

**Des Moines Human Rights Commission Strategic Planning
and
Commission Capacity Building**

**Report to the Des Moines City Manager
and
the Des Moines City Council**

January ~ 2014

**Matt McCoy ~ Jim Ferguson
Resource Development Consultants
1717 Ingersoll Avenue
Des Moines, IA 50309**

RE: (RFP: V13-096)



1717 Ingersoll Avenue, Suite 115
Des Moines, Iowa 50309
515/440-0002
realmccoy@me.com
rdciowa.com

February 3, 2013

Rick Clark, City Manager
City of Des Moines
400 Robert D. Ray Drive
Des Moines, IA 50309

Dear Mr. Clark:

Attached is the report compiled for facilitating the development of a five-year Strategic Plan for the Des Moines Human Rights Commission and to facilitate Commission Capacity Building.

In our facilitating the Strategic Plan, Values Statement, Mission Statement, Vision Statement, job descriptions and performance evaluation instruments, the Commission and staff present were involved in every step. Consensus was ascertained on all documents. Recommendations in this report are RDC's with most appearing in the Strategic Plan. The Commission may differ with some recommendations.

The Strategic Plan is the roadmap for the Commissioners and staff to follow. It will be critical over the months and years to come that a focused effort be made to adhere to the mid-year assessments and end-of-year evaluations. The value of this strategic plan, job descriptions, performance evaluation instruments, and tools are in IMPLEMENTATION.

The report reflects a tremendous effort on the part of the Commission and staff. It is extensive, future directed and when implement will be of great value to the citizens of Des Moines.

It has been a pleasure working with the Commission and City officials on this project. We thank you for the opportunity to serve you.

Sincerely,

Matt McCoy

Jim Ferguson

Des Moines Human Rights Commission Beliefs` Statement

We believe in equality with respect and justice for all.

Des Moines Human Rights Commission Mission Statement

To advance justice, promote equality, and ensure the protection of human rights for all people in Des Moines through investigation, education, advocacy and community engagement.

Des Moines Human Rights Commission Vision Statement

The Des Moines Human Rights Commission is recognized for its excellence in education, advocacy, community engagement and investigations of civil rights violations creating a city which is a beacon of human rights and equality for all, with a culture of inclusiveness, respect and peace.

TABLE OF CONTENTS

Beliefs, Mission, and Vision.....	3
Table of Contents.....	4
Executive Summary.....	5
Contract - City of Des Moines & Resource Development Consultants.....	6
Recommendations – Summary.....	9
Recommendations – Rationale.....	11
Investigations - Comparison Among Cities.....	16
Investigations – Comparison of HRC to ICRC.....	17
Budget - City Allocation to Human Rights Commission.....	22
Demographics - City of Des Moines.....	26
Recommendations for Revising Code 62, Article II – Commission.....	28
Recommendations for Revising Rules and Regulations.....	31
Recommendations Staff.....	33
Recommendations Program Development – Staff.....	33
Recommendations Expanded Investigations.....	38
ICRC Cooperative Agreement Form.....	40
Strategic Planning Process.....	44
Commissioner Recommendations.....	44
Strategic Planning Process.....	47
Conversations Conducted in Planning Strategic Plan.....	48
Schedule of Meetings.....	49
Beliefs, Mission, Vision Definitions.....	50
Strategic Planning	51
Strategic Plan Mid-Year Assessment & End-of-Year Evaluation	65
Job Descriptions - Process for Development.....	66
Job Description - Human Rights Director.....	67
Job Description - Senior Human Relations Specialist.....	70
Job Description - Human Relations Specialist.....	72
Job Performance Evaluation Instrument – Director.....	74
Job Performance Evaluation Instrument - Senior Human Relations Specialist.....	84
Job Performance Evaluation Instrument - Human Relations Specialist.....	91
Commissioners Role.....	98
Learning to Work Together for Betterment of Human Relations w/in Community.....	99
Friends of Greater Des Moines Human Rights, Inc.....	100
Friends of Greater Des Moines Human Rights IRS Letter.....	101
Friends of Greater Des Moines Human Rights By-Laws.....	103
Biographies of Consultants.....	107

Executive Summary

1. Resource Development Consultants (RDC) has carefully complied with all the RFP requirements of for this project and with the stipulations in RDC's proposal.
2. The Human Rights Commission (HRC) is in agreement with most of these recommendations.
3. Significant improvements are necessary if the Human Rights Commission (HRC) and Department (Department) are to remain viable in order for the citizens of Des Moines to receive exemplary services, and City funds expended in a judicious manner.
4. A change in the Human Rights organizational structure is recommended which includes moving its investigative role to the Iowa Civil Rights Commission (ICRC) in 2015. The Department would then focus on education, advocacy, outreach and training.
5. Strength identification and areas for development of strategies were undertaken at the beginning of the strategic planning process. Patterns were ascertained with every effort made to address them in either the Five Year Strategic Plan or through RDC's Recommendations.
6. Mission, Values, and Vision Statements were developed.
7. Seven goals were designated in a five year Strategic Plan with strategies, tactics, responsibility, cost, income, target year, and measurable outcomes identified.
8. A mid-year assessment and end-of-year evaluation matrix was developed.
9. Recommended changes in Code 62 and Rules and Regulations Des Moines Human Rights Commission are stated.
10. Job descriptions and performance evaluation instruments were developed for each position on the basis of Code 62, current practices, previous job descriptions, and City job performance instruments.
11. A recommendation throughout this analysis is that the Human Rights Department support with data and documentation its reports, recommendations, and assertions.
12. There are no recommendations for staff increases. The Strategic Plan acknowledges the addition of a temporary full-time investigator for one year provided by the HUD grant. The grant stipulates \$50,000 for that position. With benefits computed into the total salary, Human Resources estimates the cost of the position to be \$85,000. We recommend the differences in those projections be resolved prior to the position being filled.
13. The Strategic Plan and Recommendations in this report carry with them few and low revenue requests. Total revenue outlay by the City is approximately \$3,168, all of which can come out of the Commission's budget allocation.
14. Significant changes are recommended to strengthen the Department's approach to outreach, education, and advocacy.
15. Communication must be improved at all levels. Many documents that were thought not to exist do exist such as job descriptions (generic and dated), evaluation instruments (generic and not used), and HRC pamphlets to name a few.
16. A comparison of the number of investigations conducted among select cities was made. A comparison was also made of how cases are investigated at the Des Moines Human Rights Department to how they are investigated at the Iowa Civil Rights Commission.

CONTRACT ~ City of Des Moines with Resource Development Consultants

SECTION 1: SCOPE OF SERVICES TO BE RENDERED

RDC agrees during the term of this Contract to provide to the CITY, under the terms and conditions set forth in this Contract, the services which are described in the RFP and the Proposal. Specifically RDC will provide the services specified in "The Scope of Services" section of the RFP and as specified at section "A" of RDC's Proposal submitted in response to the (RFP) V13-096 and will include the following as part of the services to be rendered:

- a. A minimum of three (3) presentations to the City Council at their workshops consisting of two (2) interim progress reports and one (1) final report with monthly status updates as a continuing item on the Human Rights Commission Agenda until completion of the contract.
- b. Provide an estimate of budgetary implications of recommendations, with all budget neutral implications noted,
- c. An evaluation of shifting responsibilities of the Des Moines Human Rights Commission to the State Civil Rights Commission
- d. Identifying any variances between the City Code and the State Code concerning the respective human rights commissions and their operations with proposed recommendations.

SECTION "A" of RDC's PROPOSAL IN REPOSE TO (RFP)V13-096

- A. Create a strategic five-year plan for the future of the Human Rights Commission. Plan would outline specific goals, set strategies to achieve these goals:**

Prior to meeting with Commission or staff the following pre-planning will occur:

1. Meet with Chair of the Human Rights Commission
2. Meet with the Executive Director of the Human Rights Commission
3. Meet with personnel at the State Human Rights Commission
4. Meet with personnel at the West Des Moines Human Rights Commission
5. Survey human rights commissions in other cities/states for best practices
6. Meet with Commission Chair and Executive Director to develop planning timeline
7. Plan with Executive Director and Commission Officers
 - timeline
 - meeting format and dates
 - expectations of Council, Commission and staff
 - self-assessment of Commission

8. Meet with Commission to outline overview, to obtain responses to timeline and suggestions for modifications

City Council concerns to be incorporated in needs assessment as well as the strategic plan:

1. Develop a strategic plan with measurable goals for Commission, executive director and staff with measurable data supported outcomes. Set goals to address issues and develop path to get there.
2. Determine the organizational structure, the Commission's role, the executive director's role and the role of each staff member.
3. Work to improve relationship with the State of Iowa Human Rights.
4. Communicate with Council submitting regular reports to the City Manager.
5. Create evaluation matrix for executive director and staff.
6. Provide a framework for a marketing plan for educating the public and establishing a broader reach.
7. Address Commission's functions – education, community advocacy, and casework – to determine areas of improvement.
8. Be a model for state of Iowa.
9. Implement Code 62 which prescribes what the Commission is to do.

Sessions conducted at office of Human Rights Commission or in RDC's office at 1717 Ingersoll (Simonson Building)

- Conference room
- Power Point (RDC trains/educates as we go so we all use the same vocabulary)
- Materials
- Coffee & Parking

RDC will facilitate the creation of a strategic plan with the Human Rights Commission and staff. Steps will include:

1. Determine organizational core values
2. Assessment of needs (Staff and Commission separately assesses needs for improvement of the Human Rights Commission. Two groups will combine and rank needs that have been separately identified. Needs Assessment to incorporate the needs identified by the Des Moines City Council.
3. Mission (A statement of approximately 24 words specifically stating why the Human Rights Commission exists. This will provide the foundation upon which to build Commission goals.)
4. Vision articulated (This is the Human Rights Commission's ideal image of what it will look like in five years.)
5. Action plans developed translating the needs assessments into:
 - Goals
 - Strategies
 - Tactics
 - Identification of person or group responsible for each tactic

- Projected cost, if any, for each strategy and tactic
- Target date for completing strategy
- Documentation of completion of strategies which serves as means for evaluation.

Format strategies to be utilized in the planning process may include:

- Small groups
- Commission and staff sessions
- SWOT (Strengths, Weakness, Opportunities & Threats) Assessment and Analysis
- Affinity Diagram
- Nominal Group Technique
- Delphi Technique (when appropriate)

Follow-up -- RDC will formulate data generated in sessions into:

- Values
- Needs Assessment
- Mission
- Vision
- Action Plans.
- Mid-year/annual Monitoring/Assessing Instruments

RDC will provide City Manager and Council with regular reports of progress.

- RDC will work with the Human Rights Commission and staff, City Council members, the City Attorney, and the City Manager's Office.
- RDC will maintain and submit to the City Manager logs of activities conducted.
- RDC will submit regular reports to the City Manager at agreed upon intervals.

***Resource Development Consultants (RDC) fulfilled of each of these requirements.
These will be addressed throughout this report.***

Recommendations ~ Summary

Recommendations for Human Rights Commission Capacity Building Resource Development Consultants January ~ 2014

Recommendations for Consideration by City Council

1. Change the name of Des Moines Human Rights Commission to the Des Moines Civil Rights Commission.
2. Change title from “Executive Director” to “Director” for consistency across City Departments and documents.
3. Have Director report to City Manager.
4. Re-structure the organizational order of the Human Rights Department.
 - a. Increase the Human Relations Specialist’s role to include ¼ or ½ time for investigations. Increase the Director’s responsibilities in the areas of education, outreach, advocacy, and training. This means transferring those responsibilities from the Human Relations Specialist to the Director.
 - b. For 2014 a HUD grant will fund one temporary full time investigator. Upon completion of the grant, transfer investigations to Iowa Civil Rights Commission.
 - (1) Require data be maintained of the number of investigations conducted for comparison to other commissions.
 - (2) Use data to ascertain cost effectiveness of investigative role.
 - c. With the transfer of investigations to the State, the function of the Human Rights Department becomes education, outreach, advocacy, and training.
 - d. Consider adopting in Municipal Code 62: **“The Commission shall recommend an applicant to fill the vacancy of its Director, supervise and evaluate the Director, and if ever necessary recommend termination of the Director’s employment.”**
 - e. When the Senior Human Rights Specialist’s position is vacant, replace with Human Rights Specialists.
5. Revise Code 62 as recommended in this report.
6. Receive annual reports on the impact of the implementation of the Strategic Plan.

Human Rights Commission Staff Recommendations

A. Employment Policies Recommendations

1. City policy requires annual evaluation of all employees. HRC staff must comply with this regulation.
 - a. Prior to job performance evaluation, each staff member completes a self-evaluation.
 - b. Staff members are to be evaluated annually by Director.
 - c. Director is evaluated by all Commissioners with their compiled evaluation submitted to the City Manager who then conducts Director’s performance appraisal.
 - d. Forward completed staff performance appraisals to the City Human Resource Director.

2. All staff members comply with City employee policies when ill, out of the City for a day or more for work related duties, and/or for logging vacation time.

B. Program Development Recommendations

1. Identify Des Moines demographics to target audiences for needed services.
2. Establish partnerships with schools, organizations, and businesses to expand awareness of human rights issues.
3. Evaluate Human Rights Day and the Symposium to ascertain needs met, individuals served, and effectiveness.
4. Build relationship with ICRC.
5. Obtain follow-up data on impact of investigations and programs.
6. Create a paid Media Plan prior to expending HUD grant funds earmarked for marketing.
7. Create professional brochures with Values Statement, Mission Statement, Vision Statement, list of protected classes, lists of services offered, flow-chart for investigating complaints, contact information, map of location, office hours, and telephone numbers.
8. Implement Strategic Plan.

C. Expand Investigations

1. Determine target goal for the number of cases to be closed by each investigator.
2. Screen cases for investigation so resources are not expended on cases that obviously do not have probable cause.
3. Look across the spectrum of protected classes for opportunities to serve their needs.
4. Market investigative role to expand cases.
5. Sign EEOC contract with Iowa Civil Rights Commission.

D. Commissioners Recommendations

1. Annually review Code 62 to ensure it is being fully implemented.
2. Provide on-going direction and supervision of the Human Rights Department.
3. Establish training and orientation for new Commissioners.
4. Establish succession process for Commission officers.
5. Explore working with the suburbs to establish a metro Commission.
6. Approve revised job descriptions and performance appraisal instruments as found in this report. (Documents have been approved by Commissioners and staff.)
7. Support and implement Strategic Plan.

Recommendations ~ Rationale

Recommendations for Human Rights Commission Capacity Building Resource Development Consultants January ~ 2014

City Council Recommendations

1. **Change the name of “Des Moines Human Rights Commission” to the “Des Moines Civil Rights Commission”.**

Rationale: “Civil Rights” was a term widely used during the 60s to rally around the Civil Rights Movement. It is a term that is in continued use and easily recognized by activist seeking to end discrimination. It is felt that citizens desiring assistance of the Commission will use the term or search engine “civil rights” as opposed to “human rights” when using computer or phone directory.

The two titles are used within Iowa. In addition to Des Moines, “human rights” is used by Ames, Bettendorf, Burlington, Cedar Falls, Clinton, Decorah, Dubuque, Fort Dodge, Fort Madison, Grinnell, Iowa City, Keokuk, Marshalltown, Mason City, Mount Pleasant, Ottumwa, Sioux City, Waterloo, and West Des Moines.

“Civil rights” is used in the title of Cedar Rapids, Council Bluffs, Davenport, and Urbandale. It is also used at the state level – Iowa Civil Rights Commission.

Impact: “Civil Rights” title would be easy to recognize and associate with ending discrimination. There might be a potential for increasing cases. Cost of transitioning to the new title should be low – signage, changes in social media, ordinances, and printed materials as current supplies expire.

2. **Change title from “Executive Director” to “Director” for consistency across City Departments and documents.**

Rationale: The position of the head of the Human Rights Commission is the only City “director level” position designated as “executive”. The others are given the title “director”. The website for the City of Des Moines cites the HRC’s title as “director”.

Documents refer to the head of the Des Moines Human Rights Commission as “Executive Director” and as “Director”.

CURRENT: For example Municipal Ordinance Article II, Code 62, “Executive Director” is used in the following sections:

(j) “When appropriate, the commission shall nominate three candidates to fill a vacancy in the executive director position. In forwarding the nominations for executive director to the mayor and the city council, the commission may indicate the order of its preference for appointment. The executive director shall not be a commission member.”

(k) “The appointment of the executive director shall be made by the mayor and confirmed by the city council. The executive director shall be compensated in such amount as the city council shall fix. The executive director shall serve at the pleasure of the commission.”

(l) “The removal of the executive director . . .”

Sec. 62-42 (5) “. . . the executive director's performance shall be evaluated, . . .”

Sec. 62-42(19) “. . . delegated to the executive director.”

Sec. 62-42(19)(b) “The executive director shall . . .”

In addition, in a later section of the Code the position is referred to as “director”: Sec. 62-42. —“Powers and duties of commission and director.”

3. Have Director report to the City Manager.

Rationale: The Director of the Human Rights Commission is the only director in City government who reports directly to the City Council. Moving the position to reporting to the City Manager is consistent with the organizational chart. It will also increase accountability.

4. Re-structure the organizational order of the Human Rights Department

- a. Restructure the Human Rights Department. Increase the Human Relations Specialist’s role to include ¼ or ½ time for investigations. Increase the director’s responsibilities in the areas of education, outreach, advocacy, and training. This means transferring those responsibilities from the Human Relations Specialist to the Director.

Rationale: Restructure department to increase measurable productivity. The Senior Human Relations Specialist does investigations and should continue to do so. The HUD grant’s temporary Human Relations Specialist is, by stipulations of the grant, a housing investigator.

Currently, the permanent Human Relations Specialist position is devoted to planning, with the Friends of Greater Des Moines Human Rights, an annual Symposium on Civil and Human Rights (held in March) and the celebration of Civil Rights Day (held in December). Other duties include writing grants, event planning, completing HUD reports, Fair Housing Community Outreach Activities, educational presentations, and community involvement. The person occupying this position has completed the five weeks Fair Housing Assistance Investigator Course.

We recommend the permanent Human Rights Specialist be assigned investigations 1/4 to Y2 time, preferably Y2 time. Perhaps, this position can take calls, conduct interviews, screen cases, make telephone calls for testing, and assume other responsibilities to prepare cases to be turned over to investigators. This division of responsibilities will increase the number of cases closed.

Responsibilities for outreach, training, education, and marketing be assigned to the Director. The Director cannot be involved in investigation as neutrality must be maintained in the event cases are taken to a hearing.

The re-structuring of the Department is intended to maximize effort and increase measurable productivity.

b. For 2014, a HUD grant will fund one temporary full time investigator. Upon completion of the grant, transfer investigative role to Iowa Civil Rights Commission.

- (1) **Require data be maintained of the number of investigations conducted for comparison to other commissions.**
- (2) **Use data to ascertain cost effectiveness of investigative role.**

Rationale: The reality is that this transfer has already occurred. A large majority of the citizens of Des Moines using the investigative services for complaints of discrimination have already gone the short distance down the street to the Iowa Civil Rights Commission.

FY2012 Iowa Civil Rights Commission (ICRC) closed 343 cases for people living in Des Moines; 474 cases from all of Polk County. FY13 ICRC processed over 2,000 complaints. In 2011, the Des Moines Human Rights Commission closed 28 cases, their average now is 30. Of the combined 373 investigative cases from Des Moines and closed by the HRC and the ICRC, 8.7% were completed by the HRC; 91.3% were completed by the ICRC.

If the role of investigations is turned over to the State, HRC would still receive \$500 for each housing referral to the State. If HRC signs a simple EEOC contract with the State, HRC would receive \$250 for each EEOC referral.

With the investigative role of HRC transferred to the ICRC, HRC's emphasis would be on education, outreach, advocacy, and training focusing on changing culture to end discrimination

Why does Iowa Civil Rights Commission get more cases out of Des Moines than does the Des Moines HRC? It is hard to say.

- With a staff of 28 investigators along with additional support staff, the ICRC is able to specialize its services with more than one staff member providing those services – receiving calls, screening, interviewing, housing complaints, non-housing complaints, and testing.
- ICRC may be able to respond more quickly to complaints. They simply have more resources.
- The majority (16) of ICRC's investigators are attorneys.
- It appears that attorneys representing clients in civil rights cases refer their clients to the ICRC.
- ICRC issues a Right to Sue Letter which attracts attorneys as it reduces time.
- The ICRC stated that many of their local clients were unaware of the Des Moines HRC.
- The sheer numbers of Des Moines cases going to ICRC indicate clients are not of the opinion that they would be better served "locally". The ICRC is located in Des Moines a short distance from HRC. Its employees live in Des Moines or the metro. These factors may convey a feeling to clients that they are being served locally.
- It's hard to ascertain the impact of the agency name. "Civil Rights" versus "Human Rights".
- The ICRC sends follow-up surveys to clients served. Although return is low, satisfaction is indicated. Des Moines HRC does not have a follow-up assessment for comparison.

The City's total personnel cost for the Human Rights Department FY14 is \$302,779; FY15 recommend budget allocation for personnel is \$317,505. Total FY13 budget allocation is \$355,556; FY14 \$336,537, FY15 \$329,265. Return on budget or cost effectiveness is always a factor in determining budget.

A comparison among cities within Iowa and out of state of the number of investigators closed is presented on a chart that follows. The chart shows that 60 cases were closed annually per ICRC's investigators. They handle the greatest number of cases per investigator. This may be due in part with specializations of tasks within the ICRC. Screening and intake are completed prior to investigators handling the cases.

Cases in Council Bluffs and Dubuque are investigated by their legal departments. Grand Rapids refers all housing complaints to the State. All other complaints are referred to a private agency which processes them. The Grand Rapids Commission only handles complaints filed by city employees and cases pertaining to sexual orientation as the state does not list that as a protected group. West Des Moines does not handle investigations. All are referred to the State. Their commission's budget is \$5,000. Akron, Ohio's commission is regional covering 24 counties. Davenport uses volunteers to assist with investigations. John Deere lawyers volunteer for conducting Davenport hearings. The average cases handled per investigator for those reporting to us, with variables not considered, appears to be around 44.75 – 45.5. The average length of time a case was opened, for the five commissions from whom we have data, was 7.81 months.

A chart is presented comparing the steps taken by HRC and ICRC in conducting their investigations of HUD cases and other cases. The data for this chart was obtained from HRC and ICRC personnel along with written documents from the organizations. The final draft of the chart was reviewed and modified by personnel from each Commission for accuracy.

HUD procedures are stipulated by HUD and required to be followed. HUD investigators undergo five weeks training, three of which takes place in Washington, D.C., to be certified trainers. The steps followed by HRC and ICRC for other investigators varied.

HRC has one investigator performing all the steps. ICRC's staff specializes with specific tasks for the investigations. For example, they have three people doing intakes over the phone all day long. ICRC has 28 investigators. Its full time staff has four housing investigators, seven non-housing investigators, one tester, six screeners, and four clerks in the administrative unit.

ICRC processed over 2,000 cases in 2013. Approximately 60% of the cases don't make it through. Screened cases are not counted as cases closed. A person fluent in Spanish is available. Sixteen of their investigators are attorneys.

The City's budget allocation for HRC follows the comparison charts for investigation.

Comparison of Number of Investigations Conducted by Various Cities

City	Population 2012 Census Estimate	Number Invest.	Cases @ yr Closed	Average @ Investigator	Director Reports to	Length Opened
Iowa Civil Rights Com.	N/A	28+ support	343 in dsm	60	Governor	9 months
Des Moines	206,688	1	30	30	Council	9.04 months
Cedar Rapids	128,119	2	36	36	Commission	N/A
Council Bluffs *	62,115	3 attor. in legal	10	NA	Legal Handles	NA
Davenport 563-326-7711	101,363	2 + vol.	162	81	Commision	6.25 months
Dubuque 5 staff, 1 intake, others outreach, education	57,637	1 in legal	25-30	25-30	City Manager	6 months
Sioux City	82,719	1	40+	40+	Commission	N/A
Waterloo	68,297	1 -(EEOC)	60-70 EEOC	60-70 EEOC	Mayor	EEOC Req.
West Des Moines**	59,296	0	0	0	0	None
Akron, OH - Regional*** (24 Counties)	N/A	14	714	51	N/A	N/A
Aurora, IL ***	199,932	0	5	0	None	N/A
Grand Rapids, MI ***** (Community Relations)	190,411	1	5 to 10 City empl.	XXXX	N/A	N/A
Madison, WS	240,323	3	129	35-36	Mayor	8.8 months

*Council Bluffs had 6 new cases, 4 were transferred to the State. Does not have EEOC or HUD contracts.

**All cases in West Des Moines go directly to ICRC. Their director is Human Services Director

*** Akron Commission servers 24 counties.

****Aurora has a commission but not a paid director or staff. There are no investigators.

Aurora has clients crossfile all complaints with the state to guard against time limitations.

Commissioners hear and act on complaints or refer them to Legal.. Handle maybe 5 cases a year.

*****Grand Rapids refers all housing complaints to the State. All other complaints dealing with protected classes are referred to a private organization with whom they have a contract.

Complaints regarding sexual orientation are handled by them as Michigan does not have an orientation protection clause. They also handle discrimination complaints from City employees.

Des Moines Human Rights CommissionINVESTIGATIONSHuman Relations Specialist Qualifications

Applicants for a HRC Human Relations Specialist position must have a bachelor's degree in sociology, psychology, business, public administration, or related fields. Experience is preferred.

Iowa Civil Rights CommissionINVESTIGATIONSCivil Rights Specialist

An applicant for an ICRC Civil Rights Specialist position must have a bachelor's degree with a major in law enforcement, English, history, political science, business administration, and one year of experience as an investigator requiring knowledge in civil rights laws or criminal investigation, including drafting investigative reports involving applications of applicable statutes. Applicants graduating from an accredited law school and/or who speak other languages fluently are given preferential placement. Applicants must be free to travel occasionally and work varied hours. Applicants are required to provide a writing sample. They are given a hypothetical discrimination claim and are given 60 minutes to write a one page memorandum on that case.

HUD

The Department of Housing and Urban Development (HUD) requires that specific steps be taken and documented for investigating housing complaints. HUD Investigation:

1. Scheduling Intake
2. Intake
3. Jurisdiction
4. Bill of Particulars (BOP)
5. Notification of Charge
6. Case Analysis
7. Investigation
8. Final Investigative Report (FIR)
9. Conclusion

HUD

Both the Des Moines Human Relations Commission (HRC) and the Iowa Civil Rights Commission (ICRC) follow the same steps in conducting housing complaints:

1. Initial Contact
2. Scheduling Intake
3. Intake
4. Jurisdiction
5. Bill of Particulars (BOP)
6. Notification of Charge
7. Case Analysis
8. Investigation
9. Final Investigative Report (FIR)
10. Conclusion

HUD TRAINING

HUD has specific procedures for how investigators handle housing investigations. To become an investigator requires five week long training sessions @ \$1,500 per session, plus hotel and air fare. The first two sessions can be taken on-line. The other three are taken at the National Housing Academy in Washington, D.C.

HUD TRAINING

HUD has specific procedures for how investigators are handle housing investigations. To become an Investigator requires five week long training sessions @ \$1,500 per session, plus hotel and air fare. The first two sessions can be taken on-line. The other three are taken at the National Housing Academy in Washington, D.C.

STAFF

HRC has one full time investigator in a three person office.

STAFF

ICRC has 28 investigators. Its full time staff has specialized responsibilities – four housing investigators, seven non-housing investigators, one tester, six screeners, and four clerks in administrative unit.

CASES

HRC closes around 30 cases a year.

CASES

FY2012, ICRC had 474 cases from Polk County of which 343 cases were from Des Moines. Average closures per investigator is approximately 60 cases per year. The ICRC processed over 2000 complaints total in FY13.

INTAKE

One investigator does intake.
Intakes over the phone.

INTAKE

Three people do intakes over the phone all day long.

SCREENING

Screening is not done

SCREENING

Not every case is a probable cause – most are not. Approximately 60% of the cases don't make it through. Screened cases not counted as cases closed. This is true across commissions. A person fluent in Spanish is also available. A civil rights specialist is assigned each day to assist them, to answer questions, and to fill out the forms. The poor and inarticulate are given help.

NON-HOUSING INVESTIGATIONS

A procedure similar to that used by HUD is followed.

I. Intake**A. Jurisdiction (3 areas)**

1. Subject Matter Jurisdiction
 - a. Basis (age, race, religion, creed, color, sex, national origin, ancestry, disability, sexual orientation and gender)
 - b. Employment
 - c. Housing
 - d. Public accommodation
 - e. Municipal practices
 - f. Financial institutions
2. Geographic jurisdiction
3. Timeliness
 - a. 300 days from the date of discriminatory act.

B. No jurisdiction

1. Make appropriate referral

II. Jurisdictional**A. Sign & Notarize complaint****B. Notification**

1. Ten days
 - a. Complainant
 - (1) Conciliation attempt
 - b. Respondent
 - (1) Conciliation attempt
 - (a) Positional statement due within ten days for public accommodation and housing
 - (b) Positional statement due within thirty days—all others

C. Respondent's Positional Statement

1. Review
2. Create Complainant Rebuttal Questionnaire upon receipt review response. If necessary request additional information.
3. Perform Complainant Rebuttal (designed to give the Complainant the opportunity to hear the Respondent's reasons for the actions they took against them and give them the opportunity to rebut those reasons).

NON-HOUSING INVESTIAGTIONS

ICRC moved away from HUD model for non-housing cases to simplify process for flexibility as it is not necessary to spend the same amount of time for every case.

Non-housing investigations:

1. Complainant comes into office. Reviewed by administrative staff for timeliness and jurisdiction
2. Questionnaire given to both parties with 30 days to respond
3. Questionnaires given to screeners.
4. Screeners look at written information
5. Draft report
6. Can be administrative closed or screened in for further investigation
7. If closed, the Complainant has 30 days to request re-consideration
8. Or two years from date of letter for right to sue and request to go into court
9. Screened in for investigation
10. Mediation offered to the parties; voluntary process. If scheduled, a trained mediator from the staff or experienced volunteer attorney from the community is assigned to the case.
11. If mediation is successful, the complaint is dismissed.
12. If mediation declined or not successful, Respondent is sent an Informal Information Request and has 30 days to provide requested documents.
13. Investigator assigned cases at the end of 30 days. Reviews cases and contacts Complainant to arrange in person interview.
14. Investigator uses screening analysis as the beginning point of the investigation. Revisions, additions and deletions are made to facts and analysis are made as

III. Investigation

A. Witnesses

1. Interviews
2. Records

B. Documents

1. Review & Copy

IV. Final Investigative Report

- A. Fair Housing -- 100 days
- B. All others -- one year goal

V. Conclusion

A. No probably cause

1. Notification
 - a. Respondent
 - b. Complainant
 - (1) Ten days to appeal
 - (a) No appeal -- final order
 - (b) Appeal
 - (1) Hearing panel
 - (a) Reverse decision
 - (b) Affirm decision -- final order
 - (c) Can be reviewed by District Court

B. Probably Cause

1. Conciliation attempts
 - a. Successful -- Conciliation agreement
2. Unsuccessful
 - a. Hearing
 - b. District Court

necessary depending on investigative results.

15. Complainants are primarily interviewed in person if possible. If not, phone interviews are conducted. All interviews are recorded with witness approval.

16. Relevant information from Complainant's interview and additional documentary evidence, if provided, is summarized in the investigative analysis.

17. Each party has previously been provided a copy of the Screening Analysis and is aware of the the issues being investigated by the ICRC.

18. After Complainant's interview, investigator determines what further steps need to be undertaken. If no further information is necessary, investigator can make recommendation to administratively close the case.

19. If further investigation is necessary, investigator arranges for interviews of Respondent and witnesses.

20. Interviews for additional information are done in person.

21. Once sufficient information is gathered to support a Probable Cause or No Probable Cause finding, or if the case should be administratively closed, investigative report is completed and provided to supervisor for review.

22. If a Probable Cause or No Probable Cause [IT IS NOT "PROBABLY"] recommendation is made, the case is forwarded to an Administrative Law Judge with the Department of Inspections and Appeals who reviews the case and determines whether PC or NPC exists and issues applicable order.

25. If a No Probable Cause order is issued, the the parties are notified and Complainant has 30 days to request reconsideration. At the end of 30 days, or denial of reconsideration, case is closed as NPC and no further action is taken by the Commission. Complainant can appeal the decision to District Court as the NPC ends the ability of the Complainant to request a Right to Sue letter.

26. If probable cause found case moves on to

a conciliator for conciliation process. ICRC is no longer neutral.

27. If case is successfully conciliated, case is closed as such. During conciliation, the ICRC seeks remedies to address the underlying discriminatory practices affecting all employees such as changes or creation of policies; notification of policies; training for staff, human resources, supervisors, managers and decision makers.

28. If conciliation is not successful, the ICRC determines whether the case should proceed to public hearing. A commissioner must provide approval before any case is moved forward to public hearing.

29. At the public hearing, both parties present evidence regarding the case. A different ALJ from the Department of Inspections and Appeals hears the case and determines whether discrimination actually occurred by a preponderance of the evidence. If discrimination is found to have occurred, the ALJ also determines the appropriate amount of damages to be awarded as well as any other remedies requested by the ICRC.

30. If the ALJ determines no discrimination occurred, an order is issued dismissing the case.

31. Either party may appeal the decision of the ALJ to the Commission and the Commissioners will hear the appeal. The Commissioners may accept, reject or modify the ALJ's findings. This decision may then be appealed to the District Court.

CITY OF DES MOINES
HUMAN RIGHTS OPERATING BUDGET

22

FUND	DEPARTMENT	ACCOUNT DESCRIPTION	FY13 Actual	FY 14 Amend	FY 15 Recomm	
General	HI Administration	Salaries Of Regular Employees	210,202	212,921	222,106	
General	HI Administration	Longevity	4,970	5,001	5,212	
General	HI Administration	Ipers City Share	18,666	19,460	20,300	
General	HI Administration	Fica City Share	13,293	13,511	14,094	
General	HI Administration	Medicare City Share	3,109	3,160	3,296	
General	HI Administration	Health And Dental Insurance	37,399	38,481	36,172	
General	HI Administration	Flexible Spending Account City	231	-	-	
General	HI Administration	PEHP City Share	505	-	-	
General	HI Administration	Cell Phone Allowance	325	325	325	
General	HI Administration	Workers' Compensation Payments	11,507	10,000	10,000	
General	HI Administration	Training	2,574	6,000	6,000	
Total Personnel Costs =			302,779	308,859	317,505	
General	HI Administration	Consultants And Professional S	587	-	-	
General	HI Administration	Legal	249	-	-	
**	General	HI Administration	Interpreter Service	7,002	5,000	-
General	HI Administration	Contract Carriers	-	100	100	
General	HI Administration	Local Transportation	-	150	150	
**	General	HI Administration	Advertising	34,080	12,918	2,000
**	General	HI Administration	Printing Services Contracts	2,793	400	400
General	HI Administration	Cost Per Copy Fee	2,336	2,500	2,500	
General	HI Administration	Dues And Membership	120	100	100	
General	HI Administration	TelephoneBasic Line Service	5,320	6,260	6,260	
General	HI Administration	General Office	814	250	250	
General	HI Administration	Miscellaneous Office Supplies	60	-	-	
General	HI Administration	Food	252	-	-	
Total Contractual/Commodities =			52,777	27,678	11,760	
Total Human Rights Budget =			355,556	336,537	329,265	

** Increased costs for Advertising, Printing, and Interpreter Services covered by grant funds.

- 1 3 Employees: Human Rights Director; Human Relations Specialist; Senior HR Specialist
- 2 Human Right's related work performed by the Legal Department is not charged to this budget.
- 3 A part-time Executive Administrative Asst. in the Information Technology Department provides Payroll and Procurement assistance for the Human Rights Department at no charge.

- c. **Consider adopting in Municipal Code 62: “The Commission shall recommend an applicant to fill the vacancy of its Director, supervise and evaluate the Director and if ever necessary recommend termination of the Director’s employment.”**

The Commission shall follow City Human Resource Department procedures and work in tandem with City Human Resource Department in selection of applicants to be interviewed, forward its recommendation for employment to the City Manager. The Director shall be directly responsible to the Commission who on a three-fourths vote may recommend to the City Manager the Director’s employment be terminated.

Rationale: This provision would strengthen the Commission and provide a direct line of accountability for implementing the work and programs directed by the Commission. Cedar Rapids and Davenport have similar provisions.

- d. **With the transfer of investigations to the State, the function of the Human Rights Department becomes education, outreach, advocacy, and training.**

Although these areas appear in print to be currently offered by the HRC, actual scheduling of them may be somewhat limited. The two main outreach events are Human Rights Day Celebration in December and the Human Rights Symposium in March. There are no assessments completed by participants to document program success. Attendance figures are estimates rather than actual counts. Friends of Human Rights co-sponsors these two events but it is not clear which organization takes the lead. It is clear that changes need to be made such as early planning, early announcement of specifics about events (date, location, time purpose, activities, sessions). A Commissioner raised a provocative question, “Are we scheduling the right events?” The two programs appear to duplicate events offered by the ICRC. Is that duplication needed?

Educating the public about human and employment rights is a two prong approach. On one side is educating citizens about individual rights and the other is assisting employers to understand their rights and responsibilities to prevent claims from being filed against them.

Partnering with community organizations will give HRC a broader sweep to tackle current human rights issues. Partner with neighborhood associations to build alliances, education, and link to community resources. Using the demographics of the community, identify issues pertaining to the specific community.

HRC would continue to receive complaints and then refer them to ICEA. Revenue would be generated for each filing.

HRC's focus on education, advocacy, training, and outreach can include activities such as:

- Organizing Lunch and Learn presentations for corporations, businesses, and organizations.
- Conduct a series of presentations on current issues such as human trafficking, alternatives to mass incarceration, and transitioning new non-English speaking citizens into our community.
- There are tremendous opportunities within the community to leverage efforts through volunteers, organizations, corporations, rather than doing everything by a limited staff.
- Create cadre of speakers, panels, performers, facilitators, politicians, athletes, artists, story tellers, representatives from minority with whom HRC can respond to requests for presenters.
- Have film fests scheduled all over the city featuring films carrying messages to build a positive culture.
- Educate landlords and tenants on housing discrimination.
- Organize presentations by various people on sexual harassment in the workplace.
- Partner with the African-American Museum of Iowa (Cedar Rapids), The Des Moines Art Center, Interfaith Alliance of Iowa, State Historical Museum, Jordon House, Fine Arts Festival, etc.
- Organize a series of sub-committees to achieve your goals – advisory group of business leaders, advisory group of educators, minority advisory groups.
- Lobby for social justice issues.
- Organize links on job market skills, meeting the changing job market.
- Provide for integrating people into community.
- Act as a community engagement coordinator connecting people to the government and general public.
- Demonstrate democracy in action.
- Focused on reaching into work community that might be disenfranchised.
- Be a liaison between international residents and city departments to analyze services available for them.
- Met with language teacher at school district to provide support for non-English speaking people.
- Obtain volunteers to serve as allies for people moving out of poverty.

- Engage and leverage volunteers.
- With volunteers, organize programs within the schools.
- Start conversations.
- Promote the City of Des Moines.

Demographics of Des Moines were provided by Kyle Larson, Senior City Planner, City of Des Moines. The U.S. Census Bureau's American FactFinder 2008-2012 American Community Survey 5-Year Estimates data that follows shows the racial composition for Des Moines. Although the American Community Survey produces population, demographic and housing unit estimates, it is the Census Bureau's Population Estimates Program that produces and disseminates the official estimates of the population for the nation, states, counties, cities and towns and estimates of housing units for states and counties.

Hispanic or Latino is the largest minority group making up 11.9% of Des Moines' population. Second minority group in population size is Black or African American at 10.4%. Asian population is third largest with 4.7%. Program development needs to reflect this data.

Subject	Estimate	Margin of Error	Percent	Percent Margin of Error
One race	197,820	+/-804	96.8%	+/-0.4
Two or more races	6,542	+/-808	3.2%	+/-0.4
One race	197,820	+/-804	96.8%	+/-0.4
White	158,724	+/-1,624	77.7%	+/-0.8
Black or African American	21,214	+/-930	10.4%	+/-0.5
American Indian and Alaska Native	870	+/-338	0.4%	+/-0.2
Cherokee tribal grouping	32	+/-38	0.0%	+/-0.1
Chippewa tribal grouping	0	+/-23	0.0%	+/-0.1
Navajo tribal grouping	8	+/-12	0.0%	+/-0.1
Sioux tribal grouping	166	+/-146	0.1%	+/-0.1
Asian	9,661	+/-731	4.7%	+/-0.4
Asian Indian	648	+/-273	0.3%	+/-0.1
Chinese	567	+/-223	0.3%	+/-0.1
Filipino	208	+/-100	0.1%	+/-0.1
Japanese	70	+/-56	0.0%	+/-0.1
Korean	412	+/-171	0.2%	+/-0.1
Vietnamese	3,137	+/-662	1.5%	+/-0.3
Other Asian	4,619	+/-753	2.3%	+/-0.4
Native Hawaiian and Other Pacific Islander	160	+/-123	0.1%	+/-0.1
Native Hawaiian	21	+/-27	0.0%	+/-0.1
Guamanian or Chamorro	0	+/-23	0.0%	+/-0.1
Samoan	51	+/-50	0.0%	+/-0.1
Other Pacific Islander	88	+/-100	0.0%	+/-0.1
Some other race	7,191	+/-1,156	3.5%	+/-0.6
Two or more races	6,542	+/-808	3.2%	+/-0.4
White and Black or African American	3,253	+/-583	1.6%	+/-0.3
White and American Indian and Alaska Native	1,288	+/-393	0.6%	+/-0.2
White and Asian	788	+/-252	0.4%	+/-0.1
Black or African American and American Indian and Alaska Native	194	+/-102	0.1%	+/-0.1
Race alone or in combination with one or more other races				
Total population	204,362	+/-76	204,362	(X)
White	164,837	+/-1,628	80.7%	+/-0.8
Black or African American	24,980	+/-934	12.2%	+/-0.5
American Indian and Alaska Native	2,576	+/-619	1.3%	+/-0.3
Asian	10,698	+/-762	5.2%	+/-0.4
Native Hawaiian and Other Pacific Islander	358	+/-150	0.2%	+/-0.1
Some other race	7,738	+/-1,184	3.8%	+/-0.6
HISPANIC OR LATINO AND RACE				
Total population	204,362	+/-76	204,362	(X)
Hispanic or Latino (of any race)	24,361	+/-820	11.9%	+/-0.4
Mexican	19,759	+/-1,155	9.7%	+/-0.6
Puerto Rican	449	+/-249	0.2%	+/-0.1
Cuban	40	+/-51	0.0%	+/-0.1
Other Hispanic or Latino	4,113	+/-853	2.0%	+/-0.4
Not Hispanic or Latino	180,001	+/-822	88.1%	+/-0.4
White alone	143,750	+/-1,417	70.3%	+/-0.7
Black or African American alone	20,969	+/-919	10.3%	+/-0.5
American Indian and Alaska Native alone	547	+/-224	0.3%	+/-0.1
Asian alone	9,451	+/-713	4.6%	+/-0.3
Native Hawaiian and Other Pacific Islander alone	160	+/-123	0.1%	+/-0.1
Some other race alone	161	+/-124	0.1%	+/-0.1
Two or more races	4,963	+/-658	2.4%	+/-0.3
Two races including Some other race	180	+/-129	0.1%	+/-0.1
Two races excluding Some other race, and Three or more races	4,783	+/-643	2.3%	+/-0.3

e. When the Senior Human Rights Specialist’s position is vacant, replace with Human Rights Specialists.

Rationale: The Senior Human Rights Specialists position was needed when there were five other investigators in the Department. The Senior Human Rights Specialists coordinated investigative activities and work assignments for investigations. There is currently only one full time investigator – the Senior Human Rights Specialist. With the small department, coordination of duties can be assumed by the Director. The title “Senior” and its accompanying responsibilities, carries with it a \$12,000 stipend.

5. Revise Code 62 as recommended in this report.

Section 1 of RDC’s contract with the City lists “Scope of Services” to be rendered. This list included identifying any variances between the City Code and the State Code concerning the respective human rights commissions and their operations with proposed recommendations. Recommended changes in Code 62:

STATE STATUTE: RDC was to identify any variances between the City Code and the State Code concerning the respective human rights commissions and their operations with proposed recommendations. State Statute guidelines for human rights commissions are brief. They basically say that cities with a population of 29,000 must establish a commission. Cities are not told how the commission is to be structured or if funding has to be provided. RDC did not find any variance between the State Code and what is being recommended.

RECOMMENDATIONS REVISE CODE 62 ARTICLE II COMMISSION

Sec. 62-41. - Established; appointment; composition; terms.

CURRENT: (a) There is established in the city government a commission to be known as the Des Moines Human Rights Commission.

CHANGE: “. . . a commission to be known as the Des Moines Civil Rights Commission.”

RATIONALE: “Civil Rights” is a term that is probably more commonly understood. It is a term prominent in the ‘60s that has continued. Citizens seeking assistance will more likely look for “Civil Rights” rather than “Human Rights” with Google searches or in telephone directories. Council Bluffs, Cedar Rapids, and Davenport, are among the Iowa Cities using “Civil Rights” in their titles. Ames, Bettendorf, Burlington, and Cedar Falls use the term “Human Rights” for their commissions. The State of Iowa uses “Civil Rights,” Illinois uses “Human Rights”.

CURRENT: (c) Commission members shall be appointed by the city council. All appointments shall be for a term of three years until the first Monday in April of the year in which the term ends. No member shall be appointed to serve more than two consecutive terms.

CHANGE: “When a vacancy occurs on the Commission, Commissioners may recommend three names for appointment to fill that vacancy to the City Manager for appointment by the City Council. All appointments . . .”

RATIONALE: It does not appear to be clear within the Code how appointments to the Commission are made to fill vacancies. The new wording follows that for the selection of a new Director. If the wording is changed, changes would also be needed in “Rules and Regulations -- Des Moines Human Rights Commission, Revised February 20, 2006”: 3-17.

CURRENT: (e) “Officers shall serve in their respective offices for a term of one year or until their successors shall be appointed and qualified.”

CHANGE: (e) “Officers shall serve in their respective offices for a term of one year. The vice chair shall automatically succeed the chair.”

RATIONALE: Establishing succession was a concern of the Commission. By having the vice chair automatically succeeding the chair will ensure the new chair comes to that position with a keener understanding of the chair’s responsibility and current issues.

CURRENT: (j) “When appropriate, the commission shall nominate three candidates to fill a vacancy in the executive director position. In forwarding the nominations for executive director to the mayor and the city council, the commission may indicate the order of its preference for appointment. The executive director shall not be a commission member.”

(k) “The appointment of the executive director shall be made by the mayor and confirmed by the city council. The executive director shall be compensated in such amount as the city council shall fix. The executive director shall serve at the pleasure of the commission.”

(l) “The removal of the executive director . . .”

Sec. 62-42 (5) “. . . the executive director's performance shall be evaluated, . . .”

Sec. 62-42(19) “. . . delegated to the executive director.”

Sec. 62-42(19)(b) “The executive director shall . . .”

CHANGE: The title “executive director” appears in three places in (j), three places in (k), and once in (l). Change the title to read “director”.

RATIONALE: This change would be in keeping with the titles of the heads of other City departments which is “director”.

In addition, in a later section of the Code the position is referred to as “director”: Sec. 62-42. – “Powers and duties of commission and director.”

CURRENT: (k) The appointment of the executive director shall be made by the mayor and confirmed by the city council. The executive director shall be compensated in such amount as the city council shall fix. The executive director shall serve at the pleasure of the commission.

(l) The removal of the executive director must be approved by a majority vote of all commission members and of all city council members. Removal may be initiated by either body.

RATIONALE: The last line of “k” appears to be in conflict with “l” as removal of the executive director by the Commission is only a recommendation to the Council who has the authority for removal.

CHANGE: Delete from “k” the following sentence, “The executive director shall serve at the pleasure of the commission.

RATIONALE: In “l” there appears to be a high level of approval to remove the HRC director by the City Council in that it requires a unanimous vote. Change the voting requirement to be the same for other City Directors.

CURRENT: (m) The commission may select additional personnel deemed necessary to carry out the purposes of this chapter.

CHANGE: The commission may recommend to the City Manager additional personnel deemed necessary to carry out the purposes of this chapter.

RATIONALE: The decision to “select additional personnel” is not final with the Commission. It may only recommend.

Sec. 62-42 – powers and duties of commission and director

CURRENT: Sec. 62-42 (6) “. . . and shall publish and distribute a quarterly newsletter of its activities and concerns.”

CHANGE: “. . . and shall publish and distribute quarterly electronic communications of its activities and concerns.”

RATIONALE: Getting out a printed newsletter is time consuming and expensive. While the Code does not cite “printed” newsletter, the change would make it clear that an electronic copy satisfies the requirement. It is also in keeping with how many organizations are now distributing their newsletters to save time and funds as well as to distribute to a larger audience.

CURRENT: Sec. 62-42. (a) (17, (18): Current "Iowa civil rights commission"

CHANGE: Change to "Iowa Civil Rights Commission"

RATIONALE: Capitalize the name of organizations.

Recommended Changes in "Rules and Regulations Des Moines Human Rights Commission ~ Revised February 20, 2006"

CURRENT: 1-4: "Executive Director of the Commission," . . . The Executive Director is responsible for . . .

3-2: ". . .with the Executive Director, or . . ."

3.3: ". . . prepared by the Executive Director . . ."

3-4: ". . .by the Executive Director"

3-12: "The Executive Director shall assign. . ."

3-17: ". . . the Executive Director shall remind. . ."

4-1: ". . . designated by the Executive Director . . ."

4-4: ". . .Respondent, the Executive Director shall . . ."

4-6: ". . . the Executive Director shall send . . ."

4-7: ". . . the Executive Director shall attempt . . ."

4-8: ". . .The Executive Director shall determine . . ."

4-9: ". . .The Executive Director shall consult . . ." "The Executive Director shall also. . ."

4-10: ". . . shall be submitted to the Executive Director . . ." (Cited twice more in that section.)

"Executive Director" is cited in: 4-13; 4-15; 4-17; 6-2

CHANGE: Change all references from "Executive Director" to "Director".

RATIONALE: This change would be in keeping with the titles of the heads of other City departments which is “director” as well as for consistency among documents.

CURRENT: “Rules and Regulations – Des Moines Human Rights Commission, Revised February 20, 2006” 2-3: “. . .unless otherwise provided bylaw”.

CHANGE: “bylaw” to “by law”.

RATIONALE: This corrects a typing error. “Bylaw” refers to the regulations of an organization. “By law” refers to having to follow legal requirements or statute.

CURRENT: “Rules and Regulations – Des Moines Human Rights Commission, Revised February 20, 2006” 3-15 “The Commission’s annual report to the City Council shall be approved at the annual meeting.”

CHANGE: “Annual report . . . may be acted upon.”

RATIONALE: The City Council is not required to approve the annual report. For example, the Council may send the annual report back for revision.

CURRENT: 3-8 (Officers) and 3-14 (Nomination of Officers) pertain to the selection of officers for the HRC.

CHANGE: If succession of officers (vice chair automatically moves up to chair) then these rules will need to be modified.

RATIONALE: Rule changes will be needed to reflect changes approved by the Commission.

6. Receive annual reports on the impact of the implementation of the Strategic Plan.

Rationale: Requiring an annual update documenting the achievement of the goals, strategies, and tactics cited in the HRC’s Strategic Plan is critical for accountability. The Strategic Plan becomes the work plan for the staff, director, and Commissioners. Required

Human Rights Commission Staff Recommendations

A. Employment Policies Recommendations

1. **City policy requires annual evaluation of all employees. HRC staff must comply with this regulation.**
 - a. **Prior to job performance evaluation, each staff member completes a self-evaluation.**
 - b. **Staff members are to be evaluated annually by Director.**
 - c. **Director is evaluated by all Commissioners with their compiled evaluations submitted to the City Manager who then conducts Director's performance appraisal.**
 - d. **Completed appraisals forwarded to City Human Resource Director.**

Rationale: Staff evaluations have not taken place for some time. Completed performance evaluations have not been forwarded to the Human Resource Department. The Director has been evaluated, but input from Commissioners was sparse. City policies are to be followed, thus evaluations for all staff are to occur. The above procedure provides for self-evaluations by each staff member using the new performance evaluation instruments. The new instruments are aligned with the job descriptions as well as Code 62.

The procedure for evaluating the director is defined to ensure all Commissioners have an opportunity for adding their assessment. The City Manager is designated as the position making the final evaluation with Commissioner input. This naturally follows if the Director reports to the City Manager.

2. **All staff members comply with City employee policies when ill, out of the City for a day or more for work related duties, and/or for logging vacation time.**

Rationale: This apparently is not being done and was an often voiced issue. City policy requires it. It needs to be done and appropriate records maintained.

B. Program Development Recommendations for Staff

1. **Identify Des Moines demographics to target audiences and needed services.**

Rationale: Decisions and plans must be driven by data and demographics. Comparing services offered and groups served to demographics may reveal gaps in clients served or an imbalance of services offered among groups.

2. **Establish partnerships with schools, organizations, and businesses to expand awareness of human rights issues**

Rationale: Building partnerships and relationships is critical to the viability of the HRC. Partnering to leverage resources and increasing visibility will play a critical role in HRC's future. Partnering may take on many forms – co-sponsoring events, building on the expertise of citizens, obtaining volunteers, forming advisory groups, linking to neighborhoods, fanning out into faith-based organizations, and motivating students to be involved.

3. Evaluate Human Rights Day and the Symposium to ascertain needs met, numbers served, and effectiveness.

Rationale: All events and activities must be evaluated. Once obtained, evaluations need to be analyzed to ascertain successes and areas to be changed. Impact needs to be determined when possible. A simple, "How are you going to use what you learned from today's event/activity?" will often suffice to assess "impact." Maintaining an attendance count is also critical as it is a big indicator of meeting public needs, effectiveness of advertising, strength of program, and cost effectiveness of the event. Evaluations provide data, documentation, and evidence of program effectiveness. It changes the broad stand-alone statement, "We have an excellent program" to "Based on the following data, documentation, and attendance figures we had a successful event."

4. Build relationship with ICRC.

Rationale: The Iowa Civil Rights Commission is a neutral, fact-finding law enforcement agency that enforces the "Iowa Civil Rights Act of 1965," Iowa's anti-discrimination law. The goal of the Iowa Civil Rights Commission is to ensure that people involved in civil rights complaints receive timely, quality resolutions. Their mission is: "Ending discrimination through effective enforcement of the Iowa Civil Rights Act."

The Commission offers free materials: information fact sheets; EEO brochures; fair housing guides, posters and brochures; newsletters; results of testing projects; case reports; annual reports; PowerPoint presentations; and many other educational materials. ICRC partners with local human and civil rights commissions to process cases, sponsor training, and share information.

With the offices of HRC and ICRC so geographically close together it would appear easy to establish collaborative professional relationships.

- HRC currently cross-files cases with ICRC generating income for HRC.
- There are many services and materials available from ICRC available to HRC if requested – training, materials to be copied, pamphlets that may be copied, consultation.

- ICRC contributes (or they did until recently) \$500 to HRC's Symposium.
- Speakers and trainers from ICRC are available to HRC for their Symposium.

RDC arranged to facilitate a meeting to be held at ICRC with the HRC staff and Commission. The agenda was to have been dialogue for the future collaborations. The meeting was cancelled by RDC due to potential open meeting constraints – Commissioners had received a common e-mail inviting them to the meeting. The Commission and/or HRC Director can re-schedule that meeting.

5. Obtain follow-up data on impact of investigations and programs.

Rationale: Having clients complete an assessment of their experience at the closing of a case may provide data for improving approach and procedures. Assessment data should become routine for all events and programs. Data provides the basis for future decisions. It also will provide clients with a final voice.

6. Create a paid Media Plan prior to expending HUD grant funds earmarked for marketing.

Rationale: This has been a major theme expressed by Commissioners and City officials. A marketing plan will provide a systematic approach to advertising, expanding citizen awareness of the HRC, and increasing the number of clients served. The new HUD grant provides ample funds for purchasing media support. We recommend seeing if these allocations can be modified for a systematic approach outlined in a detailed media plan. Obtaining the services of a professional media buyer is recommended.

Cost of consultant needs to be determined based on contract with them. Money from modifying the HUD grant or from the operating budget may be used to pay for this service. We recommend hiring a professional social media consultant who does volume buying and who can help with media pricing and purchasing power.

Media planning involves determining the media platform(s) for advertising HRC's services. It includes advertising, brand designing, message development, determining target audience(s) and when, where and how often a message should be placed. Media may include newspapers, magazines, television, bus posters, fliers, social media, and pamphlets. Data planning is critical. What do the data points indicate needs to be addressed?

Media planning includes:

- Determining objectives of the plan (data from strategic plan, vision, mission)
- Determine brand and message

- Target audiences & audience size (data from demographics)
- Vary message for different audiences to meet their needs
- Determine width of media reach?
- How often do you advertise?
- Budget?
- Can you piggy-back on other sources? Corporate publications?
- Geographic reach – Neighborhoods? Metro area?
- What media? Print? T.V.? Radio? Social media?
- Digital – website, Facebook, twitter, e-mail, on-line video, tablet
- Projected cost per targeted audience reached?
- Implement plan – execute
- Evaluate impact of plan in meeting objectives, increasing clients and increasing event participation

In early November 2013, HRC Department was notified by HUD Region VII they had been approved for a Fair Housing Partnership Grant in the amount of \$133,772. The grant provided for print, TV, and radio coverage. Total media cost was: \$83,672. We recommend prior to contracting for these services, or expending those allocations, that a comprehensive media plan be developed for funds to be used in a systematic manner. A request would need to be made to HUD for modifications of the grant but still using the funds for media and stay within the allocation. The grant provides media coverage for:

- One Iowa: \$10,000 to advertise fair housing in the LGBT community.
- Iowa Public Radio: \$10,812 to promote fair housing.
- KCCI: \$10,000 to raise awareness of Fair Housing opportunities in the City of Des Moines and surrounding areas utilizing ads in support of Fair Housing.
- Des Moines Public Information Office: \$7,920 to provide information to the community on fair housing.
- Iowa Bystander Newspaper: \$10,500 to place fair housing advertisements in three local papers.
- Capital Radio: \$7,440 to run fair housing advertisements.
- KCWI/KDMI: \$10,000 to run fair housing commercials.
- KJMC 89.3: \$12,000 to run fair housing advertisements.
- City of Urbandale: \$5,000 to distribute fair housing materials.

7. Create brochures with Belief Statement, Mission Statement, Vision Statement, list of protected classes, lists of services offered, flow-chart for investigating complaints, contact information, map of location, office hours, and phone numbers

- 8. Rationale:** This is an area of need that was frequently mentioned. Attractive brochures are needed for distribution at events, at the office of the HRC office as well as other municipal and corporate offices, at neighborhood association meetings, etc. The list is endless. The HRC has a variety of brochures which can serve as a starting point in creating new designs. Duplicating brochures one-by-one on a copy machine is expensive resulting in an unappealing product. The current “fan” brochures have not earned favorable comments.

RDC’s recommendation for brochures states potential content. The statements cited for inclusion are new having been developed in this project. Commissioners can generate ideas for branding, design, and layout. A suggestion for a motto was developed by a Commissioner, “Advancing Justice and Equality for All People.”

The development and design of the brochures should be linked to the marketing plan and not done in isolation of a bigger scheme. Current HRC brochures contain good information readily available for the new designs. Brochures can also be duplicated and modified from those on-line with the ICRC.

A flow chart of how cases are handled is stated in a current brochure and can be used in new designs:

- Initial Contact
- Scheduling Intake
- Intake
- IJR (Inquiry/Jurisdictional Review) to Director
- BOP (Bill of Particulars)
- Notification of Charge
- Case Analysis
- Investigation
- Case Resolved

The Strategic Plan calls for creating new brochures. Polk County printing services provided and estimated cost for printing and folding 1,000 brochures at \$168.00.

9. Implement strategic plan.

Rationale: The Strategic Plan is the work plan for the Human Rights Department staff. Staff members’ annual goals must include specific strategies and tactics from the Strategic Plan in order for it to become a reality.

C. Recommendations Expand investigations

1. Determine target goal for the number of cases closed by each investigator.

Rationale: Determining target goals are synonymous with identifying and agreeing with expectations. It will provide criteria for monitoring progress throughout the year as well as at the end of the year. Realistic targets can be set with a gradual increase over the years.

2. Screen cases for investigation so resources are not expended on cases that obviously do not have probable cause.

Rationale: Obvious non-probable cause cases should be screened out of the investigative process. Screening such cases avoids both the HRC and the party against whom the complaint is made from spending significant time and resources to resolve a case that should never move beyond intake.

3. Look across the spectrum of protected classes for opportunities to serve their needs.

Rationale: Simply stated – make data based decisions in planning approaches for ending discrimination in Des Moines and fulfilling HRC's Mission.

4. Market investigative role to expand cases.

Rationale: Marketing the services available through HRC may increase the number of investigations filed. There has been some indication HRC could be better known within the City. Develop a marketing plan using the data found within this report.

- Assess needs within the City according to protected classes.
- Use the data gained through strategic planning to focus your plan.
- Identify emerging issues such as human trafficking.
- Determine your targeted audience using demographics and assessed needs.
- Develop road plan to increase business.
- Link your marketing plan to your media plan.
- Determine how clients can sign up for HRC services on-line including filing a complaint.
- Consider establishing a website in Spanish.
- Ask potential clients how you assist them meet their needs.
- Define goals and bench markets for continuous progress.

5. Sign EEOC contract with Iowa Civil Rights Council.

Rationale: HRC signing a simple contract with ICRC will result in the HRC receiving \$250 for each EEOC case they cross-file with ICRC. Payment cannot be made by the ICRC to HRC without the contract. HRC can withdraw from the contract at any time without penalty. The contract needs to be signed to rescue revenue even if HRC seeks to become an EEOC accredited investigator. That process is lengthy. A copy of the contract follows. It will be 2015 before the next round of EEOC contracts with ICRC can be signed. A copy of a "Cooperative Agreement" with ICRC follows.

COOPERATIVE AGREEMENT
Between Waterloo Commission on Human Rights
&
IOWA CIVIL RIGHTS COMMISSION

1. **Definitions:** As used in this Cooperative Agreement the following terms are defined as follows:
 - a) "ICRC" means the Iowa Civil Rights Commission.
 - b) "Fiscal year 2014" runs from July 1, 2013 to June 30, 2014.
2. **Authority:** In order to effectuate the purposes of the "Iowa Civil Rights Act," (ICRA) the ICRC now enters into a Cooperative Agreement with the Waterloo Commission on Human Rights, hereinafter "Waterloo Commission on Human Rights". Iowa Code §216.19.
3. **Purpose:** Our purpose is to assist local agencies in resolving discrimination complaints and to reduce case backlogs without compromising quality or the integrity of the system. We have designed criteria to ensure an efficient, effective, and coordinated effort between the ICRC and local agencies.
4. **Scope:** Under this Cooperative Agreement, ICRC contracts with the Waterloo Commission on Human Rights for the satisfactory intake and resolution of complaints whose allegations fall within the prohibitions of Iowa Code §§216.6, 216.7, 216.8, 216.8A, 216.9, 216.10 and 216.11.
5. **Period:** This Cooperative Agreement will run during Fiscal Year 2014. There is no commitment on the part of ICRC to contract with the Waterloo Commission on Human Rights for the resolution of complaints after June 30, 2014.
6. **Total Amount:** The total amount ICRC can be required to spend, as aggregate compensation to all contracting local commissions for work performed under this agreement for Fiscal Year 14 is \$45,000 maximum. If insufficient funds exist for payment of all cases tendered for payment by the contracting Local Commissions, payment shall be allocated on a first-come first-served basis, according to the date of submission of the intakes or resolutions.
7. **Payment Date:** ICRC agrees to provide payment on a quarterly basis based upon satisfaction of the conditions established in this agreement. Payment will be provided for work performed and accepted under this Agreement by the ICRC. Payment will be provided only for cases that are determined by the ICRC to be jurisdictional under the ICRA and assuming the complaints are timely received by the ICRC. In the case of payment for intake services, ICRC accepts the work when ICRC opens the case file corresponding to the intake. Payment is conditioned upon execution of this contract which must be accomplished and returned to the ICRC no later than October 1, 2013. Agreements presented after that date will be rejected by the ICRC absent prior written approval for late submission by the Director of the ICRC.
8. **Payment Schedule***:**
 - (a) **Intakes** – See chart below for breakdown of reimbursement rates based on the timing of receipt of the complaint for housing and non-housing referrals to the ICRC. For purposes of the contract, intake is defined

receipt by the ICRC of a completed, signed, jurisdictional complaint in any area covered by the ICRA, including housing, that are forwarded to the ICRC for processing and investigation. No payment will be made for non-housing intakes that are more than 60 days old or housing intakes that are more than 30 days old on the date received by the ICRC.

(b) Resolutions -- See chart below for rate of payment based on time received. For purposes of the contract, resolution includes case closures resulting in Satisfactory Adjustments, Administrative Closures for reasons *other than* failure to cooperate or unable to locate, No Probable Cause Orders, Probable Cause Orders or closures after Public Hearings. In the case of administrative closures for failure to cooperate or failure to locate complainant, no reimbursement will be provided. Further, this clause does not apply to resolutions submitted by the local agency to the EEOC or HUD for contract credit or payment by the federal agencies in which case, the ICRC will provide no payment. Settlement agreements for cross filed EEOC cases **cannot include** a no rehire clause and **must** indicate in the agreement itself that the agreement was signed voluntarily. These are EEOC requirements that will not be waived by the EEOC and cannot be waived by the ICRC. Any agreements with language that includes the impermissible language will be rejected by the ICRC (and EEOC) and no payment will be made until the settlement agreements are revised accordingly.

9. **Maintenance of Effort:** Iowa Code §216.19(2) provides that a local government required to maintain a human rights agency shall structure and adequately fund the local human/civil rights agency in order to effect cooperative undertakings with ICRC and to aid in effectuating the purposes of the "Iowa Civil Rights Act."

10. **Reports:** The local agency agrees to submit quarterly reports to ICRC listing each intake and resolution submitted for contract credit or payment under this Agreement. Quarterly Reports are due, as applicable, on **October 1, 2013** (for July 1 – September 30, 2013 activity); **January 3, 2014** (October 1 – December 31, 2013); **April 1, 2014** (for January 1 - March 31, 2014 activity), and **July 1, 2014** (for April 1 - June 30, 2014 activity). Payments under this contract will be made after the Quarterly Reports are completed and submitted to the ICRC. Failure to provide Quarterly reports within 30 days of due date will result in forfeiture of funds for the quarter for which the quarterly report is not timely filed. As a condition of final payment, the local commission must submit, and ICRC must have received, all cases no later than July 15, 2014. Cases submitted after July 15, 2014 will not be paid.

11. **Training.** ICRC and the local agency will cooperate in planning, sponsoring, and conducting necessary complaint processing training for staff and commissioners.

12. This contract recognizes the 300-day filing period for initial complaints, which is set out in Iowa Code Ch. 216 begins the day the complaint is received *by the ICRC*, not the day received by the local. Therefore, local commissions are responsible for ensuring that cases are received by the ICRC within 300 days of the

date of the last incident of discrimination. The local agency agrees that complaints that are not received by the ICRC within the 300 day time limit are not jurisdictional on their face and no payment will be made in that case. To be considered received by the ICRC, the complaint must be physically received by the ICRC either through mail, fax, personal delivery or electronically, by 4:30 pm, Monday through Friday. Complaints received after 4:30 pm will be considered filed on the next business day.

13. **Closures.** Closure submissions must include the following closing documents from the local commission: Copies of closures notices sent to all parties by the local commission, copy of the local commission's findings/decision. All closure documents including settlement agreements and withdrawals must include local and state case numbers, and when cross filed with EEOC, federal case numbers.

Payment may be denied if closure papers or settlement agreements do not include case numbers, or if any case number is incorrect. ICRC may be required to obtain a full copy of the case file maintained by the local commission. The copies should be provided to ICRC at no cost and within two weeks of request.

If required by your local protocol, ordinance or practice, separate signature lines have been provided for your Mayor and Commission Chair.

Chairperson, Waterloo Commission on Human Rights

Date

Mayor

Date

Director, Iowa Civil Rights Commission, Beth Townsend

Date

***The following summarizes the payment schedules.

		, 43
Intake: (See definition for Intake below)	Complaint sent to ICRC for processing and investigation within 7 days (housing) or 30 days (non-housing) of initial filing date with local agency.	\$500 for housing cases; \$250 for non-housing cases
	Complaint sent to ICRC for processing and investigation greater than 7 days but less than 30 days (housing); 30 days but less than 60 days (non-housing) of initial filing date with local agency.	\$250 for housing cases; \$150 for non-housing cases
	Complaint sent to ICRC for processing and investigation greater than 30 days (housing) or 60 days (non-housing) of initial filing date with local agency.	\$0
Resolutions for Non-housing Cases: (See definition for Resolutions below)	Complaint Resolutions sent to ICRC for closure processing within 180 days of initial filing date with local agency.	\$325
	Complaint Resolutions sent to ICRC for closure processing greater than 180 days but less than 600 days of initial filing date with local agency.	\$200
	Complaint Resolutions sent to ICRC for closure processing greater than 600 days of initial filing date with local agency.	\$0

For the purpose of this contract the definition for the terms of payments are as follows:

“INTAKE”

A completed and signed complaint that meets the jurisdictional requirements of ICRA and forwarded to the ICRC for initial processing and investigation.

“RESOLUTIONS”

Case closures resulting in an administrative closure (except for failure to cooperate or locate Complainant); conciliated and settled cases; satisfactory adjustments; No Probable Cause Orders; Probable Cause Orders; and closures after Public Hearing.

D. Commissioners Recommendations

1. Annually review Code 62 to ensure it is being implemented.

Rationale: Code 62 details the responsibilities of Commissioners and the Human Rights Commission. The Code states that responsibilities assigned to the Commission may be given to staff to implement. Concern was often express that Code 62 was not being followed. An annual review of the Code by Commissioners and staff will not only remind them of their responsibilities but provide a time for reflection on what they are doing or need to do.

2. Provide on-going direction and supervision of the Human Rights Department.

Rationale: This apparently has been neglected but currently seems to be taking place. The recommendation is included to emphasize that it is the role of the Commission and how important it is that direction and supervision be provided.

3. Establish training and orientation for new commissioners.

Rationale: Orientation needs to be established for new Commissioners, staff, and volunteers. Current members also benefit from a refresher course. The Commissioners are responsible for this training. Orientation training should include:

- Background on other Commissioners
- When & where Commission meets
- Mission, Vision, Values of Human Right Commission
- Typical meetings
- Learning to Work Together
- Role of Commissioners
- Code 62
- Rules and Regulations
- Commission Financial Documents
- Open Meetings Regulations
- HRC Department
 - Staff
 - Purpose
 - Investigations
 - Outreach and education
 - Relationship to Commission

- Iowa Civil Rights Commission
- Relationship of Commission, Department, Director, City Manager, City Council, ICRC
- Current Issues
- Strategic Plan

4. Establish succession process for commission officers.

Rationale: To strengthen continuity and leadership a succession for commission officers is recommended. It is recommended the vice chair automatically succeeds the chair of the Commission. This will help ensure the new chair is informed of all issues and in essence has had a year or two in training for being chair. Succession is a strategy in the Strategic Plan. Whether the chair and vice chair serve one or two year terms needs to be determined by the Commission.

5. Explore working with the suburbs to establish a metro commission.

Rationale: This recommendation is found in the Strategic Plan. The name, function and operation of this group will need to be determined at a future date. It is not intended to replace the Des Moines Human Rights Commission.

6. Approve revised job descriptions and performance appraisal instruments as found in this report.

Rationale: At its strategic planning sessions Commissioners and staff approved the job descriptions and the staff performance evaluation instruments for each staff member. They do not need to approve them a second time.

RDC's understanding is that approval for the job description for the Director's position comes from Commissioners. It is our further understanding that the job descriptions and evaluation instruments for all City Directors do not have to be identical. Each area may develop their own. Commissioners and staff developed the job descriptions. The Director and the Human Relations Specialist each participated on the teams drafting "their" job descriptions. The person currently occupying the position of "their" job description provided final editing. Job descriptions and performance evaluation instruments for both the Senior Human Relations Specialist and the Human Relations Specialist positions will need to follow Human Resource Department and bargaining unit procedures for adoption. Each performance evaluation instrument is aligned 100% with the job description for that position.

The process followed for updating job descriptions and making them job specific will be detailed in this report in the section presenting job descriptions. Updating was needed to clarify and provide focus for job performance. New job descriptions closely reflect Code 62 and Council expectations that must be followed.

7. Support and implement strategic plan.

Rationale: The success of the Strategic Plan rests with the Commission whose job it is to see that it is followed and to hold themselves and the staff accountable for its implementation

Strategic Planning Process

The Strategic Planning Process involved the following steps:

1. Identifying Core Values/Beliefs
2. Developing a Mission Statement
3. Writing a Vision Statement
4. Identification Strength and Areas for Development of Strategies
5. Setting Goals for 2014 – 2018
6. Formulating Strategies to Achieve Goals
7. Establishing Tactics to Implement the Strategies

In addition, as part of Capacity Building, RDC:

1. Facilitated the development and adoption of a job description for the Director.
2. Facilitated the development and adoption of a job description for the Senior Human Relations Specialist.
3. Facilitated the development and adoption of an evaluation instrument for the Human Relations Specialist.
4. Facilitated the development and adoption of “Team Building Guidelines: Learning to Work Together for Betterment of Human Relations w/in Community”.
5. Identified parts of Code 62 that will need to be brought into compliance with recommendations found in this report.
6. Identified parts of “Rules and Regulations Des Moines Human Rights Commission” that will need to be brought into compliance with recommendations found in this report.
7. Compared the number of case investigations conducted by HRC to those conducted by ICRC, four out-of-state cities, and eight cities within Iowa.
8. Compared the steps taken to conduct investigations by HRC to those taken by ICRC.
9. Developed a report on the Friends Des Moines Friends of Human Rights, Inc.
10. Developed a Matrix for Mid-year Assessment and End-of-year Evaluation of Strategic Plan Achievement.
11. Developed Monthly Progress Reports updating the City Manager, City Council, Commissioner, and HRC staff of Activities Conducted by RDC.
12. Contacted the following Human/Civil Rights Commissions for copies of job descriptions, evaluation instruments or other data: Davenport, Cedar Rapids, Salina, Kansas, Iowa Civil Rights Commission, and the City of Des Moines

Conversations Conducted in Planning Strategic Plan

Conversations in person were held with members of the Des Moines Human Rights Commission, Des Moines Human Rights Department, Iowa Civil Rights Commission, Des Moines City Council, Des Moines City Officials, and Friends of Greater Des Moines Human Rights. The focus of these conversations was to ascertain strengths and needs of the Human Rights Commission. Data was synthesized for strategic planning and Commission capacity building. Conversations were between a half-hour and two and a half hours in length. Those involved in these dialogues with Matt McCoy and/or Jim Ferguson were:

Human Rights Commissioners

Michael Bowers, Chair
Gabe Carnes, Secretary
Peggy Dandy
Dan Garcia
Margo Jones
Tina Manbeck, Vice Chair
Nancy Trotter
David Drake, Former Chair

City Council

Chris Coleman
Frank Cownie, Mayor
Christine Hensley
Brian Meyer

Iowa Civil Rights Commission

Beth Townsend, Director (3 times)
Stephanie Callahan

West Des Moines Human Rights Commission Conferences Attended

Gregg Sparks, City Manager
Althea Holcom, Director
Justine Morton

Human Rights Department

Rudy Simms, Director
Vern Ostrander, Senior Human
Relations Specialist
Michel Johnson, Human
Relations Specialist
(Staff members several times)

Des Moines City Officials

Rick Clark, City Manager
Jeff Lester, City Attorney
James Wells, Director Human
Resources (twice)
Doug Philiph, City Legal Attorney

Friends of Greater Des Moines

Human Rights

David Drake, Former President
Jerry Tormey, President

Diversity Training
Mosaic Conference
State of Iowa Civil Rights Conference
HRC Human Rights Day Celebration

Strategic Planning Process *continued*:

Strategic planning sessions were scheduled between 4:30 - 6:30 p.m. at the RDC conference room in the Simonson Building, 1717 Ingersoll Avenue.

Schedule of Strategic Planning Sessions:

- October 10: Overview with Commission
 - Determine timeline
 - Schedule interviews with Commissioners
- October 24: Core values/Beliefs
 - Mission
 - Vision
- November 7: Job Descriptions
 - Evaluation Instruments
- November 21: Strength and Strategy Assessment
- December 5: Action Plans Drafted
 - Goals
 - Strategies
 - Tactics
- December 19: Strategic Planning
 - Evaluation Instrument
 - Job Description
- January 16 Finalize Strategic Plan

Beliefs ~ Mission ~ Vision

Through group facilitated processes, the Commissioners and staff developed their Value/Beliefs Statement, Mission Statement, and Vision for what they seek to be like in the year 2018. Participants viewed and analyzed statements from other commissions. Group techniques were followed for participants to create lists of concepts they wanted to be included in their statements. Following a ranking process statements in each of the categories were drafted by committees. Commissions voted approval of final drafts.

Beliefs or Core Values

- A value is an enduring belief that a specific conduct is preferable.
- It is an intrinsic ideal that represents the core priorities in an organization.
- Provides clear direction, guidelines.
- Helps to establish priorities among competing priorities.
- Decisions are made through lens of values.

Des Moines Human Rights Commission Beliefs Statement

We believe in equality with respect and justice for all.

Mission Statement

- It is what HRC does.
- It is what we seek to accomplish.
- It provides sense of direction.
- It answers the question of why the Commission exists.

Des Moines Human Rights Commission Mission Statement

To advance justice, promote equality, and ensure the protection of human rights for all people in Des Moines through investigation, education, advocacy and community engagement.

Vision Statement

- Projection of the ideal image of the Commission in the future.
- Snapshot of what HRC seeks to be in the year 2018.

Des Moines Human Rights Commission Vision Statement

The Des Moines Human Rights Commission is recognized for its excellence in education, advocacy, community engagement and investigations of civil rights violations creating a city which is a beacon of human rights and equality for all, with a culture of inclusiveness, respect and peace.

Strategic Plan

Des Moines Human Rights Commission ~ Strategic Plan 2014 - 2018

Goal I: Structure Human Rights Commission for Efficiency and Effectiveness.						
Strategies	Tactic	Responsible	Cost	Income	Year(s)	Measurable Outcomes
A. Move the Human Rights Director from reporting to City Council to reporting to City Manager.		Commission/ Council			2014	A. Director reports to City Manager
B. Change name of the Des Moines Human Rights Commission (HRC) to the Des Moines Civil Rights Commission.		Commission/ Council			2014	B. Name of Commission changed
C. Change title of the head of the Human Rights Department from Executive Director to Director.						C. Title changed.
D. For 2014 hire a full time temporary investigator per HUD grant.		Commission/ Council/ Director	68,000	68,000 HUD Grant	2014	C. Temporary Investigator employed
	D.1. Maintain data for for investigations conducted to establish basis for comparison to other commissions and to see if it is cost effective to maintain the investigative role.	Commission/ Director			2014	D.1. Data Maintained and reported to Commission monthly.
E. In 2016, review data maintained in department to assess future investigative role of the department.	E. Maintain data of investigations conducted.	Commission/ Council/ Director			2016	E. Investigations documented and status of HRC investigative role reviewed & acted upon.

Goal I. Structure Human Rights Commission for Efficiency and Effectiveness.

Strategies	Tactics	Responsible	Cost	Income	Year(s)	Measurable Outcomes
	E.2. Develop partnership with ICRC for referrals.	Director			2015 - 2018	E.2. Contract developed HRC receiving payments from ICRA
F. Expand the role of the Human Rights Specialist to ¼ or ½ time investigations.		Commission/ Director			2014- ?	F. Role expanded
G. When a vacancy occurs in the Senior Human Rights Specialist's position, replace position with a Human Rights Specialist .		Commission/ Council			?	G. Senior HR Specialist position replaced with HR Specialist
H. Revise Code 62 as recommended in Resource Development's Report to the City Manager and Council.		Commission/ Council			2014 2015	H. Code revised
I. Approve revised job descriptions for each member of the Human Rights Department.		Commission/ H.R. Dir. /Council			2014	I. Job descriptions approved
J. Sign EEOC contract with the ICRC.	J. Signed contract	Commission/ Director			2015	J. Contract signed
K. Pursue EEOC certification.	K. Submit application	Director			2014	Application submitted & acted upon.

GOAL II: Advance Justice & Equality, Community Engagement, and Advocacy through Expanded Educational Programs.						
Strategies	Tactics	Responsible	Cost	Income	Year(s)	Measurable Outcomes
A. Ascertain current demographics of Des Moines to targeted audiences needing to be reached, needing services, and program development.	A.1. Conduct surveys of target groups, businesses, charitable organizations, faith-based organizations, and neighborhood associations. A.2. Use data for basis of planning and decision making. A.2.a. Determine size of protected groups. A.2.b. Determine growing minority groups	Director			2015-2018	A. Services provided based on documented demographics.
		Director			2015-2018	A.1. Surveys conducted and analyzed for services provided and program development.
		Director				A.2. Decisions for programs and services data driven and documented according to size of group and (A.2.b.) growing protected groups.
B. Devote 50% of HRC's resources and efforts to education and outreach directed at the elimination of discrimination.	B.1. Substantiate division of time and impact with data. B.2. Provide data assessing impact of expanded resources. B.3. Involve volunteers through creation of a volunteer program.	Commission/ Director			2014-2018	B. Time logs. Focus of HRC may increase percentage of education and outreach. B.1. Written time logs.
		"				B.2. Logs & materials documenting impact of division of time.
		"			2015-2018	B.3. Volunteer program established with volunteers assisting.

GOAL II: Advance Justice & Equality, Community Engagement, and Advocacy through Expanded Educational Programs.						
Strategies	Tactics	Responsible	Cost	Income	Year(s)	Measurable Outcomes
C. Develop Educational Plan to meet larger local and global understanding of current human rights laws across language differences.	C.1. Conduct personal interviews and surveys with groups served to ascertain need. C.2. Direct presentations to fulfill mission of HRC. C.3. Map demographics of immigrant populations	Director			2014-2018	C. Documented comprehensive Educational Plan
		Director			2014-2018	C.1. Survey results compiled and analyzed to identify needs.
					2015-2018	C.2. Purpose of presentations identified with desired impact cited. Appraisals made of presentations. C.3. Immigrant maps updated annually.
D. Use external data from interviews and surveys to discern current policy, personnel, and resources needed to implement plan.	D.1. Collaborate with other groups to develop & conduct surveys. D.2. Develop standard message.	Commission/ Director			2015-2018	D. Data driven proposals developed with needs and projected impacts cited. D.1. Collaboration documented. D.2. Standard message developed.
E. Expand existing education planning by engaging Commissioners and members of the community as human rights speakers and ambassadors for community events.	E. 1. Conduct interest survey for presentation topics. E. 2. Use various venues: forums (radio & TV), Speakers Bureau such as	Director/ Commission			2015 - 2018 2015-2018 2015-2018	E. Involvement documented. E.1. Interest survey documented and data used. E.2. Venues documented.

GOAL II: Advance Justice & Equality, Community Engagement, and Advocacy through Expanded Educational Programs						
Strategies	Tactics	Responsible	Cost	Income	Year(s)	Measurable Outcomes
F. Developing partnerships with Des Moines Schools.	F. 1. Develop dialogue projects and engage youth on topic of human rights. F. 2. Research to develop school events annually. F.3. Assess effectiveness of outreach activities.	Director			2015-2018	F. Partnerships established.
		Director			2015-2018	F.1. Dialogue projects documented.
		Director			2014-2018	F.2. School events conducted based on research.
		Director			2014-2018	F.3. Documented assessments made of all outreach activities.
G. Partner with corporations to set up training programs.		Director/Commission			2015-2018	G. Documented training provided.
H. Establish "Academy" with resources for schools and public.	H. 1. Oral resources -- speakers, performers, panels, plays. H. 2. Technical resources -- CDs, film, interactive technology. H.3. Printed -- annotated bibliographies, pamphlets, links to support groups website, & social media.	Director/Commission			2016-2018	H. Academy established.
					"	H.1. Resources obtained & marketed.
				\$500 Budget	"	H.2. Materials obtained.
					"	H.3. Print materials prepared.

GOAL III: Expand Number of Investigations Closed.						
Strategies	Tactics	Responsible	Cost	Income	Year(s)	Measurable Outcomes
A. Following City employment procedures, hire temporary full-time investigator per HUD grant.	<p>A.1. Provide training for the new investigator.</p> <p>A.2. Determine target goals for investigations for year.</p> <p>A.2.a. Have successful resolution of all HUD cases w/in 100 days, all others 1 yr.</p> <p>A.3. Maintain phone and work log.</p> <p>A.4. Monthly monitor and document achievement of target goals.</p>	Commission/ Director	\$68,000	HUD	2014	Procedures followed and approval given for employment.
		Commission/ Director			2014	A.1. Training provided
		Commission/ Director			2014	A.2. Target goals determined.
		Commission/ Director			2014	A.2.a. Goals set & documented.
B. Focus on increasing number of housing investigations.	<p>B.1. Obtain data pertaining to housing patterns.</p> <p>B.2. Track type of housing complaints.</p> <p>B.3. Focus advertising on areas of potentially high housing complaints.</p> <p>B.4. Maintain data pertaining to housing investigations.</p>	Director			2014-2015	B. Document number of housing investigations.
		Director			2014-2018	B.1. Documentation of housing patterns.
		Director			2014-2018	B.2. Documentation of housing complaints.
		Director			2014-2018	B.3. Documentation of focused advertising.
		Director			2014-2018	B.4. Documentation maintained.
		Commission/ Director			2014-?	C. H.R. Specialist role expanded
		Commission/ Director			2014-?	C.1. Annual determination of expanded role continuation.
		Commission/ Director			2014-?	C.1. Annual determination of expanded role continuation.
C. Add investigations to role of Human Rights Specialist.	C.1. Add ¼ to ½ time for investigations.	Commission/ Director			2014-?	C. H.R. Specialist role expanded
		Commission/ Director			2014-?	C.1. Annual determination of expanded role continuation.

GOAL III: Expand Number of Investigations Closed.						
Specialist	Tactics	Responsible	Cost	Income	Year(s)	Measurable Outcomes
	C.2. Provide necessary training. C.3. Determine target number for investigations for year. C.4. Maintain phone and work log. C.5. Monthly monitor and document achievement of target goals.	Director			2014-2014-? 2014-2018	C.2. Content documented. C.3. Documentation C.4. Documentation C.5. Report to Commissioners Commissioners
D. Maintain data for investigations conducted.	D.1. Jurisdiction (determine origin of cases). D.2. Length case was opened. D.3. Number cases closed. D.4. Maintain non-confidential demographics. D.5. Date case was closed. D.6. Determination of case. D.7. Written monthly reports to Commission. D.8. Use data to support requests for funding and/or staff.	Director			2014-2018 " " " " " " "	D. Report to Commission D.1-5. Content of Reports " " " " " " D.6. Monthly reports D.7. Proposals data driven
E. Screen cases for investigation	E.1. Eliminate cases that are unsubstantiated. E.2. Maintain data of screened cases.	Director Director			2014-2018 2014-2018	E. Documentation E.1. Documentation E.2. Documentation

GOAL III: Expand Number of Investigations Closed.

Strategies	Tactics	Responsible	Cost	Income	Year(s)	Measurable Outcomes
F. Expand number of investigations per investigator with targeted goals.	<p>F.1. Collect and utilize data to benchmark outcomes.</p> <p>F.2. Maintain non-confidential data of cases screened, investigated, closed, classification, and length of time opened.</p> <p>F.3. Maintain follow-up data for client assessment of services and for service improvement.</p> <p>F.4. Generate clients to supplement funding for staffing requests.</p> <p>F.5. Request Council approve F.4. with HRC funds generated to support staffing</p>	<p>Director/ Commission Director</p> <p>Director</p> <p>Director</p> <p>Director</p> <p>Director</p> <p>Commission</p>	<p></p> <p></p> <p></p> <p></p> <p>\$35,000</p> <p>Break even</p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p>	<p>2014- ?</p> <p>"</p> <p>"</p> <p>"</p> <p>"</p> <p>"</p> <p>2014</p>	<p>F. Goals established and achievement documented.</p> <p>F.1. Documentation</p> <p>F.2. Documentation</p> <p>F.3. Documentation</p> <p>F.4 Documentation & accounting for funding.</p> <p>F.5. Proposal presented to Council.</p>

GOAL IV: Strengthen Commission

Strategies	Tactics	Responsible	Cost	Income	Year(s)	Measurable Outcomes	
A. Structure Commission to increase effectiveness.	<p>A.1. Commission review Code 62 annually to ensure it is being implemented.</p> <p>A.2. Structure Committees to support essential work of Commission.</p> <p>A.2.a. Revise code reflect standing committees needed.</p> <p>A.2.b. Involve community members on committees who are not on Commission</p> <p>A.3. Orientation and training provided to new Commissioners.</p> <p>A.3.a. Clarify lines of authority among Council, Commission and staff.</p> <p>A.4. Revise Code and/or Policies and Procedures to establish the line succession for the chair.</p> <p>A.4.a. Establish term limits for officers.</p> <p>A.4.b. Vice chair succeeds chair.</p> <p>A.5. Commissioners conduct annual self-evaluations.</p> <p>A.6. Lobby legislature for improved civil rights issues and for issues to enhance a culture free of discrimination.</p>	Commission			2014-2018	A. Document changes A.1. Minutes of Meeting	
		Commission			2015	A.2. Committees verified or changed	
		Commission			2015	A.2.a. Only if needed	
		Commission			2015-2018	A.2.b. Listing of community members on committees.	
		Commission			2014-2018	A.3. Orientation procedure developed & conducted	
		Commission			2015-2018	A.3.a. Written documentation	
		Commission			2015-2018	A.4.a. & A.4.b. Policies written and proposed.	
		Commission			2014-2018	A.5. Documentation of self-evaluation	
		Commission /Director			2015-2018	A.6. Documentation of results	

GOAL IV: Strengthen Commission						
Strategies	Tactics	Responsible	Cost	Income	Year(s)	Measurable Outcomes
B. Staff to maintain work records for determining work priorities, impact of effort, and for basis of decisions regarding program development, staff deployment, and unmet needs.	B.1. Maintain phone logs. B.2. Maintain daily work logs	Director Director			2014-2018	B. Data driven decisions documented B.1. Logs maintained B.2. Logs maintained
C. Pursue developing a metro civil rights partnership	C.1. Collaborate with Friends of Des Moines Human Rights and other like-minded agencies.	Commission/ Director " "			2016-2018 2014-2018	C. Steps taken for formation documented C.2. Collaborative efforts documented
D. Create template for director for reports to the Commission.						
E. Evaluate Strategic Plan annually.	E.1. Identify information needed E.2. Template developed	Commission			2014-2018	E. Temple developed and used.

GOAL V: Implement Marketing and Media Plan.						
Strategies	Tactics	Responsible	Cost	Income	Year(s)	Measurable Outcomes
A. Develop and implement a marketing and media plan.	A.1. If available, utilize HUD funding.	Commission/ Director			2014- 2018	A. Plan developed. A.1. Use of HUD funds determined.
	A.2. Create marketing brochures. A.2. a. Incorporate HRC's Belief Statement, Mission Statement, Vision Statement	Director				A.2. Brochures printed by Polk County A.2.a. HRC statements included
B. Employ marketing firm to create comprehensive marketing plan.	A.2.e. Use County printing		\$168 @ 1,000	Budget		A.2.e. County print shop used
	A.3. Create marketing partners					A.3. Marketing partnerships created
	A.3.a. Design.					A.3.a. Design created
	A.3.d. Expense.					A.3.d. Partners sponsor brochures
	B.1. Inquire if HUD grant may be modified to cover fees. B. Develop recognizable brand for HRC.	Director Director	3,000	Budget	2014- 2015	B. Firm employed B.1. Inquiry made & response reported
	B.3. Use marketing plan to drive calls to HRC for compliance. B.4. Track distribution and assess impact.	Commission/ Director Director			2014- 2018	B.2. Brand designed & adopted B.3. Document distribution of advertisement
		Director			2014- 2018	B.4. Impact assessed on on achievement of objectives.

GOAL VI: Comply with City Employment Policies.						
Strategies	Tactics	Responsible	Cost	Income	Year(s)	Measurable Goals
A. Conduct required annual evaluation of each employee regardless of whether the employee has reached the ceiling in salary cap.	<p>A.1. Evaluations based on achievement of employee's goals, stipulations of job descriptions, and fulfillment of Code 62 requirements.</p> <p>A.2. Each staff member is to complete a self-evaluation prior to his/her annual evaluation.</p> <p>A.3. Staff members are to be evaluated by the Director.</p> <p>A.3.a. Adopt and implement the revised performance evaluation instruments for staff.</p> <p>A.4. Commissioners evaluate the Director and submits their compiled evaluation to the City Manager who conducts the formal performance appraisal.</p> <p>A.5. Forward complete performance appraisals of Director and staff to City Human Resource Director.</p>	Director			2014-2018	<p>A. Evaluations conducted and documented.</p> <p>A.3. Criteria cited used in evaluations.</p> <p>A.2. Self-evaluations completed.</p> <p>A.3. Evaluations completed.</p> <p>A.3.a. Evaluation instruments adopted.</p> <p>A.4. Evaluation of Director conducted.</p> <p>A.5. Evaluation submitted to City Human Resource Director.</p> <p>B. Procedures followed.</p> <p>B.1. Cross-training conducted.</p>
B. Staff members comply with City employee policies when ill, leaving the city for a day or more for work related duties, and/or for logging vacation time.	B.1. Cross-train employees on duties to assist when needed.	Director			"	

Goal VII: Provide effective, timely and consistent communications among all stakeholders within the community.						
Strategies	Tactics	Responsible	Cost	Income	Year(s)	Measurable Outcomes
A. Increase communication with the protected classes and community to broaden reach of the Human Rights Commission.	A.1. Work through community organizations, education institutions & faith-based organizations A.2. Work through news media, private industries and businesses. A.3. Work through government officials. A. 4. Build involvement by enlisting community organizations and individual to provide information on needs of the community.	Director/Commission			2014-2018	A. Documentation
		Director			2014-2018	A.1. Documentation of impact
B. Provide marketing materials to community organizations in media reflective of their demographics, language and culture.	B.1. Determine how communications are best disseminated in the particular communities within the City and metro. B. 2. Solicit feedback from community organizations regarding the effectiveness of the outreach efforts.	Director			2014-2018	B. Documentation of materials, distribution, & results.
		Commission/Director			2014-2018	A.3. Documentation of cause, contacts & results
		Director/Commission			2014-2018	A.4. Documentation of contacts & results
		Director			2014-2018	B.1. Analysis conducted & documented
						B.2. Feedback analyzed & documented.

Strategic Plan Mid-Year Assessment & Year-End Evaluation

Mid-way through the year, the Commission and staff can assess how they are progressing on achievement of the Strategic Plans goals, strategies, and tactics that were selected to work on for the year. The following form can be used for mid-year assessments and end of year evaluations.

Des Moines Human Rights Commission				
Goals 2014 – 2018				
Goal				
Strategy/Tactics	No Commenced Reason	In Progress Documentation	Completed As evidenced by	Impact Documentation

Job Descriptions & Job Performance Evaluations
Director of Human Rights Commission
Senior Human Relations Specialist
Human Relations Specialist

The Process for updating the staff's job descriptions included:

1. A review of current job descriptions which needed to be updated and focused on current expectations.
2. A review of Code 62 requirements for the Director and Commissioners.
3. A review of job descriptions from Salina, Kansas, Davenport, and Cedar Rapids,
4. Sub-committees formed to draft job descriptions for each position. Staff members attending the planning session worked on the team developing the job description for their position.
5. RDC reviewed job descriptions to strengthen them.
6. Meeting with the Director to go over his job description which is mainly taken from Code 62 and the previous job description.
7. The Senior Human Relations Specialist and the Human Relations Specialist reviewed/edited the drafts of the job descriptions for their positions.
8. Job descriptions sent to the Human Resource Director for review.
9. Job descriptions approved by the Commissioners.
10. Job descriptions for the Senior Human Resource Specialist and the Human Resource Specialist are in draft form and will need to be processed through their bargaining unit.

The Process for updating the staff's job performance evaluation instruments included:

1. Review of current City of Des Moines job performance evaluation instruments.
2. City evaluation instruments include a rating scale for each performance indicator.
3. Modified rating scales, similar to what is currently used by the City, were superimposed onto the job descriptions for each position. Each line of the job description became an indicator of job performance.
4. Space for narrations was provided.
5. Space for the evaluatee to respond to the evaluator's rating is provided.
6. Completed evaluations are to be sent to the Human Resource Department.

The Director evaluates the HRC staff. Recommendations are that Commissioners submit their complied evaluations of the Director to the City Manager who makes the final evaluation.

HUMAN RIGHTS DIRECTOR JOB DESCRIPTION

GENERAL STATEMENT OF DUTIES:

Plans, organizes and directs the operation and activities of the Human Rights Department; performs other duties as assigned, directed and/or required by the Human Rights Commission, City Manager, and/or the City Council.

The Director serves at the pleasure of the Human Rights Commission and City Council. Director reports to the City Manager. Annual assessment of the Director provided annually by the City Manager with input from the Human Rights Commission.

DISTINGUISHING FEATURES OF THE CLASS:

The principal function is to provide administrative oversight and leadership to all operations and activities of the Human Rights Department. The work is performed with oversight by the Human Rights Commission and the City Manager. Direction and supervision is exercised over the work of all employees. The nature of the work performed requires that the Director establish and maintain effective working relationships with Commissioners, City Manager, City Council, City department directors, Civil service commissioners, City employees, business and community groups, State and Federal officials and representatives of the media and public.

JOB RESPONSIBILITIES:

Administrative

1. Plans, organizes, directs and evaluates the work of Department staff in implementing the expressed goals, policies and directives of the Human Rights Commission, including training and supervision, management and annual evaluations;
2. Sets annual goals with identified performance targets for the implementation of Code 62, the goals of the Commission and the Commission's strategic plan. Director goals be mutually agreed upon with the Commission.
3. Provides essential training and advice to a volunteer Board of Commissioners appointed by members of the City Council;
4. Assist the Commission in exercising its powers and performing its duties as set out in Chapter 62;
5. Recommends policies and procedures designed to increase and maintain the efficiency and effectiveness of department operations and address human rights practices in employment, housing, public accommodation and municipal practices within the City of Des Moines;
6. Develop and implement the budget of the Department;
7. Provides monthly status reports to City Manager and Commissioners on Commission operations and makes recommendations for any shift in policies, procedures, programs, Code changes, or future development. These status reports shall include the activities and performance of the Executive Director and department staff;

8. Directs appropriate litigation and legal actions as necessary to insure compliance with the City of Des Moines' Human Rights Ordinance;
9. Administers any existing Federal and State contracts with the Des Moines Human Rights Commission;
10. Performs special projects for the Human Rights Commission and City Council as requested;
11. Keeps Commission and designated others fully, accurately and timely informed concerning any and all work progress including present and potential work;
12. Act as the Legislative liaison for the Commission for all matters within the purview of Chapter 62;
13. Actively seek grants and other types of funding consistent with the Commission's Mission and agreed-upon goals as set by strategic plan, after presentation to and consideration by the Commission;
14. Prepares and submits for Commission comment and approval the annual comprehensive report of the Commission's achievements and impact on the community, including the goals achieved as stated in any strategic plan and recommendations to the City Council pursuant to this Chapter 62;
15. Performs other directly related duties consistent with the role and function of the Director and/or assigned by Commission; and
16. Perform any and all responsibilities set out in Chapter 62 to be performed by the executive director.

Public Relations/Outreach

1. Attends and reports upon meetings, conferences, workshops and training sessions and reviews publications and audio-visual materials to become and remain current on the principles, practices and new developments in assigned work areas;
2. Serves as chief spokesperson for the Human Rights Department; and
3. Promotes the Des Moines Human Rights Commission through public relations activities as set out in a strategic plan.

Investigative

1. Trains and coordinates staff in investigative techniques used in the research of discriminatory practices in assigned areas;
2. Analyzes case law, records and case files to determine case investigations;
3. Reviews and acts on investigation process and ensures the laws are enforced; and

Personnel

1. Supervise and manage the staff of the commission;
2. Designs and implements and maintains an on-going training program for all staff and Commissioners with emphasis on the Commission's mandate as stated in Municipal Code, Chapter 62, the Mission Statement, the Rules and Regulations, policies and procedures, strategic plan and the role of the Commissioners and importance of each commissioner's participation and attendance;

3. Plans and directs research and training relating to all areas of human relations, human/civil rights law and current trends in social action; and
4. Participates in various aspects of personnel administration with the City departments, including hiring, termination, grievance procedures and coordinate employee training.

COMPREHENSIVE KNOWLEDGE, SKILLS AND ABILITIES:

1. Comprehensive knowledge of current Civil Rights law on the Federal, State and Municipal levels;
2. Comprehensive knowledge of current principles and practices of public administration;
3. Comprehensive knowledge of the social, demographic and economic issues of the City and surrounding area;
4. Comprehensive knowledge of investigative techniques used in establishing discriminatory trends in employment, housing, public accommodation and municipal practices;
5. Comprehensive knowledge of budgetary practices within a municipality;
6. Ability to provide administrative direction within a municipal department;
7. Ability to supervise, train, evaluate and lead the work of staff;
8. Ability to communicate effectively with others, both orally and in writing, using both technical and non-technical language;
9. Ability to understand and follow oral and /or written policies, procedures and instructions;
10. Ability to prepared and present accurate and reliable reports containing findings and recommendations;
11. Ability to operate a personal computer using standard or customized software applications appropriate to assigned tasks;
12. Ability to use logical and creative thought processes to develop solutions according to written specifications and/or oral instructions;
13. Ability to perform a wide variety of duties and responsibilities with accuracy and speed under the pressure of time-sensitive deadlines;
14. Ability to advise and train volunteers appointed to serve as Human Rights Commissioners;
15. Ability to maintain confidential investigative procedures writing the spirit of the Human Rights ordinance;
16. Ability and willingness to quickly learn and put to use new skills and knowledge brought about by rapidly changing information and technology; and
17. Integrity, ingenuity and inventiveness in the performance of assigned tasks.

REQUIRED EDUCATION, EXPERIENCE AND TRAINING:

1. B.A. degree from an accredited college or university or preferred Master's Degree in Public Administration, Sociology or a related field, and;
2. Extensive experience in human rights organizations or equivalent, preferably with management role, or,
3. Any equivalent combination of experience and training which provides the knowledge, skills and abilities necessary to perform the work.

Senior Human Relations Specialist JOB DESCRIPTION

GENERAL STATEMENT OF DUTIES:

Under general administrative direction to plan, coordinate and implement civil rights investigative activities for the prevention and elimination of discrimination, and to perform related work as required

ESSENTIAL WORK:

- (1) Develops, implements, and evaluates the Case Management System by conducting effective, complete, and neutral fact-finding investigation.
- (2) Assists in the development and presentation of educational and training programs designed to aid in the prevention and elimination of discrimination in public and private sectors.
- (3) Conducts fact-finding hearing services for complainants and respondents, assisting in conciliation, problem resolution, and meeting compliance with Equal Opportunity and Affirmative Action legislation, regulations and judicial decisions.
- (4) Conducts intake and interviews alleging discriminatory practices.
- (5) Establish and maintain effective working relationships with fellow employees, officials and the public.
- (6) Prepare and maintain accurate, well-organized and effective records, statements and reports.
- (7) Maintain and exhibit discretion and integrity at all times when handling confidential information.
- (8) Understand and follow federal, state and municipal law pertaining to Equal Opportunity.
- (9) Use data and current demographics in determining focus of work.
- (10) Makes referrals to other appropriate agencies based on the specifics of particular cases.
- (11) Set annual measurable goals aligned with Mission and strategic plan.
- (12) Serves as senior staff member in the absence of the Human Rights Director.
- (13) Performs other related work as assigned.

REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:

- (1) Knowledge of federal, state, and local laws, regulations and guidelines relating to civil rights, Equal opportunity, and Affirmative Action.
- (2) Knowledge of proper and investigative techniques to employ when analyzing, researching, and documenting complaints of discrimination.
- (3) Knowledge of the social and economic conditions and problems affecting equal opportunity in Des Moines, with special emphasis on attitudinal problems involved in racial, ethnic, sexism and cultural relations.

- (4) Ability to interact with minority groups, community organizations, educational institutions, news media, private industry, and government officials, establishing and maintaining cooperative relationships.
- (5) Ability to prepare accurate and reliable reports containing findings and recommendations and conclusions regarding discrimination cases.
- (6) Ability to effectively present facts, ideas, and recommendations orally and in writing.

PREFERRED EXPERIENCE AND TRAINING:

- (1) Bachelor's degree from an accredited college in psychology, social work, business or public administration or related field, preferably with coursework in EEO/AA laws, business law, civil rights, research methods or statistics
- (2) Three years experience in the investigation of complaints of civil rights discrimination in the prevention or elimination of discrimination or any equivalent combination in which experience may be exchanged for education at the rate of one year of experience for one year of education, but in no circumstances may experience substitute for more than two years of education.

REQUIRED SPECIAL QUALIFICATIONS:

- (14) Licensing or Other Special Requirements: Possession of a valid Iowa Driver's License

Human Relations Specialist JOB DESCRIPTION

GENERAL STATEMENT OF DUTIES:

Under the authority of the Human Rights Executive Director, in conjunction with the Human Rights Commission, to deliver human relations services to the citizens of Des Moines that promote responsible and effective education, public relations, conciliatory, and administrative work regarding equal opportunity in fair housing, equal employment opportunity, public accommodations and municipal services.

ESSENTIAL WORK:

- 1) Education Plan Administrator. Education plan to include providing community access to updated resources making it easier for the community to understand discrimination and diversity information without a bureaucracy preventing them from that education. The education plan to include a marketing plan as well. A calendar of events and deadlines to be included. It will also include a plan to provide a safe environment for discussion of topics pertaining to discrimination and diversity in our community. This comprehensive plan to be developed by the Human Rights Commissioners and staff working together. The Human Relations Specialist to be the administrator of that joint plan.
- 2) Develops and implements large and small community educational and outreach events pertaining to the principles of equal opportunity, fair housing and fair employment practices, and presents such programs to community organizations, employers and the general public as appropriate.
- 3) Prepares formal and informal research reports for the Human Rights Commission and other government agencies on a quarterly and annual basis on the extent of discrimination in housing, employment, public accommodations and other areas of community involvement.
- 4) Develops educational programs and produces them in multiple language formats.
- 5) Conducts investigations of formal complaints of discrimination; interviews complainants; respondents and witnesses, researches principals and controlling precedents and

- 6) Recommends disposition of complaints as assigned.
- 7) Teaching the techniques of conciliation and persuasion to achieve mutually satisfactory solutions to human relations and discrimination concerns.
- 8) Prepares and publishes bulletins, newsletters and professional papers pertaining to civil and human rights.
- 9) Utilize technology and social media to advance educational and event information and initiate public comment in the community.
- 10) Researches and writes grant applications.
- 11) Assume other duties as assigned by Executive Director.

REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:

- 1) Knowledge of municipal, state, and federal laws, ordinances, regulations and guidelines relating to civil rights, equal opportunity and affirmative action.
- 2) Knowledge of the origins, causes and effects of discrimination as defined by law.
- 3) Knowledge of principles of sociology and psychology.
- 4) Knowledge of the principles of business and public administration.
- 5) Knowledge of the use and interpretation of statistics, research methods and analysis.
- 6) Ability to conduct investigative interviews to secure complete and accurate information relating to illegal discrimination.
- 7) Ability to conduct investigative and independent research for survey purposes and reports.
- 8) Ability to analyze research and document complaints of discrimination.
- 9) Ability to utilize basic legal terminology.
- 10) Ability to effectively organize work schedules, meetings and appointments.
- 11) Ability to effectively present facts, ideas and recommendations orally and in writing.
- 12) Ability to utilize the skills and techniques involved in the art of negotiation and mediation.
- 13) Ability to lead discussion groups and to motivate them to cohesive action.
- 14) Ability to establish and maintain effective working relationships with minority groups, community organizations, associates, respondents, and the public.

ACCEPTABLE EXPERIENCE AND TRAINING:

Education and Experience (minimum): Bachelor's degree in Sociology, psychology, business, public administration, or related fields

Experience: Preferred

REQUIRED SPECIAL QUALIFICATIONS:

Possession of a valid motor vehicle operator's license issued by the State of Iowa.

City of Des Moines Director Human Rights Commission Performance Appraisal

This form is to be used for the annual performance evaluation of the Director of the Human Rights Commission. Each rating area needs to be reviewed and comments made. Comments are to be supported by specific examples of the work performance noted. The purpose of this performance appraisal is to convey to employees areas where they are excelling and areas where further development may be necessary.

The performance appraisal process for the Director of Human Rights Commission consists of the following steps:

1. Self-appraisal by the Director using this form. That appraisal is shared with the Commissioners and the City Manager.
2. Appraisal by the Human Rights Commissioners using this form.
3. The appraisals completed by the Director and Commissioners are forwarded to the City Manager.
4. The City Manager writes the final appraisal for the Director Human Rights Commission using this form and conducts a performance review with the Director.
5. Space is provided for the Director to write his/her comments on the form at the end of the appraisal process.

Instructions for completing ratings:

1. To indicate the rating for a factor use a "X" in the box of the appropriate column.
2. Specific and factual statements must be written under the comments section for Substandard or Exemplary ratings.
3. Vague and general statements such as "unsatisfactory in quality of work" are not acceptable.
4. The form must be signed by the employee, the supervisor, and the reviewing authority.
5. Original copy of this report, signed and dated by the employee, is to be filed at the Human Resources Department

City of Des Moines Director Human Rights Commission Performance Appraisal

Name _____ Date _____

Classification: _____ Department _____ Review Period _____

Ratings:

Exemplary: The employee consistently exceeds expectations of performance. This level is rare and is clearly noticeable by others.

Standard: The employee consistently meets and occasionally, to frequently, exceeds performance expectations. This level describes the vast majority of City of Des Moines employees.

Substandard: The employee frequently fails to meet performance expectations. Employees in this category will be placed on a performance correction plan. Improved performance must occur in the subsequent rating period for continued employment.

Not evaluated: This area or responsibility was not evaluated in this review period.

E X E M P L A R Y	S T A N D A R D	S U B S T A N D A R D	N O T E V A L U A T E D
<u>Distinguishing Features of the Class</u>			
Director maintains effective working relationships with Commissioners, City Manager, City Council, City department directors, Civil Service Commissioners, City employees, business and community groups, State and Federal officials and representatives of the media and public.			
Areas of strengths and accomplishment:			
Areas identified for improvement and/or performance goals:			

JOB RESPONSIBILITIES:				
<u>Administrative</u>				
1. Plans, organizes, directs and evaluates the work of Department staff in implementing the expressed goals, policies and directives of the Human Rights Commission, including training and supervision, management and annual evaluations;				
2. Sets annual goals with identified performance targets for the implementation of Code 62, the goals of the Commission and the Commission's strategic plan. Commission.				
3. Provides essential training and advice to a volunteer Board of Commissioners appointed by members of the City Council;				
4. Assist the Commission in exercising its powers and performing its duties as set out in Chapter 62;				
5. Recommends policies and procedures designed to increase and maintain the efficiency and effectiveness of department operations and address human rights practices in employment, housing, public accommodation and municipal practices within the City of Des Moines;				
6. Develop and implement the budget of the Department;				
7. Provides monthly status reports to City Manager and Commissioners on Commission operations and makes recommendations for any shift in policies, procedures, programs, Code changes, or future development. These status reports shall include the activities and performance of the Executive Director and department staff;				

<p>8. Directs appropriate litigation and legal actions as necessary to insure compliance with the City of Des Moines' Human Rights Ordinance;</p>				
<p>9. Administers any existing Federal and State contracts with the Des Moines Human Rights Commission;</p>				
<p>10. Performs special projects for the Human Rights Commission and City Council as requested;</p>				
<p>11. Keeps Commission and designated others fully, accurately and timely informed concerning any and all work progress including present and potential work;</p>				
<p>12. Act as the Legislative liaison for the Commission for all matters within the purview of Chapter 62;</p>				
<p>13. Actively seek grants and other types of funding consistent with the Commission's Mission and agreed-upon goals as set by strategic plan, after presentation to and consideration by the Commission;</p>				
<p>14. Prepares and submits for Commission comment and approval the annual comprehensive report of the Commission's achievements and impact on the community, including the goals achieved as stated in any strategic plan and recommendations to the City Council pursuant to this Chapter 62;</p>				
<p>15. Performs other directly related duties consistent with the role and function of the Director and/or assigned by Commission; and</p>				
<p>16. Perform any and all responsibilities set out in Chapter 62 to be performed by the executive director.</p>				

Areas of strengths and accomplishment:

Areas identified for improvement and/or performance goals:

<u>Investigative</u> 1. Trains and coordinates staff in investigative techniques used in the research of discriminatory practices in assigned areas;				
2. Analyzes case law, records and case files to determine case investigations;				
3. Reviews and acts on investigation process and ensures the laws are enforced; and				

Areas of strengths and accomplishment:

Areas identified for improvement and/or performance goals:

<p><u>Personnel</u> 1. Supervise and manage the staff of the commission;</p>				
<p>2. Designs and implements and maintains an on-going training program for all staff and Commissioners with emphasis on the Commission's mandate as stated in Municipal Code, Chapter 62, the Mission Statement, the Rules and Regulations, policies and procedures, strategic plan and the role of the Commissioners and importance of each commissioner's participation and attendance;</p>				
<p>3. Plans and directs research and training relating to all areas of human relations, human/civil rights law and current trends in social action; and</p>				
<p>4. Participates in various aspects of personnel administration with the City departments, including hiring, termination, grievance procedures and coordinate employee training.</p>				

Areas of strengths and accomplishment:

Areas identified for improvement and/or performance goals:

Review of Annual Goal Achievement and Achievement of the Strategic Plan

Director is to evaluate the achievement of his/her annual goals as well as the goals of the strategic plan providing specific data, documentation, or information on the degree to which each goal was achieved.

Evaluator:

What are the key strong points the employee provides to the City and how have they been evidenced?

Overall Rating:

Substandard	Standard	Exemplary
1	2	3

Rated by: _____ Title _____

Completed on: _____ Reviewed by: _____ Title: _____

I have been presented this review on _____

Employee: _____ Title: _____

Employee Comments:

City of Des Moines Senior Human Relations Specialist Performance Appraisal

This form is to be used for the annual performance evaluation of the Senior Human Relations Specialist. Each rating area needs to be reviewed and comments made. Comments are to be supported by specific examples of the work performance noted. The purpose of this performance appraisal is to convey to employees areas where they are excelling and areas where further development may be necessary.

The performance appraisal process for the Senior Human Relations Specialist consists of the following steps:

1. Self-appraisal by the Senior Human Relations Specialist using this form. That appraisal is shared with the Director of the Human Rights Commission.
2. Appraisal of the Senior Human Relations Specialist by the Senior Human Rights Director using this form.
3. The appraisals completed by the Senior Human Rights Specialist and the Director are forwarded to the Director of Human Resources Department.
4. Space is provided for the Senior Human Resource Specialist to write his/her comments on the form at the end of the appraisal process.

Instructions for completing ratings:

1. To indicate the rating for a factor use a "X" in the box of the appropriate column.
2. Specific and factual statements must be written under the comments section for Substandard or Exemplary ratings.
3. Vague and general statements such as "unsatisfactory in quality of work" are not acceptable.
4. The form must be signed by the employee, the supervisor, and the reviewing authority.
5. Original copy of this report, signed and dated by the employee, is to be filed at the Human Resources Department

City of Des Moines Senior Human Relations Specialist Performance Appraisal

Name _____ Date _____

Classification: _____ Department _____ Review Period _____

Ratings:

Exemplary: The employee consistently exceeds expectations of performance. This level is rare and is clearly noticeable by others.

Standard: The employee consistently meets and occasionally, to frequently, exceeds performance expectations. This level describes the vast majority of City of Des Moines employees.

Substandard: The employee frequently fails to meet performance expectations. Employees in this category will be placed on a performance correction plan. Improved performance must occur in the subsequent rating period for continued employment.

Not evaluated: This area or responsibility was not evaluated in this review period.

E X E M P L A R Y	S T A N D A R D	S U B S T A N D A R D	N O T E V A L U A T E D
<u>Distinguishing Features of the Class</u>			
Under general administrative direction to plan, coordinate and implement civil rights investigative activities for the prevention and elimination of discrimination, and to perform related work as required			
Areas of strengths and accomplishment:			
Areas identified for improvement and/or performance goals:			

<u>JOB RESPONSIBILITIES – ESSENTIAL WORK:</u>				
1) Develops, implements, and evaluates the Case Management System by conducting effective, complete, and neutral fact-finding investigation.				
2) Assists in the development and presentation of educational and training programs designed to aid in the prevention and elimination of discrimination in public and private sectors.				
3) Conducts fact-finding hearing services for complainants and respondents, assisting in conciliation, problem resolution, and meeting compliance with Equal Opportunity and Affirmative Action legislation, regulations and judicial decisions.				
4) Conducts intake and interviews alleging discriminatory practices.				
5) Establish and maintain effective working relationships with fellow employees, officials and the public.				
6) Prepare and maintain accurate, well-organized and effective records, statements and reports.				
7) Maintain and exhibit discretion and integrity at all times when handling confidential information.				
8) Understand and follow federal, state and municipal law pertaining to Equal Opportunity.				
9) Use data and current demographics in determining focus of work.				

10) Makes referrals to other appropriate agencies based on the specifics of particular cases.

11) Set annual measurable goals aligned with Mission and strategic plan.

12) Serves as senior staff member in the absence of the Human Rights Director.

13) Performs other related work as assigned

Areas of strengths and accomplishment:

Areas identified for improvement and/or performance goals:

Demonstrates Required Knowledge & Skills

1) Knowledge of municipal, state, and federal laws, ordinances, regulations and guidelines relating to civil rights, equal opportunity and affirmative action.

2) Knowledge of the origins, causes and effects of discrimination as defined by law.

3) Knowledge of principles of sociology and psychology.

4) Knowledge of the principles of business and public administration.

5) Uses and interprets statistics, research methods and analysis.				
6) Conducts investigative interviews to secure complete and accurate information relating to illegal discrimination.				
7) Conducts investigative and independent research for survey purposes and reports.				
8) Researches and documents complaints of discrimination.				
9) Utilizes basic legal terminology.				
10) Effectively organizes work schedules, meetings and appointments.				

--	--	--	--	--

11) Effectively presents facts, ideas and recommendations orally and in writing

12) Utilizes the skills and techniques involved in the art of negotiation and mediation.

13) Leads discussion groups and to motivate them to cohesive action.

14) Participates in various aspects of personnel administration with the City departments, including hiring, termination, grievance procedures and coordinate employee training.

Areas of strengths and accomplishment:

Areas identified for improvement and/or performance goals:

Review of Annual Goal Achievement and Achievement of the Strategic Plan

Director is to evaluate the achievement of his/her annual goals as well as the goals of the strategic plan providing specific data, documentation, or information on the degree to which each goal was achieved.

Evaluator:

What are the key strong points the employee provides to the City and how have they been evidenced?

Overall Rating:

Substandard 1	Standard 2	Exemplary 3
------------------	---------------	----------------

Rated by: _____ Title _____

Completed on: _____ Reviewed by: _____ Title: _____

I have been presented this review on _____

Employee: _____ Title: _____

Employee Comments:

City of Des Moines Human Relations Specialist Performance Appraisal

This form is to be used for the annual performance evaluation of the Human Relations Specialist. Each rating area needs to be reviewed and comments made. Comments are to be supported by specific examples of the work performance noted. The purpose of this performance appraisal is to convey to employees areas where they are excelling and areas where further development may be necessary.

The performance appraisal process for the Human Relations Specialist consists of the following steps:

1. Self-appraisal by the Human Relations Specialist using this form. That appraisal is shared with the Director of the Human Rights Commission.
2. Appraisal of the Human Relations Specialist by the Human Rights Director using this form.
3. The appraisals completed by the Human Rights Specialist and the Director are forwarded to the Director of Human Resources Department.
4. Space is provided for the Human Resource Specialist to write his/her comments on the form at the end of the appraisal process.

Instructions for completing ratings:

1. To indicate the rating for a factor use a "X" in the box of the appropriate column.
2. Specific and factual statements must be written under the comments section for Substandard or Exemplary ratings.
3. Vague and general statements such as "unsatisfactory in quality of work" are not acceptable.
4. The form must be signed by the employee, the supervisor, and the reviewing authority.
5. Original copy of this report, signed and dated by the employee, is to be filed at the Human Resources Department

City of Des Moines Human Relations Specialist Performance Appraisal

Name _____ Date _____

Classification: _____ Department _____ Review Period _____

Ratings:

Exemplary: The employee consistently exceeds expectations of performance. This level is rare and is clearly noticeable by others.

Standard: The employee consistently meets and occasionally, to frequently, exceeds performance expectations. This level describes the vast majority of City of Des Moines employees.

Substandard: The employee frequently fails to meet performance expectations. Employees in this category will be placed on a performance correction plan. Improved performance must occur in the subsequent rating period for continued employment.

Not evaluated: This area or responsibility was not evaluated in this review period.

E X E M P L A R Y	S T A N D A R D	S U B S T A N D A R D	N O T E V A L U A T E D
---	--------------------------------------	---	--

Distinguishing Features of the Class

The Human Relations Specialist delivers human relations services to the citizens of Des Moines that promote responsible and effective education, public relations, conciliatory, and administrative work regarding equal opportunity in fair housing, equal employment opportunity, public accommodations and municipal services.

Areas of strengths and accomplishment:

Areas identified for improvement and/or performance goals:

<u>JOB RESPONSIBILITIES – ESSENTIAL WORK:</u>				
<p>1) Education Plan Administrator. Education plan to include providing community access to updated resources making it easier for the community to understand discrimination and diversity information without a bureaucracy preventing them from that education. The education plan to include a marketing plan as well. A calendar of events and deadlines to be included. It will also include a plan to provide a safe environment for discussion of topics pertaining to discrimination and diversity in our community. This comprehensive plan to be developed by the Human Rights Commissioners and staff working together. The Human Relations Specialist to be the administrator of that joint plan.</p>				
<p>2) Develops and implements large and small community educational and outreach events pertaining to the principles of equal opportunity, fair housing and fair employment practices, and presents such programs to community organizations, employers and the general public as appropriate.</p>				
<p>3) Prepares formal and informal research reports for the Human Rights Commission and other government agencies on a quarterly and annual basis on the extent of discrimination in housing, employment, public accommodations and other areas of community involvement.</p>				
<p>4) Develops educational programs and produces them in multiple language formats.</p>				

5) Conducts investigations of formal complaints of discrimination; interviews complainants; respondents and witnesses, researches principals and controlling precedents and recommends disposition of complaints as assigned.				
6) Teaching the techniques of conciliation and persuasion to achieve mutually satisfactory solutions to human relations and discrimination concerns.				
7) Prepares and publishes bulletins, newsletters and professional papers pertaining to civil and human rights.				
8) Utilize technology and social media to advance educational and event information and initiate public comment in the community.				
9) Researches and writes grant applications.				
10) Assume other duties as assigned by the Director.				
Areas of strengths and accomplishment:				
Areas identified for improvement and/or performance goals:				

<u>Demonstrates Required Knowledge & Skills</u>				
1) Knowledge of municipal, state, and federal laws, ordinances, regulations and guidelines relating to civil rights, equal opportunity and affirmative action.				
2) Knowledge of the origins, causes and effects of discrimination as defined by law.				
3) Knowledge of principles of sociology and psychology.				
4) Knowledge of the principles of business and public administration.				
5) Uses and interprets statistics, research methods and analysis.				
6) Conducts investigative interviews to secure complete and accurate information relating to illegal discrimination.				
7) Conducts investigative and independent research for survey purposes and reports.				
8) Researches and documents complaints of discrimination.				
9) Utilizes basic legal terminology.				
10) Effectively organizes work schedules, meetings and appointments.				

11) Effectively presents facts, ideas and recommendations orally and in writing				
12) Utilizes the skills and techniques involved in the art of negotiation and mediation.				
13) Leads discussion groups and to motivate them to cohesive action.				
14) Participates in various aspects of personnel administration with the City departments, including hiring, termination, grievance procedures and coordinate employee training.				
<p>Areas of strengths and accomplishment:</p> <p>Areas identified for improvement and/or performance goals:</p>				

Review of Annual Goal Achievement and Achievement of the Strategic Plan

Director is to evaluate the achievement of his/her annual goals as well as the goals of the strategic plan providing specific data, documentation, or information on the degree to which each goal was achieved.

Evaluator:

What are the key strong points the employee provides to the City and how have they been evidenced?

Overall Rating:

Substandard
1

Standard
2

Exemplary
3

Rated by: _____ Title: _____

Completed on: _____ Reviewed by: _____ Title: _____

I have been presented this review on _____

Employee: _____ Title: _____

Employee Comments:

Human Rights Commissioner's Role

The role and responsibilities of the Human Rights Commissioners are clearly detailed in three documents. They do not need to be re-formatted as a "Job Description" for this report:

Iowa Statue Chapter 216.19 Civil Rights Commission
Des Moines City Ordinance Article II Sec. 62.41; 62-42, Commission
Rules and Regulations Des Moines Human Rights Commission, Revised February 20, 2006

Each of the above documents should be part of the new Commissioner orientation as well as annually reviewed by all Commissioners.

Commissioners

Human Rights Commissioners

Michael Bowers, Chair
Gabe Carnes, Secretary
Peggy Dandy
Dan Garcia
Margo Jones
Tina Manbeck, Vice Chair
Nancy Trotter

Human Rights Department

Rudy Simms, Director
Vern Ostrander, Senior Human
Relations Specialist
Michel Johnson, Human
Relations Specialist

The HRC Director and RDC drafted a statement of conduct for conducting Commission meetings. They are guidelines typically found in organizations to facilitate smooth dialogue at meetings. Commissioners and staff present modified the draft and approved the following statement:

Learning to Work Together for Betterment of Human Relations w/in Community

- All new members attend an orientation
 - to understand work & Mission of HRC
 - to understand roles of Commissioners & staff (administration & management)
 - to understand policies and procedures
- Commissioners go through Executive Director to make requests of staff.
- Commissioners request information (questions) prior to meetings to ensure staff is prepared to respond with accurate information.
- Commissioner requests are to be acted upon by staff.
- Focus on issues without personal comments or attacks.
- Establish standard time for Executive Committee to meet at least seven days prior to Commission meetings.
- Respect others values, issues and concerns.
- Practice good time management at meetings.

Adopted by Des Moines Human Rights Commission
December 5, 2013

**Friends of Greater Des Moines Human Rights, Inc.
a 501(c)(3) organization**

The Friends of Greater Des Moines Human Rights, Inc. (Friends) is a corporation organized under the Iowa Nonprofit Corporation Act, Chapter 501(c)(3). Friends received its letter from the Internal Revenue Service approving its tax exempt status on May 17, 2007. The Iowa Secretary of State filed the Friends Articles of Incorporation on December 5, 2006. RDC met with the previous president of Friends as well as with the current president.

Friends Mission:

- A. Provide financial and support for charitable & educational activities of the Des Moines HRC and similar agencies in the Greater Des Moines area.
- B. Attract financial support for benefit of programs & Projects of the HRC
- C. Engage in activities supporting above goals.

Volunteer Board Members and Officers of the Friends of Greater Des Moines Human Rights, Inc.:

- Jerry Tormey – President (Urbandale)
- Kim Cheeks – Vice President
- David Drake - Secretary
- Veola Perry – Treasurer
- Ruth Ann Gaines – Legislative Liaison
- Gloria Cano
- Val Weaver
- Bunell Edwards (West Des Moines)

The Friends group co-sponsors the Human Rights Day in December and a symposium in March (during Spring Break). It was not totally clear if Friends or if the Human Rights Commission is the lead in planning these two events. Friends' current president is seeking ways to collaborate with communities in the suburbs.

A copy of Friends' Internal Revenue Service letter granting tax exemption from Federal income tax and a copy of Friends' By-laws filed with the Secretary of State of the State of Iowa follow. No information regarding the group's finances was made available.

INTERNAL REVENUE SERVICE
P. O. BOX 2508
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: **MAY 17 2007**

GREATER DES MOINES FRIENDS OF HUMAN
RIGHTS INC
C/O RUTH ANNE GAINES
602 ROBERT D RAY DR 2ND FLR
DES MOINES, IA 50309

Employer Identification Number:
36-4598431
DLN:
17053047009007
Contact Person:
HERLEAN C YOUNCE ID# 31473
Contact Telephone Number:
(877) 829-5500
Accounting Period Ending:
May 31
Public Charity Status:
170(b)(1)(A)(vi)
Form 990 Required:
Yes
Effective Date of Exemption:
December 6, 2006
Contribution Deductibility:
Yes
Advance Ruling Ending Date:
May 31, 2011

Dear Applicant:

We are pleased to inform you that upon review of your application for tax exempt status we have determined that you are exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code. Contributions to you are deductible under section 170 of the Code. You are also qualified to receive tax deductible bequests, devises, transfers or gifts under section 2055, 2106 or 2522 of the Code. Because this letter could help resolve any questions regarding your exempt status, you should keep it in your permanent records.

Organizations exempt under section 501(c)(3) of the Code are further classified as either public charities or private foundations. During your advance ruling period, you will be treated as a public charity. Your advance ruling period begins with the effective date of your exemption and ends with advance ruling ending date shown in the heading of the letter.

Shortly before the end of your advance ruling period, we will send you Form 8734, Support Schedule for Advance Ruling Period. You will have 90 days after the end of your advance ruling period to return the completed form. We will then notify you, in writing, about your public charity status.

Please see enclosed Information for Exempt Organizations Under Section 501(c)(3) for some helpful information about your responsibilities as an exempt organization.

If you distribute funds to other organizations, your records must show whether they are exempt under section 501(c)(3). In cases where the recipient organization is not exempt under section 501(c)(3), you must have evidence the

Letter 1045 (DO/CG)

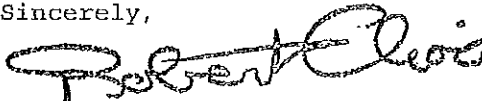
-2-

GREATER DES MOINES FRIENDS OF HUMAN

funds will be used for section 501(c)(3) purposes.

If you distribute funds to individuals, you should keep case histories showing the recipient's name and address; the purpose of the award; the manner of selection; and the relationship of the recipient to any of your officers, directors, trustees, members, or major contributors.

Sincerely,

A handwritten signature in black ink that reads "Robert Choi". The signature is written in a cursive style with a large, looped initial "R".

Robert Choi
Director, Exempt Organizations
Rulings and Agreements

Enclosures: Information for Organizations Exempt Under Section 501(c)(3)
Statute Extension
Statute Extension

FRIENDS OF GREATER DES MOINES HUMAN RIGHTS, INC

\$20.00 103

TO: THE SECRETARY OF STATE
OF THE STATE OF IOWA:

1122

The undersigned incorporator(s) of a corporation organized under the Iowa Nonprofit Corporation Act, Chapter 504, Code of Iowa, 2005, does hereby adopt the following Articles of Incorporation for such corporation.

515914

ARTICLE ONE

The name of the corporation shall be Friends of Greater Des Moines Human Rights, INC

ARTICLE TWO

The period of its duration is perpetual.

ARTICLE THREE

The corporation is organized for exclusively charitable purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code, as amended, exclusively to: (a) provide financial and other support for the charitable and educational activities of the Des Moines Human Rights Commission, an administrative agency in the City of Des Moines, State of Iowa and similarly appointed or organized agencies in the Greater Des Moines area; (b) attract and solicit substantial financial support from the public and to receive contributions and grants, and to hold, invest, and manage such financial support for the benefit of programs and projects of the Human Rights Commissions or other groups around the Greater Des Moines area who share the same goal of promoting Civil Rights; and (c) engage in any other lawful activities for which a nonprofit corporation may be organized under the Iowa Nonprofit Corporation Act and which are incidental to the foregoing purposes.

ARTICLE FOUR

The address of its initial registered office in the State of Iowa is Friends of Greater Des Moines Human Rights, C/O Des Moines Human Rights Commission, 602 Robert D. Ray Drive, 2nd Floor, Des Moines, IA 50309. THE REGISTERED AGENT IS RUTH ANN GAINES.

ARTICLE FIVE

- A. The number of directors constituting the initial Board of Directors is seven (7), which number may be changed by the Bylaws. Unless otherwise required by law or in there Articles or the Bylaws, voting rights with respect to this Corporation shall be vested exclusively in the members of the Board of Directors.

ARTICLE SIX

The names and addresses of each incorporator and initial directors are:

NAME

ADDRESS

Lisa Dlouhy

3031 Grand Avenue, Unit 216

Des Moines, Iowa 50312

ARTICLE SEVEN

Every person who is or has been a director or officer of this corporation, or any person who may have served at its request as a director or officer of another corporation, whether nonprofit or for profit, shall be indemnified and held harmless by this corporation from and against expenses actually and reasonably incurred by her or him in connection with the defense of any action, suit or proceeding, civil or criminal, in which he or she is made a party by reason of being or having been such director or officer, except in relation to matters as to which he or she shall be adjudged in such action, suit or proceeding to be liable for negligence or misconduct in the performance of duty. The bylaws of the corporation may contain other indemnity provisions.

ARTICLE EIGHT

The members of this Corporation shall be those persons who serve on the Corporation's Board of Directors. A person shall cease to be a member when the person is no longer a member of the Board of Directors.

ARTICLE NINE

No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to its members, trustees, or officers. The corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article Three hereof. No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of any candidate for public office. Notwithstanding any other provision of these articles, the corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code of 1986 (or the corresponding provisions of any future United States Internal Revenue Code) or (b) by a corporation, contributions to which are deductible under Section 170(c)(2) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Code).

ARTICLE TEN

Upon the dissolution of the corporation, the Board of Directors shall, after paying or making provision for the payment of all the liabilities of the corporation, distribute all of the assets of the corporation to the Des Moines Human Rights Commission, if it's then in existence and if it is then an exempt organization under Section 501(c)(3) which devotes a substantial amount of its times and resources to preserve and advance the civil rights of Greater Des Moines citizens, or if the Board of Directors determines that no such suitable organization exists, then such other organization or organizations organized and operated exclusively for charitable, educational, or scientific purposes as shall at the time qualify as an exempt organization or organizations under Section 501(c)(3) of the

such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purpose.

ARTICLE ELEVEN

The private property of all directors and officers of this corporation shall be exempt from liability from any and all debts, obligations and liabilities for the corporation.

ARTICLE TWELVE

These Articles of Incorporation may only be amended upon a two-thirds (2/3rds) vote of the Corporation's members.

ARTICLE THIRTEEN

The corporation shall not have a corporate seal.

ARTICLE FOURTEEN

The corporation shall have no capital stock and shall issue no capital stock.

STATE OF IOWA)
) ss:
POLK COUNTY)

On this 5th day of December, 2006, before me, the undersigned, a Notary Public in and for the State of Iowa, County of Polk, all of the signors below, personally appeared before me and did show proof of identification were the following incorporators of Greater Des Moines Friends of Human Rights.

Peggy Dandy

Lisa Dlouhy

Ruth Ann Gaines

Peggy Dandy
Lisa Dlouhy
Ruth Ann Gaines

Notary Public in and for said State of Iowa.

Dated this 5th day of December, 2006

Rudolph Simms Jr.
Notary Public



Seal of Notary Public

FILED
IOWA
SECRETARY OF STATE

12-6-2006
9:59 AM
MIRNOA12

such organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purpose.

ARTICLE ELEVEN

The private property of all directors and officers of this corporation shall be exempt from liability from any and all debts, obligations and liabilities for the corporation.

ARTICLE TWELVE

These Articles of Incorporation may only be amended upon a two-thirds (2/3rds) vote of the Corporation's members.

ARTICLE THIRTEEN

The corporation shall not have a corporate seal.

ARTICLE FOURTEEN

The corporation shall have no capital stock and shall issue no capital stock.

STATE OF IOWA)
) ss:
POLK COUNTY)

On this 5th day of December, 2006, before me, the undersigned, a Notary Public in and for the State of Iowa, County of Polk, all of the signors below, personally appeared before me and did show proof of identification were the following incorporators of Greater Des Moines Friends of Human Rights.

Peggy Dandy

Lisa Dlouhy

Ruth Ann Gaines

Peggy Dandy
Lisa Dlouhy
Ruth Ann Gaines

Notary Public in and for said State of Iowa.

Dated this 5th day of December, 2006

Rudolph Simmons, Jr.

Seal of Notary Public

FILED
IOWA
SECRETARY OF STATE
12-6-2006
9:59 AM
IWR0011R



RDC Consultants

Resource Development Consultants (RDC) provides support to nonprofits and organizations in the areas of strategic planning, board capacity building, fundraising, organizational development, and executive searches. In addition, RDC provides services in capital management and community design. Among its clients are: World Food Prize, Ruan Corporation, Blank Park Zoo, Central Iowa Shelter & Services, Des Moines Art Center, Greater Des Moines Public Art Foundation, City of Cedar Rapids, Easter Seals Iowa, Homestead, and Waypoint, Cedar Rapids.

Matt McCoy

Matt McCoy, founder of Resource Development Consultants, has an extensive background in business, fundraising, real estate, capital management and government/public policy. Matt's diverse professional experience includes serving as vice-president of community development for the Downtown Des Moines Community Alliance and holding numerous senior management positions in human resources for a Fortune 500 company. Matt presently serves as an Iowa State Senator and chairs several key Senate committees. He has served in the Iowa Legislature for nearly twenty years and has received recognition and numerous awards for his continuous commitment to public service. Through his efforts, Des Moines has seen positive economic development, growth and improvement. Matt is an alumnus of the Des Moines Leadership Institute and was in the City's first "40-under-40" class to be recognized as an up and coming leader in the Des Moines Metro area. He was also named by his national political party as one of the 100 up-and-coming young-elected officials. Active in community activities, he serves on various governmental, non-profit and civic boards. Matt is a graduate of Briar Cliff College

Jim Ferguson, Ph.D.

Jim Ferguson has extensive experience in training, grant writing, and working with boards in the public and non-profit sectors. His background includes real estate management, school administration, and college teaching. One school where he was principal was among the first in the United States to be recognized by the President as one of the most exemplary in the nation. Jim, a frequent conference presenter at the regional, state and national levels, is a published author in numerous periodicals. He is active in community affairs and has served on several non-profit boards. He completed his undergraduate degree at the University of Northern Iowa, and his master's and doctorate degrees at The University of Iowa.

Appendix

CHAPTER 216
CIVIL RIGHTS COMMISSION

216.19 Local laws implementing this chapter.

1. All cities shall, to the extent possible, protect the rights of the citizens of this state secured by the Iowa civil rights Act. Nothing in this chapter shall be construed as indicating any of the following:

a. An intent on the part of the general assembly to occupy the field in which this chapter operates to the exclusion of local laws not inconsistent with this chapter that deal with the same subject matter.

b. An intent to prohibit an agency or commission of local government having as its purpose the investigation and resolution of violations of this chapter from developing procedures and remedies necessary to insure the protection of rights secured by this chapter.

c. Limiting a city or local government from enacting any ordinance or other law which prohibits broader or different categories of unfair or discriminatory practices.

2. A city with a population of twenty-nine thousand, or greater, shall maintain an independent local civil rights agency or commission consistent with commission rules adopted pursuant to chapter 17A. An agency or commission for which a staff is provided shall have control over such staff. A city required to maintain a local civil rights agency or commission shall structure and adequately fund the agency or commission in order to effect cooperative undertakings with the Iowa civil rights commission and to aid in effectuating the purposes of this chapter.

Corporate Fund Nonprofit Board Self-Assessment Questionnaire

At the beginning of the project, a self-assessment questionnaire was given to each Commissioner. The instrument administered was the “Corporate Fund Nonprofit Board Self-Assessment Questionnaire”. Commissioners completed their survey independently away from the meetings and returned completed forms to the facilitators. All Commissioners returned a completed questionnaire. The one exception was a new Commissioner who had just joined the Commission.

The questionnaire is intended to assist boards in assessing their management of its role on behalf of the organization. It also provided needed data for strategic planning and building the capacity of the Commission. There were 12 sections on the questionnaire dealing with areas of nonprofit board operations –roles, planning, structure, committees, etc.

Commissioners took this survey at the very beginning of the strategic planning process – before any work was done in any area. The following is a sampling of the results which clearly evidenced the need for strategic planning and capacity building.

The body of the questionnaire had twelve sections, each with five or six individual questions. The sections were:

1. Board-Staff Roles
2. Policy-Making Practices
3. Planning Practices
4. Fiscal Management Practices
5. Fund Raising Practices
6. Board Structure and Practices
7. Board Committees
8. Board Meetings
9. Board Membership and Orientation
10. Board-Executive Relationship
11. Monitoring and Evaluation Practices and
12. External Relations Practices.

The six response categories were collapsed into three, recognizing the small universe of respondents. The three mutually exclusive categories of response were: ***agree, disagree and don't know/not applicable.***

Questions and Responses

In (1) **Board-Staff Roles** there was majority *agreement* with the statements that:

- And that Board members seldom assumed responsibilities of the staff.
- The roles and responsibilities of Board and staff are clearly defined and separate,

Areas of majority **disagreement** were that:

- The Board takes primary responsibility for setting the organization's policies; and
- That when a problem or conflict arises between the Board and staff that there was quick and effective movement to resolve it.

The item divided between *agree* and **disagree** concerned whether the board delegates the organization's chief executive sufficient authority to lead and carry out the mission.

In (2) **Policy-Making Practices** for all items, board members **disagreed** in a majority.

Respondents had majority **disagreement** with three items:

- If a new policy is needed it is clearly presented and discussed by the Board,
- Our organization's policies are effectively communicated to all Board members,
- The Board reviews policies at least annually and updates them as needed.

Two areas where **disagreement** prevailed but both other response were noted were:

- The full Board approves all new organizational policies before implementation,
- Policies exist for key areas such as finance, personnel, safety, and ethics, and all functions unique to our organization's work.

In (3) **Planning Practices** all items had two categories of responses but a majority of **disagreement** with:

- Mission and purpose clearly understood and accepted by Board,
- Board consensus reached on 3 to 5 year vision,
- Strategic plan is collaboratively reviewed and updated at least each two years,
- Staff develop and carry out annual plans from approved strategic plan, and
- Board is well-briefed on annual plans developed by staff.

(4) **Fiscal Management Practices** items showed very mixed responses. Complete **disagreement** was noted for:

- The fiscal status of our organization is regularly reviewed and needed board actions are taken thoughtfully but quickly.

Majority **disagreement** was shown in:

- The annual budget is fully discussed by the board prior to its approval, and
- Board leadership takes steps to ensure that fiscal reports are thoroughly understood by board members.

Two final items showed all three response categories:

- Annual report of the independent auditor is reviewed and needed action taken in timely manner, and

- Board members are well-aware of their legal responsibilities for the organization's fiscal management.

In (5) **Fund Raising Practices** respondents completely **disagreed** with four items:

- Fund raising needs and strategies are understood by the board,
- Board members play an active role in fund raising,
- Board periodically engages in long-range fiscal planning to ensure resources over time,
- Capital fund raising needs are reviewed by the board and action taken as necessary.

There was slightly more **disagreement** than **don't know/not applicable** to:

- Board has a clear policy on individual board members responsibility to raise funds.

On (6) **Board Structure and Practices** (*) respondents completely **agreed** that:

- Members' terms on the board are about the right length.

There was majority **agreement** on:

- Our board's size is about right, and
- Board members have a working knowledge of the organization's by-laws.

There was **disagreement** on:

- Our board's structure allows us to get our work done well and in a timely manner,
- The board's standing committees streamline our work process and increase effectiveness.

The (7) **Board Committees** section showed mixed responses to each item with many **don't know/not applicable** answers. The majority of **don't know/not applicable** were shown for three items:

- Any standing committee I serve on completes its tasks in an effective and timely way,
- Most board members actively participate in standing committee activities, and
- Each standing committee establishes goals and plans at the beginning of the fiscal year.

Majority **agree** responses were seen for:

- Task and standing committee assignments generally reflect the interests and expertise of individual board members,
- I serve on at least one standing board committee, and
- Any standing committee I serve on reports to the full board at least quarterly.

In the (8) **Board Meetings** section there was complete **agreement** on three items:

- Our board's meeting schedule has the right number and length of meetings,
- Agenda and supporting written material are usually given out in advance of meetings,
- Board leaders and standing committee members generally contribute items to meeting agenda.

There was majority **agreement** to Board meeting are generally well-run and make good use of members' time.

There were responses across all categories with a majority **disagreeing** with:

- Our board tends to brainstorm and identify creative approaches to problems, and
- Our board thoroughly examines the pros and cons of all major decisions.

(9) Board Membership and Orientation had one item of complete *agreement*:

- Areas of expertise, skills, and other factors we need to be an effective board for this organization are adequately represented among current board members.

There was complete disagreement with:

- Our board and staff inform new board members about responsibilities and important organizational information through a structured new member orientation program.

There was a majority of don't know/not applicable responses to three items:

- Our board successfully identifies the expertise, skills, and other contributions we need from potential new board members to maintain or increase our effectiveness,
- We actively recruit new board members based on identified needs, and
- When seeking members for the board, we use a wide variety of referral sources within the communities we serve.

(10) Board-Executive Relationship showed majority disagreement with four items:

- The board has approved a written job description that clearly spells out the chief executive's responsibilities and authority,
- The chief executive's performance is formally assessed at least annually based on objectives established at the beginning of the fiscal year,
- The chief executive receives ongoing feedback regarding job performance in addition to any formal assessments, and
- Board members provide the necessary support that allows the chief executive to carry out the role successfully.

(11) Monitoring and Evaluation Practices had complete disagreement with three items:

- We periodically review with the chief executive the possibilities of adding new programs and services, and modifying or discontinuing current programs and services,
- We annually assess our individual members' satisfaction with their participation on the board, and
- We regularly evaluate the effectiveness of our board meetings.

There was majority disagreement with three items:

- Board members are adequately knowledgeable about the organization's programs and services,
- Our board keeps itself informed of our organization's performance against predetermined plans and goals, and
- The effectiveness of our board and committee structure is assessed at least every 2-3 years.

(10) Board-Executive Relationship showed majority disagreement with four items:

- The board has approved a written job description that clearly spells out the chief executive's responsibilities and authority,
- The chief executive's performance is formally assessed at least annually based on objectives established at the beginning of the fiscal year,
- The chief executive receives ongoing feedback regarding job performance in addition to any formal assessments, and
- Board members provide the necessary support that allows the chief executive to carry out the role successfully.

(*) When a respondent included more than one response to an item, the individual's responses to that item were not included in the tally.

OBSERVATION:

The overall functioning of the board and organization appears to lack in areas of joint understanding of roles, structures and functions which could be enhanced by review and updating of by-laws, clarification of expectations, roles, and systematic written evaluations against a clear mission and strategic plan on an ongoing basis.

Data from the above self-assessment was used in determining needs of the Commission. Prior to beginning the Strategic Plan, Commissioners and staff were asked to identify the strengths of the Human Rights Commission (Commission and Department) and areas of needed improvement. Input from City officials, voiced at a meeting of the Commission, was included in the listings. Commissioners and staff lists were submitted and compiled. Ranking of the strengths and of the most critical needs then occurred. Strategies were designed to meet the needs with the strengths identified. These lists follow.

Working in small groups, goals, strategies, and tactics were drafted. RDC took this data, along with a review of all data created, and drafted the Strategic Plan. Commissioners and staff spent four hours reviewing and modifying the final plan.

HRC Strengths Identified by Commissioners

1. Staff
2. Commission leadership and respect for each other
3. Location
4. Camaraderie amongst staff
5. Human rights network
6. Staff, what they do and how they do it with little support
7. Everyone, commissioners and staff, desire to be unified moving forward.
8. Passionate Staff!
9. Passionate Commissioners!
10. The plethora of backgrounds and views of everyone involved with the Commission
11. Desire to strengthen ourselves where we are weak, individually and as a whole commission with some steps already being taken to remedy some issues.
12. Our belief collectively that we must remain relevant to our community!
13. The high activity level of the Commissioners.
14. The growing inclusive attitude of the Commission!
15. We are doing what is necessary to keep the Commission relevant and helpful to people in our city.
16. We have active committees among the Commissioners
17. We have prioritized our time to serve as the Commission needs.
18. We have leaders who are willing and trying to work together to fulfill their responsibilities to each other, the Commission, and the community according to city code and the needs of the people in our City.
19. We have all the Commissioner seats filled!
20. We have a staff that is willing to do whatever needs to be done if they are guided properly.
21. We have a City Council that is willing to listen to the opinions of the Commission before making major decisions about the future of the Commission.
22. We have energy!
23. We have Commissioners experienced with the local and state governments.
24. We have Commissioners with business experience.
25. We have commissioners with fundraising experience.
26. We have an Executive Director who is extremely respected in our community among many different ethnicities and neighborhoods!
27. We have a direct contract with an agency at the federal level – HUD.
28. We have the ability to communicate with other influential people at the federal government level.
29. We have a mayor and governor who are very interested in seeing successful human rights organizations under their authority.
30. A non-profit passionately supports our efforts – The Friends of the Des Moines Human Rights Commission.

31. We are placed in our community in a way where we have the unique opportunity to lead the human rights discussion locally and at the state and federal levels in a time when that discussion needs leadership.
32. Committed Commissioners working to effect change operationally in the department, grow staffing skills, re-focus resources, and be proactive change agents at the Commission level;
33. Staff's historical experiences and knowledge (which creates a weakness/opportunity as well)
34. Strengths:
 - experienced, long-termed employees;
 - some visibility in the community;
 - the annual symposium;
 - community-based; and
 - knowledge of local resources.

Strengths Identified by HRC Staff

1. Department leadership of Director
2. The experience and expertise of the staff.
3. Ability to focus on the work of the department
4. The staff is assigned to address essential work in the Municipal Code.
5. Investigation
6. Education/Outreach
7. The community collaboration with like organizations.
8. Government collaboration with other local commissions, The League of Human Rights Agencies, Federal Agencies (HUD, EEOC, USDOJ Community Relations Service, Greater Des Moines Friends and like organizations
9. Community partnerships in the work of the Human Rights Department over the past two years we have worked with over 80 community organizations and governmental agencies.
10. An engaged Commission

Areas for HRC Improvement Identified by Commissioners

1. Lack of adequate staff
2. Support from the City Council
3. Clear expectations for staff from Council and Commissioners
4. Increased visibility
5. Increased caseload
6. Meaningful statistics regarding case resolutions
7. Better PR, i.e., signage, brochures, advertising, outreach
8. City Council support
9. Volunteer program to increase community outreach
10. Quantifiable proof of need and effectiveness
11. We are weak in our respect for each other and our relationship building skills internally as a Commission. Whether it's the individual Commissioners toward each other, the Commissioners to the staff or the staff back towards the Commissioners. It is hypocritical to portray our concern for the people of this City when we are not respectful and concerned for those we are serving alongside.
12. A major weakness is the frustration and mistrust that is occurring between the staff and Commissioners and a general lack of encouragement of each other.
13. Communication problems. We have insufficient guidelines for communication from the staff to the Commission.
14. Problems with staff reporting to Executive Director, Executive Director reporting to the Commissioners, the Commissioners reporting to City Council annually.
15. Commissioners individually and as a whole communicating to the public.
16. Staff continues to try to add things such as staff while Commissioners continue to try and learn if hiring more staff members is actually warranted.
17. A lack of understanding and/or awareness at the Commissioners' level of the community organizations that share the values of the Commission and other resources that are available to assist the mission of the Commission limits the input Commissioners can offer and weakens accountability.
18. A lack of understanding how the Commissioners can be practically and consistently involved in the function of the Commission. Including keeping the staff accountable and encouraged.
19. No succession plans for any staff.
20. No direction
21. Staff
22. Commission
23. Marketing
24. Education
25. No plan
26. Communication with Commission
27. Iowa Civil Rights Commission
28. A disproportional negative emphasis is on the financial relationship between the State Commission and the local Commission as opposed to the lack of educational outreach and diversity promotion being performed by the local Commission.

29. The lack of invitation to faith-based organizations with differing cultural and political views to be involved in the discussion of human rights at such events as the Human Rights Symposium or Human Rights Day.
30. The lack of promoting to the city that the Commission is a safe place for everyone in our city and we will protect their right to be a part of the human rights discussion regardless of their faith, political views, ethnicity, gender and every other protected status without pressure to be silenced within the events organized and sponsored by the Commission.
31. Not that we are not a safe place, but that we are not PROMOTING that we are safe place. Not everyone in our community feels safe enough at our events or meetings to offer their reasonable opinions. We must protect the speakers at our events from even the audience trying to stop them from speaking if they are at a Commission event. We mustn't cater to sponsors at the expense of protecting someone's rights.
32. We are not working with businesses enough in a *positive* and *relational* way to offer resources and education about diversity and discrimination.
33. Change Department culture.
34. Define and Establish the Role of the Commission and the Department to make significant changes and improvement in the discriminatory activities in the City of Des Moines:
 - Strategic planning with assessment measures firmly in place;
 - Department reorganization; oversight move to the legal department at least for investigations;
 - Data acquisition, either with our own research or by using partners, in order to determine:
 - a. effective outreach and education efforts;
 - re-assess any and ALL activities and relationships of the Department and the Commission, and
 - b. focus efforts for the greatest benefit;
 - identify, establish, maintain and/or grow relationships with other like-minded agencies so as
 - c. to prevent overlap of work, or the community being underserved.

Areas for HRC Improvements Identified by Staff

1. Funding for two additional investigative staff and an administrative assistant
2. A better understanding of the appropriate work of a Human Rights Department
3. Communication with Commissioners, Council and Director
4. Understanding the roles of Council, Commissioners and Departmental Staff
5. Understanding the needs of a diverse community
6. Understanding the enforcement role of a local Commission and the impact on Community when combining enforcement with education. (CDBG) (AFFH)

Concerns of City Council Members

1. Get out into community, promote in community
2. Focused on housing, partnership with HUD
3. Education efforts
4. Marketing materials around community
5. Look at Code what are you suppose to be doing
6. Focus on education and community advocacy ,
7. Are you reporting to the right people?
8. More oversight needed.
9. Organizational structure
10. Why having issues with State?
11. Study of housing patterns
12. Broader reach
13. Get clear understanding of role for Commissioners to play in evaluation of executive director
14. What do we use as basis of evaluation?
15. Importance of data -- provide measurable outcomes
16. Does it make sense to have the investigative role at the State?
17. Don't want "same old"
18. Need significant changes
19. System in place is not effective
20. Have periodic reports and come back to us
21. The clearer you are in progress the more likely to get approval
22. Have evaluation matrix for Director and staff
23. Communication with Council -- regular reports