



# Charlotte-Mecklenburg Community Relations Committee

## Year-End Performance Report

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

**Fiscal Year 2009**

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- CRC FY09 Balanced Scorecard Achievement Report



# Executive Summary



The following is the Charlotte-Mecklenburg Community Relations Committee's (CRC) Corporate Scorecard Year-End Report. This report covers department achievements for fiscal year 2009. A division of the City Manager's Office, CRC impacts City Council's "Housing and Neighborhood Development" focus area and 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: 1) inter-group relations, 2) conflict management, 3) fair housing/public accommodations and 4) police review.

## FY09 Significant Achievements

CRC continued to leverage resources for the benefit of Charlotte-Mecklenburg taxpayers. Our programs, including grant revenue, saved taxpayers an estimated \$590,726 over the course of the year, a 25% increase over the previous year. The amount of private and public grant revenue received this year was \$270,000. These funds were used to underwrite expenses associated with CRC's Crossroads initiative; the 30th 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 1642.5 hours which is equivalent to \$32,045.18 of in-kind services.

On May 19<sup>th</sup>, in conjunction with Area Mental Health and CMPD's Gang of One, CRC held a news conference where it was announced that several local agencies received funding from the FY08 Congressional Award to CMPD's Gang of One to help reduce gang activity in Charlotte-Mecklenburg. Gang of One allocated \$95,000.00 toward Community Impact Projects via the Gang Prevention Coalition. CRC was instrumental in writing the strategic operating plan which led to this effort. The selected agencies included:

- Charlotte Boxing Academy
- Girl Scouts Hornets' Nest Council
- Idlewild Elementary School
- McClintock Partners
- Mi Casa Su Casa
- Parent university
- Partners in Out of School Time

At the request of the Charlotte City Council, the Charlotte-Mecklenburg Community Relations Committee convened representatives from City and County government, area non-profits, and the faith community to form a community collaborative that addresses parenting, youth employment, mentoring and gangs - The Community Collaborative on Parenting, Youth Employment, Mentoring and Gangs (the Collaborative). A summary of the Collaborative's work products and community connections for FY09 are listed below:





- **Family Resources Toolkit:** The Collaborative has worked to develop a Directory of Family Services in Charlotte-Mecklenburg. The directory has been edited by the Charlotte Mecklenburg Community Relations Committee and it contains information current through April 30, 2009.
- **Fatherhood Town Hall Forum:** A Town Hall Forum was conducted in partnership with Urban Restoration, Charlotte-Mecklenburg Schools, and the Charlotte Bobcats in November 2008. The forum consisted of several activities leading up to a facilitated panel discussion with local leaders, before the game. 1661 students participated in an essay writing contest to talk about the importance of fatherhood.
- **Report on Parenting in Charlotte-Mecklenburg:** The Collaborative has completed a report designed to help understand the complex issues impacting effective parenting in Charlotte-Mecklenburg. The report includes recommendations to increase the capacity of and improve and support all parents in our community.
- **The Gang Prevention Coalition:** CRC staff and members of the have worked with the Gang Prevention Coalition (GPC) to develop a strategic plan to address youth and gangs in Charlotte-Mecklenburg. The work of the GPC was shared with the Charlotte City Council on March 2, 2009, and the Mecklenburg County Commission on March 3, 2009. The work was also presented to the Mecklenburg County parks and Recreation Board, the Children's and Family Services Board, and other community organizations. In conjunction with Mecklenburg County Area Mental Health and CMPD – Gang of One, we awarded \$95,000 to local agencies to help eliminate gangs. We held a news conference on June 12, 2009 to announce the awards.
- **The Teen Mentoring/Teen Violence Court Committee:** The Teen Mentoring/Teen Violence Court Committee is a community collaboration led by District Court Judge Rickye McCoy-Mitchell. The committee is comprised of court and community stakeholders who seek to share information and develop strategies and maximize existing efforts to address the need for teen mentoring and reduce the incidence of teen violence in our community. CRC has been instrumental in creating a directory of mentoring and violence prevention services for the collaborative; and in developing a strategic operating and work plan.
- **The Accountable Man – Men's Conference:** CRC staff has been working with a group of committed husbands, fathers, brothers, uncles and friends, of all ages, who understand that their involvement to improve the community is a vital and





complex life-long responsibility of protecting, nurturing, teaching and loving current and future generations of young men in Charlotte-Mecklenburg. CRC staff has taken on a major role in developing this work group and strategic plan to assist young men. A community conference for men was held on Saturday, June 20, 2009 at the Marriott Hotel on Westpark. Over 80 persons attended the conference.

- **Urban Restoration:** CRC staff has worked with the Director of the Urban Restoration, Colin Pinkney, for about a year to address issues around fatherhood and getting men more involved in their children's lives. Urban Restoration's vision is "to see Charlotte's urban families strengthened and restored to rebuild their homes and communities."
- **Youth Employment:** The Collaborative supports the current mission of the Mayor's Youth Employment Program to create, year-round, meaningful opportunities for youth to gain a greater understanding of career demands, skill sets and qualifications for employment through internships with local government, business and industry. The program currently runs out of Charlotte's Economic Development Department.
- **Mentoring:** CRC staff supported existing efforts within the Mayor's Office regarding mentoring. Charlotte Mecklenburg has a gap of 6700 mentors according to a 2007 report by the Mayor's Mentoring Alliance. The Alliance (MMA), which was created in 1995, is a coalition of existing mentoring organizations, including the Business Volunteer Council. The Alliance represents approximately 9811 mentors.
- **Charlotte Mecklenburg Drug Free Coalition:** CRC staff meets regularly with the Charlotte Mecklenburg Drug Free Coalition to address issues of alcohol and drug usage with young people in our community. We have co-sponsored several community meetings and town hall forums to address this issue.
- **Families First Information & Referral Work Group:** CRC staff works with Families First Information and Referral Work Group to identify and better meet the informational needs of new parents. A recent survey described in the January 2009 issue of *Zero to Three* had 2540 mothers of children birth to four years old to respond to survey questions related to mothers' perceptions of their young children's challenging behaviors.
- **The Winners Plus Agency:** CRC staff has been working with the Winners Plus Agency to involve fathers in the formal education of their children by getting dads to take their children to school and visit the child at school on a regular



basis, including lunch, sporting activities, academic activities, and teacher's conferences and volunteering to assist at school functions. The Winners Plus Agency is a non-profit organization established in 1998. Their mission is to provide guidance, assistance, clarity and knowledge to parents, in co-educating of our children. The organization is made up of parents who advocate for parents through information, education, and establishing professional co-partnerships with the institutions that educate our children.

- **The Youth in Transition to Adulthood Initiative:** CRC staff has been working with Ann Morison and the Youth in Transition to Adulthood Initiative to define a comprehensive approach to filling the void that exists in resources for young adults on their own, during the critical ages of 16-24. Many of these persons have aged out of foster care, group homes, mental health programs and the juvenile justice system. They have no family, community or other support. The cornerstone of this effort will be a resource center where young adults can develop an individual plan, based on a comprehensive assessment, and be connected to resources and community supports to enable their productivity, social contribution and self sufficiency. The resource center will also serve as a physical space and information clearinghouse for the young adult [population – and more importantly, will serve as the community pulpit for issues affecting Charlotte-Mecklenburg's young adult population.
  - **Strong Men Pushing Reading:** CRC staff has been working with the YWCA Youth Programs Department to assist in recruiting male volunteers to read to kids in various afterschool enrichment programs; and to be more actively involved in their own children's lives. Research shows that when fathers are actively involved in the lives of their children, the children perform better in school and exhibit healthier behaviors.
- In FY09 CRC worked in conjunction with the Community Building Initiative (CBI) and Mecklenburg Ministries to conduct three community dialogues around access, equity and inclusion. The first of the three dialogues addressed the ability of our community to talk with one another after the presidential election and the divisive tactics, including race-baiting, used by politicians and their supporters to cause division in the community. The second dialogue addressed the ability of the community to address the economic crisis in which we find ourselves and how it is impacted by race and ethnicity.

The third dialogue, which was held on June 30, 2009 at Little Rock AME Zion Church, explored whether we can talk to one another about meeting basic human needs in difficult economic times. The meeting drew more than 200 people, which filled the room beyond its seating capacity. In addition to hearing from a panel, the participants broke up into small groups to



develop questions and ideas. One of the ideas that emerged was the desire to have a strategic community plan for human services. Although Charlotte-Mecklenburg has various plans that deal with specific issues in the human services area (e.g., Plan to End Homelessness), the community does not have a comprehensive human services plan. A quick scan of web sites reveals other communities have created such plans that establish community priorities, goals and strategies for capital and operational investment in addressing human service needs.

As a result of the strong interest in this idea, as expressed by the meeting participants, members of the Board of County Commission placed this item on the agenda for a July 7, 2009 joint meeting of two Board committees (Health and Community Support Services; and Natural Resources). In addition, County Commission Chairman Jennifer Roberts is invited members of the Charlotte City Council, the Charlotte Mecklenburg Board of Education and mayors of the Mecklenburg municipalities to a meeting to start discussions on how they might work together to develop a comprehensive strategic community plan for human services, and potential next steps in designing a process for this such a plan.

### **FY09 Significant Challenges / Budget Reduction Impact**

- CRC experienced the pre-mature death of a Community Relations Manager who supervised the DSP staff and the program. As a part of the mid-year budget reduction, this position was not filled for the remainder of the fiscal year. As a result, current staff had to make sacrifices and step up to the plate to do more with less. Despite this loss and reduction in funding, all goals, objectives and targets were met or exceeded due to staff's working above and beyond the call of duty. This vacant position will be filled in FY10.
- CRC's Dispute Settlement Program (DSP) continues to address concerns with a decline in referrals and cases mediated. Several variables continue to impact this trend. First, CRC successfully transitioned the Dependency Mediation Program to the State of North Carolina in July 2007. This program mediated approximately 125 cases per year. Staff is working hard to leverage new internal partnerships with City and County government as well as new ways to increase referrals from the courts, district attorney's office and criminal magistrates. New collaborative partnerships have been established with the Clerk of Courts to allow DSP staff to screen cases, a process that was in place years ago. In addition, staff is working with the DA's and clerk's office to design and implement a comprehensive training for criminal magistrates, a logical place to increase referrals prior to court proceedings being initiated. Staff is also working with the state of North Carolina to do Medicaid mediations.
- CRC continues to be in the forefront of providing culturally competent services and outreach to our growing Hispanic/Latino community. We have worked with Corporate Communications to develop a series of videos that will help Hispanic/Latinos understand City government services and what is necessary to participate fully in our community around the good neighbor model. Building on past, current and future efforts, CRC will develop a series of best practices for communications, education and outreach to Hispanic/Latinos, and share this information with all City KBE's. Resources still need to be identified to support this comprehensive effort.





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

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

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





## Introduction



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, 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. To address this role, the CRC promotes awareness of the community's multiculturalism and provides diversity training; promotes community-based mediation and provides conflict resolution training; investigates discrimination in housing (including education and training); and enhances community knowledge, and trust in the process for receiving, investigating and adjudicating complaints of police misconduct.

Additionally, the City of Charlotte and Mecklenburg County depend on CRC to monitor and improve the quality of human relations within the community. CRC interprets the social inclinations and frustrations of our citizens. CRC's human relations efforts address not only long time residents and black and white issues, but the issues and conflicts experienced by the many racially and ethnically diverse newcomers that now call Charlotte-Mecklenburg home. More recently, CRC worked on issues of parenting, gang involvement, mentoring and initiatives around youth.

## **CRC's Vision & Mission**

### **Vision**

*"A Charlotte-Mecklenburg where people's differences are acknowledge, 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 09 Balanced Scorecard

The 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. 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 09 ACHIEVEMENTS

## Developing the Community

- CRC obtained \$117,000.00 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 a full-time staff position, a partnership with Habitat for Humanity to support home ownership, and general support for comprehensive fair housing education and outreach efforts.



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

- CRC received for processing 61 fair housing complaints this year. A typical case takes 100 – 200 hours to investigate. 40 cases were closed (84% within 100 days in FY09; the HUD standard is 50%), including 11 carry over cases as follows: 13 cases were no cause; 12 cases were conciliated with \$5,544.00 in settlement fees for complainants, corrections of design, provision of reasonable accommodations, and contractual relief; 7 withdrawals (3 with resolution); 2 failure to locate; and 6 failure to cooperate. The bases of the 40 complaints were: 16 national origin; 5 race; 6 disability; 3 race and sex; 3 race and disability; 1 sex; 1 national origin and family status; 2 family status; 1 race and family status; 1 national origin and disability; and 1 national origin and sex.
- 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 through December of FY09. Bilingual staff assisted over 938 Spanish language customers (a 25.4% increase over the previous year) and assisted with presenting education sessions to 25 groups and over 400 individuals, many of whom represent Hispanic/Latino families. The new Spanish language fair housing brochure continued to be distributed throughout the community.



## FY09 Achievements



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

The Community Relations Committee's Dispute Settlement Program processed 2177 referrals, including worthless checks for mediation and conciliation. 552 mediations were held and 88% were successfully resolved. 457 worthless check cases were conciliated. These services saved Charlotte-Mecklenburg an estimated \$203,200.00 in court costs and approximately 2032 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 of. Area merchants recovered over \$75,000 through the Worthless Check Settlement Program. The DSP program staff also provided 22 conflict resolution trainings to 534 persons. CRC received over \$89,000 in grant funding to support the Dispute Settlement Program.

- CRC staff provided 30 diversity trainings in FY09 and trained 2654 individuals. In addition, CRC staff serves as the ADA Coordinator for the City of Charlotte. In FY09 we investigated 13 ADA/Title II complaints and successfully conciliated 11 (85%) of those complaints.
- CRC worked with over 20 community organizations, including housing providers, to provide 43 fair housing trainings for 1000 individuals during FY 2009. CRC's partnership with the U.S. Department of Housing and Urban Development requires that CRC takes steps to affirmatively further fair housing and this is done through outreach and education, including fair housing training.
- CRC planned, coordinated and implemented the 30<sup>th</sup> Annual Police Community Relations Awards Program. A record 332 (a 47.6% increase over the previous year) 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. 35 successful partnerships were forged, over \$11,000 was raised to cover costs, 15 officers were honored and over 250 persons attended a public awards ceremony and reception in May 2009.
- CRC has been actively involved in Crossroads Charlotte, a civic engagement project designed to increase access, equity, inclusion and trust in Charlotte-Mecklenburg. CRC began implementing its initiative, the development of a Community Theater Teen Production, in October 2008. \$70,700 was raised from the private sector and GO1 to underwrite costs associated with this initiative. The production premiered in May 2009. Four productions were implemented with over 300 in attendance.



## FY09 Achievements

- CRC received and processed 13 complaints of police misconduct, processed 2 appeals and attended 91 scheduled Chain of Command Hearings as a voting member of the process. One police community dialogue was held.
- In FY09 CRC worked in conjunction with the Community Building Initiative (CBI) and Mecklenburg Ministries to conduct three community dialogues around access, equity and inclusion. The first of the three dialogues addressed the ability of our community to talk with one another after the presidential election and the divisive tactics, including race-baiting, used by some national politicians and their supporters to cause division in the community. The second dialogue addressed the ability of the community to address the economic crisis and how it is impacted by race and ethnicity. The third dialogue, which was held on June 30, 2009 at Little Rock AME Zion Church, explored whether we can talk to one another about meeting basic human needs in difficult economic times. The meeting drew more than 200 people, which filled the room beyond its seating capacity. This dialogue generated widespread community interest in developing a community-wide strategic plan to address human services in Charlotte-Mecklenburg. In FY10, CRC will work with elected officials, community organizations, the business community and citizens to develop and implement this vision.
- CRC partnered with the Latin American Coalition to plan, develop and implement the “African American Latino Unity Summit” at Friendship Baptist Church. Approximately 180 people attended the conference. The purpose of this event and process was to develop a better understanding of inter-racial relationships and to address perceptions of mis-trust between Blacks, Hispanics, Whites and other racial and ethnic groups in Charlotte-Mecklenburg.

### Running the Business

- CRC received over \$89,000 in grant funding to support the Dispute Settlement Program, including a full-time staff position. Grants included: \$68,833 -State of NC, \$1750-Interest on Lawyers Trust Account (IOLTA), and \$19,150 for Medicaid referrals.
- CRC secured \$82,700 to underwrite the costs associated with 30<sup>th</sup> Annual Police Community Relations Awards Program and the Crossroads Teen Initiative.
- CRC generated \$32,045.18 in-kind dollars by utilizing community volunteers to assist with its work and activities. Approximately 150 volunteers provided 1642.5 hours of work during FY09. According to the Independent Sector, an organization gains \$19.51 for every hour of work provided by a volunteer.



# FY 09 ACHIEVEMENTS

## **Developing the People / Staff**

- Reductions in the budget left limited funds for professional development, forcing creativity and collaboration to meet these needs. Staff engaged in professional development opportunities funded through outside organizations, including HUD, Charlotte Advocates for Education, Community Building Initiative, and others. As a result, staff averaged 56.7 hours of career development per person
- 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 FY09 target satisfaction rating for all surveys was 4.5. FY09 actual ratings were: CRC members – 4.6; CRC staff – 4.5; CRC volunteers – 4.6; CRC customers – 4.6; CRC partners – 4.2.



## Performance Measures / Targets and Achievements

### ***Strengthen Neighborhoods – Investigate Housing Discrimination***

<b>FY09 Measure / Target</b>	<b>Type</b>	<b>FY09 Achievement</b>
Number of fair housing cases investigated	Lag	61
Percentage of fair housing cases closed within 100 days - 53%	Lead	84%

### ***Strengthen Neighborhoods – Prevent Housing Discrimination***

<b>FY09 Measure / Target</b>	<b>Type</b>	<b>FY09 Achievement</b>
Number of fair housing trainings - 35	Lead	43
Number of persons educated ---	Lag	1000
Number of fair housing tests for discriminatory practices -	Lag	0

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

<b>FY09 Measure / Target</b>	<b>Type</b>	<b>FY09 Achievement</b>
Number of volunteer hours ---	Lag	1642.5
Dollars saved - volunteer service ---	Lag	\$32,045
Amount of public/private revenue secured- \$200,000	Lead	\$270,000
Total tax dollars saved ---	Lag	\$590,726

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

<b>FY09 Measure / Target</b>	<b>Type</b>	<b>FY09 Achievement</b>
Criminal justice hours saved ---	Lag	2032
Criminal Justice System dollars saved ---	Lag	\$203,200
Amount of Private and Public Grant Revenue Secured	Lag	\$89,733

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

<b>FY09 Measure / Target</b>	<b>Type</b>	<b>FY09 Achievement</b>
Number of customers provided interpretation or translation - 450	Lead	961
Number of non-English publications distributed ---	Lag	1952



## Performance Measures / Targets and Achievements

### **Enhance Customer Service – Reduce Interpersonal and Community Conflicts**

<b>FY09 Measure / Target</b>	<b>Type</b>	<b>FY09 Achievement</b>
Number of cases mediated/conciliated excludes worthless checks ---	Lag	552
% of cases successfully resolved - 95%	Lead	88%
Number of worthless check cases conciliated ---	Lag	457
Number of conflict resolution trainings - 35	Lead	22
Number of persons trained in conflict resolution ---	Lag	534
Number of diversity trainings - 20	Lead	30
Number of persons trained in diversity	Lag	2654

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

<b>FY09 Measure / Target</b>	<b>Type</b>	<b>FY09 Achievement</b>
Average rating on CRC Surveys - 4.5	Lead	4.5

### **Enhance Customer Service – Improve Police Community Relations**

<b>FY09 Measure / Target</b>	<b>Type</b>	<b>FY09 Achievement</b>
Number of chain of command hearings attended ---	Lag	91
Number of appeals processed ---	Lag	2
Number of complaints processed ---	Lag	13
Number of police community dialogues ---	Lag	1
Number of nominations for Police Comm. Rel. Awards Program ---	Lag	332

### **Enhance Customer Service – Reduce Discrimination against Persons with Disabilities**

<b>FY09 Measure / Target</b>	<b>Type</b>	<b>FY09 Achievement</b>
Number of ADA/Title II complaints investigated ---	Lag	13
Number of ADA/Title II complaints conciliated ---	Lag	11





# Performance Measures / Targets and Achievements

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

<b>FY09 Measure / Target</b>	<b>Type</b>	<b>FY09 Achievement</b>
Average rating on CRC employee survey satisfaction survey - 4.3	Lead	4.5
Number of career development hours per employee - 50	Lead	56.7



# CRC Trend Information FY05 - FY09

## Serve the Customer

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

## Run the Business

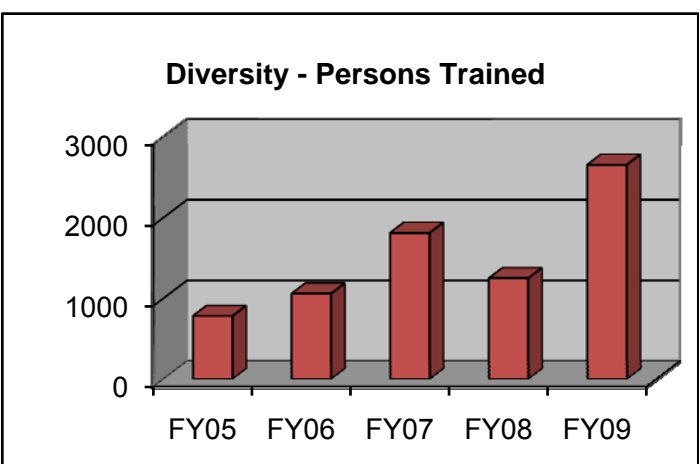
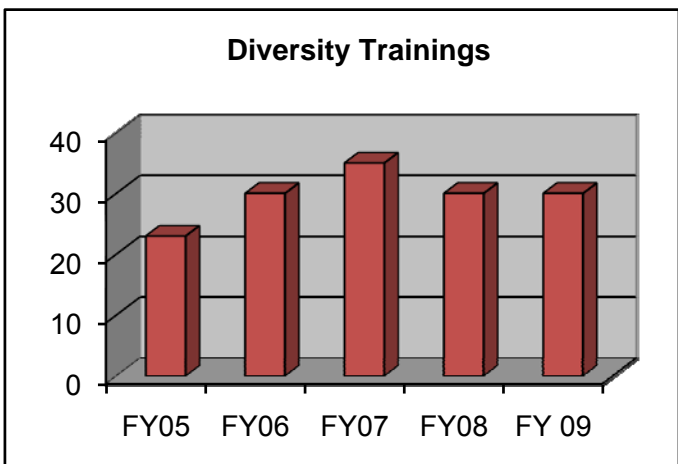
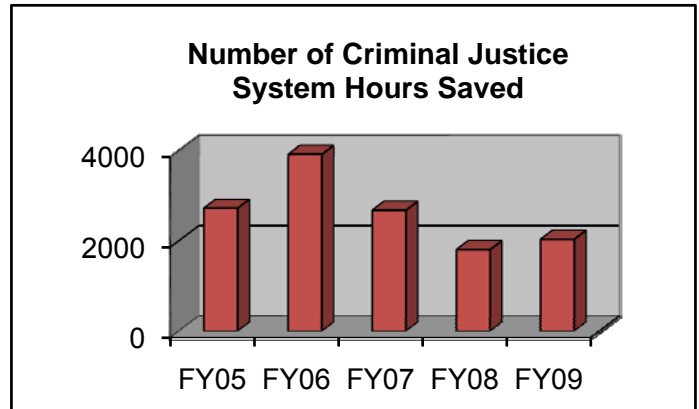
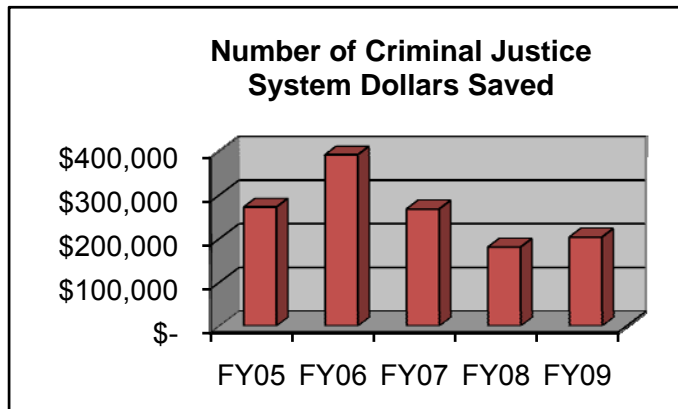
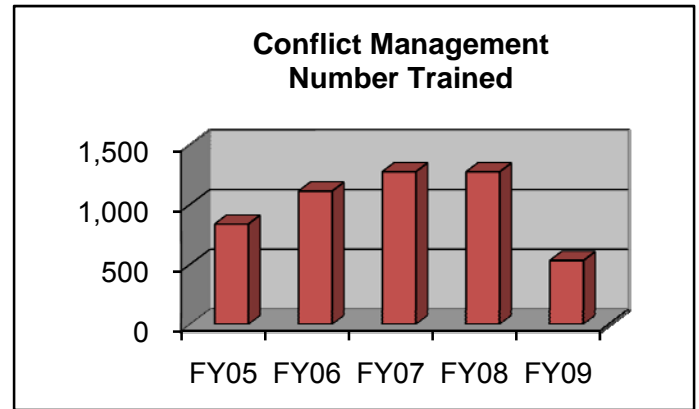
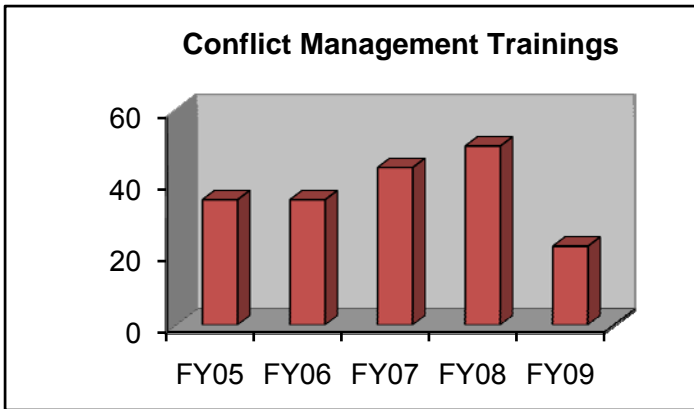
Performance Measures	FY05	FY06	FY07	FY08	FY09
Number of volunteer hours	2010.5	2324	2227	1650	1642.5
In-kind dollars saved	34,750	40,786	40,175	30,971	32,045
Private grant revenue secured	899,698	402,837	423,291	232,000	270,000
Taxpayer dollars saved	336,464	462,986	343,043	211,371	590,726
Criminal justice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

## Develop Employees -Trend Information

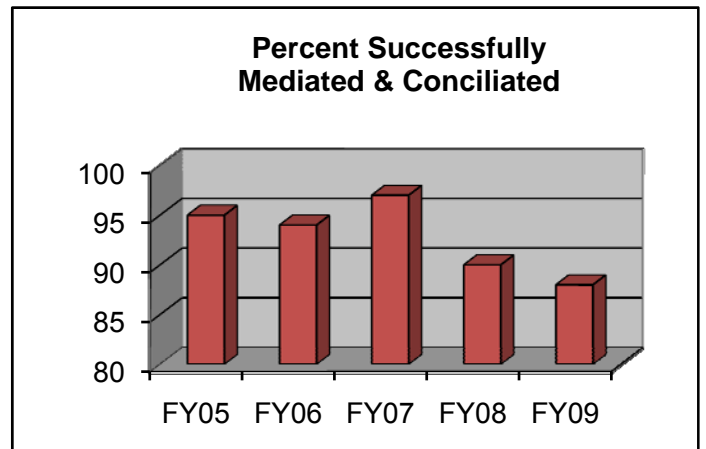
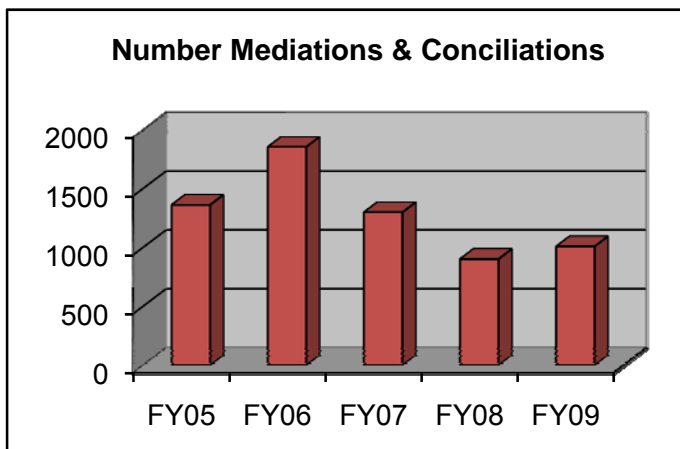
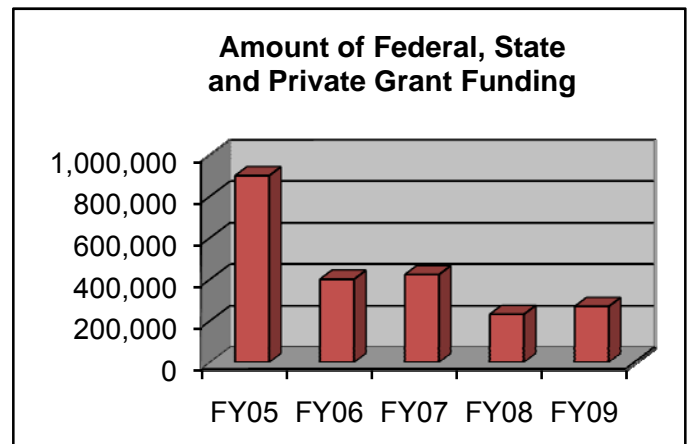
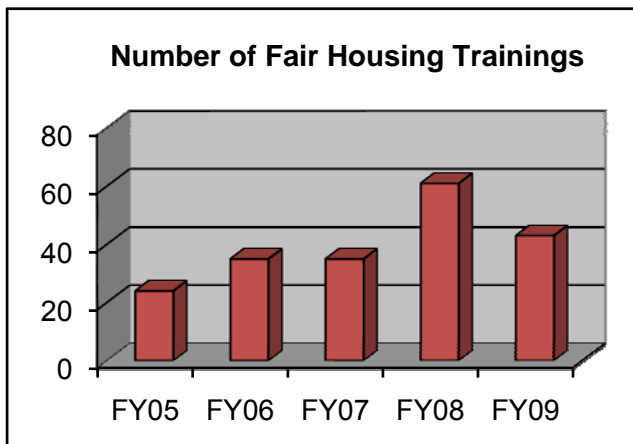
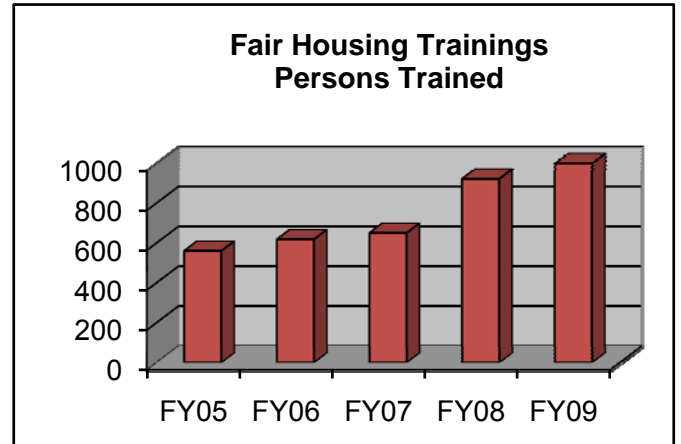
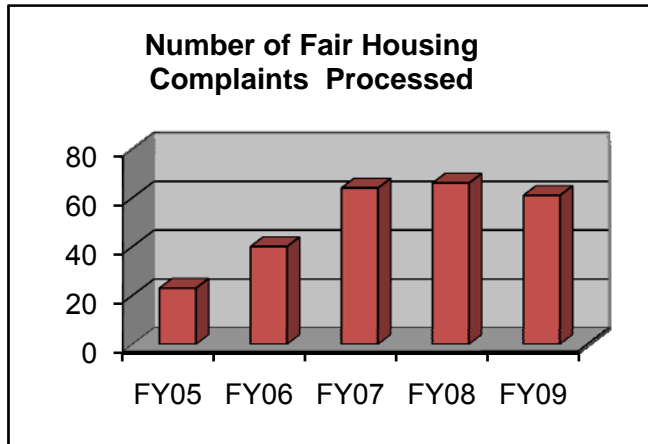
Performance Measures	FY05	FY06	FY07	FY08	FY09
Career development hours per employee	59	114	64	103	56.75
Employee satisfaction survey rating	4.4	4.2	4.4	4.8	4.5



# CRC Trend Information Tables FY05 - FY09



# CRC Trend Information Tables FY05 – FY09



## Changes, Improvements and Lessons Learned

During FY2009, CRC's general fund budget was cut by \$16,000 as a result of economic difficulties experienced by the City, State and Federal government. This continues to impact all aspects of the organization – the FY09 budget was effectively reduced by \$8266 for FY10. CRC also experienced the unexpected death of an employee and that position was not filled. 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 creative strategies during FY09 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 continued to effectively serve our customers through active and intentional partnerships with 86 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 4,188 people in 95 training sessions on fair housing, diversity and conflict resolution skills. A faltering economy will continue to stress Charlotte-Mecklenburg residents into FY10, 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 FY10 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 961 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 1952 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 second wellness program with staff meeting 100% of FY09 wellness targets. Staff continued to engage in 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. FY10 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 and Savings Targets**

A review of CRC's June 30, 2009 Fund Availability shows that CRC had a budget savings of \$68,529.00 for cost center 104.00, the general fund budget during FY09.

## **Appendix**

- CRC FY09 Balanced Scorecard Achievement Report – Attached

