

# Minneapolis Department of Civil Rights

## 2008 Business Planning Presentation

July 14, 2008

*Equal Justice*

*Equal Input*

*Equal Access*

# Mission

Through vigorous enforcement of the Federal, State and local civil rights laws, as well as education, mediation and conciliation, the Minneapolis Department of Civil Rights strives to eliminate unlawful discriminatory practices, thus promoting the health, economic stability, access, welfare, peace, and safety of the community.

# Values

## We value our commitments to:

- Equal opportunity and workforce diversity
- Promoting non-discriminatory practices
- Leadership in social justice and systems inclusion
- A productive and professional work ethic
- A respectful work environment
- Problem solving focused on solutions
- Building collaborative partnerships with City departments and other entities
- Consistent ordinance enforcement
- Excellence in delivering public service

# Business Lines

## 1. Outreach

A. All Units

## 2. Access

B. Multicultural Services and  
Community Access Unit (MSAU)

## 3. Compliance

C. Small and Underutilized Business  
Program (SUBP)

D. Contract Compliance Unit (CCU)

## 4. Enforcement

E. Complaint Investigations Unit  
(CIU)

F. Civilian Police Review Authority  
(CRA)

G. Minneapolis Commission on  
Civil Rights (MCCR)



# How are we going to get there?

Department Goal	Objective	Tactics
Enforce the Minneapolis Civil Rights Ordinance prohibiting discriminatory practices	<p>Enforce MCRO</p> <p>Improve efficiency (reduced backlog, reduced average CIU investigation completion time) of CIU through implementation of Business Process Improvement Initiative</p>	<ul style="list-style-type: none"> <li>▪ Continue to monitor EEOC file transfers for investigative processing in accordance with the federal FEPA contract</li> <li>▪ Promotion and expansion of mediated settlements</li> <li>▪ Continue to eliminate backlog of investigative files older than 365 days through complaint investigations staff law school interns, and contract employees.</li> </ul>
Enforce the Minneapolis Civilian Police Authority Ordinance	Thoroughly and objectively investigate allegations of discrimination in a timely manner	<ul style="list-style-type: none"> <li>▪ Improve investigative summary and determination formats</li> <li>▪ Develop and implement an internal quality assurance program</li> </ul>
Enhance relationships with advisory councils, community groups and other stakeholders in order to advocate for social justice and systems change	To eliminate discriminatory policies and practices that adversely impact protected classes	<ul style="list-style-type: none"> <li>▪ Development and initiate plans to participate with other organizations and individuals who share our objectives</li> <li>▪ Develop and implement a structured program that will enhance efficiency and effectiveness of interaction with the AC, City Government and other stakeholders</li> </ul>

# How are we going to get there?

Department Goal	Objective	Tactics
Ensure equal, meaningful and timely access to City Services, Decision-making Processes and Resource Opportunities for all customers	Facilitate processes to better inform, engage and educate diverse communities in public policy debate and decision-making processes.	<ul style="list-style-type: none"> <li>▪ Develop and implement a community outreach program</li> <li>▪ Assist City departments with implementation of their LEP Plans</li> <li>▪ The MSAU will continue to provide personnel to assist 311</li> </ul>
Proactively support workforce diversity in the City of Minneapolis by establishing and monitoring employment/ hiring goals for contractors supplying the city with goods, services and construction activities.	Work to eliminate the underemployment of protected classes within our business community	<ul style="list-style-type: none"> <li>▪ Require all businesses that receive \$50,000 or more as a result of City activity to develop an affirmative action plan to eliminate disparity within their workforce and increase employment opportunities.</li> </ul>
	Enforce Chapter 423 of Title 16 - Close the gap between the availability and utilization of women and minorities in the construction industry	<ul style="list-style-type: none"> <li>▪ Support and promote apprenticeship training programs within the construction industry, which provide a lasting vehicle for women and minority entry into the building trades</li> <li>▪ Develop internal policies that require prime contractors to pay subcontractors in a prompt and timely manner.</li> <li>▪ Working with user departments to monitor contracts to ensure prompt payments to women-owned and minority-owned business enterprises</li> <li>▪ Create a standard process for monitoring a project and verifying the information.</li> <li>▪ Identify and implement programs that will increase the economic capacity of minority-owned and women-owned business enterprises to compete in the marketplace.</li> </ul>

# Highlights

- Leveraging of monitoring activities with the Ballpark Authority
- Linkage of labor sources to contractors
  - Ex offender Activities
  - Stronger connection to unions and Association of General Contractors
  - Stronger Linkage with Summit OIC, Urban League, L.E.A.P., National Association of Minority Contractors and Association of Women Contractors
- Enhanced Working Relationship with CPED
- Implementation of Department Level Goals on purchases of good and services

# Department Liaison List



# Significant Future Challenges

- Enhance communication and cooperation with employees relative to discrimination complaints
- Improve relationship with the MPD to reduce complaints of police officer misconduct
- Develop linkages to the growing immigrant communities to reduce apprehension of government agencies

# Productivity Plan

The Department has:

- Implemented techniques used in human rights agencies operating in other jurisdictions
- Instituted new dismissal policies for investigations to reduce backlogs
- Utilizing enhanced computer technology
- FTE Addition, in cooperation with Grants/ Special Projects to monitor HUD Section 3
- Completed Business Process Improvement Initiative

# Technology Plan

## **CIU:**

Transition to Practice Manager Case Management System by August 1, 2008

## **CCU:**

Purchase of new system. Vendor selection to be completed by July 18, 2008. Implementation to begin by August 1, 2008.

## **MSAU:**

Improvements regarding how interpretation and translation interactions are documented and tracked. Will be completed by December 31, 2008.

# Workforce Plan

Strategies that will be implemented include:

- Cross-training staff to provide back-up and growth opportunities
- Maintain a schedule for conducting performance reviews and framing personal development plans, as well as ensuring training opportunities (internal and external) for each of its units.
- Develop a diversity strategy to attract, develop and retain employees who have the talent and competencies needed to meet the department's future goals.
- Work with the area colleges and universities to promote internship and externship, opportunities within the Department, the Commission, the CRA Board and the Latino Advisory Committee.
- Work to re-focus staff meetings, reinstitute leadership (managers') meetings in order to improve levels of communication within the Department and understanding of goals and strategies.

# Finance Plan

- 85 % of its monies from the General Fund
- 15 % from Community Development Block Grant (CDBG) dollars.
- The MDCR also garners additional revenue (\$50,000) through its service agreements with the Equal Employment Opportunity Commission.

# Sustainability Plan

The Minneapolis Civil Rights Department staff and leadership (management) team reviewed the Sustainability Initiative 2005 Annual Report and discussed targets and best practices to create a more sustainable, healthy and environmentally-friendly city. The strategies that the Department would have the most impact on are those that are connected with social justice issues or address disparities (e.g. use of hour car, Martin Luther Essay Contest, and education raising employee awareness).

## Enterprise Initiative

# Enterprise Information Management

### Department Actions

Action Area	2006 – 2007	2008-2011
<b>Governance, Structure and Staffing</b>	<ul style="list-style-type: none"> <li>▪ Choose representative to serve as subject matter expert and participate in EIM standards development workgroups</li> <li>▪ As EIM requirements are formalized, the department will develop strategies to meet those requirements</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support decisions of EIM Policy Board</li> <li>▪ Fund and implement business process and staffing-model changes associated with coming into EIM compliance</li> <li>▪ Continue to apply EIM standards to all new initiatives and projects</li> </ul>
<b>Project Planning</b>	<ul style="list-style-type: none"> <li>▪ Explore utilizing Practice Manager for the investigations units within the MDCR and the CRA. EIM requirements will be incorporated into the solution development process (2007)</li> <li>▪ Obtaining public information from CAPRS</li> <li>▪ Explore utilizing Frontlink-Cognos or supported applications for tracking Multicultural Services interactions (2008)</li> <li>▪ Participate as a stakeholder in projects with EIM implications: enterprise Content and knowledge management</li> <li>▪ Work with BIS to improve workflow and data input utilizing the Casewise tool.</li> </ul>	
<b>Training</b>	<ul style="list-style-type: none"> <li>▪ Fund training as needed for all staff assigned to explicit EIM roles and responsibilities in the department as part of compliance integration phase.</li> </ul>	
<b>Compliance (Assessment, Integration, Evaluation)</b>	<ul style="list-style-type: none"> <li>▪ Assign staff to participate in information audits, readiness assessments, cataloging of information assets, etc., as scheduled.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Complete Department Risk Assessment/Gap Analysis</li> <li>▪ Develop plan for EIM Compliance</li> <li>▪ Complete annual EIM progress reports</li> <li>▪ Complete periodic audits</li> </ul>

# Community Engagement

The Department will use the CE Process Model to engage the citizens of Minneapolis in achieving the following objectives:

- Enhance relationships with advisory councils, community groups and other stakeholders in order to advocate for social justice and systems change;
- Insure equal and timely access to City Services, Decision-making Processes and Resource Opportunities for all customers; and
- Proactively support workforce diversity in the City of Minneapolis by establishing and monitoring employment hiring goals.

# Limited English Proficiency (LEP)

The Multicultural Services and Access Unit works closely with City Departments to monitor compliance with Federal law and multilingual hiring goals. It also conducts outreach activities to inform and educate LEP communities, communities of color and deaf/hard of hearing communities regarding City services.