



Civil Rights

Department Business Plan

2014-2017

May 30, 2015

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City Values

We will be a city of...

Equity

Fair and just opportunities and outcomes for all people.

Safety

People feel safe and are safe.

Health

We are focused on the well-being of people and our environment.

Vitality

Minneapolis is a world class city, proud of its diversity and full of life with amenities and activities.

Connectedness

People are connected with their community, are connected to all parts of the city and can influence government.

Growth

While preserving the city's character, more people and businesses lead to a growing and thriving economy.

We work by...

Innovating and being creative

New ideas drive continuous improvement.

Driving toward results

Our efficient, effective work meets measurable goals for today and tomorrow.

Engaging the community

All have a voice and are heard.

Valuing employees

Employees are supported and take pride in public service.

Building public trust

All have access to services and information.
We work in an open, ethical, and transparent manner.

Collaborating

We work better together as one team.
We are a valued partner in the community.

Department Values

Integrity

We do not compromise on our values. We mean what we say and we live it. We are consistently principled, regardless of the circumstances.

Accountability

We do the right things, the right way, and take responsibility for the outcome.

Honesty

We are truthful even when it is not the popular position or not advantageous to us personally. We believe that intentional misrepresentation or omission is dishonest.

Respect

We respect ourselves. We assume good intent in people and interact with them so that they know we believe they have value.

Courage

We do the right things even in adversity; we stand up for what's right although there may be personal costs to us.

Quality

We believe in doing it right the first time; we produce work that is flawless and does not require rework; we set high standards and strive to exceed expectations.

Department Vision

We believe that without hope for a bright future for all Minneapolitans, our work would be meaningless. Our vision, therefore, is a Minneapolis where all can live and thrive without limitations others place on them because of their race, ethnicity, or gender identity. We look forward to a day when there is no illegal discrimination; to a day where there are no disparities in opportunity, status, or outcomes caused by factors over which the individual has no control.

Department Mission

The mission of the Minneapolis Department of Civil Rights is to enforce Minneapolis Code of Ordinances Title 7 (non-discrimination); Title 9, Chapter 172 (civilian police review authority) Title 16, Chapter 423 (small and underutilized business programs); Title 23, Chapter 6 (prevailing wage); and, to promote understanding of civil rights among residents, business, and government.

Leadership Philosophy

We will create an environment where everyone feels valued, included, and respected; where the skills and talents of every person are maximized to deliver results that have a meaningful impact on the world.

Department Character and Environment

The Minneapolis Department of Civil Rights is composed of four service units: the Complaint Investigations Division; the Contract Compliance Division; the Office of Police Conduct Review; and the Equity Division.

The Complaint Investigations Division (CID) is required by city ordinance and a federal work share agreement with the US Equal Employment Opportunity Commission to investigate and resolve complaints that allege illegal discrimination. Investigation and outreach work is performed by one division director, three investigator persons and one administrative support person. The investigators gather and analyze evidence, conduct investigative interviews, and draft legal conclusions. The administrative staff person performs intake on all of the allegations by individuals seeking to file a complaint with the department. The division also provides administrative support to the Minneapolis Commission on Civil Rights. The Commission is comprised of twenty-one Minneapolis residents whose primary function is to serve on administrative hearing panels that decide discrimination cases investigated by MDCR. The division director also collaborates with the Commission on outreach and engagement efforts throughout the city. The division also maintains an Alternative Dispute Resolution program which offers complaint resolution services that give parties an opportunity to control the outcome of their charge of discrimination. Approximately twenty percent of cases are resolved through mediation. The division director provides policy expertise and oversight of this service unit.

The Contract Compliance Division (CCD) ensures that City of Minneapolis procurement of construction and development services, commodities and supplies, and professional and technical services includes women, minorities, and low income workers and businesses. The Division also ensures that workers on construction and development projects are paid in accordance with prevailing wage laws.

CCD is responsible for ensuring compliance with local, state and federal laws in four primary program areas: affirmative action; minority and women business inclusion; low income residents and business inclusion; and prevailing wage. CCD is also a certifying agency of the Minnesota Unified Certification Program (MNUCP), a statewide collaboration that certifies small woman-owned and minority-owned businesses.

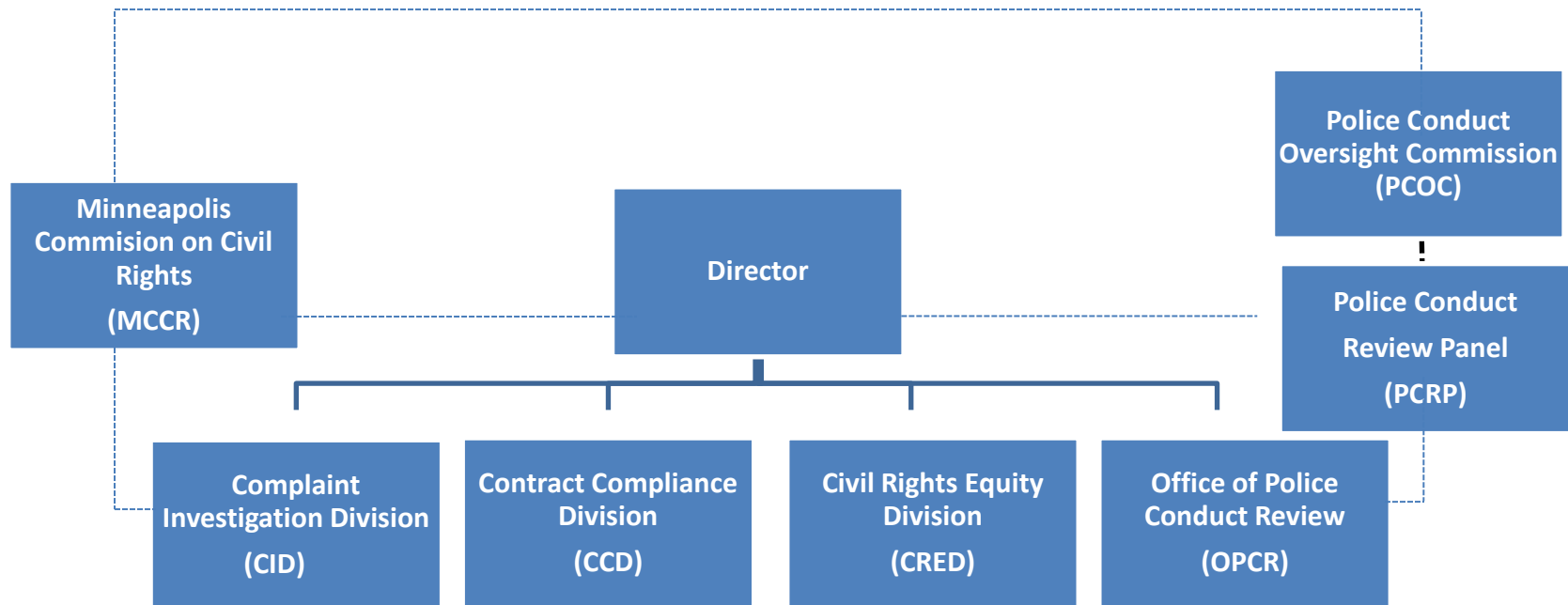
CCD work is mandated by Minneapolis City Code of Ordinances Title 7, Chapter 139.50; Title 16, Chapter 423; Title 2, Chapters 18 and 24; and the Code of Federal Regulations Title 49, Part 26; Title 24, Part 135; Title 29. Part 5 .

The Office of Police Conduct Review (OPCR) is mandated by Chapter 172 of the Minneapolis City Code of Ordinances to handle claims of police misconduct made to the City of Minneapolis. Civilian and police managers at the office decide the course of each case. Minor offenses may go straight to the officer's supervisor for action. Cases may also go to mediation, where the complainant and officer meet with mediators to resolve the complaint. Allegations of more severe misconduct prompt a full investigation, and the heads of the office decide whether a civilian or a police investigator should handle a particular case. OPCR staff in the Department of Civil Rights includes a division director, a legal analyst, two investigators and a support professional. Completed investigations go to the Police Conduct Review Panel, which is made up of two civilians and two high-ranking sworn officers. The four members make final recommendations on the merits of the allegations to the Minneapolis Police Chief for action. Additional civilian participation in oversight of police misconduct is guaranteed through the Police Conduct Oversight Commission whose mission is to review policy implications of misconduct. Members have a variety of responsibilities including shaping police policy, auditing cases, engaging the community in discussions of police procedure, and facilitating cultural awareness trainings for the Minneapolis Police Department. The members of the Review Panel and Oversight Commission are residents of Minneapolis appointed by the mayor and city council.

The Civil Rights Equity Division (CRED) collaborates with other City departments to support and encourage efforts in the City to develop policies, practices, and strategic investments to reverse racial disparity trends, eliminate institutional racism, and ensure that outcomes and opportunities for all people are no longer predictable by race. In support of the divisions within the Civil Rights Department and in cooperation with its private, public, and nonprofit partners, CRED works to create fair and just opportunities and outcomes for all people. The division also manages Urban Scholars, the City's leadership development internship program for post-secondary students from diverse racial and ethnic backgrounds. The work in the division is performed by a division director and two administrative support employees.

Department organizational chart

Minneapolis Department of Civil Rights



Department Goals, Objectives, and Tactics Complaint Investigations Division

Strategic Direction	Department Goal	Department Objective and Targets	Civil Rights Tactics and Targets	Needed Resources
Minneapolis is safe and livable and all residents can participate and prosper	Discrimination is eliminated in the City of Minneapolis All residents, businesses, and government entities in Minneapolis understand their rights and responsibilities under the City's civil rights laws.	Objective: Strengthen enforcement of the Minneapolis Civil Rights Ordinance to ensure that all residents are protected from acts of discrimination. Target: Decrease in number of people who felt discriminated against is reflected in the resident survey.	Tactic: Offer more civil rights protections in Minneapolis through a revision of the Minneapolis Civil Rights Ordinance. Tactic: Reduce barriers to complaint filing by making the process more accessible. Target: Establish a physical presence in the community with at least 12 empowerment days. Tactic: Expand the Division's Alternative Dispute Resolution Program. Target: Increase number/percentage of case resolution through mediation to 20%.	Resident survey questions amended to collect appropriate data Additional staff to handle increased case load if new laws/ordinances are enacted
		Objective: Increase transparency and public confidence in the department's complaint handling processes. Target: Sustain case resolution time to 270 days.	Tactic: Improve representation on the Civil Rights Commission (CRC) to include all wards and persons from historically under-represented communities. Target: Civil Rights Commission has representation from all City Wards. Tactic: Increase the visibility of the Commission on Civil Rights to support CRC recruitment. Target: Coordinate at least two listening sessions/open forums. Tactic: Increase the number of qualified mediators to participate in the Division's ADR program Target: Host a minimum of two ADR trainings per year to recruit mediators. Tactic: Strengthen relationship with local law schools to support the departments intern and fellows programs.	Service level agreement or consultant from NCR.
		Objective: Enhance civil rights education and awareness. Target: Increase outreach events to at least quarterly. Target: Create at least two confidence building events with a community stakeholder and the MCCR.	Tactic: Increase the use of social media and other methods to engage with community stakeholder organizations for outreach and training. Tactic: Partner with businesses, neighborhood organizations, and faith based organizations to host events and to provide trainings on civil rights laws. Tactic: Increase "buy in and collaboration with the business community in an effort to deter future discriminatory acts.	Partnership with communications department Build partnerships with business community, faith based organizations, and housing orgs

Department Goals, Objectives, and Tactics Contract Compliance Division

Strategic Direction	Department Goal	Department Objective and Targets	Department Tactics and Targets	Needed Resources
<p>Disparities are eliminated so all Minneapolis residents can participate and prosper.</p> <p>Businesses – big and small – start, move, stay and grow here.</p>	<p>Fair and equitable access to procurement and employment opportunities for women, minority and low income residents and businesses; and fair wages for all workers on City construction projects</p>	<p>Objective: Work with internal and external stakeholders to ensure their partnership in achieving inclusion and equity wherever public dollars are spent for City work.</p> <p>Target: Increase the number of women, minorities, and low income workers and businesses participating in City contracting and construction projects.</p>	<p>Tactic: Continue to improve efficiency and effectiveness of compliance processes, practices and procedures.</p> <p>Tactic: Clarify intent and purpose of the City’s race and gender based and neutral programs by amending compliance and compliance related ordinances. Ensure that amendments model the State of Minnesota’s plain language executive order.</p> <p>Tactic: Implement annual developer and general contractor training and training for City departments to ensure female and minority workforce inclusion and minority and women business inclusion in City contracting opportunities.</p> <p>Tactic: Actively liaise with Association of Women Contractors, National Association of Minority Contractors, Building MN, SADBOS, Business Technical Assistance Program, etc.</p> <p>Target: Increase the number of MBEs and WBEs participating in City procurement of construction and development services, commodities and supplies, and professional and technical services to 25% of total procurement dollars.</p> <p>Target: Work with Minneapolis Employment and Training and community based organizations to increase the number of minorities and female on City construction projects to 6% female hours and 32% minority hours.</p> <p>Target: Work with the regional collaboration of government agencies that receive Section 3 funding to increase the number of low income businesses and residents participating in City construction projects to 10% for businesses and 30% for residents.</p>	<p>New technology</p> <p>Additional staff 1FTE</p> <p>Long-term: Need policy that requires equity and inclusion on non-profit agreements and grant dollars.</p>

		<p>Objective: Ensure prevailing wages are paid in accordance with local and federal statutes to all workers on City construction projects.</p> <p>Target: Increase efficiency and effectiveness of compliance management and monthly compliance.</p>	<p>Tactic: Release RFP and secure a qualified vendor to develop a compliance system that will encompass all aspects of compliance work including workforce and business inclusion for minorities, women and low income residents, affirmative action, and prevailing wage payment.</p> <p>Tactic: Collaborate with unions and other City departments to increase on-site visits to ensure compliance with wage and hour laws.</p> <p>Target: Resolve 100% of wage and fringe underpayments.</p>	
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Department Goals, Objectives, and Tactics Office of Police Conduct Review

Strategic Direction	Department Goal	Department Objective and Targets	Department Tactics and Targets	Needed Resources
Minneapolis is safe and livable, runs well, and connects to the community it serves.	Residents, visitors and workers have an avenue to raise issues of police misconduct, to have a voice in the process and a resolution to their grievance.	<p>Objective: Strengthen the enforcement of the Police Conduct Oversight System in order to build trust between the police and community, ensure police services are delivered in a non-discriminatory and equitable fashion, and provide meaningful civilian participation for the public's benefit.</p> <p>Target: Manage the case inventory in a relevant and fair manner in order to have merit based misconduct addressed in a contemporaneous timeframe by reducing the processing backlog by 50% by the end of 2016 while adjusting for the increased need to review the new body camera footage in more cases.</p>	<p>Tactic: Improve coaching to resolve complaints and change culture.</p> <p>Tactic: Improve case workflow by utilizing joint supervisor meetings to communicate case handling recommendations and case processing efficiency.</p> <p>Tactic: Improve case workflow by equalizing the rate of cases opened and closed.</p> <p>Tactic: Investigate allegations of police misconduct within an average of 120 days.</p> <p>Tactic: Analyze and develop a methodology for increasing complainant participation in the investigative process by 50% in 2016.</p>	<p>Resources to fund the critical national training on civilian oversight for staff.</p> <p>Two additional investigators, with one dedicated to the intake case processing.</p>
	Neighborhoods are safe and all Minneapolis residents, visitors and employees have a safe and healthy environment.	<p>Objective: Increase the general public's confidence in civilian police oversight in order to build trust between the police, the community and the City of Minneapolis.</p> <p>Target: Organize, support and guide the Police Conduct Oversight Commission in order to have meaningful public meetings with influential reports and recommendations.</p>	<p>Tactic: Provide access to documentation and data about police oversight process.</p> <p>Tactic: Ensure that PCOC agenda and supporting documentation is posted one week before the meeting.</p> <p>Tactic: Meaningful case summaries, synopses, reports and presentations published and available to Commission and public.</p> <p>Tactic: Create at least two confidence building events with a MPD and the PCOC.</p>	An additional staff member dedicated to serving the increasing needs of the Police Conduct Oversight Commission's outreach and education programs.
	City operations are efficient, effective, results and customer focused, and transparency, accountability, ethics and establish public trust.	Objective: To use social media in order to improve communication and outreach to youth and others with online presence who are potential complainants.	<p>Tactic: Frequently publish blog articles and Facebook posts and meeting summaries in order to improve friends/followers number by 40 % in 2016.</p> <p>Tactic: Support the Mayors' My Brother's Keeper community challenge initiative.</p>	

Department Goals, Objectives, and Tactics

Equity Division

<i>Strategic Direction</i>	<i>Department Goal</i>	<i>Department Objective and Targets</i>	<i>Department Tactics and Targets</i>	<i>Needed Resources</i>
<p>Racial inequities are addressed and eliminated.</p> <p>Equitable systems and policies lead to a high quality of life for all.</p> <p>Residents are informed, see themselves represented in City government, and have the opportunity to influence decision-making.</p> <p>The workforce is diverse, well-educated and equipped with in demand skills.</p> <p>Strategies with our City and regional partners are aligned, leading to economic success</p>	<p>Systems, decisions and policies, both internally and regionally, are equitable.</p>	<p>Objective: Utilize an equity lens in creating equitable systems and policies with the Civil Rights Department and across the City.</p> <p>Target: Establish a base line of Department customer satisfaction with CRED provided services in 2015.</p> <p>Target: Set increase in customer satisfaction by Spring 2016.</p>	<p>Tactic: Address racial bias in decision making through implementation and increased use of racial equity tools and training to improve internal systems, policies and programs. (Activity: Dispersing information of best practices, tools, and information gained through GARE Cohort of Jurisdictions.)</p> <p>Target: Deliver training to 1,200 City employees per year beginning in 2016</p> <p>Target: Assist three to five departments in applying a racial equity lens to their work per year with five presentations of racial equity assessment or other tools to internal departments.</p> <p>Tactic: Improve internal systems to address any inequities in Civil Rights processes.</p> <p>Target: Assess one program per year.</p> <p>Tactic: Partner with Promise Zone Initiative and i-team to assess/evaluate city services and place based strategies to address racial inequities and to provide equitable service.</p>	<p>Training funding</p> <p>Identify community resources to deliver the training</p>
		<p>Objective: Create, strengthen and maintain external partnership in order to advance local and regional equity work.</p>	<p>Tactic: Assist in creating a support network of jurisdictions (GARE), both locally and regionally, to influence systems and policies regionally by representing Minneapolis within regional partnerships and work groups using increased awareness to racial inequalities to other municipalities and region. (Activity: Evaluate regional partnerships, cohorts, practicums, and networks while assessing where CRED would add the most value.)</p> <p>Tactic: Enhance racial equity education and awareness in the community through partnerships with NCR, communications, and other departments to engage the community for racial equity outcomes.</p> <p>Tactic: Liaise between GARE, City departments and the Civil Rights Department.</p>	
	<p>Employment gap is eliminated in Minneapolis.</p>	<p>Objective: Increase racial diversity in the City and its public partners.</p> <p>Target: City's HR workforce demographic goals are met (40% employees of color).</p>	<p>Tactic: Increase capacity of Urban Scholar program.</p> <p>Target: Increase overall placement from 34 to 50 in 2015.</p> <p>Tactic: Increase the number of Urban Scholars employed within the City of Minneapolis.</p> <p>Target: Increase the number of Urban Scholars hired by their placement organization by two each year. (Activity: Engage departments in the analysis of succession planning and matching of Urban Scholar opportunities for permanent employment opportunities.)</p> <p>Tactic: Maintain relationships with potential scholars/employees of color (Activity: Resume/cover letter support)</p> <p>Target: Host one new event for applicants per year.</p>	

		<p>Objective: Provide work and leadership experience for post-secondary students with the goal of them becoming city employees.</p> <p>Measure: Employment gap between whites and people of color in the city.</p>	<p>Tactic: Increase employable skills in Urban Scholar and potential employees (Urban Scholar applicants) through leadership development component of Urban Scholars.</p> <p>Target: 100% completion rate of USLI of scholars.</p> <p>Target: Host one new event for applicants per year.</p> <p>Tactic: Increase awareness of public service in the City and to its public partners.</p>	
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Department Goals, Objectives, and Tactics

Employee Well-Being

Strategic Direction	Department Goal	Department Objective and Targets	Civil Rights Tactics and Targets	Needed Resources
Engaged and talented employees reflect our community, have the resources they need to succeed and are empowered to improve our efficiency and effectiveness.	Employees are well-trained, well informed, recognized and actively engaged.	<p>Objective: Improve training and development for employees to improve their technical and interpersonal skills and abilities.</p> <p>Target: Increase investment in training based on a “per initiative” cost rather than “per employee” cost.</p>	<p>Tactic: Create an individual development plan (IDP) in conjunction with the annual performance appraisal to focus learning on achieving department objectives and individual professional learning objectives.</p> <p>Target: Every employee has an IDP customized to their specific needs to improve their knowledge, skills and abilities and IDPs are reviewed with their manager each performance year.</p>	Training \$\$
		<p>Objective: Improve communications for employees.</p> <p>Target: Increase variety of communications methods.</p>	<p>Tactic: Balance communication-by-technology with face-to-face communication to inform and to be informed to strengthen interconnectedness of the department and to increase employee well-being.</p> <p>Target: Communicate complete business plan, budget, mission and vision at least semi-annually.</p> <p>Target: Provide monthly opportunities for employees to share and learn.</p>	
		<p>Objective: Expand opportunities for employees to be recognized and rewarded.</p> <p>Target: Increase use of surveys and tools to measure employee engagement.</p> <p>Target: Increase percent of engaged employees.</p>	<p>Tactic: Use employee engagement results to develop a department engagement philosophy and plan, including reward and recognition, to actively engage employees.</p> <p>Target: Conduct an annual climate survey to gauge level of engagement.</p> <p>Target: Create employee engagement benchmarks to track on-going progress, including reward and recognition (e.g., 90-day roadmaps).</p>	