Charlotte-Mecklenburg
Community Relations

FY2013
Strategic Operating Plan

Promoting Harmony

Celebrating Diversity

Facilitating Resolution

Willie Ratchford
Executive Director

Celebrating 50 Years
CHARLOTTE-MECKLENBURG
COMMUNITY RELATIONS

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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. Charlotte-Mecklenburg Community Relations 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 C-MCR to monitor and improve the quality of human relations within the community by interpreting the social inclinations and frustrations of citizens. C-MCR staff works with a committee of 45 citizens to gain insight on Charlotte's continually changing inter-group relations issues.

The leadership of the Charlotte-Mecklenburg 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 subcommittees 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 C-MCR's FY2011 /12 total budgets and positions and are shown in the matrix below:

	FY2013	FY2014
Budget	$862,365*	$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
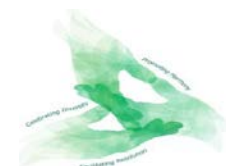
C-MCR's Vision and Mission

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

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

C-MCR 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. C-MCR 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: intergroup relations, fair housing assistance program, police-community relations and conflict management. C-MCR 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
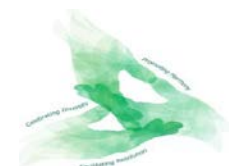
Key Issues and Challenges

Charlotte-Mecklenburg Community Relations 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 C-MCR work during FY2013, and call for continued efforts to "develop collaborative solutions."

Worthless Checks Decline

The Dispute Settlement Program (DSP) is constantly looking to enhance its processes and procedures to better assist clients who have written worthless checks. The program has been designed to assist clients, after a warrant has been issued or an arrest has been made, an opportunity to make restitution to the merchants, pay a reduced court fee and avoid a criminal conviction on their record. However, the program does not have the ability to expunge arrest records and we know that many clients who have been arrested for writing worthless checks actually lose their jobs due to the arrests and therefore are unable to pay off their checks and continue a cycle of delinquency. DSP and the Magistrate's Office began looking into this issue and trying to find a way to reduce the arrests in the beginning and helping more clients and merchants achieve their goals without a person having to deal with an arrest record. The decision was made for the Magistrate's Office to issue criminal summons instead of warrants in misdemeanor worthless check cases to avoid the issue of the embarrassing arrest. While the intent was to assist more clients, we have found that clients are less likely to pay restitution and reduced court costs if they receive a criminal summons instead of a warrant. In this upcoming fiscal year, DSP will begin to offer periodic worthless check tents where we would contact clients who have written worthless checks to pay off their checks during our worthless check tent period where we would be adding the incentive of waiver of the $60 reduced court fee. This initiative will take collaborations between DSP, Magistrate's Office, CMPD and other surrounding law enforcement agencies, the court system and local merchants and are hoping
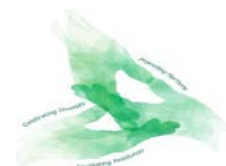
this effort will address the decline.

Outreach and Education

C-MCR has been in the forefront of providing culturally competent services and outreach to our growing international community. Currently, there are 168 countries represented in Charlotte Mecklenburg Schools, with 165 different native languages spoken by students, illustrating the growing diversity within our community. C-MCR continues to provide information on our services through local Spanish radio stations as well as having a presence at local fairs and festivals honoring other diverse cultures.   We also work collaboratively with local translating and interpretation agencies to provide services to all clients seeking our services.   Through a research project funded by the Robert Wood Johnson Foundation, the Mecklenburg Area Partnership for Primary-care Research (MAPPR), sought to find ways to improve access to healthcare services for a new transitioning community.   Using community participatory research methods, information was provided to the research team from both community members and service providers and in partnership with Crossroads Charlotte, Community Building Initiative and Charlotte-Mecklenburg Community Relations, the Mecklenburg Access Portal (MAP) was launched. The MAP is an interactive, online directory designed to connect our community's health and social service resources. The goal of this effort is to increase access to healthcare and social service resources, especially among the community's most vulnerable populations, by creating an avenue for community organizations to network and communicate. The MAP will be a fully search-based tool that will allow providers and community members the ability to match someone in need with the organization and services that will best be able to serve him or her.   Building on past, current and future efforts, CRC will develop a series of best practices for communications, education and outreach to our international community and share this information with all City KBE's.

New Initiatives

New Logo and Brand

The word *community* is more than just a part of our name. It represents an inclusive group of friends and neighbors of different races, colors, faiths, ethnicities, ages, incomes, disabilities and nationalities. For 50 years, we have been known as the Community Relations Committee (CRC). As a result of the great progress we have made as both a committee and staff, coupled with the relations we've built with our partners, we can now say we've grown into Charlotte-Mecklenburg Community Relations (C-MCR). In addition to a slight name change, to celebrate 50 years of service to residents, our new logo will feature a banner above it.

Our online presence features incorporated elements of a new brand -- all focused on the element of "hands." We use our hands to communicate, to express our energy and passion through gestures. Our hands represent our unique individuality while, at the same time, acting as tools for us to engage or embrace others -- to ask for help, and also to assist.

We are currently working with Corporate Communications to include our new logo and brand on our letterhead and envelopes and incorporating the brand and logo in all future publications.

Development of Continuity of Operations Plan

C-MCR staff continues to work with other City departments, the Department of Homeland Security and FEMA to develop plans to address the following 6 governmental priorities during an emergency situation:

> *Ensure continuity of governance:* *Ensure and demonstrate to the public the continued functioning of critical government leadership elements, including: succession to key offices; organizational communications; leadership and management opportunities.*
>
> *Coordinate with critical partners:* *Maintain communications and interactions as necessary during a crises, with critical partners and organizations, including the Federal government, State government, other local governments, private sector and non-profit organizations.*

Maintain civil order and public safety: (A) Protect people, property, and the rule of law; (B) Ensure basic civil rights, prevent crime and protect critical infrastructure.
Provide emergency services: Provide critical emergency services including: Emergency Management, Sheriff, Police, Fire, MEDIC and public safety communication services.

Maintain critical public infrastructure: Maintain critical public infrastructure including, but not limited to: water lines and plants; sanitary sewer; flood/storm-water management; roads, transit and airport; emergency transportation, public safety buildings, and data centers.

Provide basic essential services: Ensure provision of basic essential services, including, but not limited to : healthcare, water and sewer service, 311, voice and data communications, IT services, transportation services, sanitation services, environmental protection, code enforcement/inspections.

C-MCR services directly address the governmental priorities of (1) maintaining civil order and public safety and (2) coordinating with critical partners. During an emergency situation, the mission essential function of C-MCR will be to ensure City and County services are provided to all segments of the community in an equitable and nondiscriminatory manner.   If there is a safety reason or logistical reason why an area should receive services before any other areas, an explanation would be provided to the other areas without the services to ensure they were not being discriminated against. Also, in case of civil unrest/tension, C-MCR would provide services including conflict management, mediation and opportunities for dialogue. These functions are critical in supporting government continuity of operations for Charlotte and Mecklenburg County. C-MCR's continuity plan will be reviewed and align with other City and County departments plan to create a seamless and comprehensive Citywide continuity plan.

ADA/Title II Compliance Expansion

In FY 2006, C-MCR assumed responsibility for the City's compliance with ADA/Title II. Since that time, Charlotte-Mecklenburg Community Relation staff has been investigating complaints regarding access to City property (buildings and streets), and responding to ADA-related concerns for informal resolution, which may include conciliation or mediation. C-MCR has also provided citizens with referrals to Disability Rights and Resources, which advises local government officials about accommodations in programs, services and facilities. In 2011 C-
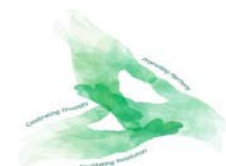
MCR recommended to the City Manager's Office that the City consider an assessment of its current level of ADA compliance. The recommendation was approved and it was decided that C-MCR, under the direction of the Manager's Office, would hire an outside service provider to assess selected City facilities, services, programs and communication methods to ensure compliance with ADA Title II requirements. The Project Team, consisting of staff from Business Support Services' Procurement Services Division, the City Manager's Office, C-MCR, Engineering and Property Management, CATS, CDOT, and CharMeck 311 evaluated the proposals and recommended awarding the contract to the Institute for Human Centered Design as the service provider best meeting the City's needs in terms of qualifications, experience, and cost effectiveness. C-MCR Community Relations Manager/ADA Coordinator will work closely with the Institute for Human Centered Design throughout the year to complete the assessment processes and make necessary recommendations.

Dialogue with Occupy Charlotte

In its role as a provider of channels for communication and dialogue among the City's and County's various stakeholders, Charlotte Mecklenburg Community Relations Committee has been meeting with Occupy members as well as other stakeholders for the purposes of:

- *Learning more about Occupy Charlotte and the Occupy Movement*

- *Sharing information on the proposed City Council ordinance prohibiting overnight encampment on public property and guidelines for public demonstrations*

- *Soliciting thoughts and ideas about how to collaboratively address such issues as public safety, health, and free speech, as the City prepares for the big event in September 2012.*

Overnight occupiers began camping on the grounds of Old City Hall, 600 E. Trade Street, on October 8, 2011. Occupy Charlotte's weekly demonstrations have ranged from a low of approximately 50 to a high of approximately 600 participants. In addition to the national and
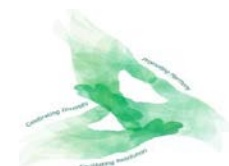
international issues the Occupy Movement has raised, Occupy Charlotte also focuses on issues of economic and social justice locally and statewide.

Given Charlotte's history for collaborative problem-solving, we believe that the issues raised by the Occupy Movement provide an opportunity for the City and County to again build broad-based strategies to honor the needs and values of the various stakeholders. We believe this level of engagement will not only support us as we prepare for the big event, it also has the potential for creating a model for successful engagement around difficult and often competing community interests.

Facilitating Community Conversations

C-MCR continues to bring people together to discuss difficult and often controversial topics in an effort to have persons talk to one another instead of at one another. Two such dialogues were held in April and May 2012:

Trayvon Martin shooting

Charlotte-Mecklenburg Community Relations, the Community Building Initiative and Mecklenburg Ministries hosted a community conversation, entitled "Can We Talk About Trayvon Martin: Why Is What Happened So Disturbing," to discuss important questions about race, gun rights and the criminal justice system that has been generated since the Florida shooting death of Trayvon Martin by a neighborhood watch volunteer. The conversations explored why the incident has generated so much attention, whether something similar could happen in our community and what sort of outcomes community members hoped to see as a result.

Amendment One

Charlotte-Mecklenburg Community Relations, the Community Building Initiative and Mecklenburg Ministries hosted a community conversation entitled, "Can We Talk (and listen to One Another) About the Proposed Amendment to the NC Constitution: What's at Stake?" The conversations discussed the proposed amendment defining opposite-sex marriage as the only
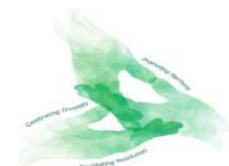
legally recognized domestic union in the state and included the following topics:

- *What are the legal implications of the proposed amendment?*
- *Why do some people believe we need this amendment while others feel so strongly that it will be harmful to North Caroling?*
- *How do we respect the views of people with whom we adamantly disagree?*
- *What happens in our community on May 9, 2012?*

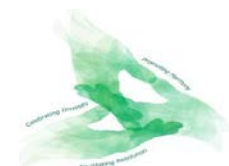## Establishment of Private Warrant Court

The Dispute Settlement program (DSP) is currently working with the District Attorney's Office and District Court Judges to create a private warrant court for citizen initiated misdemeanors. Appropriate cases would be calendared by the DA's office to appear in this court room 2 days per month beginning in September. A district court judge would initiate the court session by introducing DSP staff and volunteers, then turn the session over for the cases to be mediated immediately or for DSP staff to schedule a mediation session at a later date and time. The court has provided additional mediation space within the courthouse for DSP needs. DSP staff will have between 5 and 7 volunteers on hand to provide mediation services.   The District Attorney's Office, District Court Judges and DSP staff will monitor the number of cases coming to the private warrant courtroom and will make adjustments regarding the frequency of court sessions, volunteer mediator needs and the volume of private warrant cases.

HUD Grant

In recent years C-MCR staff has noticed a discrepancy in the breakdown of its bases for complaints with the national trend. According to the Department of Housing and Urban Development's (HUD) annual report on fair housing, disability is the most common basis of complaints filed with HUD and FHAP agencies across the country. In Charlotte, however, disability has consistently ranked third, behind race and national origin. The C-MCR will conduct a testing study to examine the prevalence of discrimination against persons with disabilities in

Charlotte-Mecklenburg and put in place an education and outreach campaign that focuses on the disabled community.

Partner

C-MCR's partner in this endeavor will be Disability Rights and Resources, an organization with which it has worked extensively in the past and which shares the C-MCR's vision of promoting harmony, facilitating resolution, and celebrating diversity in Charlotte-Mecklenburg. Disability Rights and Resources has been guarding the rights of people with disabilities in the region for the past 30 years. Its philosophy is based on the fundamental understanding that all people should have access to the same privileges, options, and control over choices in their own lives, including housing, whether or not they have a disability.

Testing

C-MCR will conduct 100 fair housing tests to address discrimination against persons with disabilities. The testing will be done in person as well as over the phone and will include the rental and home-sales market. C-MCR will test for violations like refusal to sell or rent, discriminatory statements, refusal to make reasonable accommodations and modifications, and offering different terms and conditions. C-MCR will perform the tests in-house by hiring a qualified staff person with experience managing and coordinating enforcement tests; recruiting, training and debriefing testing pools; and training knowledge and experience on federal, state and local fair housing laws. C-MCR will work closely with Disability Rights and Resources to develop the pool of disabled testers.

Whenever tests indicate possible discrimination has occurred, C-MCR shall follow up with appropriate enforcement activities. C-MCR shall report to HUD on all complaints filed as a result of the testing on a monthly basis.
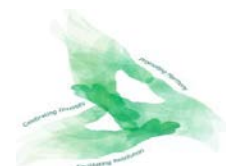
Education and Outreach

C-MCR will conduct an education and outreach campaign designed to inform Charlotte-Mecklenburg's disabled residents and the general public of their rights and obligations under the Fair Housing Act. To achieve this, C-MCR will work closely with Disability Rights and Resources and other organizations that serve the subject population to indentify groups of disabled individuals. C-MCR will make sure to reach out to all the groups covered under disability in the Act, including persons who are HIV positive and recovering addicts.

The education and outreach campaign will include trainings and seminars to groups of disabled individuals and/or those who serve them, including the housing industry; the use of audio, video and print mediums to educate the public and particularly disabled residents about identifying when their housing rights are violated and the avenues of relief available to them; reviewing and revising, or creating fair housing materials that focus on the rights of persons with disabilities; and participation in conferences or events sponsored by housing related organizations or non-profits that serve the disabled.
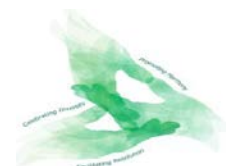
C-MCR Organizational Chart

Charlotte-Mecklenburg Community Relations operates with Charlotte-Mecklenburg citizens at the forefront of our public service. C-MCRC members act as resident advisors, providing C-MCR 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.

C-MCR Members, Customers, Partners and Stakeholders
(CMCRC Organizational Chart – July 1, 2010)

Fair Housing / Public Accommodations

Ailen Arreaza
Melissa Baker
Luis Matta
Stephanie Randolph
_____

Intake
Investigations (PA & FH)
Testing
Education and Outreach
C-MCR Brochures / Core Area Support
Newsletter
_____

Intercultural Relations
Communications Committee

Police Review

Butch Simmons
_____

Review Board
Public Information
Complaints
Appeals
Police Community Dialogues
Police Community Relations Awards
_____

Police Community
Relations Committee

Dispute Settlement

Donna Sullivan
Terry Stokes
Sue Green
_____

Mediation (DSP)
Worthless Checks
Mediation Training
Victim Offender Mediation
Community / Truancy Mediation
ADA
Diversity Training
_____

Education Committee

Administration
_____

Administer The Business
Budget & Grants
Corporate Scorecard
Business Plan / SOP
Year End Reports
Public Relations
Evaluation
_____

CM Community Relations Committee
Program Committee
Leadership Committee

Ledger Morrissette
Community Relations
Manager

Mary Williams
Community Relations
Manager

Terry Bradley
Community Relations
Manager/ADA Coordinator

Administrative Assistant
Renee Thompson

**C-MCR Executive Director**
Willie Ratchford

II. Strategy and C-MCR Planning

The C-MCR 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, FY08 – FY12, the C-MCR has achieved the following significant accomplishments:

- Obtained $1,316,472 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 C-MCR's Crossroads Charlotte initiative.

- Processed 14,919 referrals for mediation, and successfully resolved 88% of 5439 mediations and conciliations for a savings of $987,800 in court costs and 9878 hours in court time.

- Secured 10,253.50 volunteer hours, which translated to approximately $208,468 in value for the City or four C-MCR staff positions at no additional cost to the City over five years.

- Investigated 261 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 350 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
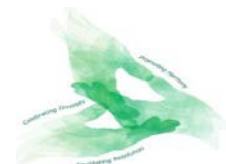
trainings for 533 community organizations and 16,550 individuals.

- Shared information on the police complaint review process through 4 police community dialogues.

- Received and processed 56 complaints of alleged police misconduct and 9 appeals to the Citizens Review Board; and participated in 378 police review chain of command hearings.

C-MCR services saved taxpayers approximately $2,366,221 by obtaining private, state and federal grant revenue, using volunteers and providing alternatives to court. Approximately 106,000 individuals participated in, or were impacted by the programs and activities of Charlotte-Mecklenburg Community Relations during the subject time frame.
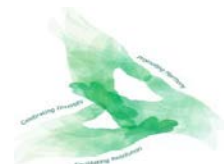
Links to Corporate Strategy

Through four core service areas, inter-group relations, fair housing assistance program, police-community relations and conflict management, C-MCR 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 C-MCR'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 Community Relations. These neighborhood strengthening activities include:
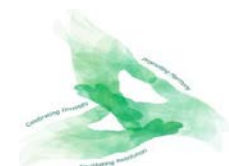
- *Recognizing outstanding community service*

- *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 12% of Charlotte-Mecklenburg's population. Charlotte-Mecklenburg Community Relations has been in the forefront of providing culturally competent services and outreach to our growing Hispanic/Latino community. C-MCR continues to provide information on our services through loc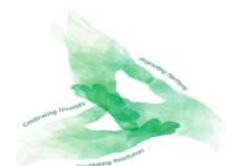al Spanish radio stations as well as having a presence at local fairs and festivals honoring other diverse cultures. We also work collaboratively with local translating and interpretation agencies to provide services to all clients seeking our services. Through a research project funded by the Robert Wood Johnson Foundation, the Mecklenburg Area Partnership for Primary-care Research (MAPPR), sought to find ways to improve access to healthcare services for a new transitioning community. Using community participatory research methods, information was provided to the research team from both community members and service providers and in partnership with Crossroads Charlotte, Community Building Initiative and Charlotte-Mecklenburg Community Relations, the Mecklenburg Access Portal (MAP) was launched. The MAP is an interactive, online directory designed to connect our community's health and social service resources. The goal of this effort is to increase access to healthcare and social service resources, especially among the community's most vulnerable populations, by creating an avenue for community organizations to network and communicate. The MAP will be a fully search-based tool that will allow providers and community members the ability to match someone in need with the organization and services that will best be able to serve him or her. Building on past, current and future

efforts, C-MCR 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.

C-MCR 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. C-MCR will continue to write and design agency publications and community relations materials that are culturally appropriate. C-MCR will use information gained from a Community Assessment conducted in FY09 to more effectively and appropriately serve Charlotte's increasing diverse customer base.

C-MCR's annual customer service survey will be administered in fiscal year 2013 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, C-MCR 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 C-MCR's work.

In conjunction with the criminal justice system, C-MCR'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 C-MCR's Annual Police Community Relations Awards Program.

Manage Resources

C-MCR 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 C-MCR's annual budget has been raised from the public and private sector to cover program costs. During FY

2012, CRC successfully secured approximately $330,619 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 C-MCR's new Crossroad's Charlotte youth initiative. This has resulted in annual savings to C-MCR's general revenue budget and has allowed C-MCR to expand its employee base and service delivery to its customers. C-MCR has also been successful in expanding services and saving money through the use of volunteers. FY2012 volunteers contributed 2617 ($55,899 in-kind dollars) hours to support the work of C-MCR.

Develop Employees

C-MCR 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 FY13. 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 2013, C-MCR's annual employee satisfaction employee survey will provide opportunities for staff to continue voicing concerns and sharing ideas.

Strategic Initiatives

During FY2013, Charlotte- Mecklenburg Community Relations will engage in the following strategic initiatives consistent with City corporate objectives:
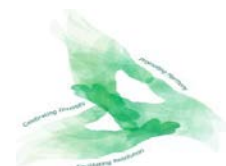
"Strengthen Neighborhoods" Initiatives

C-MCR will continue to address discrimination against Hispanic/Latino homebuyers and renters

by 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. C-MCR will continue to seek additional funding to continue this work in FY13 and beyond. In addition, C-MCR has two full-time permanent bilingual/bicultural

Celebrating 50 years of promoting fair housing practices and investigating discrimination complaints

fair housing investigators.

Through a research project funded by the Robert Wood Johnson Foundation, the Mecklenburg Area Partnership for Primary-care Research (MAPPR), sought to find ways to improve access to healthcare services for a new transitioning community. Using community participatory research methods, information was provided to the research team from both community members and service providers and in partnership with Crossroads Charlotte, Community Building Initiative and Charlotte-Mecklenburg Community Relations, the Mecklenburg Access Portal (MAP) was launched. The MAP is an interactive, online directory designed to connect our community's health and social service resources. The goal of this effort is to increase access to healthcare and social service resources, especially among the community's most vulnerable populations, by creating an avenue for community organizations to network and communicate. The MAP will be a fully search-based tool that will allow providers and community members the ability to match someone in need with the organization and services that will best be able to serve him or her.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.

C-MCR 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

C-MCR 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** C-MCR service twenty-four hours a day, seven days a week.

Celebrating 50 years of developing collaborative partnerships

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.

"Enhance Customer Service" Initiatives

Charlotte-Mecklenburg Community Relatioins will continue to work to reduce the impact of language barriers on access to C-MCR 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.
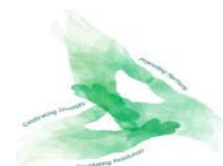
C-MCR Special Plans

Training and Development

C-MCR 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

C-MCR is committed to improving the wellness of its employees and will continue to focus on physical activity and the work environment during FY2013 and 2014. C-MCR 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, C-MCR 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

C-MCR'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, C-MCR 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.
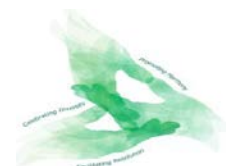
Competition Plan

As previously noted, C-MCR 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 C-MCR services are not eligible for competition. The table below summarizes C-MCR's services' competition eligibility.

C-MCR's Competition Considerations

C-MCR 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 C-MCR mediations.

III. Service Delivery

Core Service Areas

InterGroup Relations

This area of work impacts the "strengthen neighborhoods" corporate objective and encompasses the C-MCR 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 C-MCR'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 C-MCR 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 2012, DSP prevented 1906

Celebrating 50 years of conflict resolution and peer mediation training

hours of court time and saved taxpayers $190,600. The program utilizes professionally trained volunteer mediators that provide free dispute resolution services for residents of Charlotte-
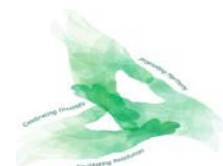
Mecklenburg.

Fair Housing / Public Accommodations

This area of C-MCR'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 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 Agency's Fair Housing Assistance Program and the U.S. Department of Housing and Urban Development (HUD). HUD funding maintains one (1)

Celebrating 50 years of dialogue around discrimination and civil rights

full time temporary position on C-MCR staff.

Police Review

A model partnership, C-MCR 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 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

Celebrating 50 years of promoting positive police community relations

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.
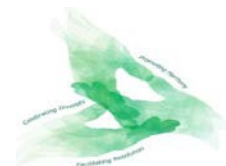
Key Service Indicators - History

Serve the Customer

Performance Measures	FY08	FY09	FY10	FY11	FY12
Number of fair housing cases investigated	66	61	48	43	43
Number of fair housing trainings	61	43	52	60	50
People trained in fair housing	922	1000	906	1171	696
Survey Results	4.6	4.5	4.5	4.5	4.5

Run the Business

Performance Measures	FY08	FY09	FY10	FY11	FY12
Number of volunteer hours	1650	1642.5	1697.5	2646.5	2617
In-kind dollars saved	30,971	32,045	34,374	55,179	55,899
Private grant revenue secured	232,000	270,000	221,291	262,562	330,619
Taxpayer dollars saved	211,371	590,726	430,265	556,741	577,118
Criminal justice hours saved	1804	2032	1746	2390	1906
Criminal justice dollars saved	180,400	203,200	174,600	239,000	190,600
Customers provided translation services	876	961	767	606	554
Non-English publications distributed	1557	1952	873	1061	981
Cases mediated /conciliated	902	1009	873	1195	954
% Mediations successful	90%	88%	92%	88%	83%
Number of conflict resolution trainings	50	22	21	14	31
People trained in conflict resolution	1274	534	957	526	955
Number of Diversity Trainings	30	30	30	20	19
People trained in diversity	1246	2654	1361	1252	1096
Chain of command hearings attended	74	91	86	80	47
Number of appeals processed	3	2	1	1	2
Number of complaints processed	8	13	17	8	10
Police community dialogues	3	1	0	0	0

Develop Employees -Trend Information

Performance Measures	FY08	FY09	FY10	FY11	FY12
Career development hours per employee	103	56.75	50	49	66
Employee satisfaction survey rating	4.8	4.5	4.3	4.6	4.5

CHARLOTTE-MECKLENBURG
COMMUNITY RELATIONS

C-MCR FY2013 Strategic Operating Plan
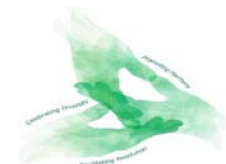
IV. BSC and Performance Measurement

The C-MCR 2012 Corporate/Balanced Scorecard on page 9 and *Appendix B* of this report illustrate C-MCR'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." C-MCR'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: Charlotte-Mecklenburg Community Relations requests a base budget allocation of $862,365 for FY2013. **Change to Current Level:** None   **Service Level Changes:** None **Grant Revenue Projections:** Grant Revenues are estimated at $200,000 for FY2013. **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.
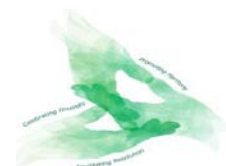
C-MCR staff works with a committee of 45 citizens to gain insight on Charlotte's continually changing inter-group relations issues. Staff activities are subdivided into four functional areas of work: 1) inter-group relations, 2) conflict management, 3) fair housing/public accommodations and 4) police 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.
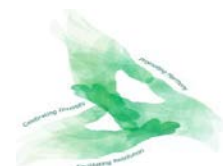
APPENDICES

- C-MCR FY2013 Organizational Chart - Appendix A
- C-MCR FY2013 Balanced Corporate Scorecard - Appendix B
- C-MCR FY2013 Balanced Corporate Scorecard Report - Appendix C
- KBU Summary Sheet - Appendix D
- C-MCR 2013 Measure Validations – Appendix E

Appendix A

C-MCR Members, Customers, Partners and Stakeholders
(CMCRC Organizational Chart – July 1, 2010)

Fair Housing / Public Accommodations

Ailen Arreaza
Melissa Baker
Luis Matta
Stephanie Randolph
_____

Intake
Investigations (PA & FH)
Testing
Education and Outreach
C-MCR Brochures / Core Area Support
Newsletter
_____

Intercultural Relations
Communications Committee

Police Review

Butch Simmons
_____

Review Board
Public Information
Complaints
Appeals
Police Community Dialogues
Police Community Relations Awards
_____

Police Community
Relations Committee

Dispute Settlement

Donna Sullivan
Terry Stokes
Sue Green
_____

Mediation (DSP)
Worthless Checks
Mediation Training
Victim Offender Mediation
Community / Truancy Mediation
ADA
Diversity Training
_____

Education Committee

Administration

_____

Administer The Business
Budget & Grants
Corporate Scorecard
Business Plan / SOP
Year End Reports
Public Relations
Evaluation
_____

CM Community Relations Committee
Program Committee
Leadership Committee

Ledger Morrissette
Community Relations
Manager

Mary Williams
Community Relations
Manager

Terry Bradley
Community Relations
Manager/ADA Coordinator

Administrative Assistant
Renee Thompson

C-MCR Executive Director
Willie Ratchford

CHARLOTTE-MECKLENBURG
COMMUNITY RELATIONS

Celebrating 50 Years

Appendix B

Appendix C- C-MCR-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 (To be completed at mid-year and year-end reporting))
					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	50				
		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 (C-MCR members and volunteer mediators)	2646.5	Lag	2200				
		Number of dollars saved through volunteer's service ($21.36)	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 + PRS + Volunteers)	294,179	Lag	250,000				

* in KBU initiative column indicates Focus Area initiative

Appendix C- C-MCR-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 (To be completed at mid-year and year-end reporting))
					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

2

Appendix C- C-MCR-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 (To be completed at mid-year and year-end reporting))
					Target	YTD	Status	$	
		Number of conflict resolution trainings	14	Lead	15				
		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 C-MCR members, volunteers, customers, and partners	Average ratings on C-MCR surveys of members, volunteers, customers and partners	4.5	Lead	4.5			$	

* in KBU initiative column indicates Focus Area initiative

3

Appendix C- C-MCR-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 (To be completed at mid-year and year-end reporting))
					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				

Appendix C- C-MCR-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 (To be completed at mid-year and year-end reporting))
					Target	YTD	Status	$	
B3. Optimize Business Processes	Improve Human Relations work process for C-MCR Members and Staff	Change how we communicate	—	Lead	Implement new C-MCR brand				
			—	Lead	Update C-MCR website Quarterly				
			—	Lead	Create flyers, program brochures, cards and bill inserts				
			—	Lead	Display C-MCR posters as art pieces				
			—	Lead	Create electronic newsletter				
			—	Lead	Create C-MCR display boards for expos and trainings				
	Plan, develop and implement C-MCR 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				

Appendix C- C-MCR-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 (To be completed at mid-year and year-end reporting))
					Target	YTD	Status	$	
Develop Employees / **E1. Achieve Positive Employee Climate**	Retained a skilled workforce	Average rating on C-MCR 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.

Charlotte-Mecklenburg Community Relations

Summary

	FY12	FY13	FY14
Budget	862,365*	862,365*	862,365*
Positions	10	10	10

Charlotte-Mecklenburg Community Relations (C-MCR) 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.

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 100 fair housing, conflict resolution and diversity training sessions to 2747 people

Mediated and conciliated 954 cases - 83% success rate

Attended 47 police chain of command review hearings as a voting member of the process

*General fund dollars. FY12 - $330,619 in grant revenue. Expect $200K in FY2012 & 13. Will fund 2 TFT positions.

Service Delivery Challenges

New Initiative: As a result of the great progress we have made as both a committee and staff, coupled with the relations we've built with our partners, we can now say we've grown into Charlotte-Mecklenburg Community Relations (C-MCR). In addition to a slight name change, to celebrate 50 years of service to residents, our new logo will feature a banner above it. The Dispute Settlement program (DSP) is currently working with the District Attorney's Office and District Court Judges to create a private warrant court for citizen initiated misdemeanors. A district court judge would initiate the court session by introducing DSP staff and volunteers, then turn the session over for the cases to be mediated immediately or for DSP staff to schedule a mediation session at a later date and time. In recent years C-MCR staff has noticed a discrepancy in the breakdown of its bases for complaints with the national trend. According to the Department of Housing and Urban Development's (HUD) annual report on fair housing, disability is the most common basis of complaints filed with HUD and FHAP agencies across the country. In Charlotte, however, disability has consistently ranked third, behind race and national origin. The C-MCR will conduct a testing study to examine the prevalence of discrimination against persons with disabilities in Charlotte-Mecklenburg and put in place an education and outreach campaign that focuses on the disabled community. C-MCR continues to bring people together to discuss difficult and often controversial topics in an effort to have persons talk to one another instead of at one another.

Hispanic/Latino Outreach: C-MCR continues to provide information on our services through local Spanish radio stations as well as having a presence at local fairs and festivals honoring other diverse cultures. We also work collaboratively with local translating and interpretation agencies to provide services to all clients seeking our services. The MAP is an interactive, online directory designed to connect our community's health and social service resources. The goal of this effort is to increase access to healthcare and social service resources, especially among the community's most vulnerable populations, by creating an avenue for community organizations to network and communicate. The MAP will be a fully search-based tool that will allow providers and community members the ability to match someone in need with the organization and services that will best be able to serve him or her. Building on past, current and future efforts, CRC will develop a series of best practices for communications, education and outreach to our international community and share this information with all City KBE's.

C-MCR Worthless Check Program: The Dispute Settlement Program (DSP) is constantly looking to enhance its processes and procedures to better assist clients who have written worthless checks. The program has been designed to assist clients, after a warrant has been issued or an arrest has been made, an opportunity to make restitution to the merchants, pay a reduced court fee and avoid a criminal conviction on their record. DSP and the Magistrate's Office began looking into this issue and trying to find a way to reduce the arrests in the beginning and helping more clients and merchants achieve their goals without a person having to deal with an arrest record. The decision was made for the Magistrate's Office to issue criminal summons instead of warrants in misdemeanor worthless check cases to avoid the issue of the embarrassing arrest. While the intent was to assist more clients, we have found that clients are less likely to pay restitution and reduced court costs if they receive a criminal summons instead of a warrant. In this upcoming fiscal year, DSP will begin to offer periodic worthless check tents where we would contact clients who have written worthless checks to pay off their checks during our worthless check tent period where we would be adding the incentive of waiver of the $60 reduced court fee.

APPENDIX E

Charlotte Mecklenburg Community Relations 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 C-MCR HUD Cooperative Agreement. Due to the complex nature of some cases, this is not always possible. C-MCR 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: C-MCR Fair Housing Team	**Accountability for Meeting Target:** FHAP Team and C-MCR Director	**Tracking/Reporting Responsibility:** Community Relations

Charlotte Mecklenburg Community Relations
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 C-MCR HUD Cooperative Agreement requires that C-MCR 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 – C-MCR FHAP Work Plan

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

Data Contact: Ledger Morrissette

Target Setting Responsibility: C-MCR Fair Housing Team	**Accountability for Meeting Target:** FHAP Team and C-MCR Director	**Tracking/Reporting Responsibility:** Community Relations

Notes/Assumptions:

Charlotte Mecklenburg Community Relations
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 – C-MCR Administrative Work Plan

Source For and Approach to Setting Targets: C-MCR Administrative Team Work Plan

Data Contact: Willie Ratchford

Target Setting Responsibility: C-MCR Fair Administrative Team	**Accountability for Meeting Target:** C-MCR Director	**Tracking/Reporting Responsibility:** Community Relations

Notes/Assumptions:

Charlotte Mecklenburg Community Relations
Survey Measure

Corporate Objective: Enhance Customer Service

KBU Initiative: Improve service delivery to C-MCR members, volunteers, customers and partners

Measure: Average ratings on C-MCR surveys of members, volunteers, customers and partners

Units of Measure: 5.0 scale	**Frequency of Update: A**nnually

Measurement Intent: To gauge the effectiveness of C-MCR'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 C-MCR members, volunteers, customers and partners

Source For and Approach to Setting Targets: C-MCR Administration Team Work Plan

Data Contact: Donna Murrell

Target Setting Responsibility: C-MCR Administration Team	**Accountability for Meeting Target:** C-MCR Director	**Tracking/Reporting Responsibility:** Community Relations

Notes/Assumptions:

Charlotte Mecklenburg Community Relations 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 C-MCR 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 C-MCR staff annually		
Source For and Approach to Setting Targets: C-MCR Administration Work Plan – annual update		
Data Contact: Donna Murrell		
Target Setting Responsibility: C-MCR Administration Team	**Accountability for Meeting Target:** C-MCR Director	**Tracking/Reporting Responsibility:** Community Relations
Notes/Assumptions:		

Charlotte Mecklenburg Community Relations
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 C-MCR 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: C-MCR Administration Work plan - monthly

Data Contact: Willie Ratchford

Target Setting Responsibility: C-MCR Administration Team	**Accountability for Meeting Target:** C-MCR Director	**Tracking/Reporting Responsibility:** Community Relations

Notes/Assumptions: