

2018

DEPARTMENT

results  
minneapolis

## Civil Rights

### Results Minneapolis is changing.












The Strategic Planning and Analysis team (City Coordinator's Office) is leading an evolution of the City's Results Minneapolis program. These changes reflect recommendations of a recent program assessment completed by What Works Cities, a Bloomberg Philanthropies initiative, and the Center for Government Excellence at Johns Hopkins University. [See the assessment to learn more about the changes.](#)

Note: The Strategic Planning and Analysis team is working with City departments on a rolling basis to select a core set of performance metrics to report on each year. This department has not yet completed the process. Therefore, **the performance metrics in this report are interim metrics for 2018 and may be subject to change.**

# Performance summary

**Enterprise priorities** (page 3): Workforce diversity, Spending with diverse suppliers

**Department priorities** (page 4): Eliminate discrimination; Meet stakeholder needs; Engage employees

Budget program	2017 Budget	Performance measure	2017 performance	Data trend	Status indicator: Red/yellow/green
Contract Compliance	\$2M	<ol style="list-style-type: none"> <li>Female and Minority Inclusion on Closed Construction and Development Projects</li> <li>MBE and WBE Business Inclusion on Closed Construction and Development Projects</li> </ol>	<ol style="list-style-type: none"> <li>4% female</li> <li>24% minority</li> <li>6% MBE</li> <li>5% WBE</li> </ol>	<ol style="list-style-type: none"> <li>Stable</li> <li>Stable</li> <li>Stable</li> <li>Stable</li> </ol>	<ol style="list-style-type: none"> <li></li> <li></li> <li></li> <li></li> </ol>
Office of Police Conduct Review	\$0.73M	<ol style="list-style-type: none"> <li>Number of complaints filed</li> <li>Number of allegations filed</li> <li>Number of policy violations and coaching</li> <li>Discipline types issued by chief</li> </ol>	<ol style="list-style-type: none"> <li>400 (all quarters in 2017)</li> <li>345</li> <li>39 (22 coaching; 17 policy violations)</li> <li>12</li> </ol>	<ol style="list-style-type: none"> <li>Increasing</li> <li>No clear trend</li> <li>No trend available</li> <li>No clear trend</li> </ol>	<ol style="list-style-type: none"> <li>See page 6 for more details</li> <li></li> <li></li> <li></li> </ol>
Complaint Investigations	\$0.72M	<ol style="list-style-type: none"> <li>Number of complaints filed with division</li> <li>Number of cases resolved</li> </ol>	<ol style="list-style-type: none"> <li>107</li> <li>79</li> </ol>	<ol style="list-style-type: none"> <li>No clear trend</li> <li>Stable</li> </ol>	<ol style="list-style-type: none"> <li></li> <li></li> </ol>
Equity Division	\$0.6M	<ol style="list-style-type: none"> <li>Number of Urban Scholar placements</li> </ol>	<ol style="list-style-type: none"> <li>94</li> </ol>	<ol style="list-style-type: none"> <li>Increasing</li> </ol>	<ol style="list-style-type: none"> <li></li> </ol>
Labor Standards Enforcement	\$0.2M	<ol style="list-style-type: none"> <li>Number of Sick and Safe Time allegations</li> </ol>	<ol style="list-style-type: none"> <li>115</li> </ol>	<ol style="list-style-type: none"> <li>No trend available</li> </ol>	<ol style="list-style-type: none"> <li></li> </ol>

# Enterprise Priorities

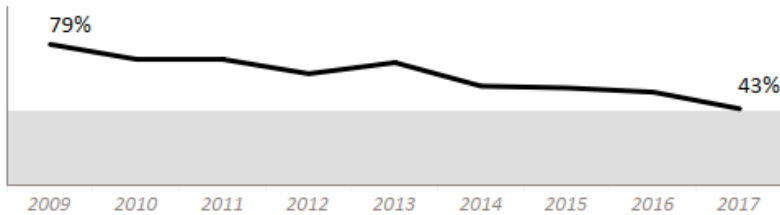
## Workforce diversity

- **Exceeds** 2022 enterprise goal of 41% people of color
- **Exceeds** 2022 enterprise goal of 45% women

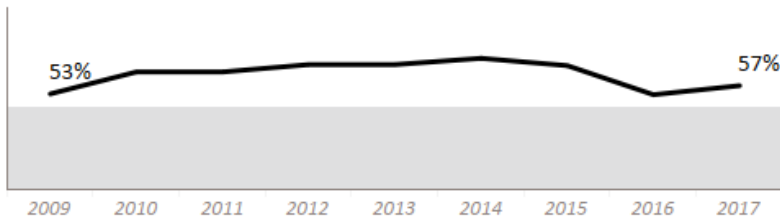
Civil Rights strives to recruit a diverse workforce that is representative of the population it serves. The value of having individuals from a broad spectrum of backgrounds is a critical element in maintaining a department that is responsive to a wide range of challenges and responsibilities.

### Workforce diversity (2009-2017)

#### People of color



#### Women



#### Notes:

(1) Grey shading indicates enterprise goals (41% people of color and 45% women).

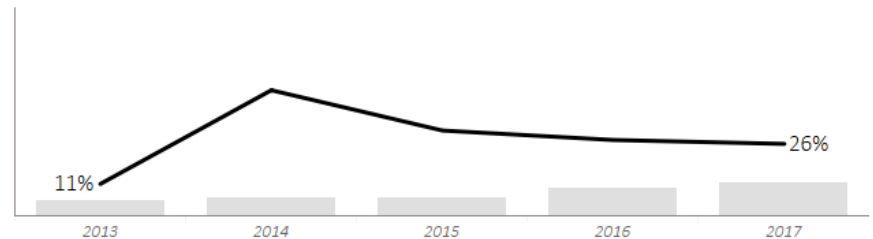
## Spending with diverse suppliers\*

- **Higher than** Citywide percent diverse spending
- **Higher than** Citywide percent spending with minority-owned suppliers
- **Higher than** Citywide percent spending with non-minority women-owned suppliers

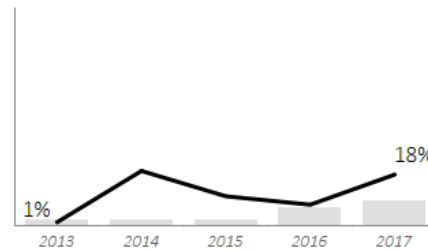
Civil Rights recognizes the challenges faced by minority and women owned businesses. This is a core component of the work performed by the department itself and something that it hopes to reflect in its own operations.

### Spending with diverse suppliers (2013-2017)

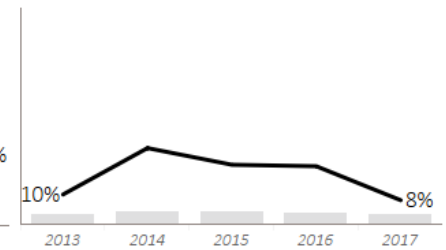
#### Overall



#### Minority (all genders)



#### Non-minority women



(1) Grey shading indicates Citywide percent for each year.

(2) Data does not reflect the entire budget. Data reflects discretionary spending with for-profit primary suppliers.

# Department Priorities

## Department of Civil Rights: 2017 Accomplishments

### Eliminate Discrimination

- Minneapolis City Council adopted Civil Rights Ordinance changes from Complaint Investigation Division (CID), Contract Compliance Division (CCD), and the Office of Police Conduct Review (OPCR) to clarify and strengthen the enforcement ability of the Civil Rights Department.
- Contract Compliance Division (CCD) worked with a statewide collaborative and Keen Independent Research to finalize the 2017 Minneapolis Disparity Study. The 2017 Disparity Study shows that the City has more than doubled its utilization of minority- and women-owned businesses compared to the previous study. The independently-verified data show that Contract Compliance continues to lead the City in its diversity and inclusion efforts
- Labor Standards Enforcement Division (LSED) worked with City leaders to pass the Municipal Minimum Wage Act and also began enforcing the City's Sick and Safe Time Ordinance. LSED worked with complainants to finalize three settlement agreements totaling over \$11,500.
- The Civil Rights Equity Division (CRED) placed 94 Scholars in 2017 and paid out over \$500,000 in wages.

### Meet Stakeholder Needs

- Complaint Investigation Division continued supporting the use of alternative dispute resolution, resulting in more than \$350,000 being awarded to victims of discrimination within Minneapolis.
- Public viewership of the OPCR Quarterly Reports on MDCCR's data portal increased from an average of 10-15 views to 5413 views and approximately 4,400 people have used the misconduct profile card generator.
- The OPCR data portal has been viewed 16,189 times, in stark contrast to prior static OPCR quarterly reports which only attracted 15-20 readers.
- CRED administered training for 75 supervisors across the metro area relating to supervising a diverse workforce.

### Engage Employees

- 100% of Civil Rights Employees participated in one or more equity and inclusion activities. All Civil Rights employees participated in Intercultural Development Inventory (IDI) training.
- Civil Rights Leadership worked to address the top three employee concern areas from the 2016 viewpoint survey. An employee reorganization was completed to ensure divisions were located together and in the most functional physical space. Civil Rights also worked with facilities to improve the department workplace safety measures. An effort was made to increase communication and feedback frequency and transparency with employees regarding job performance.

### Actions identified in 2017 Results memo

#### Complete

- Consider whether there are ways the City Coordinator's Office can support Civil Rights in collaborating across departments. Civil Rights has many resources to share, and is well positioned to support the work of other City departments.

# Contract Compliance Division

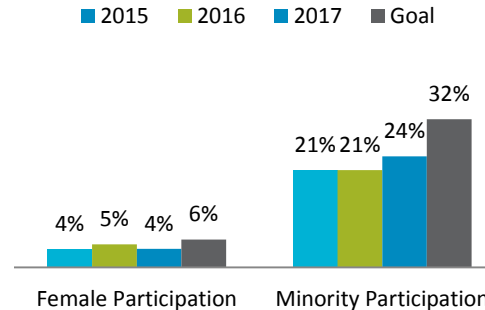
**Program description:** This division ensures that City procurement of construction and development services, commodities, and supplies, and professional and technical services includes women, minorities, and low income workers and businesses. The program also ensures that workers on construction and development projects are paid in accordance with prevailing wage laws.

**Analysis:** Over the past three years the division has documented steady utilization of women, minority, and low income workers and businesses in City procurement of construction and development, commodities and supplies, and professional and technical services. Given that these three years saw several unprecedented infrastructure and construction projects across the state, the City's steady utilization of women, minority, and low income workers and businesses bodes well for increasing participation for both individuals and businesses in the years to come.

## Performance measures

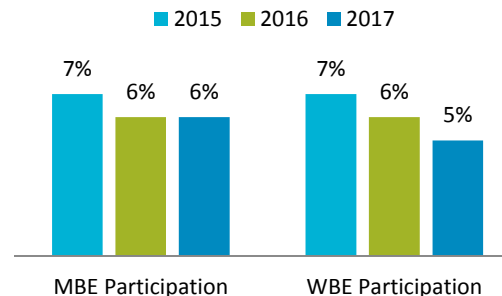
Three-Year Comparison of Female and Minority Inclusion on Closed Construction and Development Projects

	# of Projects	Total Project Hours	Final Participation	
			Female	Minority
<b>2015</b>	72	570,937	23,010 (4%)	119,096 (21%)
<b>2016</b>	53	1,260,161	65,315 (5%)	270,643 (21%)
<b>2017</b>	43	848,713	37,299 (4%)	202,048 (24%)
<b>Total</b>	168	2,679,811	125,624 (5%)	591,787 (22%)



Three-Year Comparison of MBE and WBE Business Inclusion on Closed Construction and Development Projects

	# of Projects	Total Contract Amount	Participation	
			MBE	WBE
<b>2015</b>	56	\$82,131,480	\$5,433,751 (7%)	\$5,410,505 (7%)
<b>2016</b>	37	\$189,084,774	\$10,682,378 (6%)	\$10,592,396 (6%)
<b>2017</b>	36	\$144,499,927	\$8,883,711 (6%)	\$7,123,720 (5%)
<b>Total</b>	168	\$415,716,181	\$24,999,840 (6%)	\$23,126,621 (6%)



## Action planned for 2018

- Implement recommendations outlined in the disparity study as adopted. Continue to monitor and help grow a diverse City business base and workforce through efficient program administration, inter departmental collaboration, and external stakeholder engagement.

## Actions identified in 2017 Results memo

### Completed

- Council Members were interested in ways to support Contract Compliance efforts; Civil Rights should share their current action plans and identify areas where Council leadership can support their efforts.

### In-Progress

- Complete and implement plan(s) to increase contract compliance to improve the effectiveness of the Small and Underutilized Business Program (SUBP) ordinance

### In-Progress

- Implement a continuous improvement plan and collaborate with other City departments to build a pipeline of diverse suppliers —making it easier for women and minority-owned businesses to obtain City contracts under SUBP

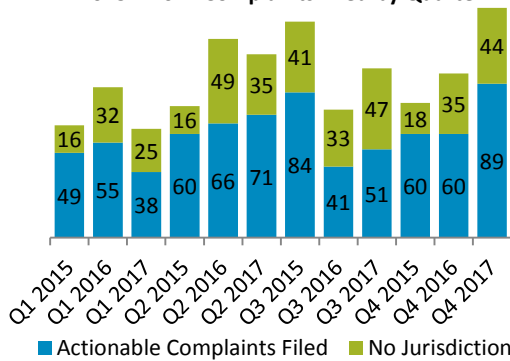
# Office of Police Conduct Review

**Program description:** The Office of Police Conduct Review (OPCR) ensures police conduct complaints are processed fairly in order to foster mutual respect between the Minneapolis Police Department and all populations of the City of Minneapolis. The OPCR provides staff support to the all-civilian Police Conduct Oversight Commission, which advises on police policy, audits OPCR cases, and engages the community in discussions of police procedure.

**Analysis:** The OPCR saw a rise in complaints during the latter half of 2017, largely due to cases formerly investigated by MPD only being incorporated into the OPCR process. Body camera recordings increased in 2017, most significantly after the July 2017 policy change. Changes in police management and the discipline process affected results from Q3-Q4.

## Performance measures

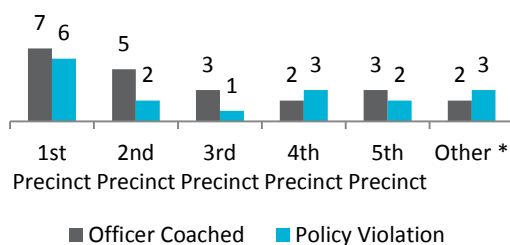
2015 – 2017 Complaints Filed by Quarter



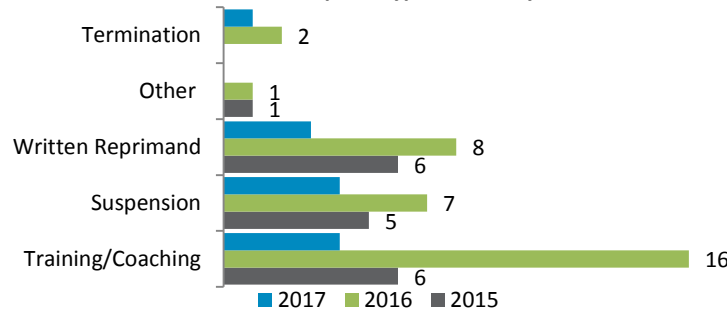
2015 – 2017 Allegations Filed

	2015	2016	2017
<b>Criminal Misconduct</b>	0	2	6
<b>Discrimination</b>	7	20	11
<b>Theft</b>	2	2	0
<b>Harassment</b>	42	7	8
<b>Failure to Provide Protection</b>	51	62	47
<b>Use of Excessive Force</b>	49	66	33
<b>Inappropriate Language/Attitude</b>	85	79	68
<b>Violation of Policy Manual</b>	75	129	172
<b>Total</b>	<b>311</b>	<b>367</b>	<b>345</b>

2017 Policy Violations and Coaching By Precinct



2015 – 2017 Discipline Types Issued by Chief



## Action planned for 2018

- Release findings from multiple studies
- Implement remote kiosk compliant filing process

## Actions identified in 2017 Results memo

## Completed

- Collaborate with the Minneapolis Police Department to strengthen and reinforce their police misconduct data sharing agreement, ensuring the records remain public and up-to-date. Because data sharing has been built and based on within-department relationships, this is an important way to maintain continuity since leadership and personnel changes occur over time

## Completed

- Identify best practices and create an actionable plan to balance the increasing workload of reviewing and analyzing police body camera film. While body cameras are an essential tool for increasing accountability, the time and resources required to review this data has already created some capacity constraints, and capacity needed to review more data is anticipated to increase

# Complaint Investigations Division

2017 Budget: **\$0.72 million**

**Program description:** The Complaint Investigation Division neutrally enforces the City’s anti-discrimination laws and policies by investigating complaints of discrimination. The Division also investigates employment discrimination claims and cases transferred from the Equal Employment Opportunity Commission. The program also administers an Alternative Dispute Resolution Program to resolve complaints that allege discrimination and provides staff support to the Minneapolis Civil Rights Commission.

**Analysis:** In 2017, 107 discrimination cases were filed with CID. Of these cases, 38% involved racial discrimination, 23% involved disability discrimination, and 13% involved discrimination based on sex or sexual orientation. CID continued to utilize alternative dispute resolution hearings and 2017 settlements reached \$354,609.

## Action planned for 2018

- Begin enforcement of Section 8 Housing Ordinance
- Leverage existing civil rights ordinance to create more equitable and fair housing
- Explore existing policies with other enterprise departments that may hinder equitable and fair housing and create homelessness.
- Provide real-time data for the public
- Audit internal division processes.

## Actions identified in 2017 Results memo

- N/A

## Performance measures

Case Basis Filed with Complaint Investigation Division, by Year

	Race or Color	Religion	Other	National Origin	Sex	Sexual Orientation	Disability	Age	Reprisal	Total
2014	51	4	4	16	9	2	21	15	31	153
2015	64	3	7	16	16	0	31	18	34	189
2016	54	2	3	17	21	1	31	11	36	176
2017	41	4	1	9	13	1	25	6	7	107

Breakdown of Case Resolution

	No Probable Cause	Withdrawn	Split Decision (NPC/PC)	Transferred	Dismissed	Mediation Agreement	Probable Cause	Total
2014	41	6	0	7	21	9	4	88
2015	34	12	0	1	44	23	2	116
2016	13	1	13	1	37	13	0	78
2017	17	7	0	2	41	10	1	79

# Civil Rights Equity Division (CRED)

2017 Budget: \$0.6 million

**Program description:** The Civil Rights Equity Division leads the department’s equity work in support of the City’s equity goals. By addressing racial bias in decision making through the implementation and increased use of an equity lens and framework, CRED aims to improve operations, internal systems, policies and programs, and organizational culture. CRED also oversees Urban Scholars, the City’s leadership and professional development program for students of diverse racial and ethnic backgrounds.

**Analysis:** CRED increased the number of Urban Scholars placements and the number of participating organizations, resulting in more than \$500,000 in wages being paid. The program saw a 1000% increase in the number of Scholars looking to return to the program with 90% of Scholars and supervisors reporting being very satisfied with the program. Approximately 75 supervisors were trained on effective supervision of a diverse workforce.

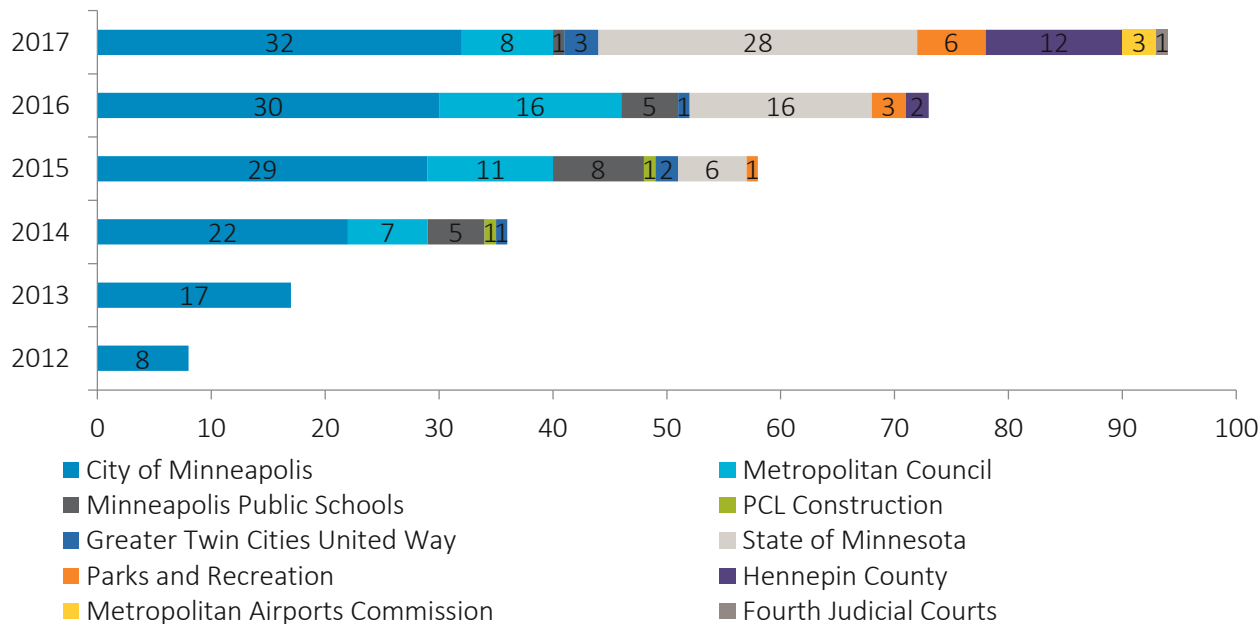
CRED also designed and led public accommodations testing, oversaw employee engagement efforts, and developed an orientation and work plans for the Minneapolis Commission on Civil Rights and the Workplace Advisory Committee.

## Action planned for 2018

- Develop Equity Sustainability Metrics
- Facilitate Fair Housing Advisory Group, MCCR, MWAC
- Grow and expand Urban Scholars to find summer placements for 150 scholars in 2018.
- Conduct first formal evaluation of Urban Scholars; explore feasibility of enterprise wide internship program as well as Urban Scholar Fellowship.
- Continue developing responsive programming to meet the needs of the City and partners. This includes developing recruiting tools for hard to fill positions, sharing of recruitment and hiring tools, and supervisor trainings.
- Outreach and Engagement strategies as well as employee trainings are informed by the Resident Survey.

## Performance measures

CRED: Urban Scholar Placements by Organization



## Actions identified in 2017 Results memo

- N/A



# Labor Standards Enforcement Division (LSED)

2017 Budget: \$0.2 million

**Program description:** LSED oversees compliance with the City’s Sick and Safe Time and Municipal Minimum Wage ordinances as well as provide staff support to the Workplace Advisory Group. Services provided under this program include culturally-specific education and outreach to employees, educating employers on their requirements and obligations, technical assistance to employers, labor standards complaint investigation, workplace audits, and compliance reporting.

**Analysis:** LSED received 115 complaints relating to the City’s Sick and Safe Time ordinance in 2017. As a result of investigations, 3 settlements were reached, the largest for \$11,000 in back wages to a single employee. A total of 4 violations were sustained and a majority of complaints were resolved by providing technical assistance and the employer voluntarily achieving compliance. LSED undertook a direct mailing to nearly 8,000 employers in the city and distributed more than 4,000 informational brochures. Presentations have been given in English, Spanish, and Somali at 64 outreach events and individual meetings with impacted groups.

## Action planned for 2018

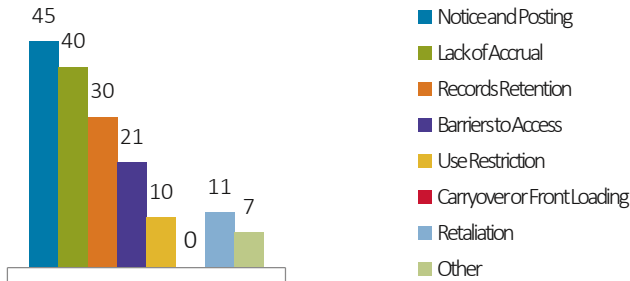
- Begin enforcement of the Minneapolis Minimum Wage ordinance
- Continue partnerships with business and neighborhood groups to provide information and technical assistance on the requirements of Minneapolis Labor Standards regulations.

## Actions identified in 2017 Results memo

- N/A

## Performance measures

2017 SST Type of Allegation



NOTE: In 2017, 115 total Sick and Safe Time complaints were received by LSED. Complaints may contain more than one type of allegation.

SST Industry/Occupation

