

**CITY OF MINNEAPOLIS  
DEPARTMENT OF CIVIL RIGHTS**



**2011-2015 BUSINESS PLAN**

**DECEMBER 2010**

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## WHO ARE WE?

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### 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 2, Chapter 24 (prevailing wage); and to promote understanding of civil rights among residents, businesses and government.

### VALUES

Our values complement the City's values of **collaborative, engaged, results-driven, informed, accountable, ethical, inclusive** and **sustainable**. Our values are:

#### **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 is 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.

## **BUSINESS LINES**

The Civil Rights Department has three business lines carried out through its business units: Complaint Investigations, Contract Compliance, and Civilian Police Review.

Complaint investigations are carried out by the **Complaint Investigations Unit (CIU)**. CIU investigates and resolves complaints that allege illegal discrimination according to the Civil Rights Ordinances. For most of 2010, CIU was staffed with 3 individuals who conducted complaint investigations and 1 supervisor. The unit receives 200-250 charges per year. The investigators meet a performance standard of 60 cases per year and the supervisor handles a small number of cases, as well.

The CIU partners with the Minneapolis Civil Rights Commission to perform its work. The Minneapolis Commission on Civil Rights (MCCR), while not an operational entity within the MDCR, plays a crucial part in the execution of the Department's role. By ordinance the MCCR: initiates/investigates discrimination complaints; reviews complainants' conducts appeals of the Civil Rights Director's "No Probable Cause" determinations and dismissals; hearings on "Probable Cause" findings; and, advises the Director with respect to matters relating to the Commission's purpose.

The **Contract Compliance Unit (CCU)** monitors construction employment and training goals, prevailing wage payments, and affirmative action plans for City contractors. Additionally, the CCU investigates complaints alleging a violation of the ordinances it oversees. The CCU also aids prime contractors in successfully executing their "good faith" efforts relating to employment goals. Good faith efforts assistance includes: (1) linking prime contractors to labor sources of minorities and women and (2) supporting the development and growth of minority and women-owned businesses so they may participate as sub-contractors.

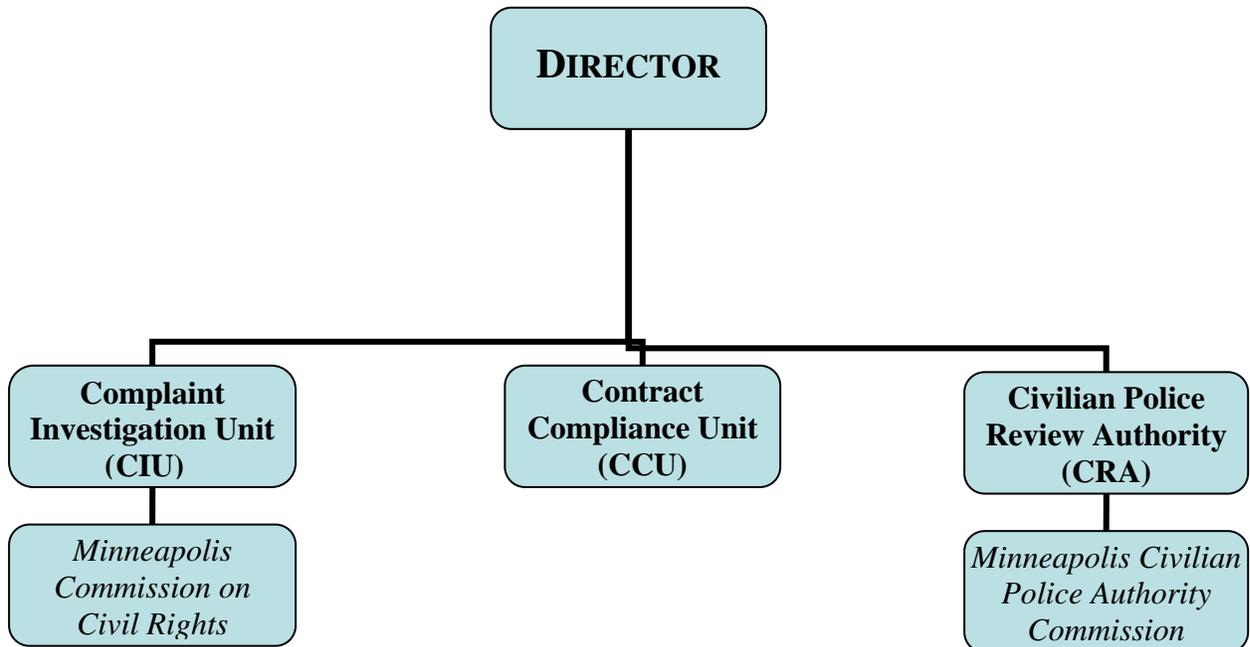
The Small and Underutilized Business Program (SUBP) is a program within the CCU. The SUBP program sets project goals for small, women and minority businesses in the awarding of City contracts in the following areas: construction and development, and goods and services. Additionally, it reviews bid and contract award recommendations, coordinates the certification process for small and underutilized businesses, and assists prime contractors with attracting certified small and underutilized businesses in order to meet the project goals.

CCU is staffed with 6 compliance officers and a supervisor. Four of the six compliance officers perform work to monitor and review activities with Community Development Block Grant Funds, 1 handles HUD Section 3 compliance monitoring and 1 handles the City's SUBP.

The **Civilian Police Review Authority (CRA)** business unit receives and investigates complaints of police misconduct; mediates or fairly adjudicates complaints of police misconduct; and educates the Minneapolis Police Department and the public on their rights and responsibilities under the CRA ordinance. The CRA typically receives over 300 complaints per year.

CRA is staffed with 2 case investigators, 2 administrative persons and 1 supervisor.

## MINNEAPOLIS DEPARTMENT OF CIVIL RIGHTS ORGANIZATIONAL CHART



### WHAT DO WE WANT TO ACHIEVE?

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#### 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. We look forward to a day when there is no illegal discrimination; to a day where there are no disparities in opportunity or status caused by factors of beyond an individual's control.

## DEPARTMENT GOALS, OBJECTIVES AND MEASURES (ALIGNED WITH CITY GOALS)

City Goal (1-6)	City Strategic Direction (A-Z)	Department Goal	Objective	Measure
<b>COMPLAINT INVESTIGATIONS UNIT (CIU)</b>				
1 – A Safe Place to Call Home  2 – One Minneapolis	1b. Crime reduction: community policing, accountability & partnerships  2c. Equitable City Services & Geographically Placed Amenities	Enforce the Minneapolis Civil Rights Ordinance	<ol style="list-style-type: none"> <li>1. Investigate allegations of discrimination within 1 year.</li> <li>2. Resolve at least 15% of cases by mediation.</li> <li>3. Connect with the community through outreach and education activities.</li> </ol>	<ol style="list-style-type: none"> <li>1. # of cases in the Backlog.</li> <li>2. % of cases resolved through mediation.</li> <li>3. Average months to reach an initial case determination.</li> <li>4. # and quality of outreach activities.</li> </ol>
<b>CIVILIAN POLICE REVIEW AUTHORITY (CRA)</b>				
1 – A Safe to Call Home  2 – One Minneapolis	1b. Crime reduction: community policing, accountability & partnerships  2a. Close race and class gaps	Enforce the Minneapolis Civilian Police Authority Ordinance	<ol style="list-style-type: none"> <li>1. Investigate allegations of police misconduct within 90 days.</li> <li>2. Resolve at least 25% of complaints by mediation.</li> <li>3. Engage MPD and connect with the community through outreach and education activities.</li> </ol>	<ol style="list-style-type: none"> <li>1. # of CRA complaints in the backlog</li> <li>2. Average time for completion of CRA investigations.</li> <li>3. % of cases resolved through mediation.</li> <li>4. # and quality of outreach activities.</li> </ol>
<b>CONTRACT COMPLIANCE UNIT (CCU)</b>				
2 – One Minneapolis	2a. Close race and class gaps	<p>Monitor employment/hiring goals for contractors supplying the city with goods, services and construction activities.</p> <p>Monitor small and underutilized business participation on city-assisted contracts.</p> <p>Monitor contractor compliance with federal and city wage mandates.</p>	<ol style="list-style-type: none"> <li>1. Employ 6% of women and 11% minorities in the workforce of entities that work on city-assisted contracts.</li> <li>2. Utilize 10% of women and minority owned businesses on city-assisted contracts.*</li> <li>3. Ensure that 100% of workers on city-assisted jobs are classified correctly and paid appropriately.</li> <li>4. Develop partnerships and conduct outreach activities that support the above goals.</li> </ol>	<ol style="list-style-type: none"> <li>1. % of women and minority employee participants on construction/ building projects funded with City dollars.</li> <li>2. % of women and minority businesses that perform on city-assisted contracts.</li> <li>3. % of reports of unresolved classification and wage errors.</li> <li>4. # and quality of partnerships developed to support the above measures.</li> </ol>

\* Overall goal updated annually

## WHAT RESOURCES ARE WE GOING TO USE?

### FINANCE PLAN

*Department Representative: Velma Korbel*

The Civil Rights Department receives approximately eighty-five percent of its monies from the General Fund and approximately fifteen percent from grant resources. The MDCR also generates revenue for the General Fund through its workshare agreement with the Equal Employment Opportunity Commission.

### STRATEGY TABLE

FINANCIAL STRATEGIES	WHICH PERFORMANCE MEASURES WILL CHANGE AND HOW?	SHORT-TERM ACTIONS (ONE YEAR)	LONG-TERM ACTIONS (TWO TO FIVE YEARS)
<b>Financial strategies coming from lessons learned from historical financial data and prior financial plans</b>			
Investigate in a cost-effective and timely manner	<ul style="list-style-type: none"> <li>▪ average months to case closure</li> <li>▪ # of cases closed</li> <li>▪ # of backlog cases</li> </ul>	<ul style="list-style-type: none"> <li>▪ Rely on contract investigators to correct historical backlog</li> </ul>	<ul style="list-style-type: none"> <li>▪ Hire employees to address seasonal backlog</li> </ul>
<b>Financial strategies produced from creative reallocation exercise (include up to five strategies)</b>			
Realign existing resources and activities so that each unit is efficiently handling complaints	<ul style="list-style-type: none"> <li>▪ # of Civil Rights cases mediated by investigators</li> <li>▪ # of discrimination complaints filed</li> <li>▪ # of CRA cases closed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Responsibility for the mediations is transferred to CRC</li> <li>▪ Docket and dismiss</li> <li>▪ CRA priority investigation plan</li> </ul>	Review short term plan
<b>Financial strategies to meet the financial direction</b>			
Reorganize business processes and information flow within the business units.	TBA after BPI of CRA, CIU and CCU	<ul style="list-style-type: none"> <li>▪ Create basic map of workflow and activities</li> <li>▪ Analyze all business processes for improvement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Upgrade technology</li> </ul>
<b>Financial strategies related to loss prevention</b>			
Integrate the philosophy and practices of loss prevention into daily operations	<ul style="list-style-type: none"> <li>▪ Purchasing approval</li> <li>▪ Central control of equipment and supplies</li> <li>▪ Facility control</li> </ul>	<ul style="list-style-type: none"> <li>▪ Define loss prevention responsibilities</li> <li>▪ Complete an inventory of all equipment</li> <li>▪ Communicate loss prevention expectations to entire MDCR staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop written procedures regarding equipment checkout</li> <li>▪ Training and accountability</li> </ul>

## FINANCE PLAN TABLE(S)

Name	2009 Actual	2010 Actual	2011 Budget	2012 Forecast	2013 Forecast	2014 Forecast	2015 Forecast
Federal Government	99,457	128,993	79,200	79,200	79,200	79,200	79,200
Charges for Service	1,197	1,170	1,100	1,100	1,100	1,100	1,100
<b>ALL REVENUES</b>	<b>100,654</b>	<b>130,163</b>	<b>80,300</b>	<b>80,300</b>	<b>80,300</b>	<b>80,300</b>	<b>80,300</b>
Salaries and Wages	1,659,034	1,276,982	1,208,298	1,208,298	1,239,489	1,272,889	1,314,788
Contractual Services	710,998	665,497	484,046	547,606	565,726	585,131	609,472
Operating Costs	272,352	266,472	297,726	304,574	314,652	325,445	338,983
Fringe Benefits	558,360	478,606	462,622	462,622	474,644	490,065	506,995
<b>ALL EXPENDITURES</b>	<b>3,200,744</b>	<b>2,687,557</b>	<b>2,452,692</b>	<b>2,523,100</b>	<b>2,594,511</b>	<b>2,673,529</b>	<b>2,770,239</b>
<b>Net Difference</b>	<b>(3,100,090)</b>	<b>(2,557,394)</b>	<b>(2,372,392)</b>	<b>(2,442,800)</b>	<b>(2,514,211)</b>	<b>(2,593,229)</b>	<b>(2,689,939)</b>
<b>General Fund - City</b>							
Charges for Service	1,197	1,170	1,100	1,100	1,100	1,100	1,100
<b>ALL REVENUES</b>	<b>1,197</b>	<b>1,170</b>	<b>1,100</b>	<b>1,100</b>	<b>1,100</b>	<b>1,100</b>	<b>1,100</b>
Salaries and Wages	1,299,486	1,018,442	942,597	942,597	973,788	1,007,188	1,049,087
Contractual Services	710,999	665,497	484,046	547,606	565,726	585,131	609,472
Operating Costs	272,194	266,472	297,726	304,574	314,652	325,445	338,983
Fringe Benefits	432,064	372,146	363,323	363,323	375,345	390,766	407,696
<b>ALL EXPENDITURES</b>	<b>2,714,743</b>	<b>2,322,557</b>	<b>2,087,692</b>	<b>2,158,100</b>	<b>2,229,511</b>	<b>2,308,529</b>	<b>2,405,239</b>
<b>Net Difference</b>	<b>2,713,546</b>	<b>2,321,387</b>	<b>2,086,592</b>	<b>2,157,000</b>	<b>2,228,411</b>	<b>2,307,429</b>	<b>2,404,139</b>
<b>Special Revenue Funds</b>							
Federal Government	99,457	128,993	79,200	79,200	79,200	79,200	79,200
<b>ALL REVENUES</b>	<b>99,457</b>	<b>128,993</b>	<b>79,200</b>	<b>79,200</b>	<b>79,200</b>	<b>79,200</b>	<b>79,200</b>
Salaries and Wages	359,548	258,540	265,701	265,701	265,701	265,701	265,701
Fringe Benefits	126,454	106,460	99,299	99,299	99,299	99,299	99,299
<b>ALL EXPENDITURES</b>	<b>486,002</b>	<b>365,000</b>	<b>365,000</b>	<b>365,000</b>	<b>365,000</b>	<b>365,000</b>	<b>365,000</b>
<b>Net Difference</b>	<b>(386,545)</b>	<b>(236,007)</b>	<b>(285,800)</b>	<b>(285,800)</b>	<b>(285,800)</b>	<b>(285,800)</b>	<b>(285,800)</b>

## WORKFORCE PLAN

### ANALYZING THE WORKFORCE: FUTURE NEEDS

MDCR knows that it will not be successful unless its employees are successful. Successful employees understand how their individual contributions combine to make the entire organization successful. From recruitment to retirement, every employee must know what is expected of him or her and that s/he will be held accountable to achieve the necessary standard performance. It is also understood that the organization has a responsibility to recognize and reward individuals' and teams' outstanding performance.

### WORKFORCE ACTION TABLE

Key Workforce Objective:	Measurement:	Short-Term Actions:	Long-Term Actions:
<b>Create Organizational Development Objectives</b>	Metric for each department competencies	Train employees on them  Evaluate annually	Assess the culture through intra department survey
<b>Create an Individual Development Plan for Each Employee</b>	Each employee has a IDP by the end of the first year	Build IDP to include, departments, work unit, and individual activities	Identify job enrichment opportunities  Create advancement opportunities
<b>Develop a Cross Training Program</b>	Cross training opportunity in every unit	20% cross trained	100% cross trained
<b>Respond to issues raised in the Employee Survey</b>	The issues raised in 2008 will be addressed	The short term is to implement employee engagement plan	Assess the level of employee engagement by the next employee survey
<b>Develop Rewards and Recognition Program</b>	Create criteria	Create department awards  Department Gold Star	MCDR award that competes with other city departments  Professional award given by a civil rights consortium

## TECHNOLOGY PLAN

DEPARTMENT REPRESENTATIVE: MICHAEL K. BROWNE

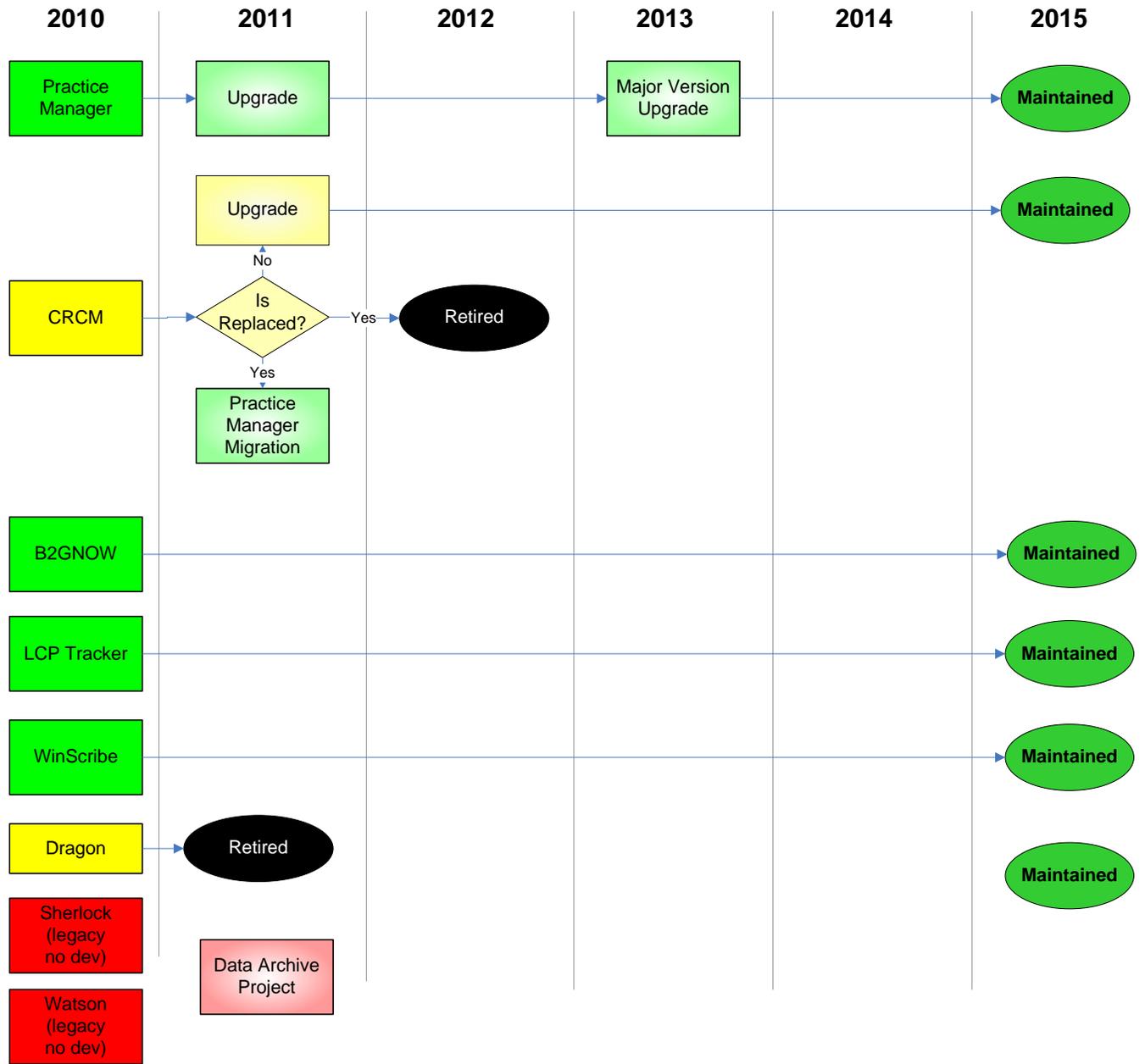
Information technology plays a significant role in the day-to-day business of the MDCR. Statistics gathered with the technology currently used by the Department have and will continue to be used to justify budget requests, project staffing needs, and redesign the response plans for the annual update of the five-year business plan, prepare the annual report, and to define our standard of coverage.

### TECHNOLOGY ACTION PLAN TABLE

Business Technology Need	Desired outcome/result	When	One-time costs	Ongoing Costs	Source of Funding
Map the CRCM database system or migrate the data to Practice Manager in order to incorporate COGNOS	Improve and fix system used to track results and departmental data  Improve tracking and reporting	2011	\$50,000 est.	TBD	Department Budget
Review migration of data from Sherlock to Practice Manager and review Ward finder for linking to PM	To recapture data needed to populate fields for generating reports	2011	TBD	TBD	Department Budget
Improve existing database (Practice Manager)	Improve and fix system used to track results and departmental data	2011	TBD	TBD	Department Budget
Incorporate COGNOS into the PM system for CIU	Increased ability to analyze data and create meaningful reports	2010	\$7,000 est.	TBD	Department Budget
Re-evaluating the use of "Dragon naturally Speaking"	Determine whether the program fits the needs of the unit.	2011	TBD	TBD	Department budget

# Technology Solution Roadmap

## APPLICATIONS / SOLUTIONS ROADMAP



Source: City of Minneapolis BIS

## TECHNOLOGY PROJECTS LIST

<b>Project</b>	<b>Year Started</b>	<b>Year Complete</b>	<b>Projected Cost</b>	<b>Funding Status</b>
Practice Manager Sql Server 2005 upgrade (Enterprise Upgrade)	2011		License Fees only	Paid by City Attorney
Practice Manager Next Generation Upgrade	TBD		TBD	TBD
Cognos Reporting	2010		Under \$2,000 for Complaint Investigations	MDCR
Winscribe Upgrade	2011		Under \$4,000	MDCR/City Attorney
CRA Migration to Practice Manager	2011		TBD*	

\* Dependent on mapping CRCM to COGNOS or for migration to Practice Manager.