

# Year-End Performance Report

Fiscal Year  
2008



*Community Harmony Matters to All of Us*

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- CRC FY08 Balanced Scorecard Achievement Report

# Executive Summary

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The following is the Charlotte-Mecklenburg Community Relations Committee's (CRC) Corporate Year-End Performance Report. This report covers department achievements for fiscal year 2008. A division of the City Manager's Office, CRC affects the City's corporate objectives "strengthen neighborhoods," "develop collaborative solutions", "enhance customer service," "promote learning and growth" and "achieve positive employee climate." CRC members and staff work together through four core service areas: inter-group relations, fair housing assistance program, police community relations, and conflict management.

## **FY 08 Significant Achievements**

CRC continued to leverage resources for the benefit of Charlotte-Mecklenburg taxpayers. Our programs, including grant revenue, saved taxpayers an estimated \$443,371 over the course of the year. The amount of private and public grant revenue received this year was \$232,000. These funds were used to underwrite expenses associated with CRC's Crossroads Charlotte initiative; the 29th Annual Police Community Relations Awards Program; to cover costs for two full-time fair housing staff positions; and one full-time staff position to provide case management and support for the Dispute Settlement Program. CRC volunteers contributed 1650 hours which is equivalent to \$30,971 of in-kind services.

At the request of City Council, CRC convened representatives from City and County government, Charlotte-Mecklenburg Schools, area non-profits and the faith community to form a community collaborative that addresses parenting, youth employment, mentoring and gangs. The collaborative began meeting September 2007. To date, the collaborative has a draft mission and vision and has its work divided into the following areas: Parenting research task force, father's initiative, family resources tool-kit, year of the parent media campaign, youth employment, mentoring and gangs. CRC expects to present a report to City Council in November 2008 on the state of parenting in Charlotte-Mecklenburg and recommendations to increase the capacity of all parents in our community. This report will drive the development for the Year of the Parent media campaign. A series of father focused events will kick off in the fall 2008 and a family resources tool-kit designed to connect families with local resources will be available in hard copy and on-line. The collaborative will support existing efforts within Neighborhood Development and Economic Development regarding youth employment and mentoring and will partner with CMPD on Gang of One efforts.

CRC's fair housing assistance program had an outstanding year, with 66 fair housing investigations and a closure rate of 64% within 100 days, well above the US Department of Housing and Urban Development's closure recommendation of 53%. Staff provided fair housing training to 61 organizations, a 74% increase from the prior year. 922 persons were trained. CRC provided a record 876 Spanish language translations, primarily to fair housing customers. This represents a 95% increase over the prior year.

### **FY08 Significant Challenges**

CRC has been asked by the City Manager's office and some members of City Council to provide leadership on several new initiatives for FY08/09, including a collaborative parenting initiative that will bring together City and County government and area non-profits to understand the complex issues impacting parenting and create a series of strategies and recommendations to improve and support all parents in Charlotte-Mecklenburg. CRC has also been charged with increasing the number of mentors for young people in our community. CRC is working with Neighborhood Development and other human services agencies, as well as the Mayor's Mentoring Alliance to research the issue, develop capacity among and between existing providers and ultimately, serve more young people. CRC is working with the City Manager to create a strategic alliance of organizations and individuals working on gang issues, including developing a new position - gang enforcement and prevention coordinator, to leverage resources and coordinate the services currently being provided around this issue. Each of these key initiatives are taking significant staff time and resources from a small staff already juggling multiple programs, responsibilities and clients with diminishing resources.

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

CRC's Dispute Settlement Program (DSP) has experienced a significant decline in referrals and cases mediated. Several variables are impacting this trend. First, CRC successfully transitioned the Dependency Mediation Program to the State of North Carolina in July 2007. This program mediated approximately 125 cases per year. Second, the Truancy Mediation Program, a partnership with Charlotte-Mecklenburg Schools, got off to a late start due to the reorganization taking place throughout CMS administrative offices. This program typically mediates 100 plus cases per year. CMS continues to experience staffing shifts, and may still be challenged in FY09 to identify appropriate schools by August 08. Staff is working hard to leverage new internal partnerships with City and County government as well as new ways to increase referrals from the courts, district attorney's office and criminal magistrates. New collaborative partnerships have been established with the Clerk of Courts to allow DSP staff to screen cases, a process that was in place years ago. In addition, staff is working with the DA's and clerk's office to design and implement a comprehensive training for criminal magistrates, a logical place to increase referrals prior to court proceedings being initiated.

# Introduction

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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.

The primary function of the Charlotte-Mecklenburg Community Relations Committee (CRC) is to prevent discrimination and promote harmony among the citizens of Charlotte and Mecklenburg County. The CRC promotes awareness of the community's multi-culturalism and provides diversity training; promotes community-based mediation and provides conflict management training; investigates discrimination in housing and public accommodations and provides fair housing education and training; and enhances community knowledge and trust in the process for receiving, investigating and adjudicating complaints of police misconduct.

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.

## CRC's Vision & 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.*

# FY 08 Balanced Scorecard

The CRC affects the City's corporate objectives, "strengthen neighborhoods," "develop collaborative solutions," "enhance customer service," "achieve positive employee climate" and "promote learning and growth."



CRC 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 Charlotte-Mecklenburg and accomplish the following goals:

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

# FY 08 Achievements

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- CRC obtained \$115,900 in Federal grant revenue from the U.S. Department of Housing and Urban Development (HUD). Funds were used to enhance enforcement of the City and County Fair Housing Ordinances, including two full-time staff positions, a partnership with Habitat for Humanity to support home ownership, and general support for comprehensive fair housing education and outreach efforts.
- In FY05, CRC received an HDS 2000 grant from HUD to conduct an aggressive fair housing testing program and an intensive education and outreach campaign to the Hispanic /Latino community in Charlotte-Mecklenburg. The work for this grant continued during FY 08, with bilingual staff serving 876 Spanish language customers and assisting with presenting education sessions to 61 groups and 922 people, many of whom represent Hispanic/Latino families.
- CRC received \$71,750 in grant funding to support the Dispute Settlement Program, including one full-time position. Grants came from a State of North Carolina appropriation and Interest on Lawyers Trust Account (IOLTA).
- CRC successfully transitioned the Dependency Mediation Program to the State of North Carolina. A model collaboration between CRC, the 26<sup>th</sup> Judicial District and Mecklenburg County, CRC had administered the program for the past six years, serving over 700 families involved in child abuse and neglect proceedings in the 26<sup>th</sup> Judicial District. The program was funded by a series of private and public grants.
- CRC generated \$40,175.06 in-kind dollars by utilizing community volunteers to assist with its work and activities. Approximately 200 volunteers provided 2227 hours of work during FY07. According to the Independent Sector, an organization gains \$18.04 for every hour of work provided by a volunteer.
- CRC raised \$14,350 from the private sector to underwrite the costs associated with the annual 29th Annual Police Community Relations Awards Program.
- The Community Relations Committee's Dispute Settlement Program processed 1047 referrals, including worthless checks for mediation and conciliation. 393 mediations were held and 90% were successfully resolved. 509 worthless check cases were conciliated. These services saved Charlotte-Mecklenburg an estimated \$180,400 in court costs and approximately 1804 hours of court time. In addition, approximately 2000 individuals did not have to go to court or pay legal fees to have their cases disposed. \$28,435 was collected for the state in reduced court fees. Area merchants recovered \$82,054.53 through the Worthless Check Settlement Program.

# FY 08 Achievements

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- CRC received 66 new fair housing complaints, a 5% increase over last year. A typical case takes 100 - 200 hours to investigate. 54 cases were closed, including 23 carry over cases as follows: 20 cases were no cause; 16 cases were conciliated with \$11,522 in settlement fees for complainants and \$5,000 fees for CRC to use for additional testing; 18 administrative closures (5 withdrawals, 3 waived for lack of jurisdiction, 9 failure of Complainant to cooperate, and 1 failure to locate Complainant). The bases of the 54 complaints were: 17 national origin, 14 race, 6 disability, 4 sex, 3 race and family status, 2 race and sex, 2 race and disability, 1 disability and religion, 1 race and sex, 1 race, sex, and family status, 1 race and national origin, 1 family status, and 1 race, sex and religion.
- CRC provided 61 fair housing trainings for 922 individuals during FY 2008, a 74% increase over the prior year. CRC's partnership with the U.S. Department of Housing and Urban Development requires that CRC take steps to affirmatively further fair housing and this is done through outreach and education, including fair housing training.
- CRC administered customer satisfaction surveys to CRC members, staff, volunteers, customers and partners, to gauge the effectiveness of CRC's work and to make recommendations for improvements. The FY08 average target satisfaction rating for all customer surveys was 4.5, and CRC exceeded this performance goal with an average rating of 4.6. The FY 08 average target rating for the staff survey was 4.3. CRC exceeded this performance goal by achieving an average rating of 4.8.
- CRC planned, coordinated and implemented the 29th Annual Police Community Relations Awards Program. A record 273 officer nomination forms were received from citizens, neighborhood groups, local businesses and others who wanted to recognize the outstanding contributions of officers to the improvement of police community relations. 36 successful partnerships were forged, \$14,350 was raised to cover costs, 12 officers were honored and over 200 persons attended a public awards ceremony and luncheon.
- The Community Relations Committee won the 2007 *City Manager's Strategy Award – Diversity in Action*. CRC was recognized at a ceremony on September 26 in the Council Chamber.
- CRC convened representatives from City and County government, Charlotte-Mecklenburg Schools, area non-profits and the faith community to form a community collaborative that addresses parenting, youth employment, mentoring and gangs. The collaborative began meeting September 2007. To date, the collaborative has a draft mission and vision and has its work divided into the following areas: Parenting research task force, father's initiative, family resources toolkit, year of the parent media campaign, youth employment, mentoring and gangs.
- CRC received and processed 8 complaints of police misconduct, processed 3 appeals and attended 74 scheduled Chain of Command Hearings as a voting member of the process. 3 police community dialogues were held.



# Performance Targets and Achievements

## *Strengthen Neighborhoods – Investigate Housing Discrimination*

| <b>FY08 Target</b>                                            | <b>Type</b> | <b>FY08 Achievement</b> |
|---------------------------------------------------------------|-------------|-------------------------|
| Number of fair housing cases investigated                     | Lag         | 66                      |
| Percentage of fair housing cases closed within 100 days - 53% | Lead        | 64%                     |

## *Strengthen Neighborhoods – Prevent Housing Discrimination*

| <b>FY08 Target</b>                                         | <b>Type</b> | <b>FY08 Achievement</b> |
|------------------------------------------------------------|-------------|-------------------------|
| Number of fair housing trainings - 35                      | Lead        | 61                      |
| Number of persons educated ---                             | Lag         | 922                     |
| Number of fair housing tests for discriminatory practice - | Lag         | 3                       |

## *Develop Collaborative Solutions – Increase Service Capacity Through Leveraged City Tax Dollars*

| <b>FY08 Target</b>                                  | <b>Type</b> | <b>FY08 Achievement</b> |
|-----------------------------------------------------|-------------|-------------------------|
| Number of volunteer hours ---                       | Lag         | 1650                    |
| Dollars saved - volunteer service ---               | Lag         | \$30,971                |
| Amount of public/private revenue secured- \$200,000 | Lead        | \$232,000               |
| Total tax dollars saved ---                         | Lag         | \$211,371               |

## *Develop Collaborative Solutions – Provide a Cost Effective Alternative for Cases in the Criminal Justice System*

| <b>FY08 Target</b>                        | <b>Type</b> | <b>FY08 Achievement</b> |
|-------------------------------------------|-------------|-------------------------|
| Criminal justice hours saved ---          | Lag         | 1804                    |
| Criminal Justice System dollars saved --- | Lag         | \$180,400               |

## *Enhance Customer Service - Reduce Impact of Language Barriers on Accessibility to CRC Services*

| <b>FY08 Target</b>                                               | <b>Type</b> | <b>FY08 Achievement</b> |
|------------------------------------------------------------------|-------------|-------------------------|
| Number of customers provided interpretation or translation - 450 | Lead        | 876                     |
| Number of non-English publications distributed ---               | Lag         | 1557                    |

# Performance Targets and Achievements

## Enhance Customer Service – Reduce Interpersonal and Community Conflicts

| FY08 Target                                                         | Type    | FY08 Achievement |
|---------------------------------------------------------------------|---------|------------------|
| Number of cases mediated/conciliated- excludes worthless checks --- | Lag     | 393              |
| % of cases successfully resolved - 95%                              | Lead    | 90%              |
| Number of worthless check cases conciliated ---                     | Lag     | 509              |
| Number of conflict resolution trainings - 35                        | Lead    | 50               |
| Number of persons trained in conflict resolution ---                | Lag     | 1274             |
| Number of diversity trainings - 20                                  | Lead    | 30               |
| Number of persons trained in diversity                              | Lag --- | 1246             |

## Enhance Customer Service – Improve Service Delivery To Members, Volunteers, Customers, and Partners

| FY08 Target                         | Type | FY08 Achievement |
|-------------------------------------|------|------------------|
| Average rating on CRC Surveys - 4.5 | Lead | 4.6              |

## Enhance Customer Service – Improve Police Community Relations

| FY08 Target                                                    | Type | FY08 Achievement |
|----------------------------------------------------------------|------|------------------|
| Number of chain of command hearings attended ---               | Lag  | 74               |
| Number of appeals processed ---                                | Lag  | 3                |
| Number of complaints processed ---                             | Lag  | 8                |
| Number of police community dialogues ---                       | Lag  | 3                |
| Number of nominations for Police Comm. Rel. Awards Program --- | Lag  | 273              |

## Enhance Customer Service – Reduce Discrimination Against Persons With Disabilities

| FY08 Target                                        | Type | FY08 Achievement |
|----------------------------------------------------|------|------------------|
| Number of ADA/Title II complaints investigated --- | Lag  | 6                |
| Number of ADA/Title II complaints conciliated ---  | Lag  | 4                |

## Achieve Positive Employee Climate – Retain A Skilled Workforce and Improve and Maintain Staff’s Expertise and Efficiency

| FY08 Target                                                     | Type | FY08 Achievement |
|-----------------------------------------------------------------|------|------------------|
| Average rating on CRC employee survey satisfaction survey - 4.3 | Lead | 4.8              |
| Number of career development hours per employee - 50            | Lead | 103              |

# CRC Trend Information FY04 - FY08

## *Serve the Customer*

| Performance Measures                      | FY04 | FY05 | FY06 | FY07 | FY08 |
|-------------------------------------------|------|------|------|------|------|
| Number of fair housing cases investigated | 46   | 23   | 40   | 63   | 66   |
| Number of fair housing trainings          | 23   | 24   | 35   | 35   | 61   |
| People trained in fair housing            | 518  | 560  | 635  | 650  | 922  |
| Survey Results                            | 4.5  | 4.7  | 4.6  | 4.5  | 4.6  |

## *Run the Business*

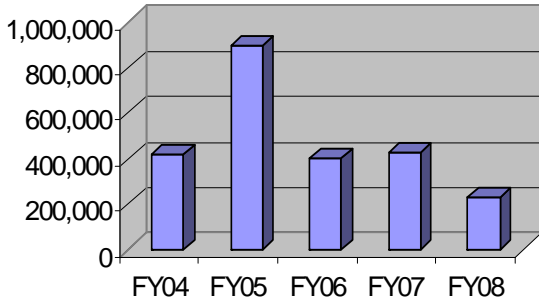
| Performance Measures                    | FY04    | FY05       | FY06       | FY07       | FY08    |
|-----------------------------------------|---------|------------|------------|------------|---------|
| Number of volunteer hours               | 1470    | 2010.5     | 2324       | 2227       | 1650    |
| In-kind dollars saved                   | 24,307  | 34,750.22  | 40,786.20  | 40,175.06  | 30,971  |
| Private grant revenue secured           | 418,000 | 899,698.07 | 402,837.08 | 423,291    | 232,000 |
| Taxpayer dollars saved                  | 232,000 | 336,464.59 | 462,986.20 | 343,043.90 | 211,371 |
| Criminal justice hours saved            | 2086    | 2722       | 3916       | 2676       | 1804    |
| Criminal justice dollars saved          | 208K    | 272,200    | 391,600    | 267,600    | 180,400 |
| Customers provided translation services | 35      | 82         | 415        | 428        | 876     |
| Non-English publications distributed    | 2028    | 1062       | 1768       | 3189       | 1557    |
| Cases mediated /conciliated             | 1204    | 1362       | 1958       | 1299       | 902     |
| % Mediations successful                 | 95%     | 95%        | 94%        | 97%        | 90%     |
| Number of conflict resolution trainings | 40      | 35         | 35         | 44         | 50      |
| People trained in conflict resolution   | 1169    | 838        | 1113       | 1275       | 1274    |
| Number of Diversity Trainings           | 18      | 23         | 30         | 35         | 30      |
| People trained in diversity             | 814     | 780        | 1056       | 1810       | 1246    |
| Chain of command hearings attended      | 265     | 85         | 83         | 102        | 74      |
| Number of appeals processed             | 3       | 2          | 1          | 6          | 3       |
| Number of complaints processed          | 12      | 8          | 9          | 7          | 8       |
| Police community dialogues              | 5       | 6          | 6          | 6          | 3       |

## *Develop Employees -Trend Information*

| Performance Measures                  | FY04 | FY05 | FY06 | FY07 | FY08 |
|---------------------------------------|------|------|------|------|------|
| Career development hours per employee | 57   | 59   | 114  | 64   | 103  |
| Employee satisfaction survey rating   | 4.2  | 4.4  | 4.2  | 4.4  | 4.8  |

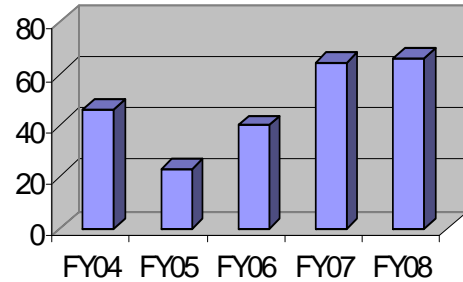
# CRC Trend Information FY04 - FY08

**Amount of Federal, State and Private Grant Funding**

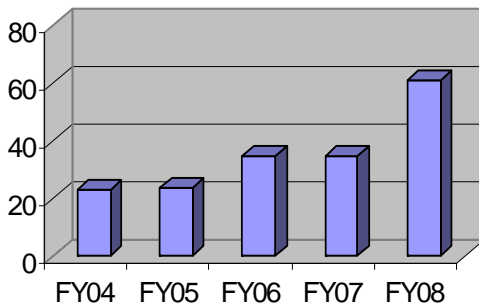


*HDS 2000 and dependency mediation grants ended.*

**Number of Fair Housing Complaints Processed**

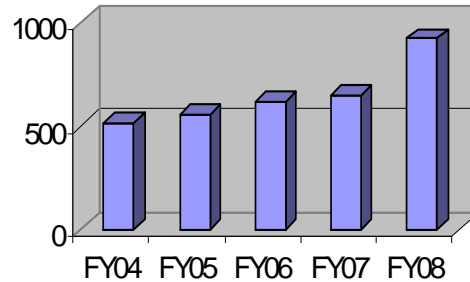


**Number of Fair Housing Trainings**



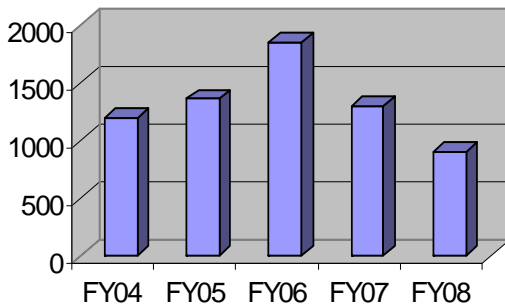
*Increased demand for services.*

**Fair Housing Trainings - Persons Trained**



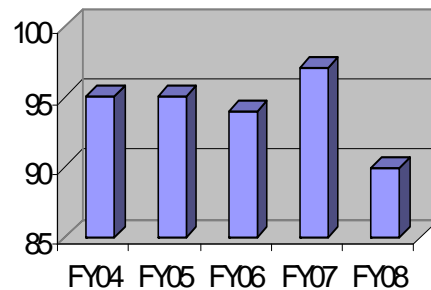
*Increased demand for services.*

**Number Mediations & Conciliations**



*Cases declined due to transition of dependency program, CMS transitions and referrals challenges with CJS.*

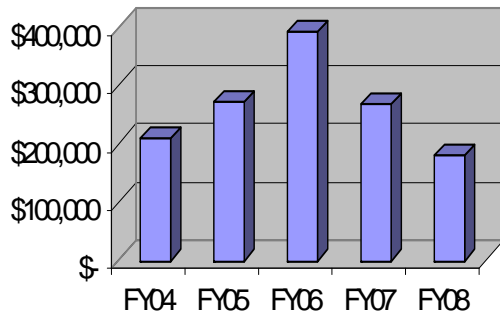
**Percent Successfully Mediated & Conciliated**



*New case referral processes have brought increasingly difficult, cross warrant cases that generally have lower success rate. Will adjust FY09 success rate to bring in line with national standards and current case types.*

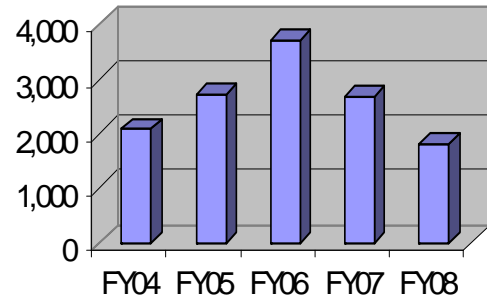
# CRC Trend Information FY04 - FY08

**Number of Criminal Justice System Dollars Saved**



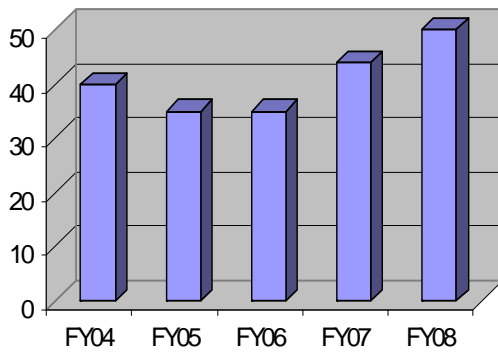
*Less cases mediated/conciliated*

**Number of Criminal Justice System Hours Saved**



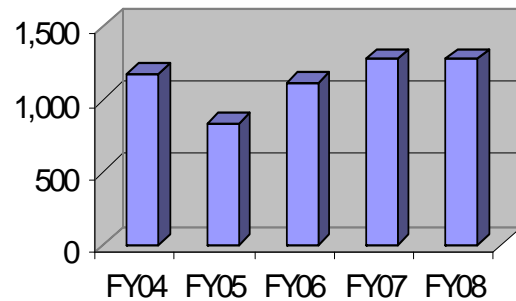
*Less cases mediated/conciliated*

**Conflict Management Training**

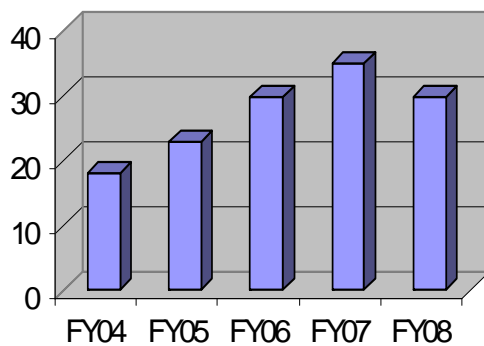


*Increased demand for services.*

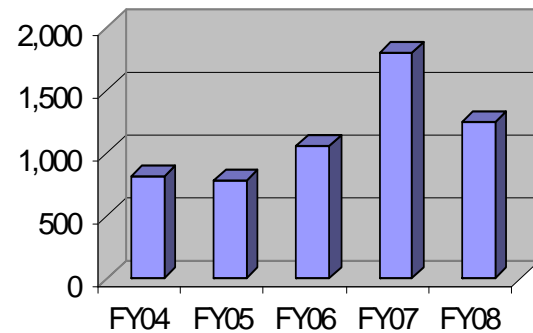
**Conflict Management - Number Trained**



**Diversity Training**



**Diversity - Persons Trained**



# Changes, Improvements & Lessons Learned

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During FY2008, CRC's general fund budget remained flat at the FY07 rate, and this continues to impact all aspects of the organization. With increased demand for CRC services, staff and committee members had to do more with less and explore creative strategies and alternatives to meet this increased demand without allowing service quality to suffer. CRC staff developed and implemented an organizational restructuring of staff during FY08 in an effort to balance and shift increased work responsibilities and expanded requests for service from City Council, the City Manager's office, partner organizations and the general public.

CRC effectively served our customers through active and intentional partnerships with over 80 organizations in the Charlotte-Mecklenburg area. These partnerships enabled CRC to leverage services and resources in new and different ways, and allowed us to more appropriately serve the needs of a diverse and changing customer base. Significant in-kind contributions and federal, state and private resources continue to provide a significant boost to CRC's limited budget. CRC served record numbers of clients through its fair housing program and its dispute settlement program, training 3,442 people in 141 training sessions on fair housing, diversity and conflict resolution skills. A faltering economy will continue to stress Charlotte-Mecklenburg residents into FY09, and CRC forecasts serving record numbers as economic pressures strain relations and increase tensions within our diverse community. CRC will continue to actively utilize intentional partnerships with other organizations in FY09 to maximize our ability to meet these needs and serve our diverse and changing customer base.

CRC continued to work to reduce the impact of language barriers on access to CRC services through two bilingual staff persons working in our Fair Housing Assistance Program. CRC was able to appropriately serve a record 876 Spanish language customers through interpreting and translation services. Having bilingual staff has enabled CRC to effectively reach out and engage the Hispanic/Latino population in Charlotte-Mecklenburg. Additionally, CRC distributed over 1500 non-English publications. CRC has actively worked with *LaNoticia* and *Que Pasa*, local Spanish language newspapers, and *Radio Lider* and *La Tremenda*, local Spanish language radio shows, to provide information on CRC services. Staff actively participated in the Latin American Council of Charlotte, and provided information at many international festivals and events throughout the year.

CRC kicked off its first wellness program with staff meeting 100% of FY08 wellness targets. Staff engaged in 12 presentations and trainings on wellness throughout the year, including diverse topics, including but not limited to nutrition, fats, staying healthy while sitting at a desk, blood pressure information and screening opportunities and sun safety. All staff took responsibility for setting a fitness target (i.e.: walking an average of 10,000 steps/day) and maintaining a monthly log. FY09 wellness efforts will continue to engage staff with education and fitness goals designed to increase the individual and collective health and well-being of our department.

## **Achievement of Budget Savings Targets**

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A review of CRC's June 30, 2008 Fund Availability shows that CRC had a budget savings of \$16,764.95 for cost center 104.00, the general fund budget during FY08.

# Appendix

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# CRC-Balanced Scorecard Report

Reporting Period: July 1, 2007 to June 30, 2008

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

|                                                                     |                                                              |                                                                      |                                                             |      |         |                |     |                                                |                                                                                                                                 |  |
|---------------------------------------------------------------------|--------------------------------------------------------------|----------------------------------------------------------------------|-------------------------------------------------------------|------|---------|----------------|-----|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|--|
| Serve the Customer                                                  | <b>C1. Strengthen Neighborhoods</b>                          | Investigate housing discrimination                                   | Number of fair housing cases investigated.                  | 64   | Lag     | --             | 66  |                                                |                                                                                                                                 |  |
|                                                                     |                                                              |                                                                      | Percentage of new fair housing cases closed within 100 days | 58%  | Lead    | 53% - 100 days | 64% |                                                |                                                                                                                                 |  |
|                                                                     | Prevent housing discrimination                               | Number of fair housing trainings                                     | 35                                                          | Lead | 35      | 61             |     | <b>Lead Target – Exceeded performance goal</b> |                                                                                                                                 |  |
|                                                                     |                                                              | Number of persons educated on fair housing practices and protections | 560                                                         | Lag  | --      | 922            |     |                                                |                                                                                                                                 |  |
| Number of fair housing tests for discriminatory practices as needed | 35                                                           | Lag                                                                  | --                                                          | 3    |         |                |     |                                                |                                                                                                                                 |  |
| <b>B1. Develop Collaborative Solutions</b>                          | Increase service capacity through leveraged city tax dollars | Number of volunteer hours (CRC members and volunteer mediators)      | 2227                                                        | Lag  | --      | 1650           |     |                                                |                                                                                                                                 |  |
|                                                                     |                                                              | Number of dollars saved through volunteer's service (\$18.77)        | 40,175                                                      | Lag  | --      | \$30,971       |     |                                                |                                                                                                                                 |  |
|                                                                     |                                                              | Amount of public & private revenue secured                           | 423,291K                                                    | Lead | 200,000 | \$232,000      |     | \$                                             | <b>Lead Target – Exceeded performance goal</b><br>HUD - \$115,900<br>AOC/IOLTA - \$71,750<br>FFTC - \$30,000<br>PCRA - \$14,350 |  |

\* in KBU initiative column indicates Focus Area initiative

# CRC-Balanced Scorecard Report

Reporting Period: July 1, 2007 to June 30, 2008

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

|                                            |                                                                               |                                                                              |          |      |     |           |                                       |  |                                                                                                                                                                                                                                                                                    |
|--------------------------------------------|-------------------------------------------------------------------------------|------------------------------------------------------------------------------|----------|------|-----|-----------|---------------------------------------|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                            |                                                                               | Total taxpayer dollars saved (CJS + Volunteers)                              | 307,752K | Lag  | --  | \$211,371 | <span style="color: green;">●</span>  |  |                                                                                                                                                                                                                                                                                    |
| <b>B1. Develop Collaborative Solutions</b> | Provide a cost effective alternative for cases in the Criminal Justice System | CJS hours saved                                                              | 2676     | Lag  | --  | 1804      | <span style="color: green;">●</span>  |  |                                                                                                                                                                                                                                                                                    |
|                                            |                                                                               | CJS dollars saved                                                            | 267,600K | Lag  | --  | \$180,400 | <span style="color: green;">●</span>  |  |                                                                                                                                                                                                                                                                                    |
| <b>B2. Enhance Customer Service</b>        | Reduce impact of language barriers on accessibility to CRC services           | Number of customers provided with interpretation and/or translation services | 428      | Lead | 450 | 876       | <span style="color: green;">●</span>  |  | <b>Lead Target – Exceeded performance goal</b>                                                                                                                                                                                                                                     |
|                                            |                                                                               | Number of non-English publications distributed                               | 3189     | Lag  | --  | 1557      | <span style="color: green;">●</span>  |  |                                                                                                                                                                                                                                                                                    |
|                                            | Reduce interpersonal and community conflicts                                  | Number of cases mediated or conciliated, excluding worthless checks          | 679      | Lag  | --  | 393       | <span style="color: green;">●</span>  |  |                                                                                                                                                                                                                                                                                    |
|                                            |                                                                               | % of cases successfully resolved                                             | 97%      | Lead | 95% | 90%       | <span style="color: yellow;">●</span> |  | <b>Lead Target – Performance target unmet</b><br>New case referral processes have brought increasingly difficult, cross warrant cases that generally have lower success rate. We will adjust success rate in FY09 to bring in line with national standards and current case types. |

\* in KBU initiative column indicates Focus Area initiative

# CRC-Balanced Scorecard Report

Reporting Period: July 1, 2007 to June 30, 2008








| Corporate Objective          | KBU Initiative<br>(* indicates Focus Area Initiative)                        | Measure                                                                        | Prior Year Actual | Lead or Lag | Performance Data |      |        | Comments/Explanation<br>(To be completed at mid-year and year-end reporting) |                                         |
|------------------------------|------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-------------------|-------------|------------------|------|--------|------------------------------------------------------------------------------|-----------------------------------------|
|                              |                                                                              |                                                                                |                   |             | Target           | YTD  | Status |                                                                              |                                         |
| B2. Enhance Customer Service |                                                                              | Number of worthless checks conciliated for CJS                                 | 620               | Lag         | --               | 509  | ●      |                                                                              |                                         |
|                              |                                                                              | Number of conflict resolution trainings                                        | 44                | Lead        | 35               | 50   | ●      |                                                                              | Lead Target - Exceeded performance goal |
|                              |                                                                              | Number of persons trained in conflict management / resolution                  | 1275              | Lag         | --               | 1274 | ●      |                                                                              |                                         |
|                              |                                                                              | Number of diversity trainings                                                  | 35                | Lead        | 25               | 30   | ●      |                                                                              |                                         |
|                              |                                                                              | Number of persons trained in diversity                                         | 1810              | Lag         | --               | 1246 |        |                                                                              | Lead Target – Exceeded performance goal |
|                              | Improve service delivery to CRC members, volunteers, customers, and partners | Average ratings on CRC surveys of members, volunteers, customers and partners+ | 4.5               | Lead        | 4.5              | 4.6  | ●      | \$                                                                           | Lead Target – Exceeded performance goal |

\* in KBU initiative column indicates Focus Area initiative

# CRC-Balanced Scorecard Report

Reporting Period: July 1, 2007 to June 30, 2008

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

|  |                                                         |                                                                              |     |     |    |     |                                                                                       |  |  |
|--|---------------------------------------------------------|------------------------------------------------------------------------------|-----|-----|----|-----|---------------------------------------------------------------------------------------|--|--|
|  | Improve police community relations                      | Number of chain of command hearings attended                                 | 102 | Lag | -- | 74  |    |  |  |
|  |                                                         | Number of appeals processed                                                  | 6   | Lag | -- | 3   |    |  |  |
|  |                                                         | Number of complaints processed                                               | 7   | Lag | -- | 8   |    |  |  |
|  |                                                         | Number of police community dialogues                                         | 6   | Lag | -- | 3   |    |  |  |
|  |                                                         | Number of nominations received for Police Community Relations Awards Program | 174 | Lag | -- | 273 |    |  |  |
|  | Reduce discrimination against persons with disabilities | Number of ADA/Title II complaints investigated                               | 11  | Lag | -- | 6   |  |  |  |
|  |                                                         | Number of ADA/Title II complaints conciliated                                | 8   | Lag | -- | 4   |  |  |  |

\* in KBU initiative column indicates Focus Area initiative

# CRC-Balanced Scorecard Report

Reporting Period: July 1, 2007 to June 30, 2008

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

|                   |                                        |                                                                                            |                                                     |     |      |      |                                                 |  |    |                                                                                                                                                                                                             |
|-------------------|----------------------------------------|--------------------------------------------------------------------------------------------|-----------------------------------------------------|-----|------|------|-------------------------------------------------|--|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                   | <b>B3. Optimize Business Processes</b> | Develop and implement file management and storage strategy for each core area of CRC work, | Purge 100% of eligible files                        | —   | Lead | 100% |                                                 |  |    | <b>Lead Target- Performance goal unmet.</b><br>Explanation: Eligible files were identified and proper disposal procedures were researched. Eligible files are being purged according to disposal protocols. |
| Develop Employees | E1. Achieve Positive Employee Climate  | Retained a skilled workforce                                                               | Average rating on CRC employee satisfaction survey  | 4.3 | Lead | 4.2  | 4.8                                             |  | \$ | <b>Lead Target – Exceeded performance goal</b>                                                                                                                                                              |
|                   |                                        | Improve and maintain staff's experience and efficiency                                     | Number of career development hours per employee     | 50  | Lead |      | 1341.5 total hours<br>Avg: 103 hrs per employee |  | \$ | <b>Lead Target – Exceeded performance goal</b>                                                                                                                                                              |
|                   |                                        | Improve and maintain staff wellness through physical activity and work environment.        | % of staff meeting individual walking fitness goal. | 75% | Lead |      | 100%                                            |  |    | <b>Lead Target – Exceeded performance goal</b>                                                                                                                                                              |
|                   |                                        |                                                                                            | Number of fitness facts provided annually.          | 12  | Lead |      | 12                                              |  |    | <b>Lead Target – Exceeded performance goal</b>                                                                                                                                                              |

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.