. Commission on Civil Rights is an independent, bipartisan agency established by Congress to study and appraise federal laws and legal developments concerning discrimination or a denial of equal protection of the laws because of race, color, religion, sex, age, disability, or national origin. By law, the U.S. Commission on Civil Rights has established an advisory committee in each of the 50 states and the District of Columbia. These state advisory committees advise the Commission of civil rights issues in their states that are within the Commission's jurisdiction. CRC's Executive Director is a member of the North Carolina State Advisory Committee to the Commission and has been chosen to work with a research team to conduct "an examination of the theorized relationship between the placement of minority children in alternative education programs and their eventual incarceration."

There is an expressed concern that many minority school-age children in large urban areas have a pre-ordained path to prison. This becomes manifest after children enter school and are disproportionately placed in alternative education programs. The social isolation and placement of minority children in these programs in turn leads to a disproportionately high percentage of minority drop-outs, which in turn leads to a high likelihood of being incarcerated.

The Children's Defense Fund calls these phenomena the "Cradle to Prison Pipeline." As Connie Curry and Julia Cass report in *America's Cradle to Prison Pipeline*, "countless children, especially poor children of color already are in the pipeline to prison before taking a single step or uttering

a single word, and many youth in juvenile justice facilities never were in the pipeline to college or success. They were not de-railed from the right track, they never got on it.”¹

Many minority poor children in America enter the world with multiple strikes already against them. Without pre-natal care, many have low birth weights. A large percentage of minority children in urban areas are born to single, teen mothers who are poor and poorly educated. At crucial points in their development, from birth through adulthood, more risks and disadvantages accumulate that make successful transition to productive adulthood less likely. These include the lack of access to health care; child abuse and neglect; lack of quality early childhood education; educational disadvantages resulting from failing schools; zero tolerance school discipline policies; the arrest and criminalization of children at younger and younger ages for behaviors once handled by schools and community institutions; neighborhoods saturated with drugs and violence; racial and economic disparities in child and youth serving systems; and too few alternatives to the streets after school and in summer months.

Men’s Empowerment Coalition

CRC staff continues to be instrumental in the development of the Men’s Empowerment Coalition, a group of African-American husbands, fathers, brothers, uncles and friends, of all ages, who understand that their involvement to improve the Black community is a vital and complex life-long responsibility of protecting, nurturing, teaching, and loving current and future generations of African American males in Charlotte Mecklenburg.



Like many communities across the country, the plight of young Black males in Charlotte-Mecklenburg continues to be a growing problem and concern. The reasons some Black males engage in behavior that may be detrimental to their well being and the well

being of our community are varied and complex. With upward trends in the number of Black youth who don’t seem to realize the importance of an education to the success of their future;

the disproportionate number of black youth who are represented in the criminal justice system; the number of Black youth who are joining gangs; the growing number of Black fathers who don't take their parental responsibilities seriously; and the growing number of Black teen pregnancies and the impact of children raising children on our community; our tendency may be to turn our backs on these problems because we don't think they affect us personally. The truth be told, these problems do affect us and we have an obligation to our community and to ourselves to work to right the ship of personal responsibility and accountability with young Black men. If not us - who? The Men's Empowerment Coalition accepted this responsibility and will work to pull our community together to save our youth.

Men Who Care Global

Men Who Care Global is a local coalition of African-American men who are committed to collectively demonstrate positive values and provide community-based solutions that will improve the lives of young, African-American men ages 14-25. CRC staff worked with this group and assisted in the development of plans and strategies to assure that young people who would be uptown to enjoy the July 4th festivities would be orderly and conduct themselves in an appropriate manner. The groups' goal was to have no arrests of young people on July 4th. CRC will continue to be an instrumental part of this group in FY2012.

CRC Branding Exercise

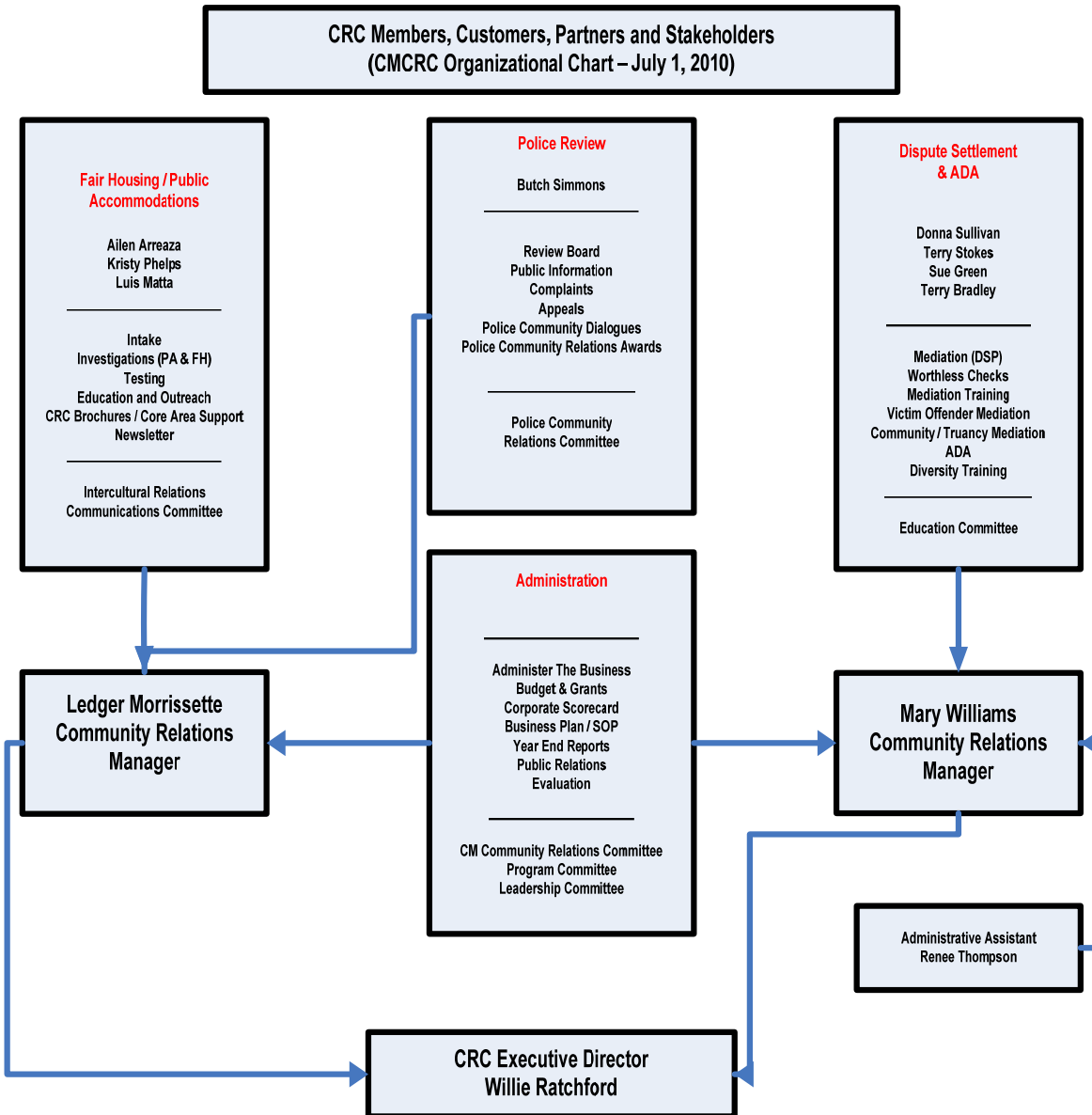
CRC continues to meet with City of Charlotte's Corporate Communications to work on the development of a brand for CRC. The overall goal of the branding exercise is to ensure that CRC conveys a consistent and succinct message regarding our values, goals and the many services that CRC's provides in a way that is easily understandable and available to consumers via the website, print media as well as presented verbally to the public.

Each of these key initiatives will take 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

The 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, FY07 – FY11, the CRC has achieved the following significant accomplishments:

- Obtained \$1,409,144 in federal, state and private grant revenue for support of the Dispute Settlement Program, enforcement of the City and County Fair Housing Ordinances, and support of the annual Police Awards Program, the annual Dr. Martin Luther King, Jr. Holiday Celebration and CRC's Crossroads Charlotte initiative.
- Processed 13,736 referrals for mediation, and successfully resolved 91% of 5278 mediations and conciliations for a savings of \$1,064,800 in court costs and 10,648 hours in court time.
- Secured 9863.5 volunteer hours, which translated to approximately \$192,744 in value for the City or four CRC staff positions at no additional cost to the City over five years.
- Investigated 281 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 340 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 552 community organizations and 17,033 individuals.
- Shared information on the police complaint review process through 10 police community dialogues.



- Received and processed 53 complaints of alleged police misconduct and 13 appeals to the Citizens Review Board; and participated in 433 police review chain of command hearings.
- Saved taxpayers approximately \$3,541,290 by obtaining private, state and federal grant revenue, using volunteers and providing alternatives to court. Approximately 102,000 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,” “promote learning and growth” and “achieve positive employee climate”.



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



Serve the Customer

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.

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 11% of Charlotte-Mecklenburg's population. CRC has been in the forefront of providing culturally competent services and outreach to our growing Hispanic/Latino community. CRC will serve as the "keeper" of a Resources Directory that will be developed for immigrants, refugees, asylees, and internationals in Charlotte Mecklenburg. The directory will be officially titled: "A Guide to Services for Immigrants, Refugees, Asylees, & Internationals: Accessing Charlotte." This directory, a collaborative effort between CRC and the Community Building Initiative, is funded through a grant from the Foundation for the Carolinas and will be CRC's third Crossroads Initiative. 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.

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 2012 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 2011, CRC successfully secured approximately \$262,562 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. FY2011 volunteers contributed 2646.5 (\$55,179 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 FY11. 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 2012, CRC's annual employee satisfaction employee survey will provide opportunities for staff to continue voicing concerns and sharing ideas.

Strategic Initiatives

During FY2012 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



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

conducting enforcement testing and providing education and outreach to inform 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 serve as the "keeper" of a Resources Directory that will be developed for immigrants, refugees, asylees, and internationals in Charlotte Mecklenburg. This directory, a collaborative effort between CRC and the Community Building Initiative, is funded through a grant from the Foundation for the Carolinas and will be CRC's third Crossroads Initiative. 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.

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 conduct an assessment of all budget and accounts payable and receivable functions to improve existing processes and practices, increase efficiency and better utilize and integrate technology.

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, education, 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 engage 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 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 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 FY2012 and 2013. CRC staff will develop and 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 will allow 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 between the City and County dated July 7, 1969. The City's Human Relations Ordinance, a Memorandum of Understanding 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

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



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, Medicaid Appeals, landlord-tenant conflicts, and instances of school truancy. In fiscal year 2011, DSP prevented 2,390 hours of court time and saved taxpayers \$239,000. 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 one (1) full time temporary position 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 encourage citizens to nominate officers who have made extraordinary efforts in promoting police community relations.

Key Service Indicators - History

Serve the Customer

Performance Measures	FY07	FY08	FY09	FY10	FY11
Number of fair housing cases investigated	63	66	61	48	43
Number of fair housing trainings	35	61	43	52	60
People trained in fair housing	50	922	1000	906	1171
Survey Results	4.5	4.6	4.5	4.5	4.5

Run the Business

Performance Measures	FY07	FY08	FY09	FY10	FY11
Number of volunteer hours	2227	1650	1642.5	1697.5	2646.5
In-kind dollars saved	40,175	30,971	32,045	34,374	55,179
Private grant revenue secured	423,291	232,000	270,000	221,291	262,562
Taxpayer dollars saved	343,043	211,371	590,726	430,265	556,741
Criminal justice hours saved	2676	1804	2032	1746	2390
Criminal justice dollars saved	267,600	180,400	203,200	174,600	239,000
Customers provided translation services	428	876	961	767	606
Non-English publications distributed	3189	1557	1952	873	1061
Cases mediated /conciliated	1299	902	1009	873	1195
% Mediations successful	97%	90%	88%	92%	88%
Number of conflict resolution trainings	44	50	22	21	16
People trained in conflict resolution	1275	1274	534	957	571
Number of Diversity Trainings	35	30	30	30	23
People trained in diversity	1810	1246	2654	1361	1302
Chain of command hearings attended	102	74	91	86	80
Number of appeals processed	6	3	2	1	1
Number of complaints processed	7	8	13	17	8
Police community dialogues	6	3	1	0	0

Develop Employees -Trend Information

Performance Measures	FY07	FY08	FY09	FY10	FY11
Career development hours per employee	64	103	56.75	50	54
Employee satisfaction survey rating	4.4	4.8	4.5	4.3	4.65



IV. BSC and Performance Measurement

The CRC 2011 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," "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 FY2012. **Change to Current Level:** None **Service Level Changes:** None **Grant Revenue Projections:** Grant Revenues are estimated at \$200,000 for FY2012. **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," "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.

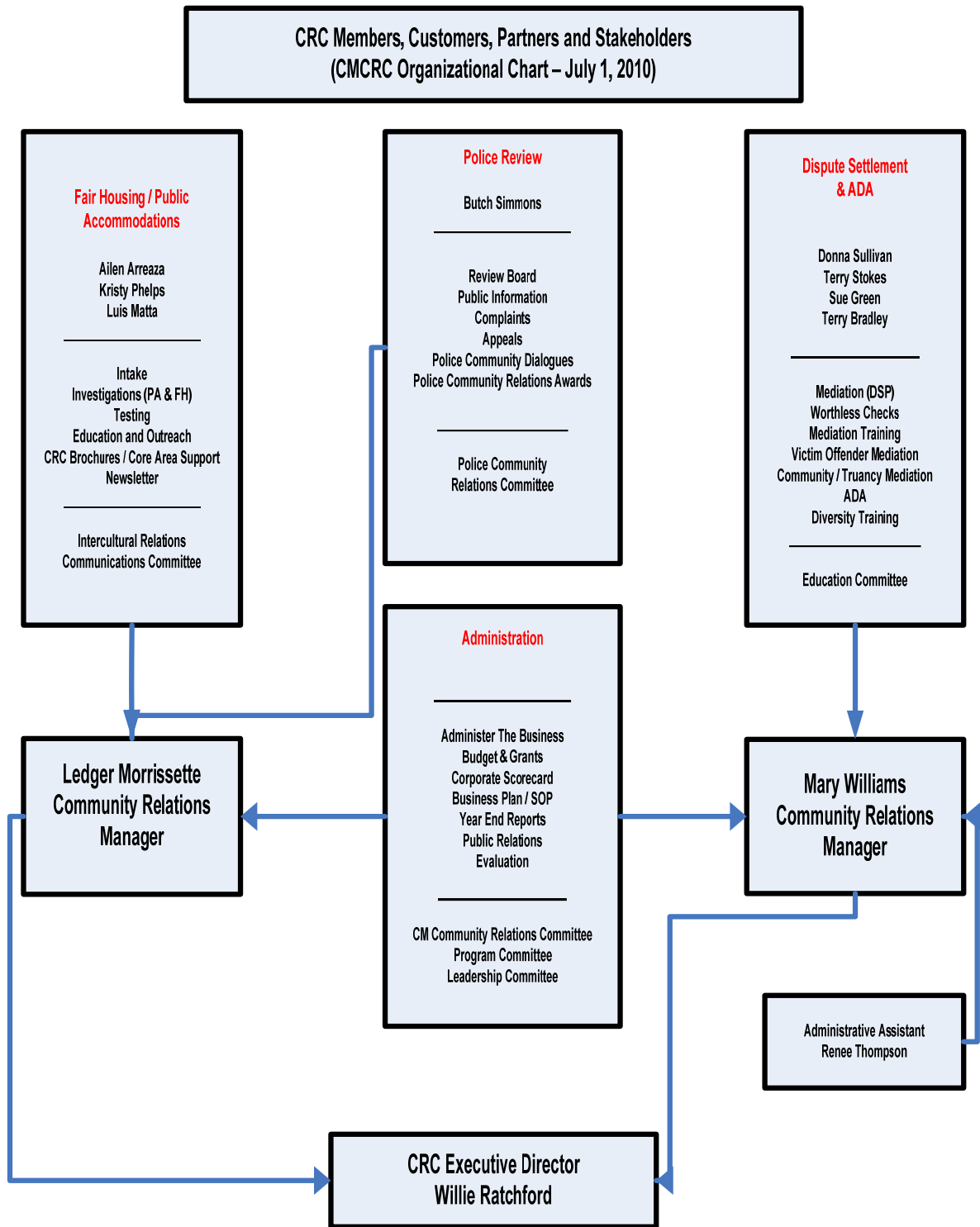


APPENDICES

- CRC FY2012 Organizational Chart - Appendix A
- CRC FY2012 Balanced Corporate Scorecard - Appendix B
- CRC FY2011 Balanced Corporate Scorecard Report - Appendix C
- KBU Summary Sheet - Appendix D
- CRC 2012 Measure Validations – Appendix E



Appendix A



Appendix B



Appendix C- CRC-Balanced Scorecard Report

Reporting Period: July 1, 2011 to June 30, 2012

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	C1. Strengthen Neighborhoods	Investigate housing discrimination	Number of fair housing cases investigated.	43	Lag	50				
			Percentage of new fair housing cases closed within 100 days	62%	Lead	50% - 100 days				
	Prevent housing discrimination	Number of fair housing trainings	60	Lead	55					
		Number of persons educated on fair housing practices and protections	1171	Lag	900					
Run the Business	B1. Develop Collaborative Solutions	Increase service capacity through leveraged city tax dollars	Number of volunteer hours (CRC members and volunteer mediators)	2646.5	Lag	2200				
			Number of dollars saved through volunteer's service (\$20.85)	55,179	Lag	45,000				
			Amount of public & private revenue secured	262,562	Lead	200,000			\$	
		Increase service capacity through leveraged city tax dollars	Total taxpayer dollars saved (CJS + Volunteers)	294,179	Lag	250,000				

* in KBU initiative column indicates Focus Area initiative

Appendix C- CRC-Balanced Scorecard Report

Reporting Period: July 1, 2011 to June 30, 2012

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		

B1. Develop Collaborative Solutions	Provide a cost effective alternative for cases in the Criminal Justice System	CJS hours saved	2390	Lag	2000				
		CJS dollars saved	239,000	Lag	200,000				
B2. Enhance Customer Service	Reduce impact of language barriers on accessibility to CRC services	Number of customers provided with interpretation and/or translation services	606	Lead	600				
		Number of non-English publications distributed	1061	Lag	1000				
	Reduce interpersonal and community conflicts	Number of cases mediated or conciliated, excluding worthless checks	920	Lag	800				
		%of cases successfully resolved	88%	Lead	90%				
	Reduce interpersonal and community conflicts	Number of worthless checks conciliated for CJS	275	Lag	300				

* in KBU initiative column indicates Focus Area initiative

Appendix C- CRC-Balanced Scorecard Report

Reporting Period: July 1, 2011 to June 30, 2012

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		

			14	Lead	15				
		Number of conflict resolution trainings							
		Number of persons trained in conflict management / resolution	526	Lag	500				
		Number of diversity trainings	20	Lead	20				
		Number of persons trained in diversity	1252	Lag	1200				
		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, 2011 to June 30, 2012

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		

B2. Enhance Customer Service	Improve police community relations	Number of chain of command hearings attended	80	Lag	80				
		Number of appeals processed	1	Lag	3				
		Number of complaints processed	8	Lag	10				
		Number of police community dialogues	0	Lag	4				
		Number of nominations received for Police Community Relations Awards Program	495	Lag	400				
	Reduce discrimination against persons with disabilities	Number of ADA/Title II complaints investigated	7	Lag	10				
		Number of ADA/Title II complaints conciliated	5	Lag	10				

* in KBU initiative column indicates Focus Area initiative

Appendix C- CRC-Balanced Scorecard Report

Reporting Period: July 1, 2011 to June 30, 2012

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	\$	

B3. Optimize Business Processes	Improve Human Relations work process for CRC Members and Staff	Change how we communicate	—	Lead	Implement new CRC brand				
			—	Lead	Update CRC website Quarterly				
			—	Lead	Create flyers, program brochures, cards and bill inserts				
			—	Lead	Display CRC posters as art pieces				
			—	Lead	Create electronic newsletter				
			—	Lead	Create CRC display boards for expos and trainings				
		Plan, develop and implement CRC Member and Staff Retreat	Retreat Held August 14	Lead	Hold retreat on or before August 31				
Survey Staff and Members at end of fiscal year to determine whether progress was made	4.5	Lead	4.0 rating on a 5.0 scale						

* in KBU initiative column indicates Focus Area initiative

Appendix C- CRC-Balanced Scorecard Report

Reporting Period: July 1, 2011 to June 30, 2012

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	E1. Achieve Positive Employee Climate	Retained a skilled workforce	Average rating on CRC employee satisfaction survey	4.65	Lead	4.5			\$	
		Improve and maintain staff's experience and efficiency	Number of career development hours per employee	54	Lead	50			\$	
		Improve and maintain staff wellness through physical activity and work environment.	% of staff meeting individual fitness goal. Develop and update wellness board.	100%** Quarterly	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

FY10

FY11

FY12

<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>	Budget	832,794	862,365*	862,365*
	Positions	10	10	10

Accomplishments

- 1st Place, City Livability Award, Race Relations, U.S. Conference of Mayors
- Winner, Nancy Susan Reynolds Award, Race Relations
- 2007 Organization Award Winner, NC Human Relations Commission
- 2007 Winner, City Manager’s City Strategy Award
- 2011 Winner, Community Leader Award, Mecklenburg Ministries
- Nationally recognized by HUD for using mediation/conciliation as a means to resolve fair housing complaints
- Achieve consistently higher resolution rate (88%) than national average (85%) in all mediated cases

Vital Statistics

Investigated 43 fair housing cases

Provided 99 fair housing, conflict resolution and diversity training sessions to 3044 people

Mediated and conciliated 1195 cases - 88% success rate

Attended 80 police chain of command review hearings as a voting member of the process

*General fund dollars. FY11 - \$262,562 in grant revenue. Expect \$200K in FY2012 & 13. Will fund 2 TFT positions.

Service Delivery Challenges

New Initiative: CRC will continue to provide leadership on several new initiatives into FY12/13. Beginning in 2008, CRC, in partnership with the Community Building Initiative and Mecklenburg Ministries, have invited citizens of Charlotte-Mecklenburg to engage people – both within their comfort zone and across difference – in conversation about “what’s in the ground” in our community that creates mistrust; and to come together to raise awareness and build understanding when divisive or difficult situations arise. We now find ourselves at this crossroads again and in FY12 we will continue to seek ways to engage Charlotte-Mecklenburg in deliberative community dialogue: **“Can We Talk About Building Connections across Difference, Why Is It So Hard?”** CRC will facilitate discussions on the RACE Exchanges Exhibit at Discovery Place which allows groups of individuals to intentionally explore what they see and hear in the exhibition, to examine ideas and perceptions about race and racism and to have meaningful, facilitated conversation in a safe place.. CRC will continue to work with Project L.I.F.T who is attempting to understand the issues and factors related to student achievement and explore education reform strategies that are working or not working locally and elsewhere and attempting to identify how foundations and other sectors might work together to help CMS close the achievement gap. CRC continues to be instrumental in the work of the Race Matters for Juvenile Justice Committee to build a community-wide collaboration of stakeholders who will bring their constituencies to the table and partner in the Mecklenburg County District Court’s efforts to reduce disproportionality and disparities.

Hispanic/Latino Outreach: CRC has been in the forefront of providing culturally competent services and outreach to our growing Hispanic/ Latino community. CRC will serve as the “keeper” of a Resources Directory that will be developed for immigrants, refugees, asylees, and internationals in Charlotte Mecklenburg. This directory, a collaborative effort between CRC and the Community Building Initiative, is funded through a grant from the Foundation for the Carolinas and will be CRC’s third Crossroads Initiative. 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. While CRC staff continues to nurture a partnership with the court system, it has begun to expand the scope of its mediation services which has taken considerable time and effort from its reduced staff. Through a partnership with the Mediation Network of NC and the Administrative Office of the Courts, CRC’s DSP program has implemented mediation services for Medicaid Appeals cases. These mediations were reimbursed at a rate of \$200 for every case mediated or conciliated but due to state budget cuts, the amount received per case has been reduced to \$150. Still based on the number of referrals received, CRC’s Dispute Settlement Program can anticipate \$50,000 in additional revenue per year. Staff continues to work with the Magistrates Office and District Attorney’s Office to implement the issuance of criminal summons instead of criminal warrants for worthless check cases which will increase client and merchant participation in the program. Staff will continue to work to leverage new internal partnerships with City and County government as well as seek we ways to increase referrals from the courts, district attorney’s office , criminal magistrates and local merchants.

APPENDIX E

Community Relations Committee Fair Housing Complaint Investigation Measure		
Corporate Objective: Strengthen Neighborhoods		
KBU Initiative: Investigate Housing Discrimination		
Measure: Percentage of fair housing cases closed within 100 days		
Units of Measure: Percent	Frequency of Update: Monthly	
Measurement Intent: 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.		
Measurement Formula: % of cases closed within 100 days (# closed within 100 days divided by total number of cases received)		
Data Elements and Sources: Track total number of cases and total closed within 100 days using 100 day time line for investigating cases.		
Source For and Approach to Setting Targets: The closure within 100 days is the industry standard and cases are tracked on an Excel Spreadsheet – Case Log		
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

**Community Relations Committee
Fair Housing Training Measure**

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: 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: Kristy Phelps

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: 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: