

# Results MINNEAPOLIS

Civil Rights  
June 11, 2014

# Table of Contents

<b>Civil Rights</b>	<b>Page</b>
Glossary	3
<b>Complaint Investigation Division</b>	
Discrimination in Minneapolis	7
<i>Resident Survey Measures</i>	8
<i>Case Inventory by Basis</i>	9
<i>Breakdown of Case Resolution</i>	9
<i>CID Backlog</i>	10
<b>Contract Compliance Division</b>	
Small and Underutilized Minority Owned Business Participation	13
<i>Construction Workforce Participation</i>	13
<i>Neighborhood Stabilization Program</i>	13
<b>Office of Police Conduct Review</b>	
Awareness Survey and Complaints	18
<i>Joint Supervisors Case Assessment and Resolution</i>	20
<i>Allegation Types by Precinct</i>	20
<i>Determinations Made from Coaching Cases</i>	21
<i>Review Panel Recommendations and Police Chief Decisions</i>	21
<b>Employment Equity Division</b>	
Percent of Employment and Unemployment, by Race	24
City of Minneapolis Workforce, by Race/Ethnicity	24
<i>Racial Composition of Urban Scholars Participants, by Percentage</i>	26
<i>Urban Scholars Projected Growth</i>	26
<i>Number of City Interns, by Race</i>	27

### Complaint Investigation Division

**Backlog** - A case in the Civil Rights complaint inventory for more than 270 days.

**Complainant** - A person for or on whose behalf a complaint alleging unlawful discrimination has been filed or issued.

**Conciliation** - An attempt to reach a satisfactory settlement after a probable cause determination.

**Discriminate or discrimination** - Includes any act, attempted act, policy or practice, which results in the unequal treatment, separation or segregation of or which otherwise adversely affects any person who is a member of a class protected by this title, and for purposes of discrimination based upon sex it includes sexual harassment.

**Dismissal** – A conclusion, after analysis of evidence, that an investigation should not be commenced or continued based on procedural reasons (statute of limitations and/or lack of jurisdiction) or because the case lacks merit).

**Hearing committee** - A committee of three (3) commissioners, one (1) of whom is a lawyer, that has been designated by the chairperson of the commission to hear a complaint after a determination of probable cause and referral by the director.

**Mediation** - A forum in which a neutral third party facilitates communication between parties to promote settlement. Mediation focuses more on finding solutions than on determining fault. The mediator does not impose a decision or his or her own views upon the parties but aids them in reaching a mutually acceptable agreement.

**No Probable Cause** – A finding, after an investigation, that there is insufficient evidence to show that discrimination occurred .

**Probable Cause** – A reasonable conclusion, after analysis of evidence, that discrimination occurred.

**Respondent** - A person against whom a complaint alleging unlawful discrimination has been filed or issued.

**Review committee** - A committee of three (3) commissioners, one (1) of whom is a lawyer, who have been designated by the chair person of the commission to review an appeal by a complainant from a determination of no probable cause by the director.

---

### Contract Compliance Division

**Minority-owned business enterprise ("MBE")** -- a business, including but not limited to, a sole proprietorship, corporation, partnership, association, groups of persons, organization, company, firm, limited liability company, joint venture, enterprise, or any other legal or commercial entity, or combination thereof, which enters into a contract with the city or the Park and Recreation Board:

- (a) That is a small business;
- (b) That has its principal place of business located within the marketplace at the time of bid opening or solicitation;
- (c) That is at least fifty-one (51) percent owned by one (1) or more minority persons;
- (d) That is an independent and continuing business for profit;
- (e) That performs a commercially useful function;
- (f) That is a socially and economically disadvantaged business; and
- (g) That has been accepted as certified by the director.

Additional Terms and Definition on Next Page...

**Contract Compliance Division (Continued)**

**Women-owned business enterprise ("WBE")** - a sole proprietorship, corporation, partnership, association, groups of persons, organization, company, firm, limited liability company, joint venture, enterprise, or any other legal or commercial entity, or combination thereof, which enters into a contract with the city:

- (a) That is a small business;
  - (b) That has its principal place of business located within the marketplace at the time of bid opening or solicitation;
  - (c) That is at least fifty-one (51) percent owned by one (1) or more women;
  - (d) That is an independent and continuing business for profit;
  - (e) That performs a commercially useful function;
  - (f) That is a socially and economically disadvantaged business; and
  - (g) That has been accepted as certified by the director. (2011-Or-020, § 1, 3-10-11)
- 

**Office of Police Conduct Review**

**Administrative Investigation** – OPCR - Investigation of a complaint that involves a formal statement by the focus officer, which will be completed within 120 days.

**Backlog** – Cases that have been in investigation for more than 120 days.

**Chief** – The Chief of Police for the City of Minneapolis.

**Coaching** – A review of an A-level complaint conducted by the focus officer's supervisor that may lead to an oral reprimand (coaching session) or additional training.

**Commission** – The Police Conduct Oversight Commission.

**Complainant** – The person(s) alleging misconduct by a sworn officer.

**Director, Office of Police Conduct Review** – The civilian joint supervisor of the Office.

**Dismissal for Lack of Jurisdiction** – A joint supervisor dismissal of a complaint that is not about a Minneapolis police officer, is against an unidentifiable officer, or a complaint that was filed over 270 days after the incident.

**Dismissal for No Basis** – A joint supervisor dismissal of an allegation without sufficient evidence to either prove or disprove the complaint.

**Joint Supervisors** – The director of the Office of Police Conduct Review and the commander of the Internal Affairs.

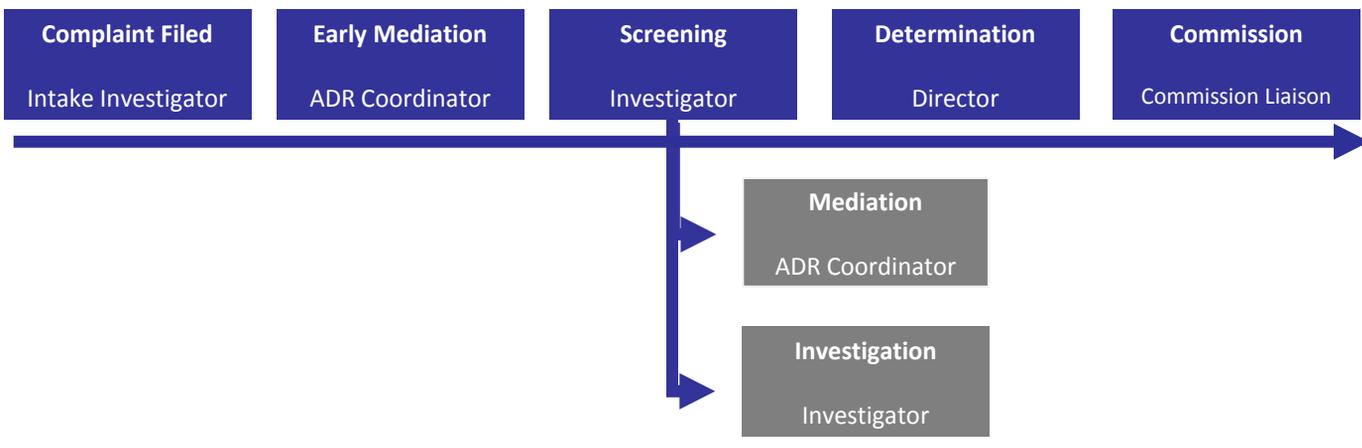
**Mediation** – A session where the complainant and target officer(s) attempt to resolve the complaint through discussion with a trained, neutral mediator.

**Police Conduct Review Panel** – A panel comprised of appointed civilian representatives and sworn members of the Minneapolis Police Department (rank of lieutenant or higher) that reviews cases and issues recommendations to the Chief on the merits of allegations.

**Preliminary Investigation** – Investigation of a complaint to determine if the complaint constitutes misconduct that does not involve participation by the target officer.

# **Complaint Investigation**

## Complaint Investigation Process



The Division investigates complaints of discrimination that have occurred in the City of Minneapolis within 365 days of the alleged incident. Intake is the beginning stage of the complaint filing process where the complainant provides a detailed account of the alleged discriminatory incident. Once the charge of discrimination (charge) is filed, parties have the option to participate in the Division's alternative dispute resolution program (mediation).

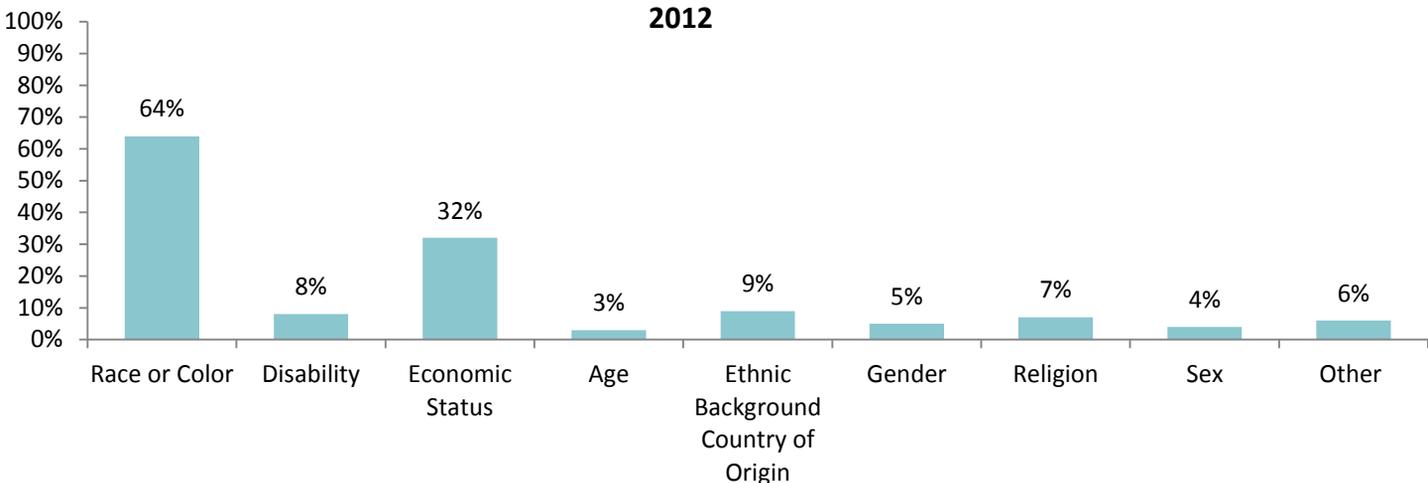
Mediation is a voluntary process and is available at any time during the complaint process; however, it is formally offered at two stages. In June of 2013, the Division fully implemented an early mediation program that allows parties to resolve their conflict prior to responding to a charge or submitting further documentation. As a result, cases can be resolved faster and avoid a more costly and lengthy investigation process. If a resolution is not reached at mediation, the case will continue through the Division's case filing process.

The respondent is obligated under the Minneapolis Civil Rights Ordinance (MCRO) to provide an answer to the charge of discrimination, which is known as a position statement. The complainant has an opportunity to provide a rebuttal statement in response to the position statement. The case is then forwarded to an investigator for screening.

Following the screening process, the case will be referred to investigation or mediation. Over the past two years, the mediation program has had an 86 percent success rate. If mediation is not successful, the case is forwarded to investigation. After an investigation is conducted, the Director determines whether there is "Probable Cause" or "No Probable Cause." The Director may also dismiss a case. Complainants then have the opportunity to file an appeal, which is forwarded to the Commission on Civil Rights (Commission).

The Commission assigns a review committee to assess "Dismissal" and "No Probable Cause" determinations issued by the Director. If the Director finds there is probable cause to believe discrimination has occurred and the matter has not been settled through conciliation, the case is referred to the Commission for a contested case hearing. During a contested case hearing, three commissioners are assigned to a hearing committee, one of whom must be an attorney. The commissioners hear the case as an administrative trial, make their findings, and determine the outcome of the case. The hearing committee has broad powers which include: the ability to award damages, punitive damages, attorney fees, and other relief. The Commission's orders may be appealed to the Minnesota Court of Appeals for review.

## Reason(s) Minneapolis Residents Report Being Discriminated Against 2012



### Notes:

1. Approximately 220 respondents of the 1,378 surveyed responded "yes" to the following question: "During the past 12 months, have you, yourself experienced any type of discrimination in Minneapolis?"
2. Total may exceed 100% as respondents were able to choose more than one response.
3. "Sex" includes sexual harassment, sexual orientation and gender identity

Source: 2012 Resident Survey

### Why is this measure important?

The measure above is important because it helps define the targeted work of the Division and identifies the apparent gaps between the Division's outreach and engagement initiatives and Minneapolitans' experiences. The 2012 *City of Minneapolis Residents Survey* states that 16 percent of Minneapolitans surveyed reported experiencing discrimination throughout the past year (see graph on page 8). The graph above shows that 64 percent of the residents who reported experiencing discrimination, believed it was based on their race or color. It is also important to note that the survey results indicated that the top two areas of discrimination occurred while dealing with the City of Minneapolis or getting a job or at work (see graph on page 8).

The results from the 2012 *City of Minneapolis Residents Survey* support the Division's data where race and color has been cited as the most common basis of discrimination since 2010 (see graph on page 9). In 2013, the Division's case management data shows that the City of Minneapolis, as a respondent, received the greatest number of complaints. Furthermore, the Division's case inventory in 2013 showed that 84 percent of the cases filed were in the area of employment.

According to the *Black Metropolitan Unemployment in 2011* report issued by the Economic Policy Institute, the Minneapolis metropolitan area has the worst employment disparities in the country. Specifically, the black unemployment rate was 3.3 times the white rate. Other regional studies and related reports show that the employment disparities as well as other inequities between blacks and whites in Minnesota are due to systematic patterns of discrimination and racism. ( [Council on Black Minnesotans Report](#) and [Organizing Apprenticeship Project](#) )

The data from the three reports (Division data, *Minneapolis Residents Survey*, and *Economic Policy Institute*) encompass three main issues: (1) discrimination is still a prevalent issue in the City of Minneapolis, (2) a significant number of alleged acts of discrimination occur in the workplace and are race related and (3) the City as an enterprise should lead by example in continuing its racial equity agenda to assist in closing the racial employment gaps.

Additional Data and Narrative on Next Page...

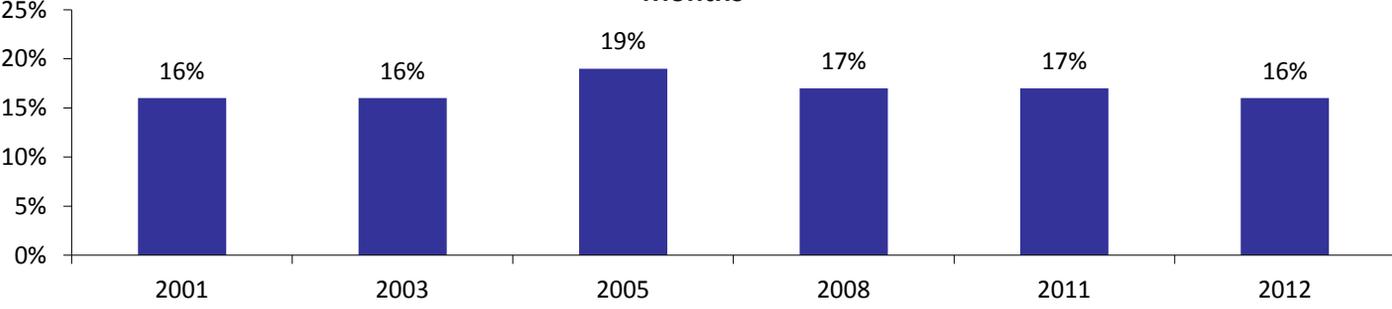
# Complaint Investigation: Discrimination in Minneapolis

## What will it take to make progress?

Based on the data stated above, the Division will align its work to the City’s goal, “One Minneapolis: disparities are eliminated so all Minneapolis residents can participate and prosper” and the related strategic directions. The Division will use the conclusions drawn from the data above to focus its work on racial equity in employment. Thus, the Division will conduct its outreach and engagement efforts through a racial equity lens. Progress will be made by adopting strategies to prevent discrimination through conducting Know Your Rights trainings to Minneapolis residents and within growth industries (health, finance and construction).

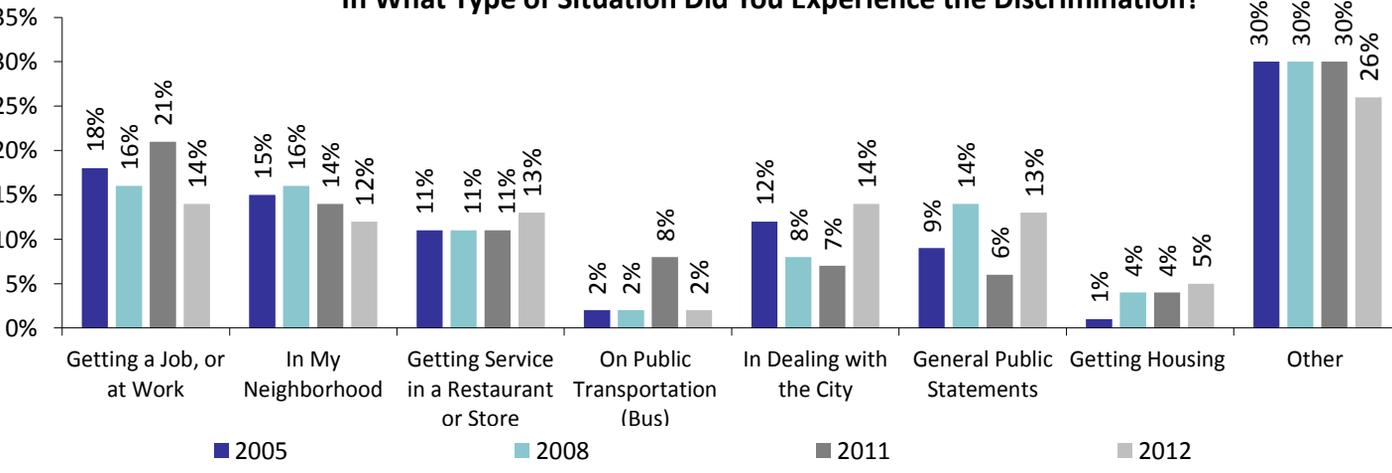
Furthermore, progress will be made by increasing the Department’s visibility, raising community awareness, and strengthening community confidence. The Department will establish partnerships to educate and inform the community about their protections under the MCRO and to empower the community to self advocate. The Division’s strategic objective in 2014-2015 is to increase outreach and engagement events in diverse communities. Also, the Division will leverage its event participation and community collaboration to encourage individuals to apply to the Urban Scholars program, to become a certified women/minority owned business and to participate as a volunteer mediator. The Division will also devote resources to attract qualified and diverse candidates from wards that are unrepresented on the Commission on Civil Rights.

**Residents Who Reported Experiencing Discrimination in Minneapolis in the Past 12 Months**



Note: In 2012, approximately 220 respondents of the 1,378 surveyed responded “yes” to the following question: “During the past 12 months, have you, yourself experienced any type of discrimination in Minneapolis?”  
 Source: 2001-2012 Resident Surveys

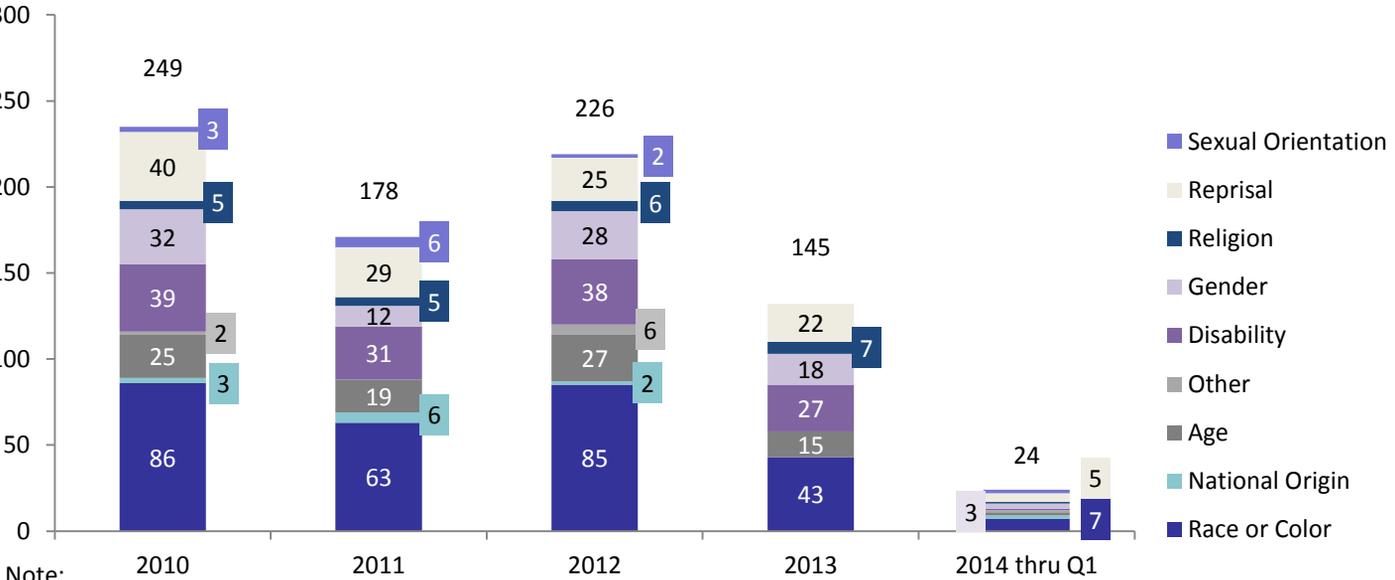
**In What Type of Situation Did You Experience the Discrimination?**



Source: 2005-2012 Resident Surveys  
 Results Minneapolis: Civil Rights

Additional Data on Next Page...

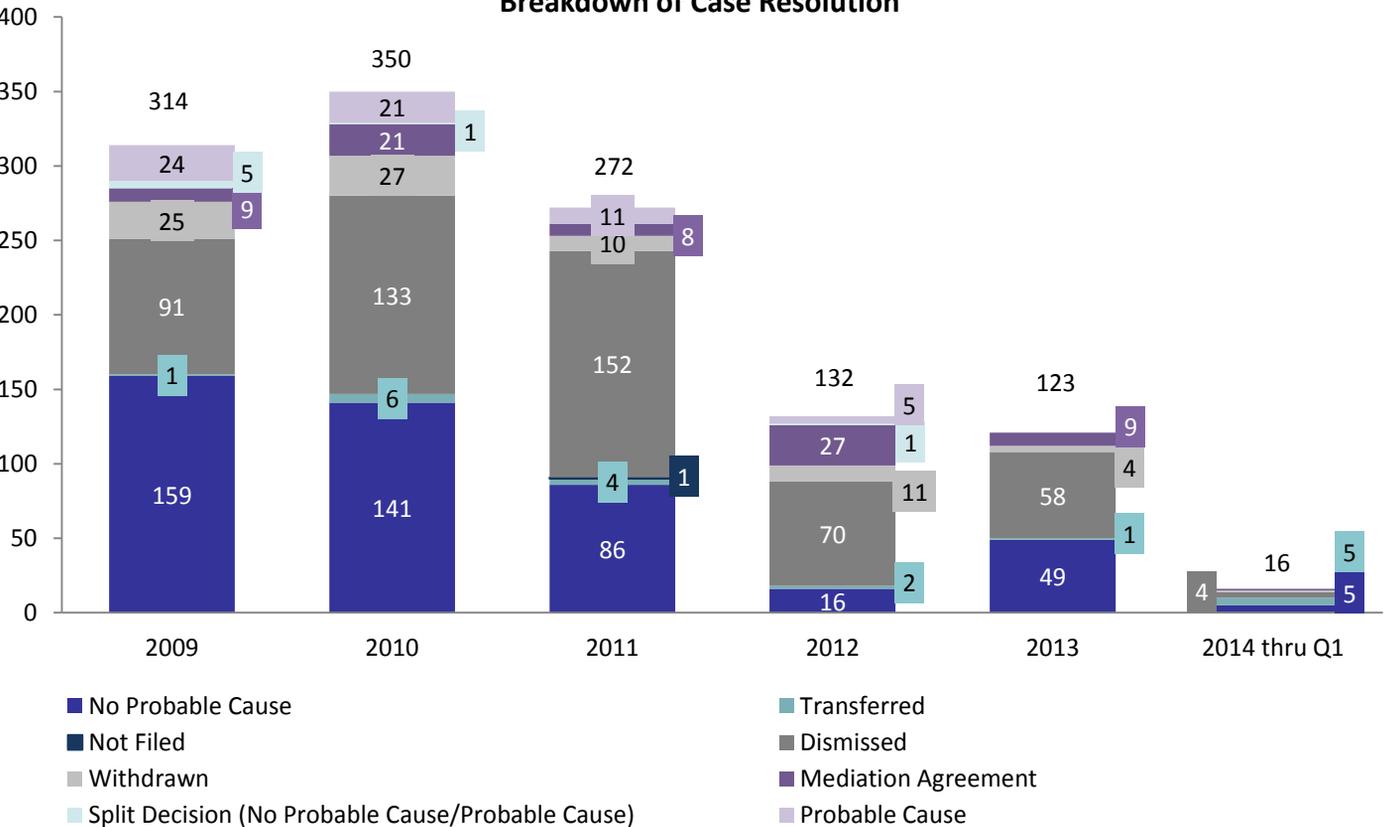
Case Bases Filed with Complaint Investigation Division, by Year



Note:  
 1. "Other" includes cases related to Ancestry, Creed, Familial Status, and Public Assistance.  
 2. There were two or fewer cases in the following categories: Age, Disability, National Origin, Religion, Sexual Orientation and "Other."

Source: CID Data

Breakdown of Case Resolution

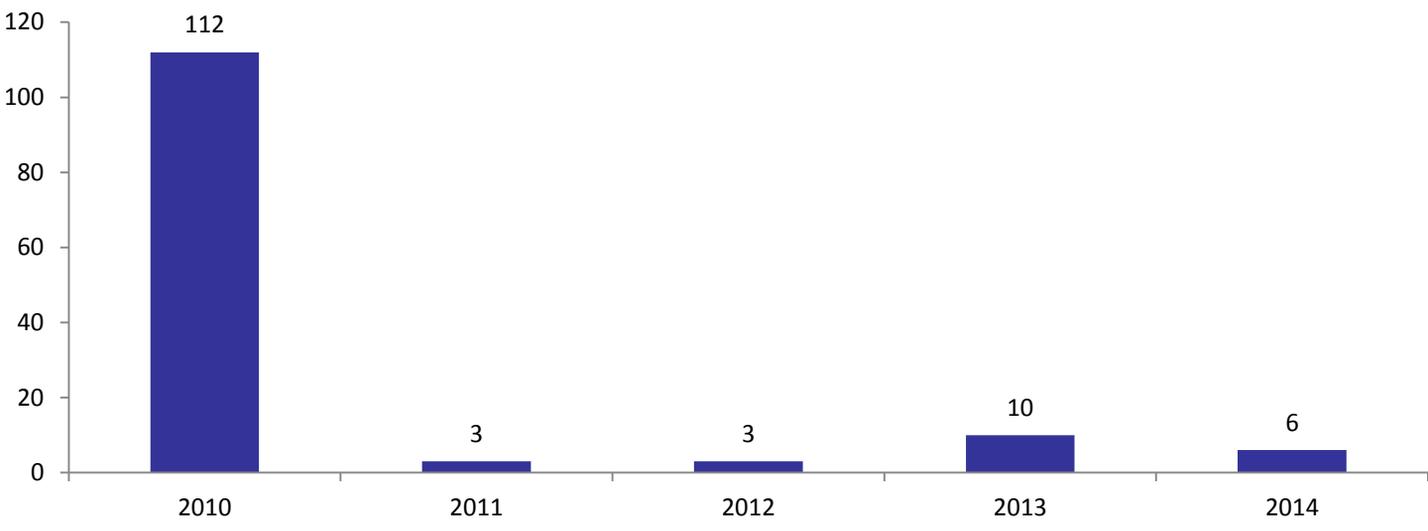


Note: In 2014 there was one (1) case withdrawn and one (1) mediation agreement.

Source: CID Data

Additional Data on Next Page...

### Number of Cases in Complaint Investigation Division Backlog



Note: A CID backlog is any case in the Civil Rights complaint inventory that has been open for more than 270 days.  
Source: CID data

---

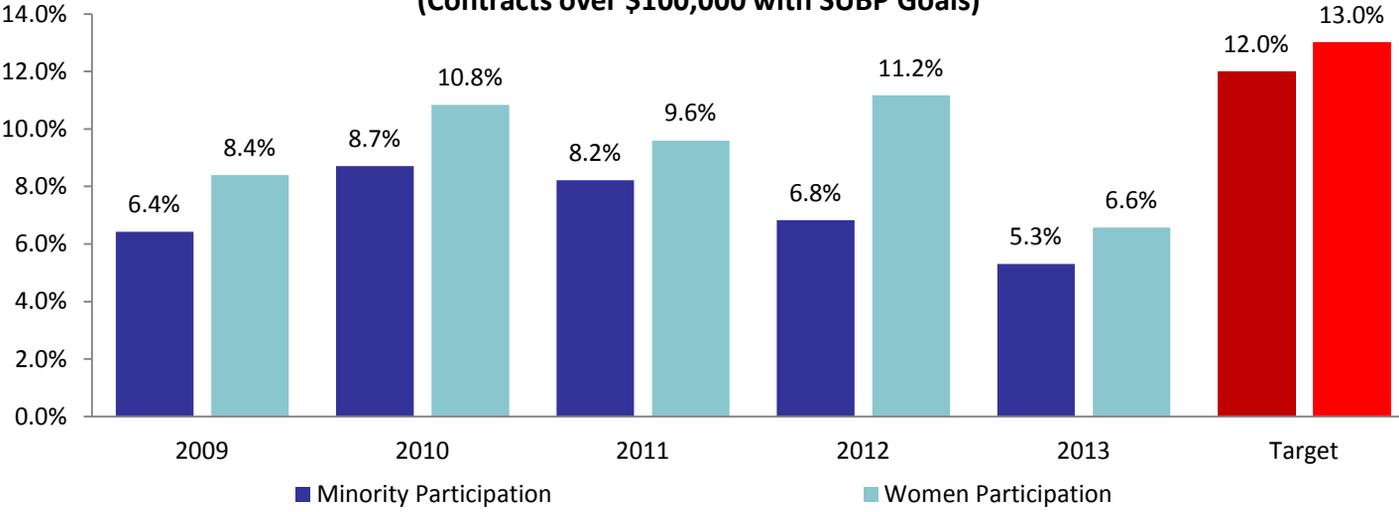
# **Contract Compliance Division**

The Contract Compliance Division (CCD) monitors City of Minneapolis construction and development, commodities and supplies, and professional and technical services contracts by enforcing related local and federal civil rights and wage laws and policies. CCD monitors City contracts to ensure that minorities, women and low income business owners and workers have access to employment and contracting opportunities; and that workers are paid appropriate wages. CCD is responsible for ensuring compliance in five primary program areas: affirmative action, minority and women business inclusion, minority and female employment, Davis Bacon and prevailing wage, and HUD Section 3 contracting and employment. CCD is also a certifying agency of the Minnesota Unified Certification Program (MNUCP), a statewide collaboration, certifying disadvantaged businesses. CCD work is mandated by Minneapolis City Code of Ordinances Title 7, Chapter 139.50; Title 16, Chapter 423; and Title 23, Chapter 26, and Title 49 of the Code of Federal Regulations, Part 26. The work of the Division is performed by one division director, one Contract Compliance Officer II, five Contract Compliance Officer I, and one Administrative Analyst II.

---

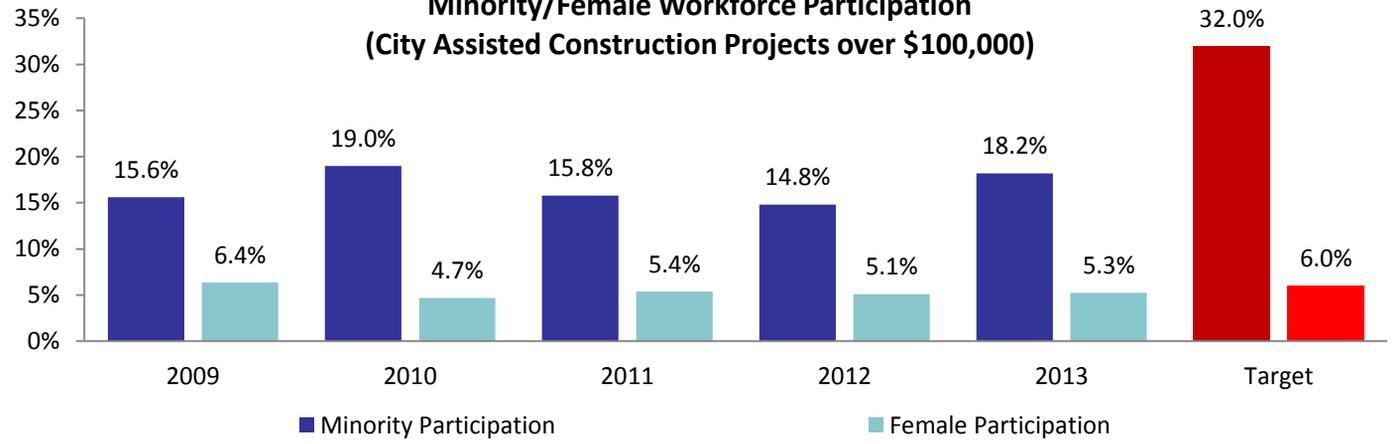
# Equitable Contracting and Workforce Participation

## Small and Underutilized Business Participation (Contracts over \$100,000 with SUBP Goals)



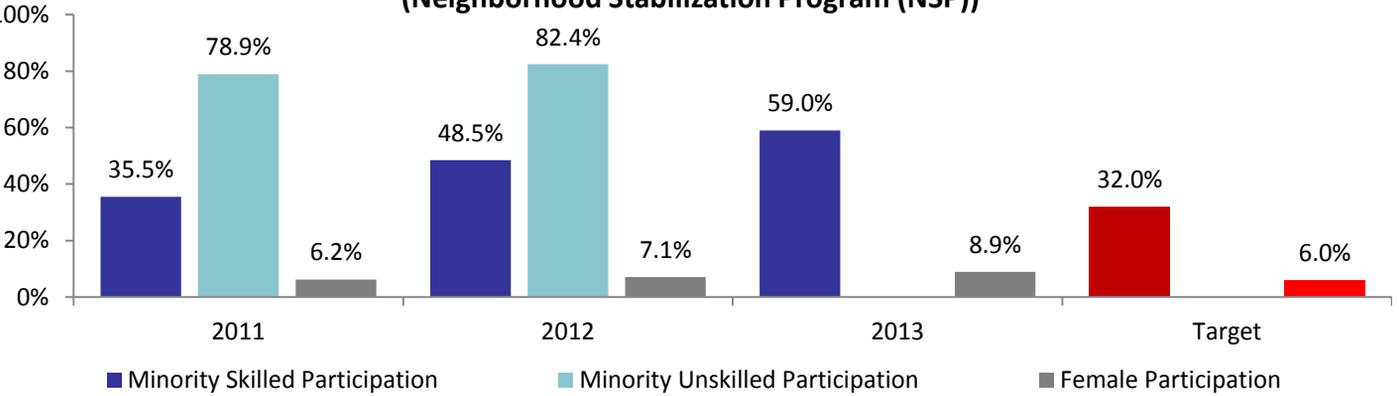
Source: Minneapolis Department of Civil Rights May 2014

## Minority/Female Workforce Participation (City Assisted Construction Projects over \$100,000)



Source: Minneapolis Department of Civil Rights May 2014

## Minority/Female Workforce Participation (Neighborhood Stabilization Program (NSP))



Note: After 2012, "Minority Skilled Participation" data and "Minority Unskilled Participation" data were reported as one category.

Source: Minneapolis Department of Civil Rights May 2014

### Why are these measures important?

CCD's Small and Underutilized Business Program (SUBP) is the City's race and gender based business inclusion program that ensures that Minority – and Women – owned Business Enterprises (M/WBEs) have access to City contracting opportunities. Economists agree that the success or failure of M/WBEs will drive the success or failure of the economy. Providing equitable contracting opportunities for M/WBEs and monitoring workforce participation to ensure that minorities and women have opportunities for employment on City projects contributes to the economic vitality of the City. The results of the efforts of CCD are reduced employment and contracting disparities, decreased poverty and a higher quality of life in all communities.

### What will it take to achieve the targets?

Achieving the targets will require continued support and resources from City leadership to effectively monitor and enforce employment and Small and Underutilized Business Program (SUBP) goals on City contracts and construction projects. In addition, the CCD will need to continue compliance with the following recommendations made in the 2010 disparity study conducted for the City of Minneapolis by NERA Economic Consulting. Greater compliance with each of these recommendations represent priorities for the division in 2014 :

#### A. Implement Race- and Gender-Neutral Initiatives

1. Increase Vendor Communication and Outreach – In 2012, the City began solely using Minnesota Unified Certification Program (MNUCP) certified businesses to count toward M/WBE goals for SUBP. The rigorous MNUCP certification process is necessary for the SUBP to meet the judicial test of constitutional “strict scrutiny” making the SUBP more effective, enforceable, and legally defensible. The sole use of this more legally defensible certification program accounts for the drop in SUBP participation goals in 2013. MNUCP has less certified businesses in the program because of the more thorough application process. In 2014, CCD began working with the City's Business Technical Assistance Program (BTAP) in CPED to do greater outreach to M/WBEs to become MNUCP certified and to provide technical assistance to these businesses in the MNUCP application process.
2. Unbundle Contracts – CCD continues to successfully engaged with other City departments to unbundle contracts to provide greater opportunity to minority and women owned businesses.
3. Adopt a Small Underutilized Business Target Market Program – CCD will focus attention on developing a Target Market Program in 2014/2015.
4. Collaborate with Other Local Agencies to Provide Supportive Services for Small Firms Appoint a Contracting Task Force – In 2014, CCD began working closely in collaboration with the City's BTAP program mentioned in recommendation #1. BTAP providers consist of non-profit organizations that offer technical and financial assistance to small and underutilized businesses to start-up and to increase capacity in these businesses. CCD began and will continue to recommend businesses to BTAP for assistance in 2014.
5. Improve Subcontract, Subconsultant and Supplier Data Collection and Retention Procedures – In 2014 CCD established a procurement advisory team which includes Citywide department representation including Finance, Purchasing and Information Technology to assist in the development of a comprehensive monitoring and tracking software.
6. Monitor Contract Performance Compliance – In 2014, CCD began revising its internal business practices to enhance contract monitoring and compliance.

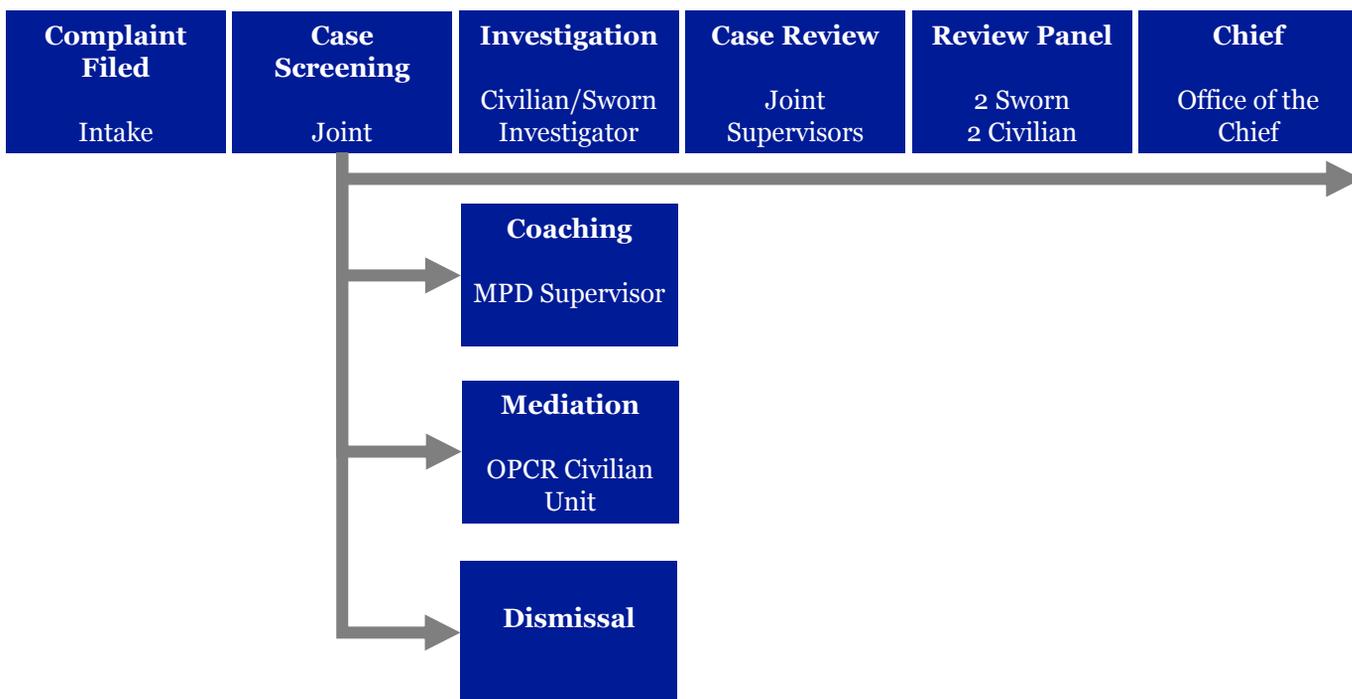
### B. Adopt New Race- and Gender-Conscious Policies and Procedures

1. Adopt Narrowly Tailored Program Eligibility Standards – CCD adopted the sole use of Minnesota Unified Certification Program (MNUCP) certified businesses to meet constitutional “strict scrutiny.” The City, represented by CCD, is a certifying agency of the MNUCP along with the Met Council, MnDOT, and the Minnesota Airports Commission. CCD continues to work with our partner agencies to outreach to small and underutilized businesses to become certified with the MNUCP. In 2014, the City was selected to host the Certification Application Committee of the MNUCP which is responsible for certifying or denying certification to applicants. CCD division director chairs this committee.
2. Adopt Overall, Annual City M/WBE Goals – in 2011 the City adopted overall annual goals.
3. Set Contract Specific Goals Based on the Study – CCD continues to set contract specific goals based on the study and M/WBE availability. In 2014, CCD began to review and improve business processes and policies including the goal setting process.
4. Continue Policies and Procedures for Good Faith Efforts Reviews and Waivers of Contract Goals – In 2014, CCD established the practice of a Good Faith Efforts Review panel to ensure better scrutiny of contractors making reasonable efforts to include M/WBEs in their bids.
5. Monitor Contract Performance and M/WBE Commitments – CCD continues to monitor contract performance and M/WBE commitments.
6. Develop Performance Measures for Program Success – CCD reports program success quarterly to the City Council using measures identified in this report.
7. Mandate Program Review and Sunset – CCD is requesting funding for a new study to provide the evidentiary basis for continuing the program.

In addition to the focus on complying with disparity study recommendations, in 2014, CCD will evaluate workforce participation and develop strategies to address lower participation on construction projects valued over \$100,000 than on NSP or single family homes projects. One reason for better NSP workforce participation is because most NSP developers are non-profit organizations whose missions include employment of more minorities and women.

# **Office of Police Conduct Review**

Office of Police Conduct Review: Complaint Process

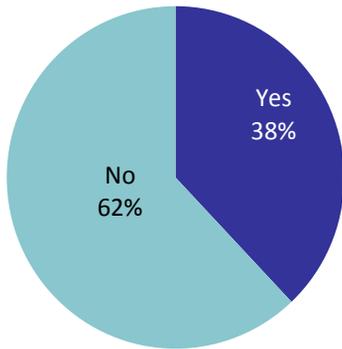


The Office of Police Conduct Review (OPCR) endeavors to ensure that police services are delivered in a lawful and nondiscriminatory manner while providing public oversight of police interactions with the citizenry. The OPCR uses a variety of methods including investigations, mediations, and officer coaching sessions to resolve complaints. The method selected is based on the seriousness of the allegations, the likelihood of a successful mediation, and evidence available for investigation. If a case is investigated, upon its completion, it is submitted to the Police Conduct Review Panel to review and issue a recommendation on the merits to the Chief of Police.

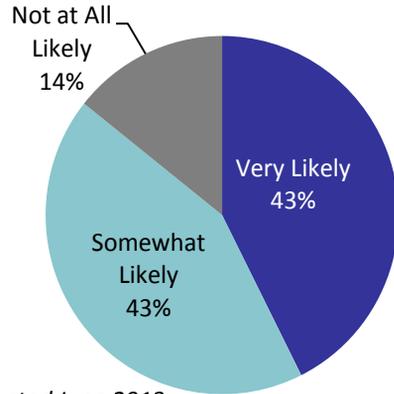
The OPCR is comprised of civilian personnel from the Minneapolis Civil Rights Department and sworn officers and staff from the Minneapolis Police Department – Internal Affairs Unit. The civilian personnel include the Director of the Office of Police Conduct Review, two investigators, a legal analyst, and a committee clerk. The sworn component includes the Commander of Internal Affairs, seven investigators, and two support staff. The Director of the Office of Police Conduct Review and the Commander of the Internal Affairs Unit are designated as the joint supervisors of the OPCR who review all complaints and investigations, ensuring that all are handled appropriately. Additionally, the joint supervisors develop all procedures and practices in partnership.

OPCR does not handle: 1. Use of Force Supervisor Reviews, 2. Respect in the Workplace Investigations, 3. Employee performance, and 4. Complaints against Non-sworn MPD personnel; all other complaints of misconduct against sworn personnel are OPCR investigations under the jurisdiction of Minneapolis Code of Ordinances 172.

**Are You Aware That the Office of Police Conduct Review Investigates Complaints of Minneapolis Police Misconduct?**

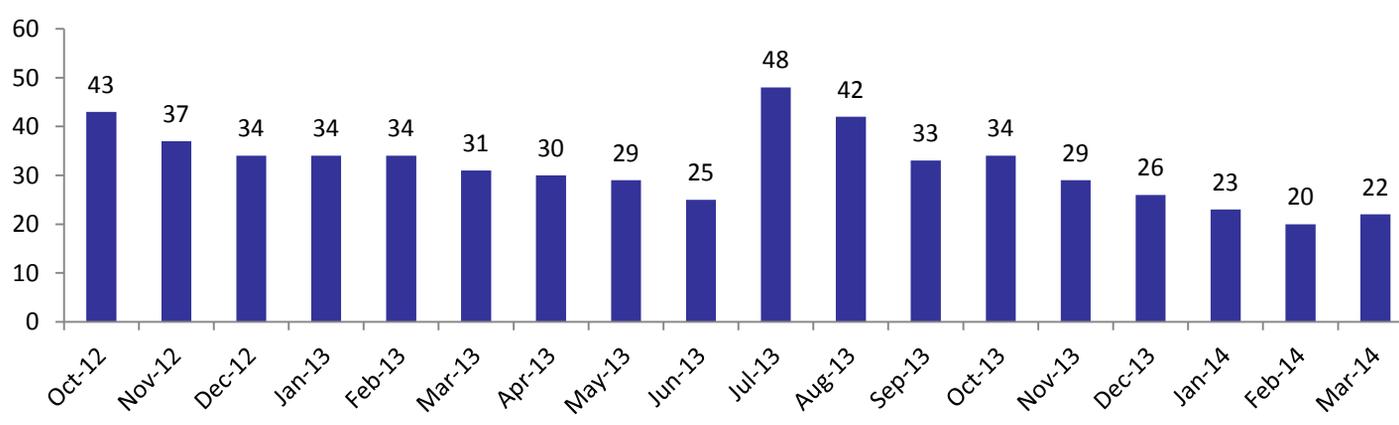


**How Likely Are You to Report an Incident of Discrimination or Police Misconduct?**



Source: Internal Civil Rights Survey conducted June 2013

**Number of Complaints**



Source: OPCR data

**Why are these measures important?**

One critical objective of the OPCR is to increase the number of residents aware of the services provided by the office while decreasing the number of those “not at all likely” to file a complaint. As the OPCR improves these measures, a more accurate representation of misconduct allegations will be evident and can be addressed. When all misconduct allegations are addressed, real accountability is maintained. Hence, it is critical to combine the measure of complaints with an awareness survey, as it communicates that the number of complaints represents a portion of overall potential misconduct allegations.

Only 38 percent of residents reported that they were aware of the work of the OPCR. This indicates that it is likely that incidents that would lead to complaints and could improve officer accountability remain unaddressed. The OPCR will continue to address this information gap. In the short term, as community awareness increases, complaints may increase. However, this does not necessarily indicate that more misconduct is occurring, but instead, conveys an accurate estimate of misconduct. In the long term, the OPCR strives to keep awareness levels high while complaints decrease, fewer reasons to complain, but all complaints collected and addressed.

Additional Narrative on Next Page...

### What will it take to make progress?

The OPCR recognizes that outreach to educate the community about the services of the office will allow for a more accurate snapshot of police conduct across the City of Minneapolis. This increases accountability in the police department, provides transparency through accurate tracking of incidents of police misconduct, and offers more opportunities for the OPCR and MPD as a whole to build positive relationships with the community.

The most predominant instrument for outreach and engagement is the Police Conduct Oversight Commission, comprised of seven appointed civilians. Through the Commission, the City provides the public with meaningful participatory oversight of the police and engages the community in discussions of police practices. The Commission holds monthly public meetings to discuss misconduct cases, to create and establish programs of research and study that address MPD policy and procedure, and to engage the public.

The Commission established an outreach and engagement committee in January of 2014 to increase community input and to educate the community about the Office's services and the work of the Commission. The committee has received presentations on outreach and engagement strategies and strategic planning. It has developed short term, intermediate and long term goals. The Commission will host its first listening session in June of 2014. Listening sessions and future outreach and engagement events will boost awareness of both the OPCR and Police Conduct Oversight Commission and continues the work of the OPCR's Urban Scholar from the previous year.

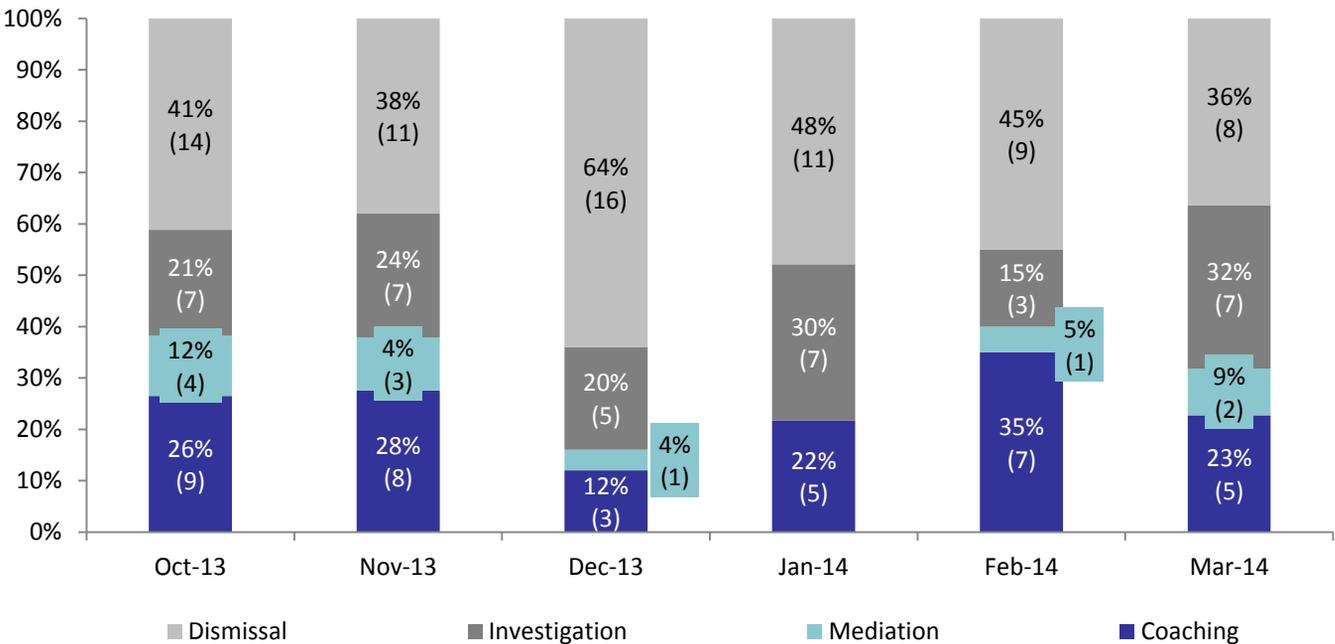
The supporting measures also provide additional ways to track the progress towards the main goal. For example, breaking allegations down by precinct allows for a greater understanding of what types of issues occur in different parts of the city. This critical data helps the OPCR and Police Department by highlighting problem areas that need improvement. It is important that the OPCR and MPD build strong relationships with communities that have a high number of complaints to make progress towards reducing negative interactions while receiving all potential complaints.

Measuring the joint supervisors' assessment of intakes is a good indicator of how the OPCR joint supervisors are utilizing the resources available under the ordinance. Consistently utilizing all resources available will help the office progress towards accountability on all complaints, particularly when workloads increase. Coaching is one of the most frequently used tools and represents an immediate opportunity to repair relationships between community members and officers through supervisor action. The coaching process affords supervisors an opportunity to recognize a problem, take the responsibility to solve it, and to coach officers to improve performance. The OPCR can make progress by reporting on whether all coaching documents are completed in a timely manner and by increasing the understanding amongst supervisors that coaching will improve an officer's performance, even when a complaint does not end in a policy violation.

The Police Conduct Review Panel highlights civilian and MPD participation in the final phase of an OPCR investigation. The Panel's review of its cases is up to date, and to continue to make progress, the Panel needs a continuous flow of completed investigations. The Chief has final fact-finding and disciplinary authority in all complaints of police misconduct. Thus, the disciplinary decisions of the Chief are critical as the final step and represent MPD administration's partnership in the OPCR process. To achieve the OPCR goal of all complaints filed and decreasing numbers of complaints, the chief must take action on all cases completed through this cross-departmental office.

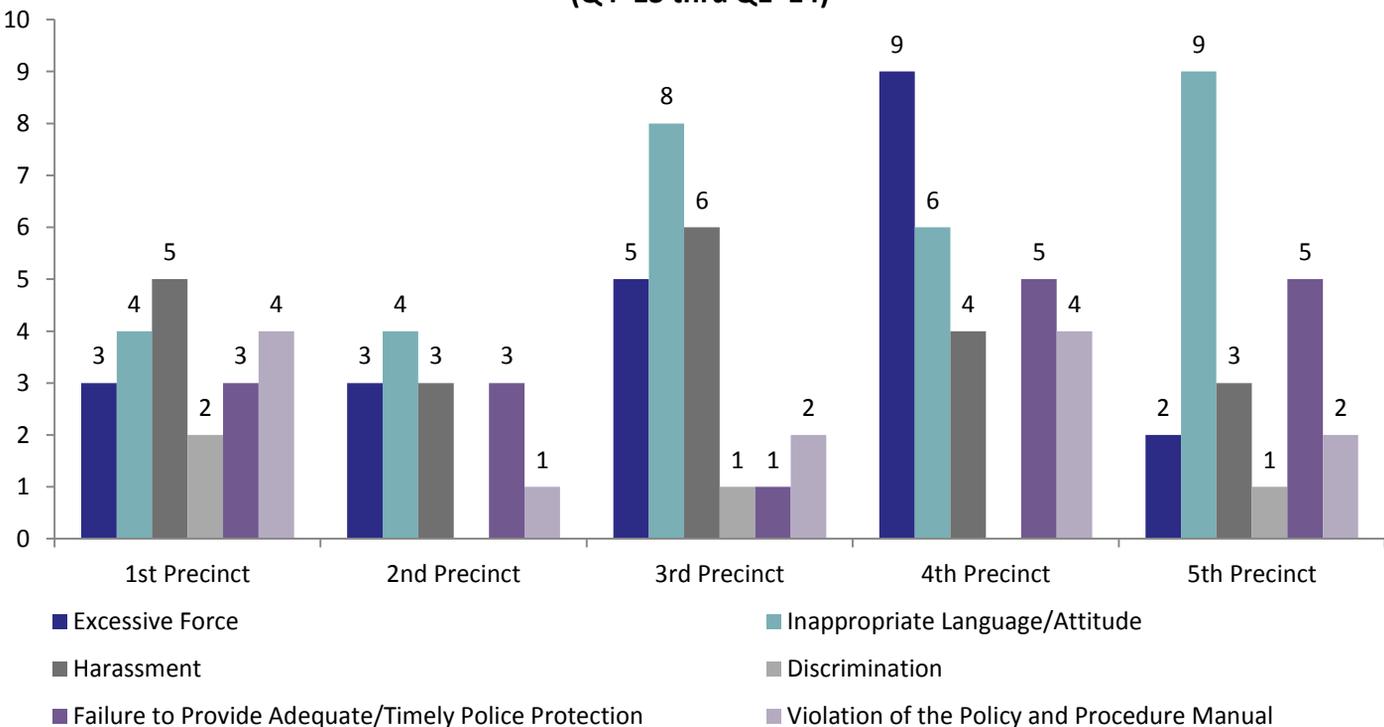
Additional Data on Next Page...

### Number of Joint Supervisors Case Assessment and Resolution Type and Percent of Total Cases



Source: Practice Manager

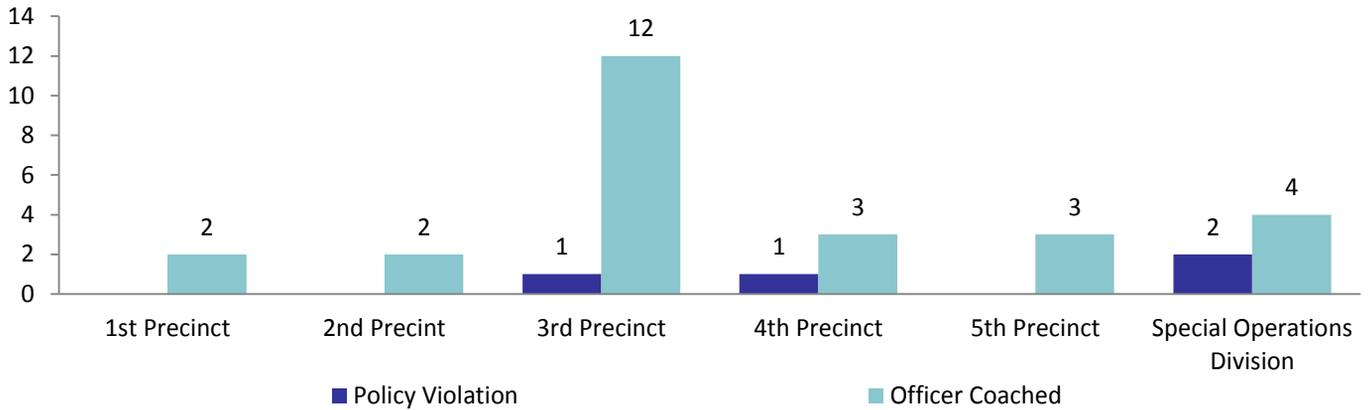
### Allegation Types by Precinct (Q4 '13 thru Q1 '14)



Source: Practice Manager

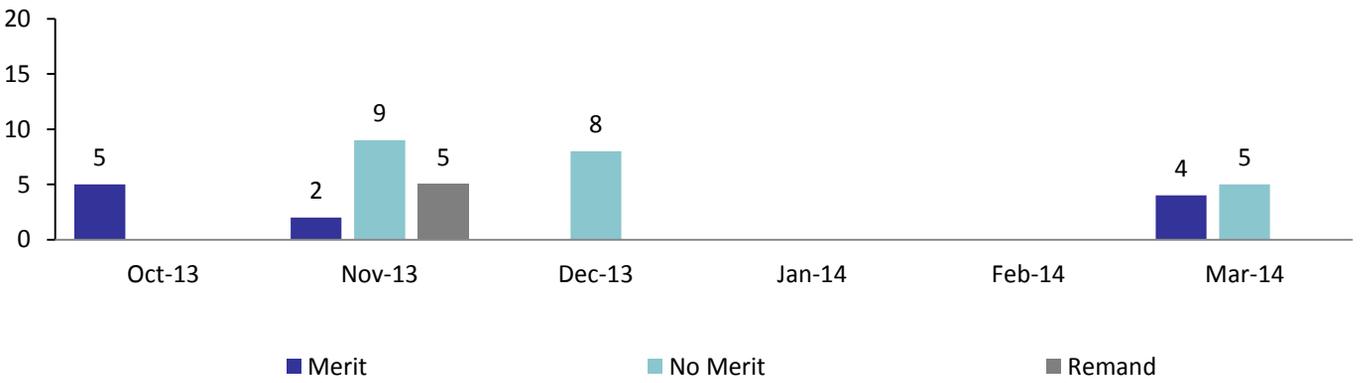
Additional Data on Next Page...

**Determinations Made from Coaching Cases  
(Q4 '13 thru Q1 '14)**



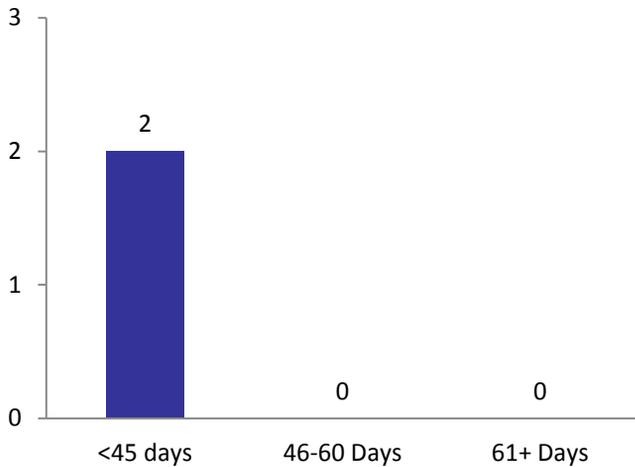
Source: Practice Manager

**Review Panel Recommendations on Allegations**



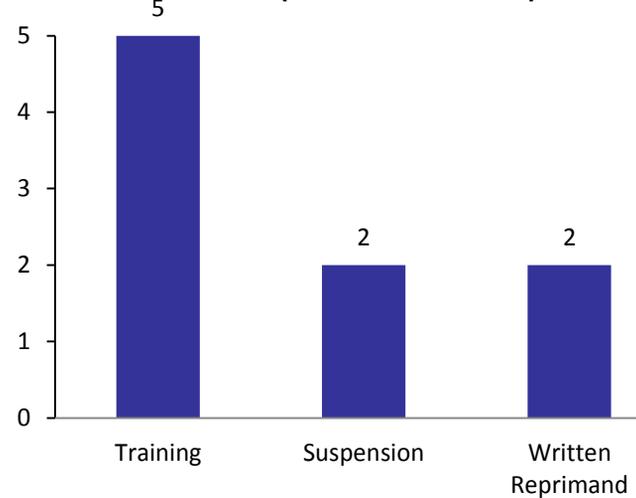
Source: Practice Manager

**Cases Pending with the Chief  
as of Q1 '14**



Source: Practice Manager

**Discipline Issued by Chief  
(Q4 '13 thru Q1 '14)**



Source: Practice Manager

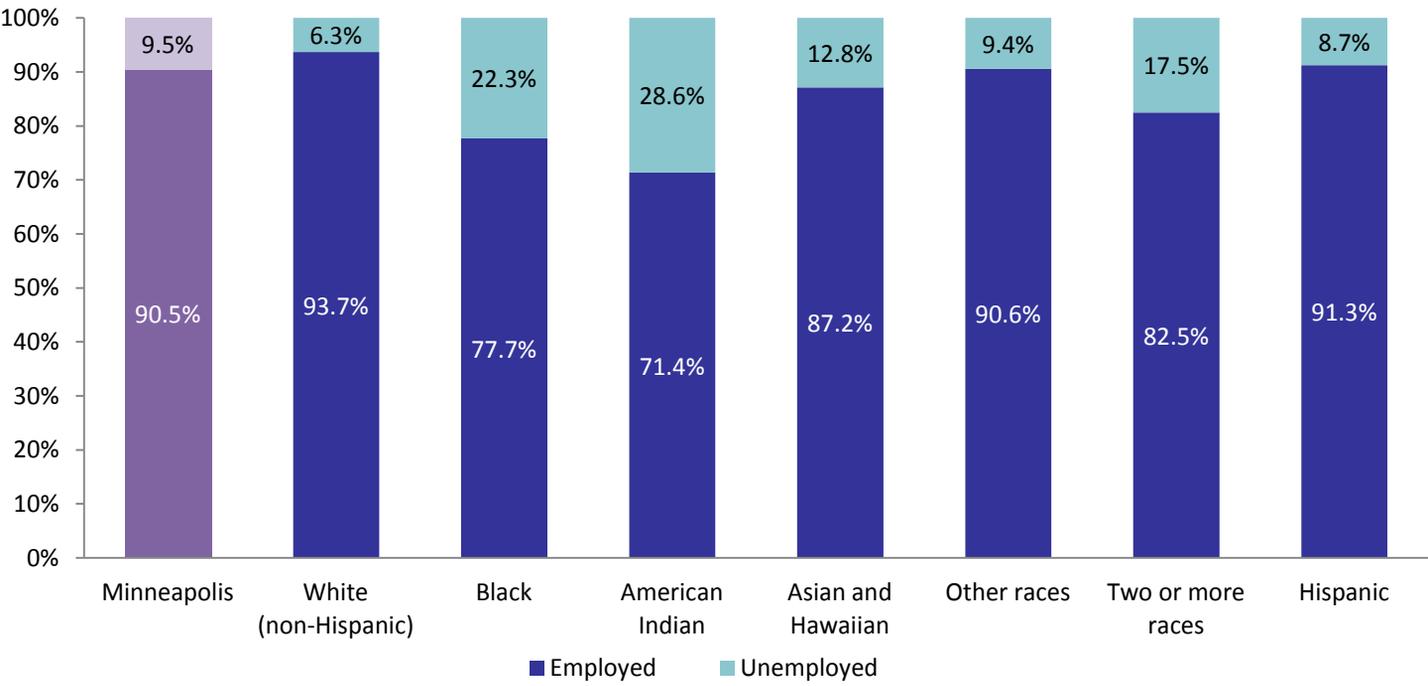
# **Employment Equity Division**

The Employment Equity Division (EED) supports and encourages efforts in the City to hire, retain, and promote people of color, and collaborates intentionally with private, public, and nonprofit partners to close racial disparities in the region. EED operates within regional collaborations working to eliminate employment disparities. The division also manages Urban Scholars, the City's leadership development internship program for post-secondary students from diverse racial and ethnic backgrounds. Urban Scholars creates a pipeline of qualified and experienced candidates for entry-level employment in the public sector. Directed by City Council resolution 2012R-456, the division is leading a collaboration of City departments in developing a Racial Equity Framework to view city policy, programs, and initiatives through a racial equity lens. The framework will be used to identify and address institutional racism, remedy long-standing inequities and to assess racial equity impacts in hiring, procurement, and community engagement for City boards and commissions. The work in the division is performed by a director and two administrative support employee.

---

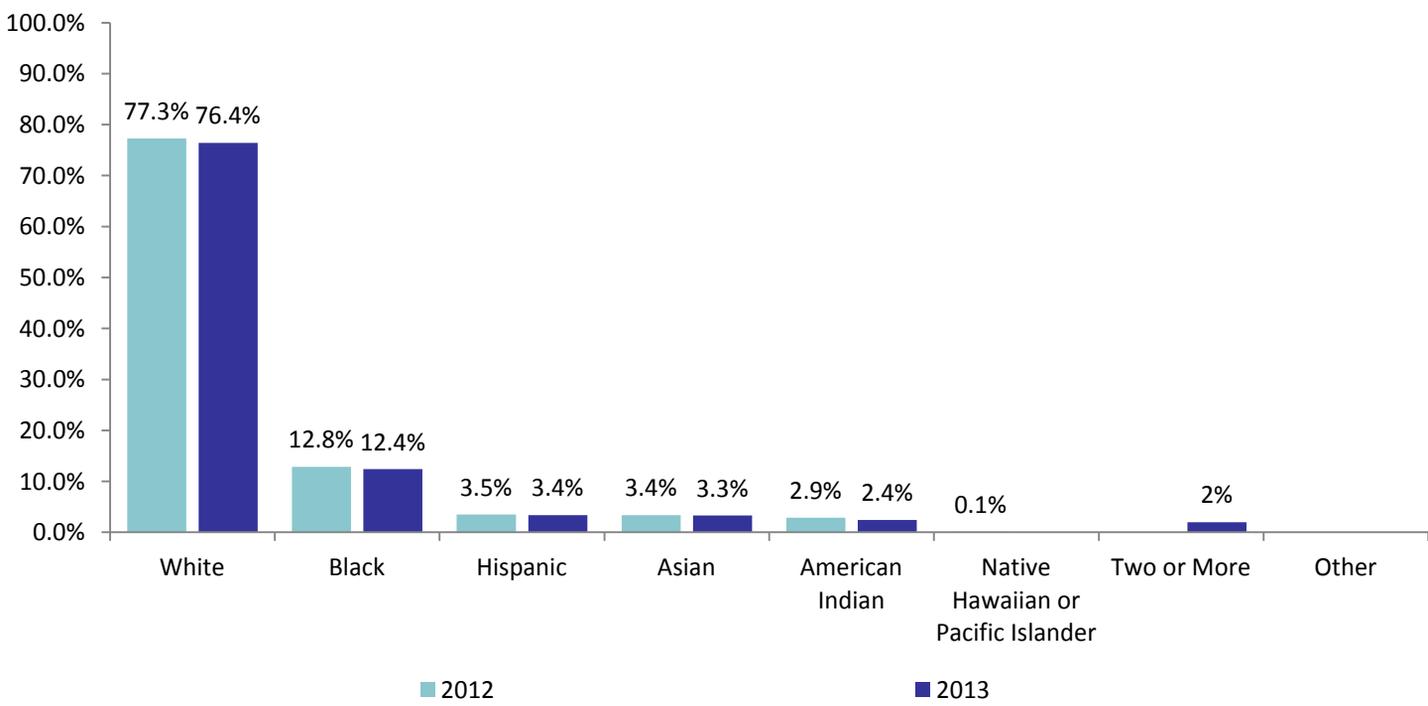
**Percent of Employment and Unemployment by Race and Ethnicity  
(Population 16 years and older)**

Source: ACS 2007-2011  
CPED Research, March 2013



\*Note: The charts above are based on a five year average. As a result the numbers will differ from those based on other data sources.

**City of Minneapolis Workforce, by Race/Ethnicity**



Source: HRIS

### Why is the measure important?

New City goals and strategic directions state that racial inequities are addressed and eliminated, engaged and talented employees reflect our community, and City government runs well and connects to the community it serves. Currently, the city's population is 40 percent people of color and the enterprise workforce is 23 percent people of color. By 2021 nearly 40 percent of the enterprise workforce will have retired or be in a position to retire. This attrition presents an opportunity to achieve racial equity in the City's workforce. A workforce that better reflects the city's growing diversity is critical to a City government that runs well and connects to the community it serves. In addition to achieving racial equity in the City's workforce, achieving City objectives are equally best done by achieving racial equity in City purchasing and by ensuring board and commission appointments reflect the city's diversity.

### What strategy (or strategies) are you using to achieve this goal?

#### Equitable Solutions for One Minneapolis

Equitable Solutions is the City's effort to achieve internal enterprise equity. Equitable Solutions was created as a result of Resolution 2012-R456, Supporting Employment Equity in Minneapolis and the Region which directed staff to develop racial equity tools to address City employment, purchasing and community engagement.

The Equitable Solutions team, led by the Mayor's office, consists of department heads and staff from the City Coordinators office, CPED, Human Resources, Regulatory Services, and Neighborhood and Community Relations. The team continues the development of a racial equity toolkit that will be used by departments to identify and address institutional racism, remedy long-standing inequities and assess racial equity impacts in hiring, purchasing, and community engagement for boards and commissions. The toolkit includes guides to help City departments increase opportunities for people of color in the aforementioned areas.

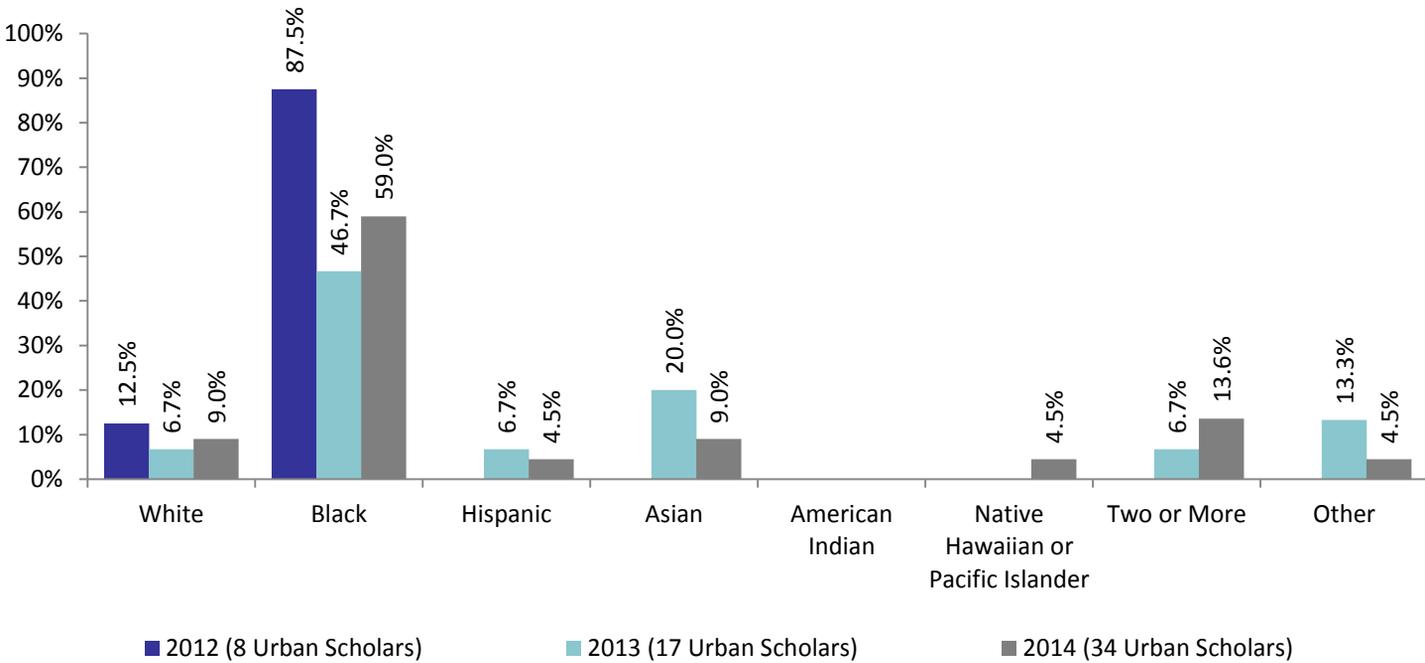
Equitable Solutions targets include: creating market parity in the City workforce by 2020; increasing participation of minority businesses to 12 percent of total open market procurement by 2020; and improving board and commission membership to be reflective of city demographics by 2020.

#### Urban Scholars

Urban Scholars is a leadership development summer internship for post-secondary students from diverse racial and ethnic backgrounds that offers meaningful – resume building experiences and creates a pipeline of qualified, well trained candidates for work in the public and private sectors. Each year since the first Urban Scholars interned at the City in 2012 the number of Urban Scholars has risen from 8 in 2012, to 17 in 2013, and 34 in 2014. The applicant pool has gone from 108 in the first year, to 130 in 2013, and 330 in 2014. Prior to 2012, the vast majority of postsecondary interns in the City were white students. The number of students of color has risen since the inception of Urban Scholars. The data suggests that we are making progress and closing the gap.

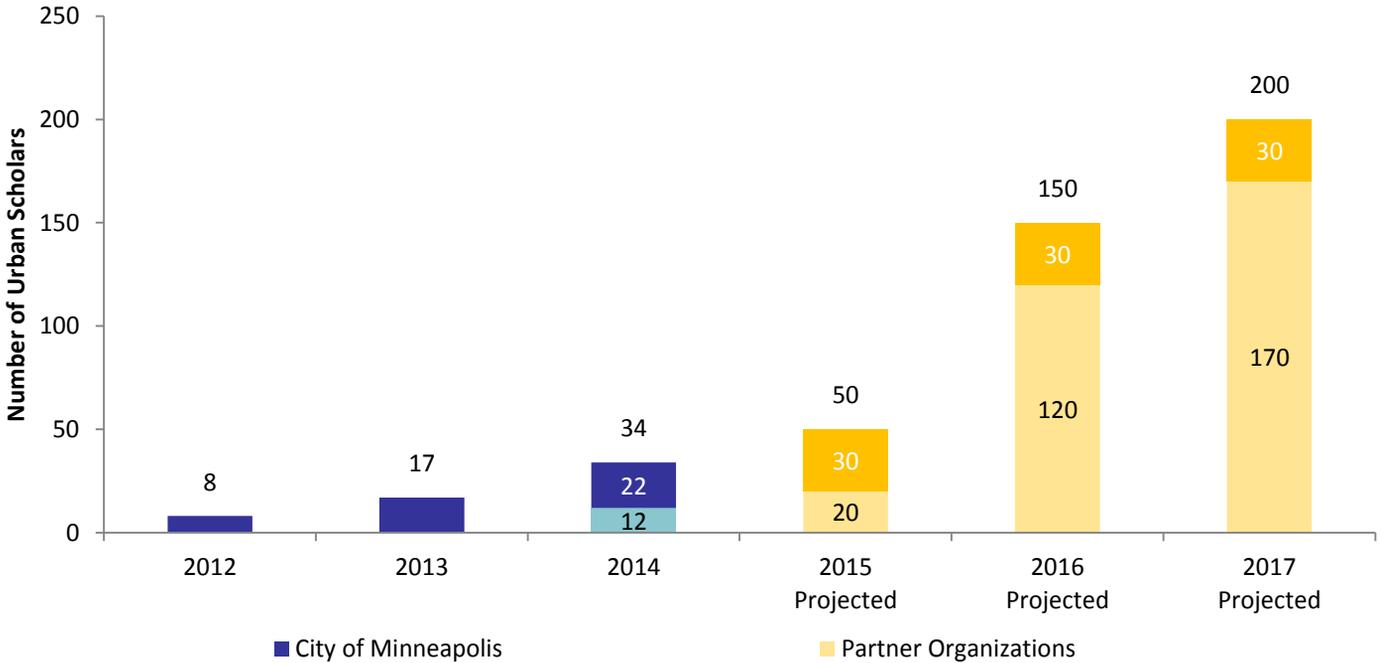
To date, 17 City departments have hosted Urban Scholars, but because each year more than 600 students of color graduate from Minneapolis Public Schools and continue on to postsecondary education, the placement of Urban Scholars will outpace the City's capacity to host. To address placement capacity, in 2014 Urban Scholars have also been placed in partner agencies including Minneapolis Public Schools, the Metropolitan Council, Greater Twin Cities United Way and PCL Construction. Other agencies around the region have expressed a desire to place Urban Scholars in 2015. By 2017, a minimum of 200 Urban Scholars will be placed throughout the City and the region.

Racial Composition of Urban Scholar Participant, by Percentage



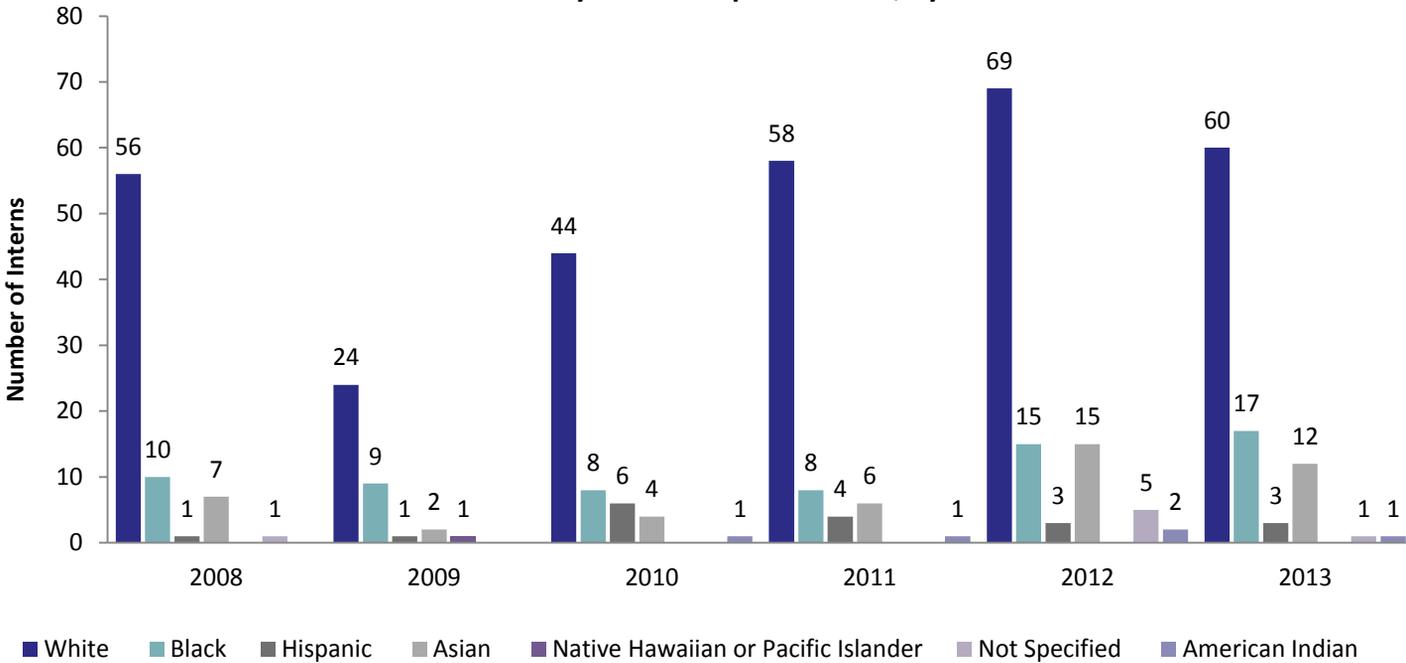
Source: Minneapolis Department of Civil Rights May 2014

Urban Scholars Projected Growth  
(City of Minneapolis and Partner Organizations)



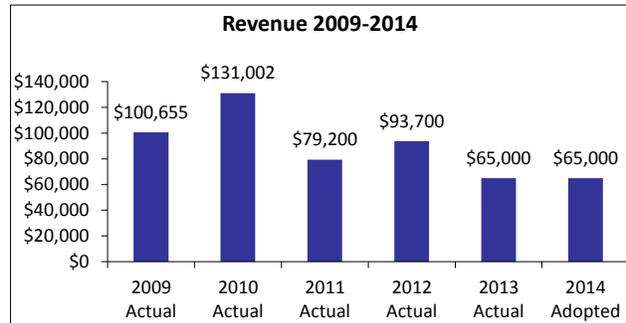
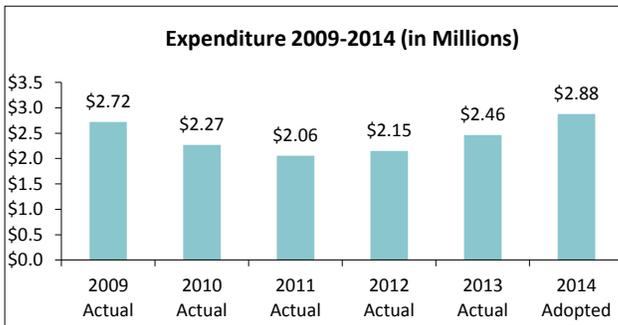
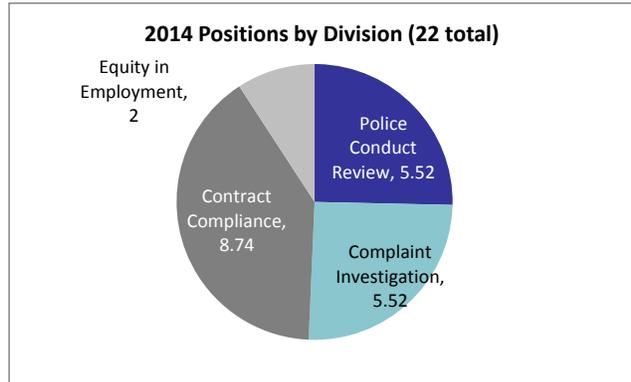
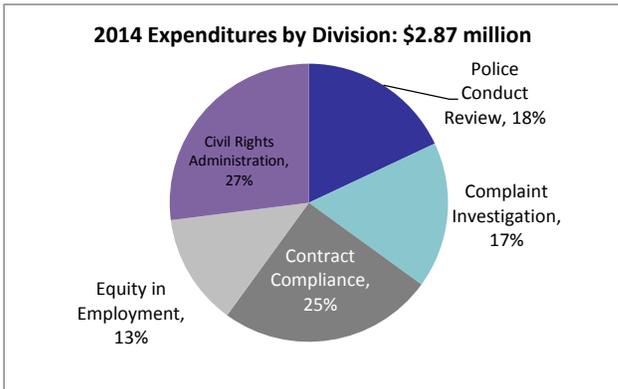
Source: Minneapolis Department of Civil Rights May 2014

Number of City of Minneapolis Interns, by Race



Source: Minneapolis Department of Civil Rights and HRIS May 2014

## Management Dashboard: Civil Rights



Loss Prevention Data					
Year	2009	2010	2011	2012	2013
Workers Comp	\$2,964	\$9,994	\$11,799	\$7,152	\$117,354
Liability Claims	\$0	\$0	\$0	\$0	\$0

Average Sick Days Taken per Employee					
Year	2009	2010	2011	2012	2013
Days	8.0	8.0	6.5	7.5	8.5

Workforce Demographics			
Year	12/31/2011	12/31/2012	12/31/2013
% Female	71%	75%	75%
% Employee of Color	71%	62%	68%
# of Employees	17	16	16

Overtime Costs					
Year	2009	2010	2011	2012	2013
Hours	-	8.0	28.8	6.0	16.0
Cost	-	298.1	1,057.0	229.0	525.0

Employee Turnover					
Year end	2009	2010	2011	2012	2013
Turnover	47.8%	39.0%	17.7%	36.40%	37.50%

Positions Vacancies					
Year end	2009	2010	2011	2012	2013
% of Total	17%	15%	15%	20%	27%

Performance Reviews Past Due in HRIS	
As of 6/14/2014	76%

Retirement Projections												
Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Number	1	0	0	0	0	1	2	1	0	0	0	0

**Notes:**

Average Sick Days taken per Employee

- A) Based on the payroll calendar year not the calendar year.
- B) Does not include employees who were in a suspended ("S") Pay Status at the end of a given payroll year.
- C) Includes employees who are in a paid ("P") Leave of Absence status and an unpaid Leave of Absence status ("L").

Overtime Costs

- A) OT amount - Fiscol. Reconciled with CRS and Data ware house queries.
- B) Hours - based on HRIS management reports with payroll data

Workforce Demographics

- A) Includes employee counts at year's end for 2003 and 2007. Finance received a number of positions from MCDA/CPED, the Development Finance group, explaining in part the jump in employees from 2003 to 2007.
- B) Only includes active FT regular employees.

Employee Turnover and Savings

Position Vacancies

- A) Includes only budgeted positions

Retirement Projections

- A) The projected time an employee is eligible to retire is based on service time in HRIS. For employees who received pension service credit in other organizations, the actual year of retirement eligibility may be sooner than the projections show.



