

2013

Meeting the Needs of the Future

A Strategic Plan for the Human Relations
Council of Dayton



Executive Summary

A Strategic Plan for the Human Relations Council of Dayton

The Dayton City Commission established the Human Relations Council in May of 1962. The Human Relations Council enforces civil rights; provides business and technical assistance to minority-owned, woman-owned and small businesses; and administers community relations programs.

The new Executive Director (2012) hired two consultants—A. J. Casey, Inc. and Wright State University's Center for Urban and Public Affairs (CUPA)—to guide and assist the Human Relations Council (HRC) through a strategic plan. The Strategic Plan was designed to address change and challenges to HRC. Factors driving the plan include the following:

- Respond to changes in the community and develop capacity to meet new demands.
- Create and implement HRC's first strategic plan to set a course for continuous responsiveness and improvement.
- Shift HRC's mission from strictly enforcement to building relations and partnerships
- Increase the public's awareness of HRC.
- Diversify funding sources.
- Maintain HRC's role as an independent organization ensuring a culture of fair treatment and equal access to opportunities
- Provide leadership assessing civil rights issues and advocating for those issues to the Commission and community.

HRC's Strategic Planning Process

HRC followed a series of steps over six months to develop a strategic plan and share the plan with the Commission, City of Dayton departments and constituencies in the greater Dayton community. The process is summarized HRC below.

- Step One: HRC enlisted the support of two consultants to provide data from the community, interview HRC's key stakeholders, facilitate meetings with a steering committee, staff and constituencies, and write a final report. The consultants agreed to facilitate the revision of HRC's mission and develop a vision, strategic plan and implementation plan.
- Step Two: HRC administrators and staff participated in a pre-planning discussion of the organization in the past, the present, and the future. The consultants

proposed a process and the critical role staff play in developing a practical strategic plan.

- Step Three: CUPA secured permission from the City to add several questions pertaining to HRC to a community survey. The questions asked residents about their knowledge and understanding of HRC and its mission and activities. CUPA presented the data from the survey to a strategic planning committee in August 2012.
- Step Four: A. J. Casey conducted interviews with fifteen key leaders in the City of Dayton and in the general community. Individuals were selected from the following groups: HRC Board; City Commissioners; Miami Valley Fair Housing; HRC Staff; and leaders of community groups affiliated with HRC's mission.
- Step Five: The consultants facilitated a two-day strategic planning retreat with the planning committee and HRC staff (August 23 and 24). On the first day, HRC staff gave presentations that described their units or special projects and their progress and challenges over the last five years. CUPA staff presented survey data and a summary of the private interviews. The second day of the retreat focused on revising HRC's mission, developing a vision, identifying priorities that should guide HRC over the next five years, and principles that should be upheld by HRC as administrators and staff perform jobs and follow their mission.
- Step Six: HRC staff met with the consultants several times to refine their mission, vision and strategic plan objectives and strategies. Staff turned the priorities into strategic objectives and described action steps, identified who would be responsible for completing the objectives/actions steps, and identified output and outcome measures to monitor progress.
- Step Seven: HRC staff and CUPA presented the results to the strategic planning committee, HRC Board members, and members of City Commission. Based on this feedback revisions were made.
- Step Eight: The Executive Director developed an implementation plan that incorporated elements of leadership, resources, communications and accountability.
- Step Nine: HRC's plan was introduced to the constituencies and broader community to launch the plan and begin the implementation process.

Dayton's Human Relations Council's Strategic Plan

The mission statement was updated to reflect the shift from enforcement to partnership building.

Old Mission Statement

The mission of the Human Relations Council is to keep peace, order and harmony among the citizens of Dayton, promote tolerance and goodwill, and ensure equality of treatment and opportunity for all

New Mission Statement

The mission of the Human Relations Council is to promote and ensure a culture of fair treatment and equal access to opportunities for all who live, work, play and gather in the City of Dayton.

Participants of the two planning retreats created a vision statement that captured the aspirational impact of the organization:

Vision Statement

Many People. Many Voices. One City.

The Human Relations Council is a leader in the eradication of discrimination and in ensuring an environment of equality, fairness, and harmony.

Guiding Principles

Guiding principles were identified in Step Five and refined in Step Seven. HRC will implement the plan always upholding the following principles:



Strategic Plan Priorities and Objectives

HRC's strategic plan has clear priorities and objectives. The plan also includes suggested action steps or strategies to achieve the objectives. HRC's staff identified key actors and the timelines for achieving each objective/strategy and to aid in carrying out the plan.

Implementation of the plan began in late 2012. The plan will be revised and amended as needed, making the evaluation of the objectives vital to progress. There are three priorities within the plan and each has a specific focus. There is a strategic, operational, and visionary priority for the organization. Objectives are listed for each of the priorities.

Strategic Priority—Improve Enforcement

HRC will enhance its capacity to serve and uphold laws and regulations.

To achieve this priority HRC will focus on the following objectives:

Objectives:

- 1.1 Update HRC Purpose and HRC Council Powers/Duties
- 1.2 Strengthen Civil Rights Ordinances
- 1.3 Create written policies and procedures
- 1.4 Develop/Implement Contract Compliance Diversity Management System
- 1.5 Establish Partnerships

Operational Priority—Improve Workforce and Technical Systems

The HRC will enhance its internal capabilities so that it can operate in a more structured and systematic manner.

Objectives:

- 2.1 Develop and retain staff
- 2.2 Establish division metrics
- 2.3 Create fiscal plan to sustain HRC
- 2.4 Improve branding and imaging
- 2.5 Develop better understanding of city policies

Visionary Priority—Develop Equality, Fairness and Harmony, and Welcome Dayton

The HRC will be driven by its mission to eradicate forms of discrimination in order to establish a welcoming environment free of prejudice and discrimination.

Objectives:

- 3.1 Create environment of inter-group collaboration and harmony
- 3.2 Create an Inclusive City
- 3.3 Monitor Changing Culture

SECTION 1: INTRODUCTION

A Strategic Plan for the Human Relations Council of Dayton



The Human Relations Council is an extension of the City Commission and functions as an “instrumentality of government” that was established to eliminate prejudice and discrimination. Under the leadership of a new Executive Director, the Human Relations Council underwent strategic planning in order to address current challenges faced by the organization. The challenges include:

- Respond to changes in community and develop capacity to meet new demands brought by change— new times call for new strategies.
- Create and implement HRC's first strategic plan to set a course for continuous responsiveness and improvement.
- Enhance HRC's mission to emphasize the importance of both enforcement to building relations and partnerships.
- Increase the public's awareness of HRC.
- Diversify revenue sources.
- Maintain HRC's role as an autonomous organization ensuring a culture of fair treatment and equal access to opportunities throughout the City organization and community.
- Provide leadership assessing civil rights issues and providing guidance and consultation for those issues to the Commission and community.

The community that is served by the HRC is changing, as is the regional and global economy. The next section will provide a summary of the population and economic trends affecting the organization and the people it serves. In order to deal with the changing climate and address the aforementioned challenges, the HRC administrators and staff proposed developing a five-year strategic plan in March of 2012.

From challenges come opportunities to improve the organization. The Human Relations Council administrators and staff have approached the challenges and opportunities carefully and inclusively during the strategic planning process. The Center for Urban and Public Affairs at Wright State University, along with AJ Casey, Inc., helped in facilitating and documenting the strategic planning.

Prior to the strategic planning session, staff members were given the opportunity to give their input on matters relative to the past, present and future of HRC. They also discussed how the HRC fulfills its mission and they spoke about the general work environment. The opinions gathered from this session were used to shape the plan.

A community survey included several questions on how citizens perceived HRC's mission and activities. This data was sorted and analyzed and used to guide the strategic plan. The Consultant, CUPA and HRC staff used these responses to prepare data relative to HRC's performance over the five years. Data from the Dayton survey and HRC was used in a retreat with the strategic planning committee. The Strategic Planning Committee was defined as members of HRC, Board members, City

Commission members, and key stake holders. The Strategic Planning Committee was responsible for creating the HRC strategic plan. The composition of the Strategic Planning Committee was decided by HRC's Executive Director and staff.

The next step involved conducting private interviews with key leaders in the City of Dayton and in the general community. The HRC staff and the Consultant identified fifteen people whose insights and opinions are important to the work of the HRC. Individuals were selected from the following groups:

- HRC Board
- City Commissioners
- Miami Valley Fair Housing
- HRC Staff
- Leaders of Diverse Community Groups

The interviews were conducted in-person. AJ Casey and a CUPA Staff member conducted the interviews. Interviews lasted approximately thirty minutes and were conducted in a manner that allowed the interviewees to elicit candid opinions about the *perception, purpose, focus, and effectiveness* (e.g. strengths, weaknesses, opportunities and threats) of the HRC.

Once all of the pre-planning preparation was completed, the strategic planning process could begin. The first of several meetings was held over the course of two days on August 23 and 24. On August 23, HRC Staff presented operations and special projects over the last five years. CUPA staff presented the community survey data and the findings from the private interviews.

On August 24, CUPA Staff facilitated a discussion on the mission, vision, priorities, and guiding principles of the HRC. The results from the discussion were then turned into the strategic plan, outlining clear objectives, strategies, and output measures.

HRC Staff met with CUPA Staff again on Sept 25, 28, and October 16 to further refine the strategic plan objectives and strategies along with the mission and vision statement. The Consultant assisted in translating goals and objectives into action plans and developing timelines and performance plans. Key actors were identified for each of the objectives.

Finally, the HRC Staff and CUPA Staff presented the Strategic Plan to the HRC Board and City Commission. Final edits and revisions were made and the plan was ready for implementation.

Section 2 presents community trends and data. These trends and data tell us about the changes the organization has experienced over the last decade or more.

Section 3 provides details about the Strategic Plan Committee, the engagement of the community in the Strategic Planning process, and the results from the Dayton survey and private interviews.

Section 4 identifies the Plan's priorities and objectives, evaluation criteria, key actors, timelines, and suggested strategies. The Strategic Planning Committee believes that the three priorities listed will help the HRC make important changes to improve the effectiveness, efficiency, and responsiveness of the organization.

Section 5 outlines strategies for implementing the Plan. Implementation is vital to the success of the priorities defined in the Plan.

SECTION 2: BACKGROUND INFORMATION

The Human Relations Council of Dayton



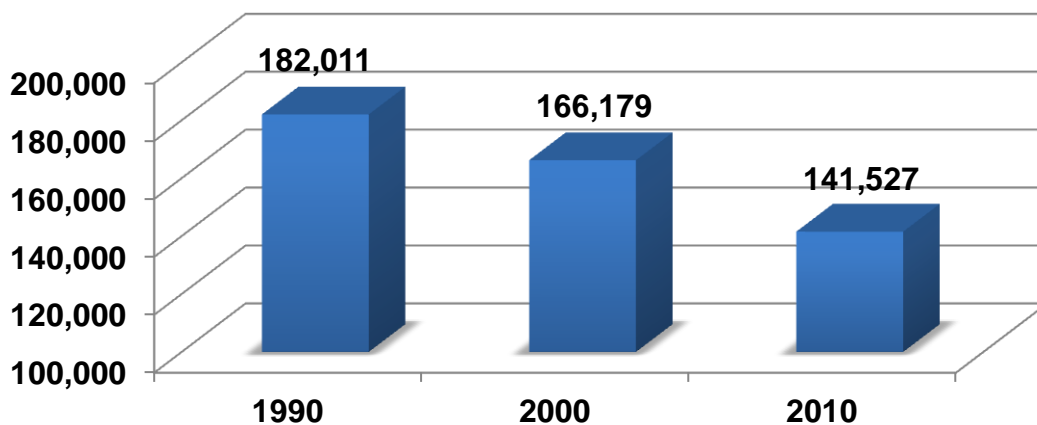
The Human Relations Council was created as an arm of the City Commission Office in 1962. As stated in the founding ordinance, the purpose of the Human Relations Council is to be an “instrument of government” that seeks to eliminate prejudice and discrimination because of race, color, religion, national origin, familial status, ancestry, sex or place of birth, age, marital status, sexual orientation, gender identity or disability. The HRC further seeks to “keep peace and good order and harmony among the citizens of the city, to bring about and maintain harmony, to avoid inter-group tensions, to promote tolerance and goodwill, and to insure equality of treatment and of opportunity to all.” The HRC serves all people who live, work, play and gather in the City of Dayton.

The City of Dayton has changed over the last decade and will continue to change in the future. The following is a brief snapshot of how the City of Dayton has changed over the last decade or more.

How Dayton Has Been Changing

Dayton is older, less wealthy, and more diverse than it was in 2000. From Figure 1 below, it can be seen that the population of Dayton steadily fell since 1990, dropping 22 percent over the two decades.

Figure 1: Population Trend: 1990 - 2010

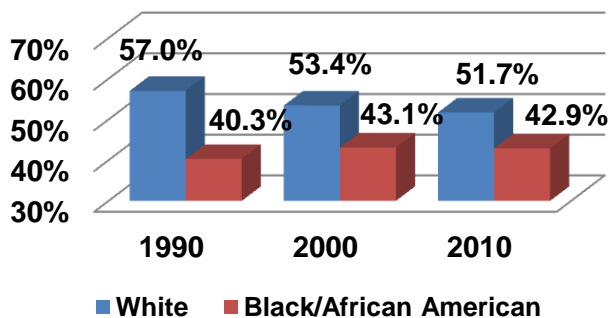


Source: U.S. Census Bureau, 1990, 2000, 2010

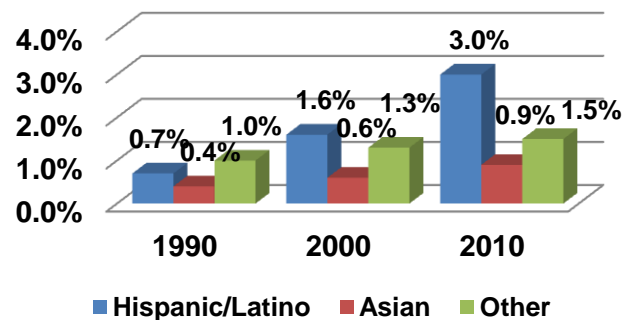
The following figures show the changes in race and ethnicity over the last two decades. Figure 2 provides data on the City of Dayton population of white and black residents. From 1990 to 2010, the Caucasian population decreased by 9 percent, while the African American population rose by 7 percent.

Figure 2 and 3 provides data on ethnic and foreign born populations in the City of Dayton. Over the last two decades, Dayton experienced steady growth. Hispanic/Latino populations increased significantly between 1990 and 2010 (329 percent). The Asian population increased by 125 percent.

**Figure 2A : Demographic Trend:
1990 - 2010**

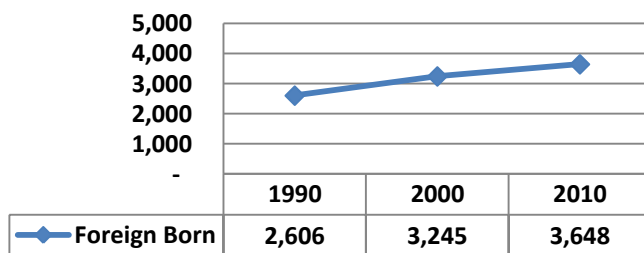


**Figure 2B : Demographic
Trend: 1990 - 2010**

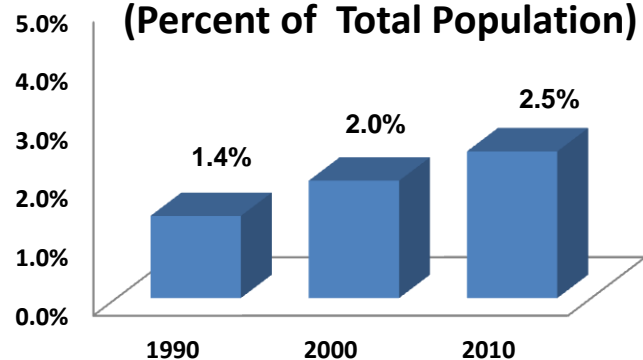


Source: U.S. Census Bureau, 1990, 2000, 2010

**Figure 3A: Foreign Born
Population**



**Figure 3B: Foreign Born
(Percent of Total Population)**

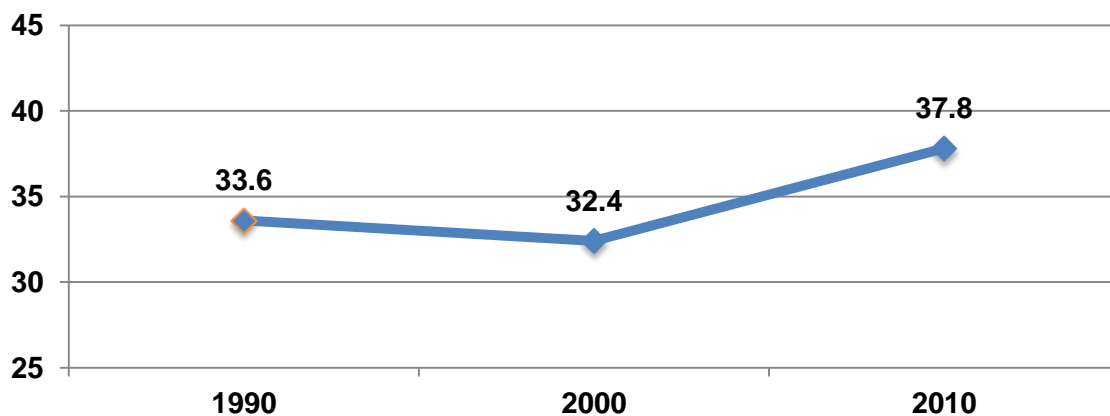


Source: American Community Survey, 2000, 2010 and U.S. Census Bureau 1990

The City of Dayton has seen a significant increase in foreign born citizens. From 1990 to 2000, the number of foreign born citizens increased by 43 percent. From 2000 to 2010, that demographic increased by 25 percent. Overall, there was a 79 percent increase in foreign born citizens within the City of Dayton over the last two decades.

The population has become older over the last two decades. Between 1990 and 2010, the median age of the population in the City of Dayton increased by 13 percent, from 34 to 38 years of age. Between 1990 and 2000, the median age decreased slightly by 4 percent, and then increased by 17 percent during the 2000 to 2010 decade.

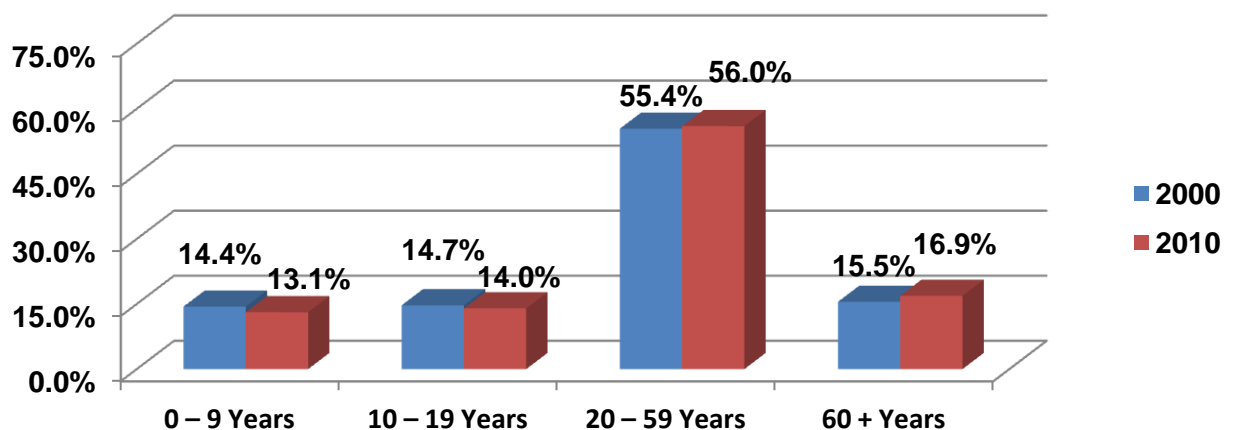
**Figure 4: Median Age Trend:
1990 - 2010**



Source: U.S. Census Bureau, 1990, 2000, 2010

Figure 5 shows the breakdown of the Dayton population by specific age groups.

Figure 5: Population by Age Group

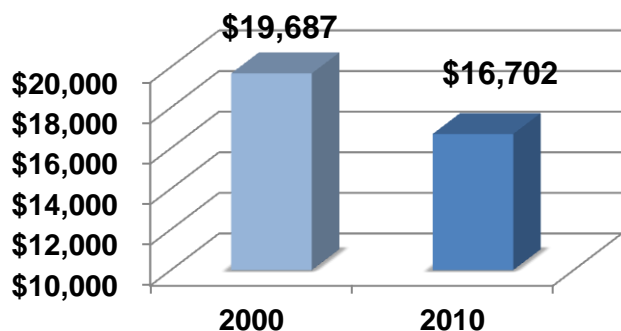


Source: U.S. Census Bureau, 2000, 2010

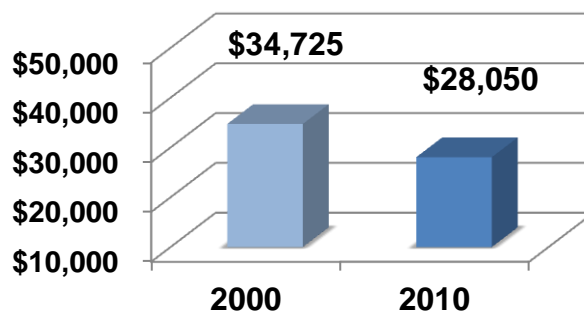
Dayton's population lost wealth over the last decade. Per capita income declined by 15 percent between 2000 and 2010, as shown in Figure 6. Both the 2000 and 2010 values are expressed in 2010 dollars. According to Census Data, the per capita income in 2000 was \$15,547; however, that value was adjusted using the Consumer Price Index to accurately reflect inflation.

Similarly, median household income declined over the decade. Figure 7 shows that between 2000 and 2010, median household income saw a decrease of 19 percent. According to Census data, the median household income in 2000 was \$27,423; however the value was adjusted using the Consumer Price Index.

**Figure 6: Per Capita Income Trend:
2000 - 2010**



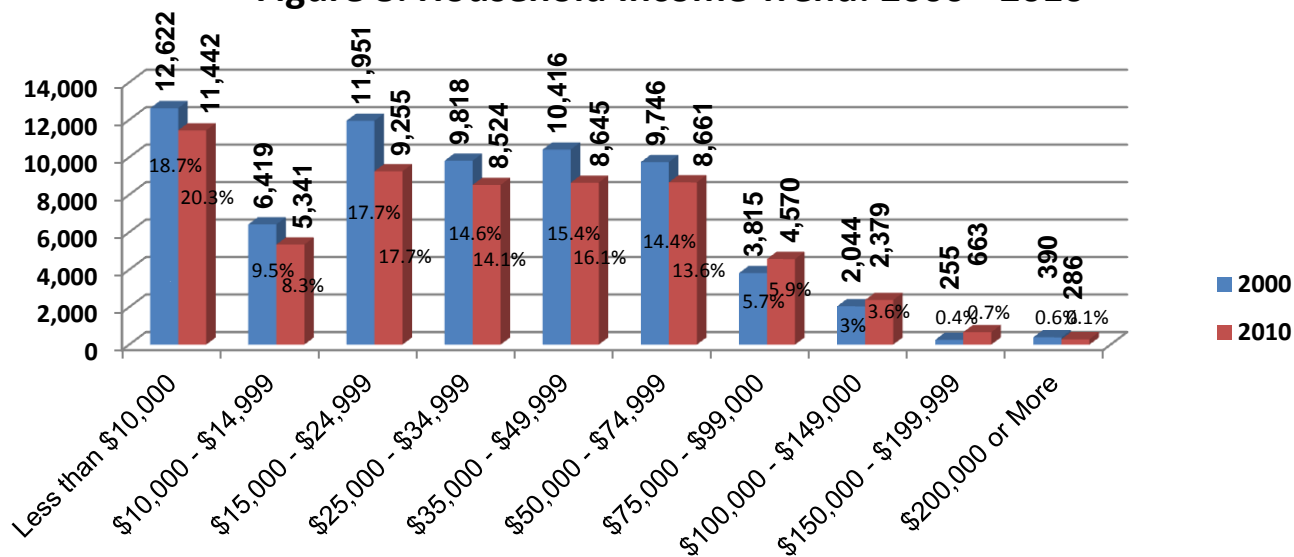
**Figure 7: Median Household
Income: 2000 - 2010**



Source: U.S. Census Bureau, 2000, 2010

There were 67,476 households in the City of Dayton in 2000. By 2010, only 59,766 households were reported, an 11 percent decrease. Figure 8 provides data on household incomes over the decade.

Figure 8: Household Income Trend: 2000 - 2010



Source: U.S. Census Bureau, 2000, 2010, and American Community Survey, 2010

Of the 67,476 households reported in the year 2000, 35,565 homes were owned, and 31,844 homes were rented. Figure 9 shows the percentage breakdown of home owners and home renters. In 2010, of the 59,766 homes reported in the City of Dayton, 29,135 homes were owned and 29,269 homes were rented, meaning that there are more rental properties in the housing market. Figure 10 shows the almost even divide between homes owned and homes rented.

Figure 9: Housing Trend - 2000

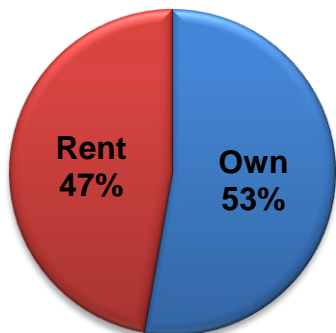
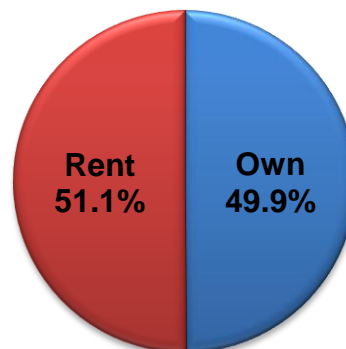


Figure 10: Housing Trend - 2010



Source: U.S. Census Bureau, 2000, 2010

In addition to income levels going down, the poverty level rose over the decade. From 2000 to 2010, the poverty level for individuals in the City of Dayton increased by 35 percent, as depicted in Figure 11. The number of families in poverty also increased. Figure 12 shows the 58 percent increase in poverty for families.

Figure 11: Poverty (Individuals) Trend: 2000 - 2010

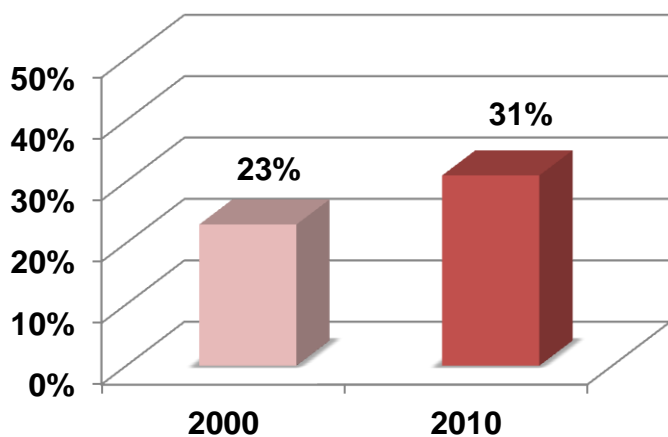
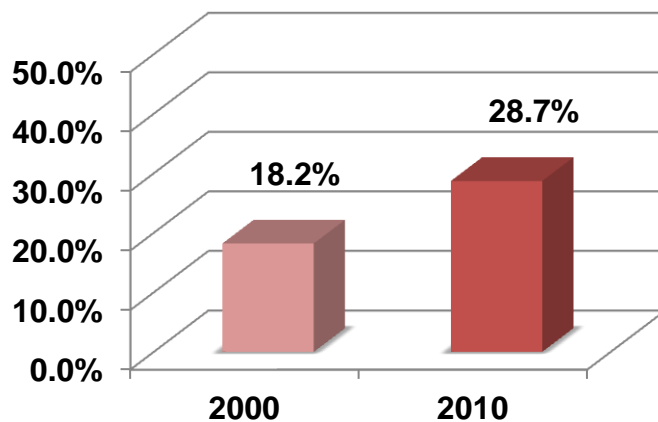


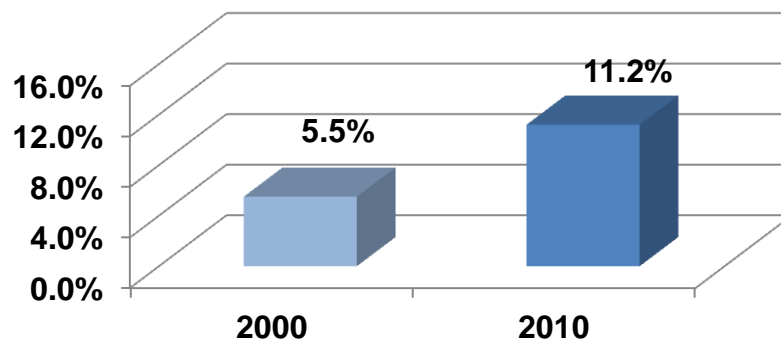
Figure 12: Poverty (Families) Trend: 2000 - 2010



Source: U.S. Census Bureau, 2000, 2010, and American Community Survey, 2010

The unemployment rate saw a significant increase over the last decade. Between 2000 and 2010, unemployment rose by 104 percent. The City of Dayton's unemployment rate in 2010 was higher than the national average of 9 percent, according to the Bureau of Labor and Statistics. Figure 13 provides the data on unemployment over the decade.

**Figure 13: Unemployment Trends:
2000 - 2010**



Source: U.S. Census Bureau, 2000, 2010

From the data provided, it is apparent that the City of Dayton is less populated, more diverse, older, less wealthy, more likely to rent than own, and facing higher unemployment than it was in 2000. The changing environment is important to keep in mind as the HRC has to meet the needs of the evolving community.

HRC Services

The HRC houses several programs that serve the community. Programs are divided into categories: Civil Rights Enforcement; Business and Technical Assistance; and Community Relations.

- Under Civil Rights Enforcement, there are specialized areas for Fair Housing, Employment, Public Accommodation and Credit Transactions. These services are provided by the Community Relations Specialist, Tonya Todd, and Fair Housing Specialist, Joshua Ward. The team investigates complaints of unlawful discrimination, conciliates differences between Complainants and Respondents, subpoenas records, evidence, and testimony, and provides community education and outreach about issues related to discrimination in housing and employment.

- The Council administers Business and Technical Assistance programs including Contract Compliance, the Minority Business Assistance Center, and the Procurement and Technical Assistance Center. Marci Wright is the Supervisor of Contract Compliance and oversees the Procurement Enhancement Program (PEP), HUD Section 3, Unified Certification Program Disadvantaged Business Certification (UCP-DBE) and the Affirmative Action Assurance (AAA) program. The AAA is headed by Field Representative, Vicki Krapf. The AAA Program is in place to uphold the City's commitment to anti-discrimination by ensuring companies have equal employment policies in place that benefit minorities and females. They do so by requiring that any vendor doing business in the City that exceeds \$2,500 to have an AAA form on file. Additionally, the Program provides assistance to companies without affirmative action policies or that have challenges hiring minorities and females.

The UCP-DBE is also supervised by Krapf. Disadvantaged Business Enterprises are defined as for-profit, small businesses that are at least 51 percent owned by individuals who are both socially and economically disadvantaged.

- The Greater Dayton Minority Business Assistance Center (MBAC) is supervised by Program Director, Roshawn Winburn. MBAC is funded by the Ohio Development Services Agency (DSA) and assists in the creation, growth, development and expansion of minority and disadvantaged enterprises throughout Montgomery, Greene, Miami, Darke, Butler, and Clark Counties. The objective of the MBAC is to act as a liaison between all public and private, local, state, and federal small and minority owned business assistance resources. The MBAC as a bridge of resources allows for more utilization and awareness for minority businesses.
- The Southwest Ohio Procurement Technical Assistance Center (PTAC) is supervised by Program Director, Bill Cox; PTAC is also funded by the Ohio DSA and works to increase competitiveness of any business interested in doing business with the government by building their capability to respond to solicitations. In order to increase the number of businesses bidding on government procurement opportunities, PTAC engages in outreach to small, minority, female, and veteran-owned businesses, in addition to government agencies and prime contractors. PTAC works with the Greater Dayton MBAC to help provide government procurement technical assistance along with consulting and training to Ohio businesses.

- The HRC houses several Community Relations initiatives that have earned the organization more recognition from the community and Commission. Erica Fields serves as the Special Projects Administrator. The Special Projects Administrator position was created to increase the HRC's presence in the community and reach out to the various protected classes identified by ordinance.

With a history of racial tension in West Dayton and current community-police relations being challenged, the HRC took on the Community Police Council (CPC). Through the CPC, the HRC serves as a liaison between the community, police, and elected officials. The HRC can represent the City of Dayton's commitment to improved community-police relations while still being neutral of law enforcement, government, and political affiliations.

The HRC also administers the Community Initiative to Reduce Gun Violence (CIRGV). Previously housed at the United Way, the HRC began administering the program in January of 2013 to create a central location for the program and to hire a Program Director to oversee the entire initiative.

Also housed under Community Relations is the Welcome Dayton Plan, supervised by Melissa Bertolo. Welcome Dayton seeks to create a community-wide initiative around immigrant integration. It emphasizes access to business and economic development; health and social services; local government and justice; and community, culture, arts and education. The purpose of the Welcome Dayton Office at the Human Relations Council is to facilitate and support community goals and projects that promote the integration of immigrants in the Greater Dayton Community.

SECTION 3:

The Process to Create the Plan



The process of looking ahead three- to- five years is forward thinking, but it also presents some challenges. The process for developing the Human Relations Council Strategic Plan was comprised of seven phases. This section will discuss in detail the first four steps, tracing the process from the initial meeting to the results obtained from the staff retreat. The draft of the strategic plan and initiatives and follow through will be presented in Section 4 and the evaluations of progress will be covered in Section 5.



The process began with an initial meeting that serves as the Staff Planning Session. During this session, staff members were given the opportunity to give their input on matters relative to the past, present and future of HRC. They also discussed how the HRC fulfills its mission and they spoke about the general work environment. The opinions gathered from this session were used to shape future plans and provided a point o buy-in to the new direction.

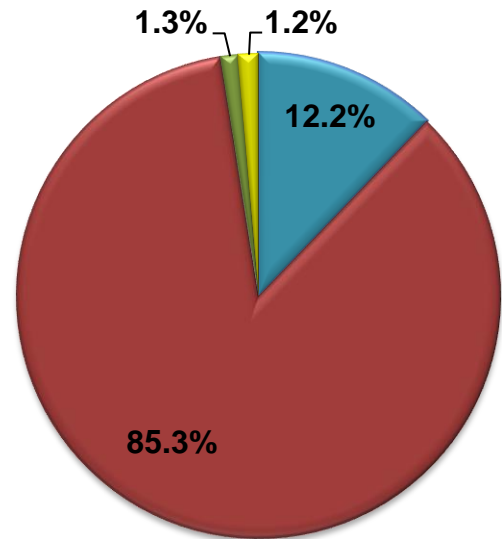
The Dayton community survey included several questions on how citizens perceived HRC's mission and activities. The questions specifically asked about the “HRC” but respondents could ask for the acronym to be identified. The survey asked the questions:

- Have you heard of the HRC?
- What does the HRC do?
- What is your perception of the HRC?

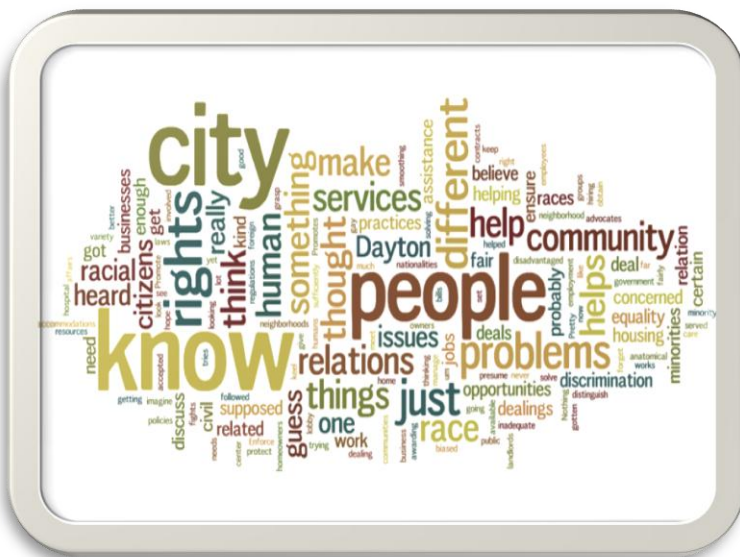
There were 450 responses to these questions. The raw data is provided in the frequency chart below: This data was sorted and analyzed and used to guide the strategic plan. The Consultant, CUPA and HRC staff used these responses to prepare data relative to HRC's performance over the five years. The finding from the survey questions are presented in Wordles – a tool that quantifies qualitative data by conducting a word count. The Wordles below were created from the responses.

“Have you heard of the HRC?”

Response	Frequency	Percent
Yes	55	12.2%
No	384	85.3%
Don't Know	5	1.2%
Refused	6	1.3%
Total:	450	100%



“What does the HRC do?”



“What is your perception of the HRC?”



The next step involved conducting private interviews with key leaders in the City of Dayton and in the general community. The HRC staff and the Consultant identified fifteen people whose insights and opinions are important to the work of the HRC. Individuals were selected from the following groups:

- HRC Board
- City Commissioners
- Miami Valley Fair Housing
- HRC Staff
- Leaders of Diverse Community Groups

The interviews were conducted privately in person. AJ Casey and a CUPA Staff member conducted the interviews. Interviews lasted approximately thirty minutes and were conducted in a manner that allowed the interviewees to elicit candid opinions about the *perception, purpose, focus, and effectiveness* (e.g. strengths, weaknesses, opportunities and threats) of the HRC. Questions asked during the interviews are provided below.

1. What is your general impression of the HRC?
2. List 3 top priorities that the HRC should be focusing on. Is there anything that they should not be focusing on?
3. What would you like to see more of/ less of from the HRC?
4. How does the HRC rank compared to other departments in importance and relevance?
5. What is/should be the role of the Board?
6. Are there any concerns about the direction in which the HRC is going?
7. Do you have any advice for the new executive director?

The following summarizes what was heard from interviewees.

What is your general impression of the HRC?

"The HRC has a visionary purpose. Its message is 'somebody cares enough to ensure that corporations and municipalities pay attention to the way they treat people.' The HRC must help ALL people recognize that they are invaluable to the community."

"I've observed that the HRC has pursued a theoretical approach to educating the community. In other words, they educate people on what should be and help them understand the terms, but they don't do a lot to move into application. Let's move beyond the basics, bring together partners who can demonstrate by example how to GET IT DONE."

"I've been puzzled, trying to understand the HRC. I didn't know the broad nature of its work. I always saw them as a certifying body. "

"Certain things are essential to the HRC. Mediation Center, Human relations, WDP, CPC. HRC can create bridges between organizations, business and community to ensure the City's commitment and measurement of parity and inclusion."

"HUMAN RELATIONS must become a cornerstone of the department. Mediation is better than conflict. I'd still like to see them become more flexible in their operations or reasoning."

"The HRC's legal ordinance gives it power, authority and access that other organizations don't have. They're always operating in crisis mode."

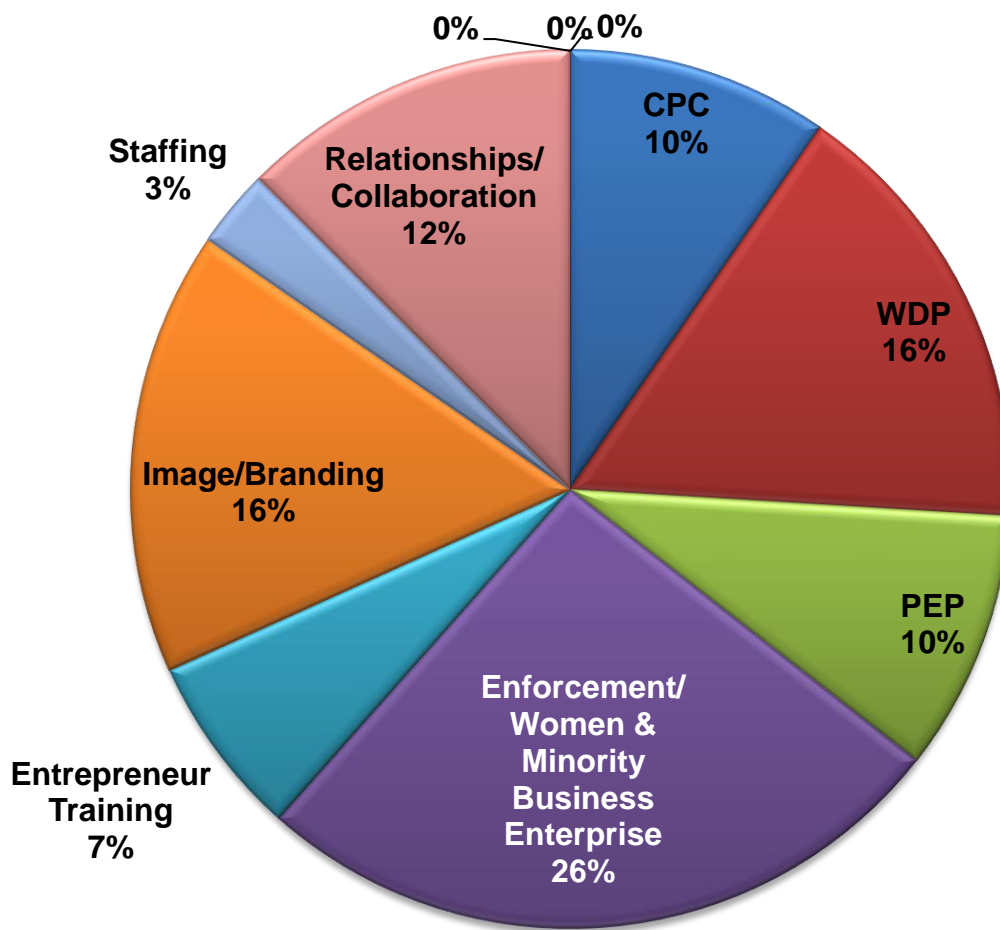
"To be viable now, we must expand our focus. We have to provide value to our clients and we have to follow the ordinance."

"Their communications and follow through with organizations throughout the community has been poor. We've contacted them many times and have not even received a return phone call."

What should be the top three priorities for the new Director?

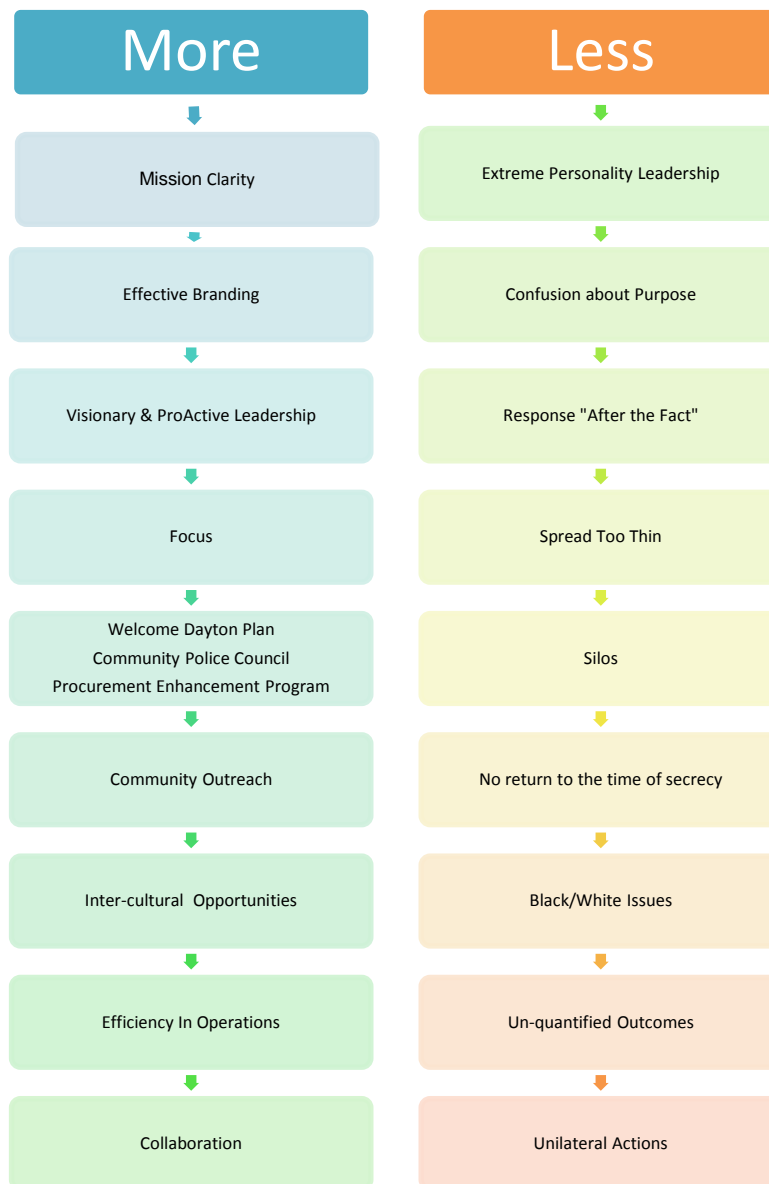
The responses are reported below by percentage of votes received. While imaging and branding makes up 16 percent of the specified priority vote, it remained a hot topic throughout the interviews. Another prominent issue was the need for the HRC to create coordinated outreach with partners and collaborators in order to have a bigger impact in making Dayton a better place to live.

Top Priorities By Percent of Votes Recieved



What would you like to see more of / less of from the HRC?

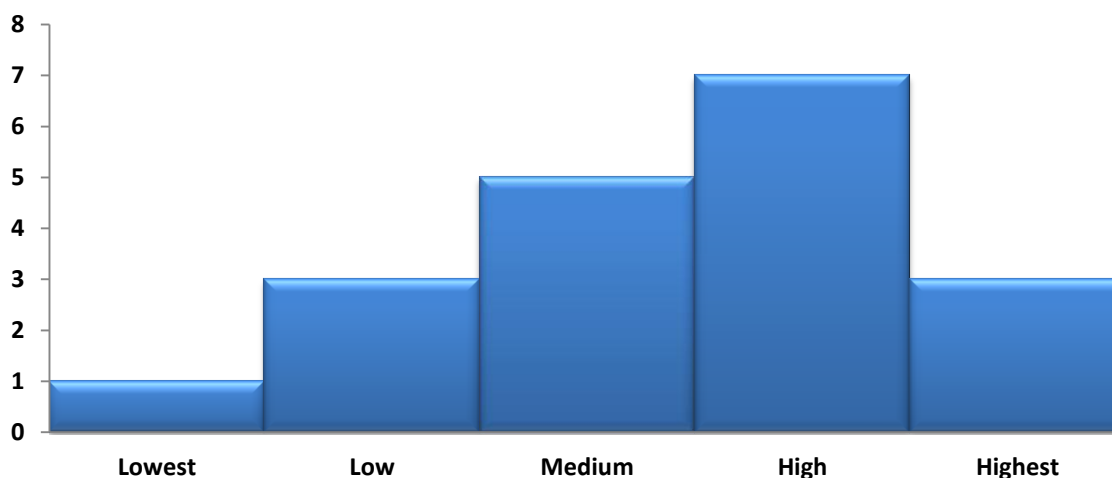
Interviewees consistently responded that they felt the HRC is already providing many great programs and services, and that with funding challenges, taking on more programs wouldn't be possible. Similarly, interviewees responded that none of the programs in place could be cut because they are so important and vital to the community. Suggestions were made about already existing programs and about the HRC's operations and processes as a whole.



How does the HRC rank relative to other city departments?

Interviewees cited that there were several ways of analyzing importance. As one interviewee put it, “non-discrimination is on the top of the list for moral initiatives, but it’s not at the top for tax-payer services. The HRC doesn’t pick up the trash, fight crime, or put out fires.”

Relative to Other City Departments How High Does HRC Rank?



The census data and reports from HRC staff members provided in Section 2 along with the Dayton Finance Survey data and the interview data were presented at the first half of the staff retreat held on August 23. The Strategic Planning Committee members were told to think about the information presented and to come back the following day ready to create priorities that reflect the needs of the organization based on this feedback.

The August 24 session of the staff retreat began with Jack Dustin facilitating the discussion, beginning with three questions:

- What is the HRC’s purpose?
- Who does the HRC serve?
- What impact should the HRC have?

Answers to the three questions create the content for the drafting of the mission statement. The responses are recorded on the following pages.

PURPOSE:

- Anti-discrimination enforcement and education outreach
- Fair housing (compliance – impediments)
- Civil rights/discrimination (6)
- Business development/growth (economics) (3)
- Community relationships/partnerships (5)
- To provide an environment of inclusion to all residents, employees and residents and those that have a relationship with the city.
- throughout Dayton
- Help people get along with and appreciate each other. (2)
- Eradicate discrimination and promote healthy relationships among Dayton's diverse populations and communities.
- Promote equality and fairness
- To be the social and economic conscious of the City
- To foster harmonious relations in the Dayton Community by increasing acceptance of diversity
- Advocate for equal access for citizen in the City of Dayton
- Equality, fairness, justice, serving the people
- Convene necessary community conversations
- To be the conscious of the City
- To hold the city accountable for fulfilling the ordinances – CP, PEP, AAA
- To enforce civil rights laws
- To promote better human relations in the community
- Educate consumers and hold financial institutions to comply with CRA.
- To enforce Sec.32.11
- To educate and inform
- To listen to the community
- To engage the community
- To promote equal opportunity and equal treatment to all who live and work in Dayton
- As agents of the City of Dayton, guarantee and promote fair treatment of all citizens.
- Facilitate
- Outreach
- Promote/advocate
- Economic needs
- Civil rights orgs are not as influential
- Social conscious
- Equal opportunity to equal access
- Equal access to education, jobs, credit, services, and capital
- Need balance between enforcement and collaboration
- Need to convene and facilitate
- Follow a federal reserve model
- Communicate
- Help people get along
- Connect people

- Be proactive
- Set Standards
- Commitment

- Harness community involvement and under-utilized assets

WHO WE SERVE:

- Entire community (3)
- Businesses (4)
- Protected classes (minorities, disabled, LGBT, religion) (2)
- Citizens of Dayton (5)
- City staff
- Everyone. All communities in City of Dayton
- All who live and work in Dayton
- Miami Valley
- Those that aspire to engage in business relationships with the City of Dayton
- Be an advocate for the fair treatment of all people in the Dayton community regardless of their background.
- All citizens and businesses
- Natural and corporate victims and oppressors
- We serve the people who have no voice
- Ensure equality among the citizens of Dayton in housing, employment opportunities and procurement
- To promote harmony and keep peace, tolerance, and goodwill among citizens of Dayton
- Residents – “citizens” is not inclusive of immigrants
- Any person who lives, works, or plays in the City of Dayton

IMPACT:

- Increase funding to small and disadvantaged businesses (2)
- Increased accountability for employers, banks and landlords
- Increased business opportunity (3)
- Fair and equal treatment and opportunity for all Dayton residents
- Less discrimination, eradicate discrimination (4)
- Open and accepting community
- Provide “carrot and stick”
- People will respect and appreciate each other
- Harness the full capacity of the citizens in Dayton
- Heal racial wounds and provide a vision to move forward
- Reduce economic and social disparity
- Minimize social and economic injustice for all citizens
- Enforce and monitor contract compliance for all city, state and federal dollars spent

- Restoration of humanity to those who have been discriminated against.
- Education for those who discriminate
- Fairness in bidding of projects
- Equal Opportunities
- Increase accountability
- Promote goodwill
- Measure playing field
- Create safe neighborhoods
- Create opportunity
- Improvement for all citizens within the city
- Increased economic opportunities
- Affirmatively furthering fair housing to residents
- Assist in creating a sense of equality throughout Dayton for all citizens (2)
- Create an environment that embraces differences and support the vitality of diversity in our community (3)
- Improve awareness of Civil Rights
- Reduction in actual civil rights infractions
- Equal opportunities in contracts with the city
- Reduction of tension in the city
- Equality of city dollars spent for goods and services, construction
- Fair and equal access to housing for all
- People who live, work, and play in Dayton are treated fairly, are welcomed and enjoy the full benefits of life, liberty, and the pursuit of happiness.
- The HRC should be the premiere organization thought of when it comes to civil rights. People should know the HRC just as they know NCCJ, Ohio Civil Rights Commission, and the NAACP. Be the “spark” to inspire other agencies
- Coordinator
- Be welcoming and inclusive
- Build trust among all
- Accountability

Next, Dustin asked participants to think about a vision for the agency over the next three-to-five years. Pairs of participants discussed their vision with one another then the pairs presented their draft vision statements. The drafts are recorded below.

- A leader in providing direction and establishing a welcoming, fair and equitable culture for anyone that works, lives, or plays in Dayton.
- A driving force in enhancing lives of those who live/work/play in city: equality (fair housing, discrimination), justice, economics, collaboration/partnerships, and promoting inclusion.
- To promote and ensure an environment of equal and fair treatment and access to opportunities for any person who lives, works or plays in the City of Dayton.
- “Many people. Many voices. Once city.” Create an environment where many people with many voices become one city.

- The advocate that creates awareness of and educates about the differences we embody as individuals while insuring equal opportunities to all towards the pursuit of quality of life.
- The Human Relations Council facilitates a more inclusive and competent community through fostering increased communications and collaboration among people who live, work and play in the City of Dayton.
- HRC will be recognized and valued as a leader in the fight against discrimination and inequality for all who live, work and play in the City of Dayton to provide an environment of equality, fairness, and harmony.
- The HRC enforces the City of Dayton's civil rights ordinances, ensure equal access and opportunity to city funds and with other individuals, convenes and facilitates necessary conversations to ensure peace and harmony amongst the people.
- The HRC continues enforcing civil rights laws and proactively facilitates and encourages collaboration to address root causes of discrimination and segregation.
- The HRC will be recognized as an innovator and leader in ensuring equal housing opportunities in the City of Dayton, creating a firm sense of community and hope.

Dustin next asked participants to identify priorities that would serve the Human Relations Council mission and vision. The responses are below.

- Branding/Imaging
 - Social Media
 - Informal Networks
 - Need to be prepared if more people know about HRC
 - Explain programs to community
 - Consistent Media Outlets
 - Dayton Weekly
 - Weekly article, airtime
- Enforcement/Ordinance
- Relevance, authenticity, remaining "in touch"
- Building and sustaining network
- Knowing when to stop with programs
 - Letting them go when they are up and running
- Collaboration
- HRC's position in the community
- Business support
- Technical knowledge

- Resources
 - Funding
 - Staffing

Finally, Dustin asked those present to identify the necessary guiding principles that would, if achieved, serve the mission and fulfill the vision of the Human Relations Council.

- | | | |
|--|-----------------------------------|-----------------------|
| • Integrity | • Be a good listener | • Impartial |
| • Openness | • Responsive | • Engaging |
| • Authenticity – say
what you mean and
do what you say | • Knowledgeable | • Love one another |
| • Honesty – be real | • Collaborative | • Creative/innovative |
| | • Commitment to
mission/vision | |

The data was collected from this staff retreat and was compiled into the strategic plan priorities outlined in the next section.

SECTION 4:

Strategic Plan Priorities



The order of the priorities and strategies are not ranked in any particular order than would indicate level of importance. Priority 2 is not less important than Priority 1 or more important than Priority 3. Each of the three priorities serves a different function and has a specific focus. There is a strategic, operational, and visionary priority. The strategic priority is focused on the HRC's capacity to serve and uphold laws and regulations. The operational priority is internally focused, paying attention to objectives that will enhance internal capabilities and the improvement of organizational infrastructure. The visionary priority is driven by the HRC's mission and addresses strategies to eradicate forms of discrimination.

It is important to remember that a strategic plan is meant to be dynamic. Priorities and Objectives will change as the HRC assesses the evaluations designed to achieve the priorities. Evaluation of progress is essential in learning what works and what does not work.

How will achievement of the plan be determined?

The HRC will monitor progress by applying and developing metrics for outcomes. The Evaluation provides the evidence needed to respond to emerging needs and to adopt new training, techniques, and strategies that will enhance the organization's achievement. The HRC will make use of pre-existing indicators and will develop new indicators as well. The following is a partial list of indicators that will be used to monitor progress.

- Challenges to HRC actions
- Processing days
- EEOC complaints
- Partnerships
- Citizen and business perception
- Budget surplus
- Funding sources
- Staff satisfaction and retention
- Demand for services
- "Hits" on social networking sites

Priority 1: Strategic – Improve Enforcement

The primary purpose for the HRC's creation was for it to act as an enforcement agency. There are more diverse needs to be met in the community today, but enforcement is still important. The HRC looks to improve equal opportunities and social justice and it does so through the enforcement of the ordinances.

Objective What is Expected	Strategy Approaches to Achieve Goal	Key Actors Those Responsible for Implementation	Timeline Implementation Horizon	Outcome What will be Achieved	Evaluation What is Measured
<ul style="list-style-type: none"> Update HRC Purpose and HRC Council Powers/Duties 	<ul style="list-style-type: none"> Update dated language Look to other cities Clarify all ordinances and review for consistency 	<ul style="list-style-type: none"> HRC Board Law Department 	<ul style="list-style-type: none"> January 2013 	<ul style="list-style-type: none"> Clarity about what HRC can do Purposes and duties will be aligned with current goals and will reflect mission Commission Approves 	<ul style="list-style-type: none"> Reduced number of challenges to HRC action (related to CR ordinance changes)
<ul style="list-style-type: none"> Strengthen Civil Rights Ordinance 	<ul style="list-style-type: none"> Clarify all ordinances and review for consistency Bi-weekly meetings 	<ul style="list-style-type: none"> HRC Board Civil Rights Staff Civil Rights Legal Help Law Department 	<ul style="list-style-type: none"> January 2013 	<ul style="list-style-type: none"> Clarity about what HRC can do Commission Approves Clarify ambiguity Strengthened enforcement power 	<ul style="list-style-type: none"> Close cases in less time (measured by processing days) Increased number of EEOC complaints (in the short term)
<ul style="list-style-type: none"> Create written policies and procedures 	<ul style="list-style-type: none"> Each team creates job manual with description of procedures Establish protocol for frequently occurring issues Find/utilize templates from like-organizations 	<ul style="list-style-type: none"> Administration Contract Compliance Civil Rights Business support Every employee 	<ul style="list-style-type: none"> 6 months - 1 year Set timeline: 25% Done 50% Done 75% Done END 	<ul style="list-style-type: none"> Awareness and understanding of internal processes New hires have a guidebook for duties Jobs/Procedures can be duplicated by anyone in office 	<ul style="list-style-type: none"> Increased currency of data to monitor contract compliance
<ul style="list-style-type: none"> Create/Purchase Data System 	<ul style="list-style-type: none"> Coordinate with ITS and Central Services Purchase/Contract out services for data system to track compliance cases 	<ul style="list-style-type: none"> Supervisor – Contract Compliance Executive Director ITS Director Central Services Director 	<ul style="list-style-type: none"> End of year 2013 	<ul style="list-style-type: none"> Accurate and timely response 	<ul style="list-style-type: none"> Greater understanding of enforcement mission (number of partners distributing HRC information; citizen perception; business perception from city surveys)
<ul style="list-style-type: none"> Establish partnerships 	<ul style="list-style-type: none"> Find/Keep partners aligned with HRC goals Create database of partners Periodic conferencing Go where residents/clients are 	<ul style="list-style-type: none"> Teams 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Eliminate duplicated services Enhance productivity HRC represented and at the table Free-flow of info for support 	

Priority 2: Operational – Improve Workforce and Technical Systems

The effectiveness and efficiency of the HRC depend on having highly trained and knowledgeable personnel. The HRC needs to be continually improving capacity and thinking critically in order to carry out its mission. Further, the HRC needs to take actions to increase awareness of its presence in the City because it is important for the residents to know and understand what the organization does to improve equality of access to opportunities.

Objective What is Expected	Strategy Approaches to Achieve Goal	Key Actors Those Responsible for Implementation	Timeline Implementation Horizon	Outcome What will be Achieved	Evaluation What is Measured
• Develop and retain staff	<ul style="list-style-type: none"> Establish development results plan for each staff person Encourage staff to attend trainings/staff development Create budget for staff development Increase administrative & clerical support 	<ul style="list-style-type: none"> Team Leaders 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Engaged Staff 	<ul style="list-style-type: none"> Annual budget surplus Increased funding from diverse sources Staff satisfaction (annual reviews) Staff retention (exit interviews) Performance measurement via data Increased recognition of HRC and what HRC does in the community (residents, city departments, "partner agencies," and businesses)
• Establish division output metrics	<ul style="list-style-type: none"> Set Key Performance Measures based on most important functions 	<ul style="list-style-type: none"> Team Leaders 	<ul style="list-style-type: none"> Monthly, quarterly, annually 	<ul style="list-style-type: none"> Achieve 95% of the goal 	<ul style="list-style-type: none"> Increased demand for services (call log data) "Hits" on social media networks
• Create fiscal plan to sustain HRC	<ul style="list-style-type: none"> Identify alternative funding resources Establish how much money is needed 	<ul style="list-style-type: none"> Executive Director City Manager OMB 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Funding other than the general fund Greater freedom in resource allocation Capacity to fund special programs 	
• Improve branding and image	<ul style="list-style-type: none"> Develop consistent brand/look Encourage staff participation at outreach events Increase community presence Develop website 	<ul style="list-style-type: none"> HRC Staff Marketing Consultant 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Awareness/recognition of HRC Services 	
• Develop better understanding of city policies	<ul style="list-style-type: none"> Develop relationships with city departments/divisions HRC staff to attend city trainings Create contact list for each division Secure documents as much as possible 	<ul style="list-style-type: none"> New and current HRC staff Division managers 	<ul style="list-style-type: none"> End of year, then ongoing 	<ul style="list-style-type: none"> Better understanding of city policies and procedures Subject go-to is expert but everyone understands generally 	

Priority 3: Visionary – Develop Equality, Fairness and Harmony, and Welcome Dayton

This priority recognizes the HRC's expanding role for in helping to create an environment of equality in the community. The HRC has broadened its programming to reflect this need and to remain committed to its mission of eradicating forms of discrimination.

Objective What is Expected	Strategy Approaches to Achieve Goal	Key Actors Those Responsible for Implementation	Timeline Implementation Horizon	Outcome What will be Achieved	Evaluation What is Measured
<ul style="list-style-type: none"> • Create environment of inter-group collaboration and harmony 	<ul style="list-style-type: none"> ○ Support and improve coordination of Community Police Relations ○ Provide oversight and coordination of CIRGV partners; law enforcement services, evaluation team, and community 	<ul style="list-style-type: none"> ○ Executive Director ○ Special Projects Coordinator 	<ul style="list-style-type: none"> ○ Ongoing 	<ul style="list-style-type: none"> ○ Greater resident satisfaction with police ○ Improved data collection between organizations 	<ul style="list-style-type: none"> ○ Community Police Council ○ Performance evaluations ○ Responses to City of Dayton CPC Survey
<ul style="list-style-type: none"> • Create an Inclusive City 	<ul style="list-style-type: none"> ○ Develop and implement programs to ensure inclusion on all residents ○ Implement educational media program 	<ul style="list-style-type: none"> ○ Special Projects Coordinator ○ Program Director 	<ul style="list-style-type: none"> ○ Ongoing (Welcome Dayton Plan - 2 years) ○ Ongoing (Education – end of 2013) 	<ul style="list-style-type: none"> ○ Immigrants become a part of Welcome Dayton Committee and Human Relations Council Board ○ Create a partnership with East-End and CSSMV ○ Partnerships with educational institutions: Sinclair, UD, Central State, WSU, MVCTC 	
<ul style="list-style-type: none"> • Monitor Changing Culture 	<ul style="list-style-type: none"> ○ Partner with other organizations to implement biannual survey on diversity ○ Develop process map for organizations with similar missions 	<ul style="list-style-type: none"> ○ Executive Director ○ Special Projects Coordinator ○ Program Director 	<ul style="list-style-type: none"> ○ End of 2013 ○ 2014 	<ul style="list-style-type: none"> ○ Partnership with Cityfolk 	

SECTION 5:

Strategic Plan Implementation



Implementation is critical to the success of the HRC's Strategic Plan. The implementation of the plan begins in early 2013. The plan should be revised and amended as needed, making the evaluation of the objectives vital to progress. The mission and vision statements have been revised to provide more clarity. The mission and vision statements now reflect the expanding role of the HRC in addressing social justice and equality issues.

Mission Statement

The mission of the Human Relations Council is to promote and ensure a culture of fair treatment and equal access to opportunities for all who live, work, play and gather in the City of Dayton.

Vision Statement

Many People. Many Voices. One City.

The Human Relations Council is a leader in the eradication of discrimination and in ensuring an environment of equality, fairness, and harmony.

The mission and vision statements will appear on letterhead, formal communications, and internet communications. The Executive Director will use the mission and vision statements in presentations to the community and public and private leaders. Staff will reference their performance and advocates for change and innovation in terms of mission and vision.

Five guiding principles were identified by the Strategic Planning Committee. The guiding principles are:



Executive Director, staff and Board will implement and perform their duties and responsibilities and implement the Strategic Plan abiding by the five guiding principles.

HRC is committed to the following strategies for integrating the plan into work routines and the organization's culture.

- Prominently display the mission and vision statements in the main office. This will help the public to understand the HRC's inclusion of community relations with traditional enforcement.
- Incorporate HRC logos into all documents. This strategy will help with branding and imaging, and send a consistent message about mission and vision statement on documents and increase awareness of HRC.
- Place the Strategic Plan on the HRC website. By making the plan available to the public, there is more motivation to actively follow the plan. Community members will be aware of the HRC's priorities and how it functions to serve the community.
- Reference the Strategic Plan at staff meetings. Discussions should refer to objectives found in the strategic plan. New objectives or goals should be evaluated for appropriate fit with the mission, vision, and priorities outlined in the plan. New objectives that do not fit need to be avoided as mission drift.
- In addition to diversifying funding, HRC will commit resources to implementing the Strategic Plan. Funding projects through grants will allow the general fund to be used on other projects and needs while allowing some funding to enter into a reserve fund.
- Progress made completing the Strategic Plan will be presented at the annual meeting. Following this meeting, a progress report will be drafted and submitted to the Board of Directors and made available to the public via the HRC website.
- Achieving Strategic Plan objectives will become part of employees' annual progress reports.

Finally, the strategies above rest on four interlocking commitments to implementing HRC's Strategic Plan. First, individuals identified with objectives become leaders critical to implementation. Second, the leaders must have the resources required for implementing and measuring results. Third, continuous communication is needed to sustain leadership and inform staff, partners, and community about the progress being made. And fourth, there must be a shared accountability for meeting objectives and outcomes.

