



# Strategic Plan

Fiscal Years 2015-18

July 1, 2014 - June 30, 2018



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## Introduction

Since its founding, changes to the Indiana Civil Rights Law have altered and expanded the mandate of the Indiana Civil Rights Commission (ICRC). First created as the Indiana Fair Employment Practices Commission in 1961, the agency lacked the ability to enforce its decisions and was limited in scope to employment matters. Over time, the legislature expanded the covered areas and protected groups as well as granting the agency the authority to ensure compliance. Currently, the Commission is vested with the power to issue orders, subpoena witnesses and award damages.

The Commission's jurisdiction continued to expand over the next ten years. Housing was added in 1965. Gender discrimination was included in the Indiana statute in 1971. Three years later, discrimination in granting credit was added to the agency's jurisdiction. Subsequently, in 1975, persons with disabilities were added as a protected class.

More recent legislation has continued to modify and expand the role of the ICRC. In 1991, the legislature amended the Indiana civil rights laws to comply with the enforcement provisions of the federal Fair Housing Act. These amendments expanded protections for Hoosiers by extending coverage to families with children, providing fines, civil penalties, injunctive relief and (for victims of housing discrimination) the right to elect agency or judicial enforcement of claims.

Enacting the Indiana Fair Housing Act and promulgating rules and regulations were part of a process that allowed the agency to be certified as a substantially equivalent fair housing enforcement agency with the U.S. Department of Housing and Urban Development (HUD). The Indiana Fair Housing law prohibits activities like blockbusting and discriminatory advertising which have the effect of making it harder for a person to live in a neighborhood or individual housing unit of their choice. This legislation enabled the ICRC to share jurisdiction with HUD and receive funding. In 1996 funds from HUD totaled \$324,120.

Similarly, the Hoosiers with Disabilities Act passed the legislature in 1992. The act amended Indiana Civil Rights law to comport with the Title I of the federal Americans with Disabilities Act (ADA). Like its federal counterpart, this law ensures that individuals are not denied equal opportunity in employment because of disability and further requires employers to reasonable accommodate individuals with disabilities.

Although the term "reasonable accommodation" encompasses a myriad of possible modifications an employer might be required to make, it is tempered by the limitation that an employer is not required to make modifications that would impose "undue hardship" on its business. The Commission has the authority to enforce this law and promulgate rules for implementation of the law.

Along with new laws that have changed the ICRC's jurisdiction, new legislation has been enacted which affects its operation. In 1993, the agency proposed and the legislature passed House Enrolled Act 1509. The act changed several aspects of adjudicating a case with the Commission. The designation of "hearing officer" was changed to "Administrative Law Judge." The change is meant to bestow an enhanced perception of the dignity and significance of the office as well as Commission proceedings. This classification is similar to other administrative agencies that have quasi judicial powers. Also, the act enlarged the statute of limitations for filing a complaint of discrimination from 90 to 180 days.

In 1994, legislative changes included enactment of two laws which reformed the agency's jurisdiction over a case. The law was changed to allow any civil rights case to be heard in a trial court with the agreement of both parties and to have judicial review of Commission decisions by the Indiana Court of Appeals. Previously, the right to choose whether to have an administrative hearing with the Commission or opt for a more formal trial was available only in housing discrimination cases. The legislature extended this right to all areas covered by Indiana civil rights laws. Prior to the new law, judicial review of ICRC decision was conducted first by local trial courts and then appealed to the Indiana Court of Appeals. The agency noted that trial courts are not staffed to review decisions in an efficient manner. By directing the reviews straight to the Indiana Court of Appeals, a three and a half year delay in achieving appellate court review was eliminated.

Legislative endeavors in the last several years have included the migrating of the state's five cultural commissions under the purview of the Indiana Civil Rights Commission. The reorganization plan, which went into law on July 1, 2012, called for greater synergy and collaboration amongst these state commissions and involves sharing office space and administrative staff.

The most recent change to the Indiana Civil Rights Law is HEA 1242. The bill, which goes into law on July 1, 2014, will provide protection for veterans facing employment discrimination in the hiring process. The law was written to include a veteran of the armed forces of the United States, a member of the Indiana National Guard or a member of a reserve component.

## **Mission Statement**

The Indiana Civil Rights Commission enforces the Indiana Civil Rights Law and provides education and services to the public in an effort to ensure equal opportunity for all Hoosiers and visitors to the State of Indiana.

## **Vision Statement**

The Indiana Civil Rights Commission will be an important societal influence working to eliminate illegal discrimination in Indiana.

## **Values Statement**

We value resolving cases and responding to inquiries in a time frame that provides the people we serve with meaningful results.

We value actions that are fair, consistent and unbiased.

We value knowledgeable employees to best serve the public's interest.

We value and respect the dignity of each individual and the differences among all people.

We value the ability to treat others the way they want to be treated.

We believe that by embracing these values we will provide the highest quality service to the public.

## Evaluation of FY 2011-14 Strategic Plan

The goals and priorities developed by ICRC executive staff and approved by ICRC Commissioners in the FY 2011-14 Strategic Plan looked to develop community partnerships, increase the agency's statewide brand recognition and improve agency efficiency and measureable customer service. Provided below is an evaluation of these objectives.

### Strategic Objective #1: Develop strong community partners statewide

Measure #1: Establish a minimum of (2) two formalized working agreements in each of our targeted areas and strive to develop partnerships in non-target areas with community organizations.

Results: The ICRC has successfully established at least two formalized working agreements in each of the nine intake regions. These community partnerships have proved to be invaluable as we continue to build a stronger statewide presence and system of civil rights enforcement. These partnerships vary by community, ranging from community, not-for-profit, profit, religious and governmental agencies. However, each partner provides us with the local support and assistance needed to facilitate programming and drive community support. Listed below are a few of the notable partnerships:

#### Region 1:

Indiana Parenting Institute  
City of Gary, Indiana  
Urban League of Northwest Indiana

#### Region 2:

South Bend Housing Authority  
Heroes Camp  
Elkhart Housing Authority

#### Region 3:

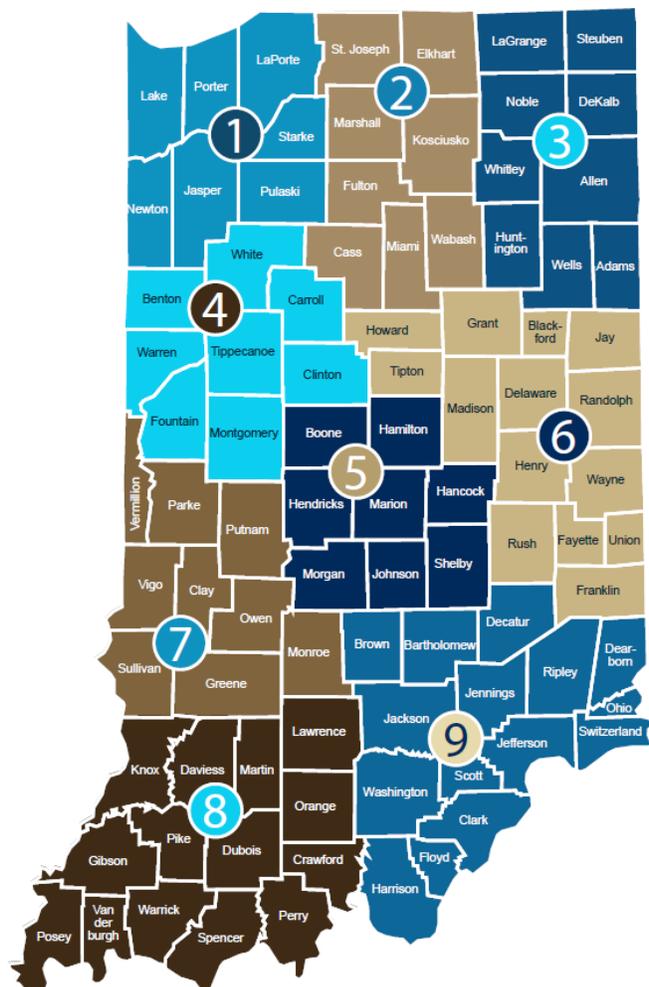
Burmese Advocacy Center  
Fort Wayne Housing Authority

#### Region 4:

Tippecanoe Human Relations Commission  
Lafayette Human Relations Commission  
West Lafayette Human Relations Commission

#### Region 5:

Back Home in Indiana Alliance  
IHCD  
Immigrant Welcome Center  
Indiana Black Expo  
Indianapolis  
La Voz De Indiana  
Martin University  
FHCCI  
Indianapolis Indians  
City of Indianapolis



Region 6:

Anderson Black Expo  
Muncie Housing Authority  
City of Richmond

Region 7:

City of Terre Haute Human Relations Commission  
City of Bloomington Human Rights Commission

Region 8:

Circles of Evansville  
Evansville Bar Association  
Evansville Housing Authority

Region 9:

Jeffersonville Housing Authority  
New Albany Housing Authority

**Strategic Objective #2: Increase the agency's statewide brand recognition**

Measure #1: To achieve an improvement of 60% on overall agency brand recognition and 25% in overall perception of the state of civil rights in the State of Indiana on post-surveying as compared to pre-surveying.

Results: Through our Statewide Perception Survey (SPS) we found that 57.5% of Hoosiers had a basic understanding of the Indiana Civil Rights Commission. We also found that 86.2% of people believe discrimination remains a concern in Indiana. While we clearly have experienced better overall brand recognition, we can't help but be concerned at the high rate of individuals that feel discrimination remains a concern in Indiana. We will continue to address these issues and to use surveying as a way to continually monitor Hoosiers' perception of civil rights.

Measure #2: Develop agency messaging, rebranding, and communications calendar

Results: Over the past four years we have developed a new agency logo, website, training materials and implemented social media for the first time. We have also developed two multi-faceted advertising campaigns, a monthly Television program and Newsletter. Further, we have developed a Marketing and Communications Tracker which closely monitors our communications activities.

Measure #3: Activities, events and outreach

Results: We have developed a number of programs and events. The two major programs are the Statewide Continuing Legal Education (CLE) and Power of Diversity (POD) series programs. Additionally, we host the State of Indiana's Annual Fair Housing Conference and a number of grassroots events called "Community Resource Nights".

Measure #4: Determine return on investment through post-strategic analysis

Results: It is important that we continued to measure and assess the money spent on the completion of the efforts to increase agency awareness and improving perceptions about the state of civil rights in Indiana. Each item included in our annual Marketing and Communications Plan was scrutinized heavily to ensure effectiveness of the funds invested were used to better the

situation for the maximum number of people. Through this determination we have continued to efficiently and effectively reach more Hoosiers each fiscal year, while increasing our percentage of inquiries that turn into complaints.

### **Strategic Objective #3: Improve agency efficiency and measureable customer service**

Measure #1: Improve case processing time and satisfaction with investigation. Ensure that at least 25% of inquiries to our office are drafted as complaints. Maintain an "aged" caseload of no more than 15%. Ensure that at least 85% of our customers are satisfied with the process.

Strategy #1: Improve efficiency of intake process by eliminating lost opportunities

In order to increase the number of inquiries drafted into complaints, it is imperative that our office take steps to streamline the intake process. This can be achieved by creating a quick reference questionnaire for intake staff, developing an electronic complaint system, implementing a new phone system, and ensuring that investigators communicate with intake staff. Further, encouraging investigative staff to draft complaints when they become aware of additional allegations as well as promoting communication between members of the intake, investigative, and ADR staff will be instrumental in achieving our goals.

While ICRC is in the final stages of developing quick-reference Employment and REPACE questionnaires for our intake staff, these questionnaires will be vital in transforming our online inquiry system into an electronic complaint system. Our agency anticipates that the electronic complaint system will allow potential Complainants (hereafter "consumers") to click drop-down boxes representing various aspects of their discrimination claim. After the consumer completes the form, the system will populate the answers into a PDF complaint where the consumer can print, sign, and return the complaint to our office or come to our office to complete the process. Our agency anticipates that the system will email (if applicable) a notification to the Complainant as well as the designated intake staff member for record-keeping purposes. Our office believes this system can be fully implemented by the end of December 2013.

Similarly, our goals can be achieved by implementing an interactive phone system that allows consumers to call in and select the number that corresponded with the type of Complaint, following pertinent phone prompts. Our office anticipates that the system would prompt the Complainant to select the type of complaint he would like to file, and would mirror the questionnaire such that he could select the information needed for the complaint with a series of phone selections. Our office lost contact with more than 60 consumers in February 2013 because of tied up phone lines and consumer failure to return voicemail messages; however, an interactive phone system could eliminate this issue. This system could be implemented perhaps as early as September 2013.

Lastly, in an effort to promote fluid and free-flowing communication between intake and investigative staff, ICRC encourages investigative staff to draft complaints if they stem from the investigative process. Our investigative staff is well-versed in the laws relevant to our work; as such, they are more than capable of drafting complaints if a Complainant divulges additional allegations that rise to the level of a separate Complaint. ICRC also encourages reciprocal communication between investigative and ADR staff. This can be achieved by ensuring that mediators notify investigators as soon as they become aware of the parties' willingness to mediate. Mediators should keep investigators apprised of scheduled mediations as well as the status of the respective mediations; likewise, investigators should keep the mediators updated on the status of their cases. The implementation of these strategies should hasten case processing time, increase customer satisfaction, and increase the number of inquiries drafted into complaints by a noticeable amount.

Strategy #2: Encourage continued education of staff

Our office recognizes that providing educational opportunities to our staff is one of the most effective ways to ensure a high level of customer service to the citizens of Indiana. As such, ICRC will continue to encourage all staff members to attend trainings and conferences designed to strengthen their understanding of the law and process integral to our work. Recognizing that ICRC already possesses knowledgeable persons within its organization, our office will begin hosting quarterly trainings that focus on different aspects of the intake and investigative process as well as the law pertaining to our enforcement areas. Each training will cover a different topic and will be hosted and organized by the Deputy Director, Program Directors, Staff Attorneys, or whomever possesses the specialized knowledge at issue in that lesson. Since the Program Directors have a mastery of their area, they, along with the Deputy Director, will take affirmative steps to locate low-cost and free training sessions and seminars designed to further knowledge in their particular subject matter as well as encouraging attendance to traditional trainings and conferences. Continuing with the idea of fostering a collaborative culture, the Program Directors and Deputy Director will work together to locate these opportunities and share them with the applicable members of staff. Further, the Program Directors will identify the members of their staff that need to attend trainings located locally and nationally.

However, one of the most important aspects of educating our staff is exposing them to different roles and duties performed within our agency. This can be accomplished by cross-training investigators so they are exposed to all of our enforcement areas. This simply act prevents boredom and broadens the knowledge base of our investigative staff; moreover, it is easy to implement through an agency shadowing program where employment and REPACE investigators observe one another's work. Once the cross-training regime takes effect, staff from both units will be encouraged to attend foundational trainings from EEOC and HUD, solidifying their understanding of the newly learned area. Similarly, investigators should participate in the intake process on an occasional basis, particularly when members of the intake staff are out of the office. Likewise, mediators should take affirmative steps to locate trainings which enhance their skills. This is a year-long and continuous process; however, the efficacy of this strategy can be measured by monitoring case processing time and determining whether the processing time decreases in light of increase training.

Strategy #3: Provide training to law enforcement officials

In addition to educating our staff, it is imperative for ICRC to expose other state agencies to the civil rights issues that may affect them. As such, our agency plans to collaborate with the Office of the Indiana Attorney General (OAG) to create a comprehensive training session for other state agencies, including, but not limited to, law enforcement officials and the Indiana State Police. As the voice of diversity, ICRC sees the issues of cultural ignorance and sexual harassment as two of the most pressing civil rights concerns of our era; thus, we anticipate the training session will specifically address these two concerns.

Indiana's demographics are changing—we have a growing Burmese community, expanding Hispanic contingent, and others within our borders. As such, members of law enforcement must possess a certain degree of cultural awareness and sensitivity in order to address these constituents in an effective manner. As the legal arm of the State, the OAG represents ISP; thus, it is logical to design the training with their particular needs in mind.

As previously mentioned, we anticipate the training addressing the issues of cultural ignorance and sexual harassment. With respect to the cultural ignorance, the diversity training will encompass the areas of disparate impact and treatment as well as changing cultural demographics throughout the state. Further, the training will explain the value of diversity as well

as explore the various anti-discrimination laws that exist within our state. This will be accomplished using training materials already developed within our agency. Assuming that the majority of excessive force claims as well as others come from more diverse communities, we hope that this training will better equip our law enforcement officials to address the community in which they are serving, ultimately decreasing the number of these allegations.

Alternatively, ICRC intends to take an offensive approach to the issue of sexual harassment by providing detailed training before these claims arise. With increasing numbers of women entering the field of law enforcement, it is vital for men and women to understand the legal aspects of sexual harassment claims. As such, the training may address issues such as the historical beginnings of sexual harassment actions, the behaviors that constitute hostile work environment, compliance, and how to avoid and resolve these issues upon discovery.

While we eventually anticipate providing the training to law enforcement officials throughout the state, we will initially provide training to strategic members of ISP located in Indianapolis. Based upon the response and reception of the training, the training will be modified when appropriate and necessary, but we fully anticipate having a finished product by the end of June 2013. This training, as an integral component of Governor Pence's Roadmap for Indiana, seeks to ensure that Indiana has the best-equipped and best-trained law enforcement officials within the state and ultimately improves the health, safety, and well-being of Hoosier families, especially children.

#### Strategy #4: Implement internal agency-wide database

The linchpin to maximizing agency efficiency is the implementation of an internal agency-wide database. The internal database, along with the quick reference intake questionnaire, will expedite intake by streamlining the process. The receptionist would be able to input pertinent information into the database, eliminating the need for the intake specialist to engage in duplicative questioning, increasing intake efficiency. However, we would likely need to hire a temporary employee to input the data from our files housed in the Case Management room into the system.

First and foremost, the database must be accessible to those with visual disabilities—optimally it would be compatible with existing technology in the office (Screen Reader). Ideally, a user would be able to access the information through several methods, namely either through entering a keyboard command or clicking on the applicable tab or field. It is also possible that the system would rely upon barcodes, giving each case an individual number, but that is not a necessary requirement of the database.

The database should allow for clear documentation of each step the complaint takes through our office, from intake through resolution. Further, the system should be searchable and capable of generating reports based on the date of inquiry, Complainant, Respondent, internal matter number, TEAPOTS or IMS docket number, investigator assigned to the case, mediator assigned to the case, attorney assigned to the case, or status of the case (letter mailed after finding, letter mailed out when appealed, commissioner assigned to case, etc.) Ideally, the system would have drop down boxes (if accessible), that would allow the user to select the category in which they want to input information (for instance, select "ADR" to input information about various stages of the ADR process, "Legal" to input information about the case, etc.) Moreover, the database should be simple and intuitive to use, track and identify the staff member that inputs information, and allow for the upload of various scanned documents such as complaints, notice of findings, settlements, ALJ findings, and others.

While all staff members should be able to access the database, it should have the capability to adjust the level of access if desired. While it is imperative that the system automatically generate a case number for each matter, it would be ideal if the system could sync with the phone system, the electronic complaint system, TEAPOTS, and IMS. While this will be an expensive undertaking, it is crucial if we want to increase productivity and efficiency in the office while being green and reducing our footprint on the environment. This needs to be implemented by the end of the year, but ideally, as soon as possible. Theoretically, the efficacy of this strategy could be measured by comparing the case processing time before implementation of the system to the case processing time after the implementation of the internal database and observing whether the number of aged cases decreased in light of implementation.

Strategy #5: Implement tangible methods for measuring customer satisfaction

One of the best ways to ensure that our office is providing quality service to our consumers is by testing our own product via cold-calling. In the past, members of our office have called in to file complaints. This is an effective way to monitor the efficiency of the intake specialist, tone and professionalism of the call, and knowledge of the intake specialist. After the call is completed, management can provide constructive feedback to the affected staff member. This process should not only continue, but be expanding to include other members of the executive staff. Similarly, Executive Staff (specifically, Program Directors) should monitor their respective staff's phone calls, ideally, one call a week per investigator or intake specialist, and provide constructive feedback to the affected staff member. This can be accomplished immediately.

Strategy #6: Implement testing for Employment and REPACE

Testing is an effective method of measuring our efficacy in the community. Further, it gives ICRC a more visible presence throughout the state and strengthens our enforcement capabilities. Thus, our office will reinstitute the testing program for housing, utilizing proven methods or testing agencies, as well as begin a testing program for employment using the aforementioned methods. This goal can be accomplished by creating relationships or expanding upon current relationships with local organizations that already have an existing testing program. Alternatively, our agency can consult with other human rights commissions across the country with existing testing programs to create our own in-house program; using this model, we may be able to collaborate with local universities to recruit testers. ICRC may also consider working with Indiana University McKinney School of Law (Indianapolis) to staff the testing program in some capacity. However, ICRC will likely need to hire a testing coordinator as this will be a time-consuming and complicated process. Ideally, this would be accomplished within the year, but may depend on whether we conduct testing in-house or hire an external entity. However, the efficacy of testing can easily be measured by gauging whether we have an uptick in inquiries drafted into complaints and by adding a question on the intake form inquiring whether the complaint was generated as a result of the testing program.

Strategy #7: Ensure enforcement of settlements

ICRC recognizes the importance of the settlement and ADR component of our work; however, we currently lack a compliance element to ensure that agreements are upheld and enforced. As such, we may want to utilize the Office of the Indiana Attorney General in order to ensure compliance or delegate duties to staff attorneys as compliance may require obtaining a court order. While the details of this strategy are a work in progress, our office may have to increase the duties of our staff attorneys to achieve this goal or collaborate with the Office of the Indiana Attorney General to ensure the enforcement of settlements. The success of this strategy can be measured by gauging customer satisfaction and monitoring whether that satisfaction increases in light of the implementation of this strategy.

Strategy #8: Continue supervisor review of aged investigative cases

Our agency continues to recognize the importance of maintaining a low percentage of aged cases (less than 15%). Therefore, we will continue to support our Program Directors' efforts to monitor the number of aged cases by encouraging them to continue meeting with their staff on a routine basis. Moreover, Program Directors should continue to place special emphasis on those cases that are close to their respective aged deadlines. In the event an investigator is having difficulty processing cases in a timely manner, Program Directors should work with the individual to improve their efficiency and, if necessary, confer with the Intake Director to reassign and adjust the affected caseload. Lastly, Program Directors will encourage their staff to use available calendaring tools such as Outlook to keep track of their caseload. While this is a work in progress, we can monitor the success of this strategy by monitoring the percentage of aged cases. Theoretically, the percentage of aged cases will continue to decrease with the implementation of this strategy.

Strategy #9: Create Probable Cause Policy

While our agency administrative closes cases when Complainants fail to participate in the investigative process, we do not hold Respondents to the same standard. In the past, Respondents have failed to produce documents in a timely manner, slowing down our entire process. To avoid these issues, we are implementing a probable cause policy where our office will issue a Probable Cause finding for matters involving a Respondent who refuses to produce documentation for our investigations in a timely manner. Our office will also begin issuing hard production deadlines to the parties; if a party fails to comply due to an unwillingness to cooperate with our office, the case will be found in the opposing party's favor. Further, our office will begin enforcing our subpoena powers through all means necessary, including through Court directive. This policy will improve case processing time by ensuring that Complaints are not held up by non-responsive parties and will likely improve customer satisfaction in our investigative process. Moreover, our agency can measure the efficacy of this procedure by observing the increase (if any) of the percentage of inquiries drafted into complaints. This can be implemented immediately.

## Key Focus Areas

### **Equal Opportunities for Employment: Proactive Prevention of Unlawful Discrimination**

The Indiana Civil Rights Commission is poised to take a proactive stance against workplace discrimination. ICRC will extend its resources throughout the state of Indiana to ensure that Hoosiers are not only aware of their rights as an employee, under the Indiana Civil Rights Law, but also what role ICRC plays in upholding the regulations.

Correspondingly, ICRC deems it as equally important to ensure that employers are as educated on the Indiana Civil Rights Laws as their employees. Understanding equal employment opportunity (EEO) practices can help ensure workplaces effectively tap into the diverse talent pool; hiring and engaging people with the skills and commitment they need to prosper in difficult economic conditions.

EEO practices acknowledge people as a critical strategic asset. A multi-skilled and versatile workplace is engaged, open to change and innovative. This ultimately encourages respect between employers and employees and often results in increased loyalty and engagement. As well as improving productivity, EEO practices can provide a better return on skills investment and maximize organizational knowledge.

Workplaces that have adopted EEO practices and are committed to practices that encourage diversity are seen as good corporate citizens or "Employers of Choice." Doing the right thing with the right people for the right reasons often translates to higher productivity and improved return on investment

Implementing good EEO practices help create an open and inclusive culture where discrimination, harassment and bullying are not tolerated. As a result, the risk of expenses relating to EEO complaints is mitigated.

### **Affirmatively Furthering Fair Housing: Employing Education to Combat Discrimination**

The Indiana Civil Rights Commission is in position to take a proactive stance against housing discrimination. ICRC will extend its resources throughout the state of Indiana to ensure that Hoosiers are not only aware of their local, state, and federal fair housing laws, but also the role ICRC plays in upholding the regulations.

ICRC considers it vitally important to spend as many resources (i.e., human capital, financial resources, etc.) educating landlords & developers on the dangers of violating fair housing laws, as well as defending potential complainants against the ills of housing discrimination. Therefore, the ICRC will spend a substantial amount of time and capital on education and outreach. Leveraging local relationships, the Indiana Civil Rights Commission will strategically fill the many holes that exist in various counties throughout Indiana because of proximity to a major city or a local human rights commission.

Although anecdotal, the ICRC has reason to believe that Indiana residents have very limited knowledge of the ICRC function, the services the ICRC provides to Indiana residents, or the laws that govern the ICRC enforcement powers. What's more, there may be limited knowledge that the ICRC even exist.

Additionally, the lack of state presence and familiarity is more prevalent in the smaller cities and counties where no local human rights authority exists. So, many housing related discrimination

occurrences often go unreported due to lack of education, absence of a reporting outlet, and limited knowledge of fair housing laws.

Therefore, the Indiana Civil Rights Commission's move to increase its state presence, focusing on education and local relationship building, will (1) close many of the aforementioned gaps that exist throughout the state; (2) help to successfully rebrand and reposition the agency, and (3) more effectively and efficiently service the citizens of Indiana.

### **Equal Access to a Quality Education: Redefining the Playing Field Education as a Key Initiative**

Ensuring that Indiana's children receive the very best educational opportunities regardless of race, ethnicity, gender, or socio-economic status is critical to the continued growth of the State's economy and the promotion of the core value of equality so central to Hoosier way of life. Not surprisingly, scholastic achievement has become one of the foremost civil rights issues of our time. Working with other State agencies, Indiana's schools, and a spectrum of community and faith-based partners to bridge the gaps children in so many of our cities face will require clear guidelines, measurable strategies, and thought-out, research-based objectives.

The challenges associated with closing the educational achievement gap across the country are numerous and extend beyond the walls of the classroom. As of 2008, 63% of black and nearly 40% of Hispanic children under the age of 18 nationally are raised in single-parent households. For these same groups, 34% and 27%, respectively, live at or below the poverty level. According to the National Campaign to Prevent Teen Pregnancy, almost 3 of every 10 teenage girls become pregnant at least once before the age of 20, with numbers significantly higher among minorities as compared to their white peers. Finally, 39% of Hispanic children, 19% of Native American children, and 13% of black children have mothers whose level of education is less than a high school diploma; a major determinant in predicting a child's future scholastic outcomes.

While statistics fluctuate across states, it is clear that Hoosier minority students are confronted with a host of obstacles, both in the classroom and in the home. Employing outside-the-box thinking and seeking fresh, innovative academic and extra-curricular models, the Indiana Civil Rights Commission will be proactive in informing communities, identifying best practices, and facilitating the long-lasting and impactful synergies that infuse new energy into the discussion surrounding the education of Indiana's most vulnerable children. By collaborating with both public and private educational leaders and tapping in to new sources of human and financial capital, ICRC looks to take a comprehensive and systematic approach to making responsible changes in communities across Indiana in a way that not only levels but, indeed, redefines the playing field.

Often acting in isolation, school districts and their partners have sought to develop strategies in addressing challenges associated with early intervention, parental education, and community collaboration. Often, existing methods yield positive results. Other times, results have been more elusive. In all cases, however, opportunities exist to augment the product and improve results, thereby providing Indiana's students with greater chances at success. Making sure that these positive shifts are lasting and creating the kind of momentum to transform our state, requires teamwork and ICRC is ready to bridge existing gaps in the academic attainment that is the birthright of every Hoosier.

## Fiscal Years 2015-18 Strategic Objectives

### Strategic Objective #1: To effectively educate Hoosiers on civil rights issues

The mission of the Indiana Civil Rights Commission is two-fold. The first part is to fully investigate, mediate and sometimes litigate complaints of discrimination. The second is to provide education and outreach to Hoosiers throughout the state. Our first strategic objective involves the education and outreach component of our mission. In order to meet this first objective we have developed the following measures which look at a combination of the total output of our agency and the quality or effectiveness of the activities conducted.

#### Measure #1: Percentage of inquiries which turn into complaints

One of the key metrics identified by the ICRC's executive staff, this measure is the percentage of inquiries (people contacting our office either through phone or our website) which turns into a formal complaint. A formal complaint is one that falls within our jurisdiction and is signed by the complainant. This measure not only quantifies the service of our intake unit, but the effectiveness of our education and outreach unit on the clarity and target of their messaging. The goal is to have this percentage continually increase.

FY 2015	FY 2016	FY 2017	FY 2018
33%	37%	41%	45%

#### Measure #2: Number of participants in the CLE and POD series programs (> 500 annually)

The Continuing Legal Education (CLE) and Power of Diversity (POD) seminars are the two major training programs for the Indiana Civil Rights Commission. The Continuing Legal Education Program provides low-cost Continuing Legal Education (CLE) credit for Indiana attorneys and legal professionals. The POD program provides free training to housing providers, landlords, tenants, employers and business owners on their rights and responsibilities under the Indiana Civil Rights Law and Indiana Fair Housing Act. Both programs help to provide comprehensive training to individuals in a position to violate the laws we enforce. The goal is to reach at least 500 people through these trainings each year.

FY 2015	FY 2016	FY 2017	FY 2018
1,500	1,700	1,900	2,100

#### Measure #3: Quality of training for the CLE and POD series programs

Just as important as reaching our targeted number of participants with our two major training programs, is the quality of training. For each seminar we solicit participant feedback through a survey. This survey asks, among other things, for them to assess the quality of the training on a scale from 1 (poor) to 5 (outstanding). Our goal is to receive an average of a 4.5/5.0.

FY 2015	FY 2016	FY 2017	FY 2018
4.55	4.60	4.65	4.70

Measure #4: Traditional Media Communication ("Placements")

This measure is the total of all the paid and unpaid coverage from traditional media sources (radio, print, TV). This includes radio and TV public service announcements, airing of our One Indiana™ community affairs television program, press releases and op-ED's picked up by news papers, media interviews and traditional paid advertising. The goals are provided below:

FY 2015	FY 2016	FY 2017	FY 2018
762	801	840	879

Measure #5: Traditional and Web-Based Communication ("Views")

This measure includes all traditional and web-based forms of communication conducted by the ICRC. Mostly unpaid or low cost to manage, these sources include the agency website, Facebook "likes", Twitter "followers", YouTube video "views", e-Newsletter subscribers, direct mailing campaigns, training material and survey distribution. The numbers for each of these communications strategies are totaled at the end of each year. The goals for these annual totals are provided below:

FY 2015	FY 2016	FY 2017	FY 2018
70,000	75,000	80,000	85,000

Measure #6: Education and Outreach ("Touches")

Through the development of our two major training programs, our Statewide Continuing Legal Education Program (CLE) and Power of Diversity Series (POD), we have developed a successful way in which to reach providers. To reach the other side of the equation, the general public, we have developed our Know Your Rights Program and we attend a number of events statewide. Considered "touches" we have provided our goals for the total number of people reached each year below:

FY 2015	FY 2016	FY 2017	FY 2018
5,405	5,643	5,881	6,119

**Strategic Objective #2: To provide efficient service to Indiana residents**

The current economic climate has significantly limited budgets, staffing and resources. The challenge for agencies is to provide their services more efficiently than ever before. Outlined below are a number of measures which look at the ability of the Indiana Civil Rights Commission to perform and meet their objectives.

Measure #1: Aged case percentage

A case is considered aged if it is over 100 days in Real Estate or 180 days in all other cases. The goal is for all cases to have the investigation completed within these time frames. However, some cases, due to the nature of the evidence, may take longer. With that said, we have

maintained an aged case percentage below 20% since February 2013. While the measure has not changed, the hope is that this percentage be as close to zero as possible.

FY 2015	FY 2016	FY 2017	FY 2018
5%	5%	5%	5%

Measure #2: Percentage of cases resolved through mediation

Once a complaint is drafted and signed by the complainant an investigator will begin to collect facts regarding the case. While the investigation is going on, a staff mediator attempts to bring the parties together in hopes of reaching a conciliation agreement. This is considered the most efficient way of handling a civil rights complaint. The parties are not required to take part in these discussions; however, it is still important for us to measure our effectiveness to resolve complaints through mediation efforts as an alternative to a full investigation. This is why we have established a goal of having at least 25% of cases resolved through mediation.

FY 2015	FY 2016	FY 2017	FY 2018
25%	25%	25%	25%

Measure #3: Percent of complaint appeals overturned or remanded for more information (< 5%)

Each complaint, following an investigation period, is given a decision. Each party has an opportunity to appeal this decision. This measure looks specifically at appeals made on a commission ruling that is overturned or remanded for more information. The goal is to have this occur less than 5% of the time.

FY 2015	FY 2016	FY 2017	FY 2018
5%	5%	5%	5%

Measure #4: Housing contract closures

The Indiana Civil Rights Commission has a work-share agreement with the U.S. Department of Housing and Urban Development (HUD). Per the agreement, the ICRC is to complete at least 100 cases annually and submit them to HUD for payment.

FY 2015	FY 2016	FY 2017	FY 2018
TBD	TBD	TBD	TBD

Measure #5: Employment contract closures

Similar to the work-share agreement with HUD, the ICRC also has an agreement with the Equal Employment Opportunity Commission (EEOC). Per the agreement, the ICRC is to complete at least 336 cases annually and submit them to EEOC for payment.

FY 2015	FY 2016	FY 2017	FY 2018
TBD	TBD	TBD	TBD

### **Strategic Objective #3: To better understand civil rights issues statewide**

As the State of Indiana's enforcement agency for civil rights it is important that we are fully aware of the civil rights issues and challenges that exist statewide. By fully understanding these issues, which often differ greatly by community, we can provide more efficient and effective service throughout the state.

#### Measure #1: Surveying

The Statewide Perception Survey (SPS) distributed by the Indiana Civil Rights Commission from FY 2011-14 asked Hoosiers questions on their personal experiences involving discrimination. The survey also asked for them to rate the degree in which discrimination remains a problem both locally and statewide. More than 2,500 surveys were collected. Here are the key findings:

- 86.2% of people believe discrimination remains a concern in Indiana
- 80.5% of people believe discrimination remains a concern in their community
- 57.5% of people has at least a basic knowledge of the Indiana Civil Rights Commission
- 56.6% of people believe they have faced discrimination in their lifetime

This survey, which was distributed throughout the state both in person and on-line, provides us with an accurate glimpse of the perceptions Hoosiers have with regards to civil rights. As we look to continue to better understand the civil rights issues statewide, it is important that we develop a follow-up survey that allows Hoosiers to identify what they consider the civil rights issues are today. This survey, much like the SPS, will provide us great insight into the unique civil rights issues which exist in communities throughout the state.

#### Measure #2: Statewide Testing Program

The Indiana Civil Rights Commission (ICRC) works to affirmatively further fair housing throughout the state. Utilizing a federal Fair Housing Partnership Grant, ICRC has organized and commissioned the implementation of a statewide fair housing tester program designed to assess housing providers for discrimination. Paired testing, one of the most common fair housing testing methods, will be utilized in each of our nine "intake regions". The paired-testing methodology measures the incidence and forms of differential treatment experienced by black apartment seekers. In each test, two trained individuals—one who is the member of a protected class and the other who is not—will contact a housing provider to inquire about a housing unit randomly selected from recently advertised apartments. Each tester will independently record the treatment he or she experienced, including information detailing the apartments recommended and shown by the leasing agent. Goals for the Statewide Testing Program include:

- To affirmatively further fair housing
- Educate the public and encourage compliance with the laws
- To release a full, robust and comprehensive report analyzing the state of fair housing throughout Indiana

### Measure #3: Access to Educational Resources

A common civil rights issue, not only in Indiana, but nationwide is education. Considered by many to be the “civil rights issue of our time”, equal access to educational resources and educational opportunities is paramount to ensure a level playing field. In order to provide equitable access to educational resources we will work closely with the Department of Education and other organizations to ensure underrepresented and underserved communities receive the appropriate information available on these resources. We will use a number of different grassroots marketing techniques and outreach campaigns in order to adequately provide information to those individuals most in need. In order to accurately measure our effectiveness we will look at the following:

- The total number of parents provided with information on educational resources
- The total number of parents who had not previously heard about the information on educational resources provided (through post-surveying)
- The total number of students who took advantage of an educational opportunity or program stemming from the information provided (through post-surveying)

In order to meet our educational objectives, we will conduct at least four (4) activities each year. These activities will include:

- **Education Weekend**—in partnership with the Central Indiana Education Alliance
- **Indiana Black Expo’s Education Conference**—in partnership with Indiana Black Expo, Inc.
- **Civil Rights Game**—in partnership with the Indianapolis Indians
- **Ensuring Civil Rights in Education through Cross Agency Partnerships** —in partnership with the Great Lakes Equity Center

## State Cultural Commissions

### Indiana Commission on the Social Status of Black Males (ICSSBM)

#### Mission

The mission of the Indiana Commission on the Social Status of Black Males is to study the social conditions of the state's Black male population, seek to develop strategies to remedy or assist in remedying serious adversities, and make recommendations to improve the educational, social, economic, employment, and other circumstances for Hoosiers. The Commission serves policymakers and public interest groups, as well as community organizations and members of the general public.

The Indiana Commission on the Social Status of Black Males continues to address the challenges confronting Black males while trying to aid in decreasing the problems they face in the areas of **Social Factors, Education, Employment, Health, and Criminal Justice**.

#### Vision

The Commission has been in partnership with elected officials, community leaders, policy makers and the faith based community to serve Black males and resolve issues in the five focus areas.

The Commission has been instrumental in helping address crucial issues that perniciously affect black males in Indiana. Specifically, the Commission has sponsored state and/or national conferences and symposiums on these vital concerns and recently coordinated two successful, annual black barbershop health outreach initiatives and statewide Dad's Expo.

#### Executive Summary

The Commission is statutorily charged with preparing an Annual Report. The Commission reviews the status of Black males in five principal focus areas: **Social Factors, Education, Employment, Health, and Criminal Justice**. Within each of these areas the Commission seeks to share best practice information, offer suggestions or recommendations and if possible engage in initiatives to serve Black males like the health screenings provided through the Indiana Black Barbershop Health Initiative, youth summits, Fatherhood/Dads Expo, and Black male symposiums. The overall goal is to improve the quality of life for Black males and to reduce the disparate statistics that are reported annually.

Strengths include a diverse Commission Board and dedicated volunteers to assist the Commission and collaborative partnerships. The Commission has also been actively involved in establishing local commissions to take action in Indiana's urban cities. Since its beginning, the Commission has helped activate ten local commissions in localities around the state, including Anderson, Bloomington, Evansville, Fort Wayne, Gary, Indianapolis, Jeffersonville, Michigan City, Muncie and South Bend.

#### Social Factors

**Challenge #1:** The negative impact of broken families, children living in poverty and divorce.

**Objective #1:** Strengthening the Black family and highlighting the importance of dads.

**Initiative #1:** Statewide Dad's Expo

The Indiana Fatherhood/Dads Expo seeks to increase the importance of fathers and increase the ability of fathers to be effective parents through education and bonding opportunities. The Indiana Dads Expo Coalition is a group of local and statewide organizations that seek to connect dads, grandfathers, uncles and mentors as family leaders and engage them in the educational lives of their children. The goal of The Coalition is to work to increase the productive role of fathers in the lives of their family and children. The purpose of the expo is multi-fold:

- To increase the public awareness of the importance of fathers in the positive development of their children
- To increase the ability of fathers to be effective parents through education and bonding opportunities
- To facilitate cooperation between the many local and statewide organizations working to assist fathers

Nearly 200 fathers, children and other guests gather on the selected date in June for the Expo at the permanent home, Ivy Tech Corporate and Culinary Center. Dad's Expo, is a celebration of the vital contribution that fathers make to their children's lives. The planning committee reaches out to and shares information about the Dads Expo with individuals statewide and twenty Dads focused groups.

The attendees to the expo are able to select from a wide variety of workshops on issues that matter to fathers and their children, such as: being involved in your child's school, social media "sexting", gang prevention, mentoring, custodial parenting and child support.

Some of the workshops are interactive and many of the presenters engage the participants. Workshops are provided in both English and Spanish. The YMCA also provides the Kids Zone for the youth to keep them active and engaged during the Expo.

## **Education**

**Challenge #2:** The disparities that exist in education.

**Objective #2:** Engaging Black males to embrace education and develop leadership skills.

**Initiative #2:** Youth Empowerment Summits and Regional Conferences

The Empowerment Summits and Conferences are designed to challenge the young men to think more critically, exercise problem solving techniques, while encouraging them through the process of self-discovery, leadership and accountability. The summits and conferences strongly emphasize the importance of education. The summits and conferences are jointly sponsored with a local commission, an institution of higher learning and the area school corporations. The intent is to address a pressing issue(s) or concern(s) that negatively impacts Black males. The summit is a one-day event and the conference may be a one or two day event with speakers and workshop presenters that encourage, uplift, provide best practice suggestions and share wisdom and information with the conference attendees. The desire for the conference is to provide a blue print or best practice strategy that conference attendees can take back to their school or community and implement or initiate.

Black males in Indiana have fewer two year or four year degrees by percentage than the majority population, and high levels of unemployment and low levels of education may lead to low social economic statuses, poor health and increased instances of perpetrating a crime.

The Commission wants to ensure collaboration with the local commissions and school corporations to customize and incorporate identified focus points from the community and schools. These focus points are:

- To more effectively engage youth-serving organizations, youth serving individuals and community-based organizations
- Create greater awareness of valuable youth resources
- Utilize resources to improve the quality of life and learning for our youth. Focus on community outreach, collaboration building and youth engagement

**Challenge #3:** Very little understanding of civic responsibilities and the workings of government.

**Objective #3:** To provide education on government operations to encourage civic involvement at the local, state and federal level.

**Initiative #3:** Statewide Black Male Youth Day at the Indiana Statehouse

The statewide black male youth day is designed to engage youth regarding the importance of civics and government and to help them better understand the workings of the three branches of government and state agencies. The event targets middle and freshmen/sophomore high school students in an effort to encourage, empower and educate them on civics and government. Ensuring that Black male students have a full appreciation for the roles played by lawmakers and agency personnel at the State level as well as the overall process of legislating and governing is an important component to ensure full civic participation and greater appreciation for the governmental process. Making sure that African American affairs and concerns are shared and presented at the State level hopefully builds a long-term investment in developing a sense of leadership and civic duty.

This objective continues in the planning phase and may be implemented in 2013 or in conjunction with the Youth Empowerment Summits or the successful Kings Feast 2K13 Symposium.

## Employment

**Challenge #4:** Black males are disproportionately unemployed and underemployed.

**Objective #4:** Increase employment opportunities and job preparedness.

**Initiative #4:** Job fairs, skill and resume building workshops, coordination of Work One assistance.

The Commission seeks to identify programs that assist Black males that mentor, encourage and focus on job opportunities currently available. ICSSBM also plans to organize job fairs with the local commissions for job opportunities within their community and explore other partnerships that have targeted minority hiring goals. Again, the Commission will work with grassroots organizations, faith-based groups and Work One offices statewide to inform Black males of employment opportunities or resources to assist them in becoming gainfully employed.

The Commission seeks to push to garner earned media and greater opportunities to connect with a variety of parent groups, non-profit organizations, and governmental agencies at all levels. In 2012 the ICSSBM worked to enhance its statewide presence through partnerships with the other cultural commissions, video and public service announcement and local commissions and community partners.

**Challenge #5:** Black males lack the necessary skills for employment in the 21<sup>st</sup> Century according to numerous employer surveys.

**Objective #5:** Prepare Black males with the readiness, application and critical thinking skills entrants into the workforce need.

**Initiative #5:** The Workforce Readiness Initiative

The Workforce Readiness Initiative is designed to substantially contribute and build skills for employment. Through comprehensive instructional materials and critical employment soft skills the intent is to help Black males develop the knowledge skills, attitudinal skills and employment readiness components necessary to successfully take advantage of employment opportunities. The initiative would begin as a pilot in one or two communities with a local commission with the plan to grow and eventually expand statewide. This initiative would require support from the local commission and education partners such as Ivy Tech Community College or the local school corporation.

## Health

**Challenge #6:** Black males suffer higher mortality rates than any other ethnic group in the state.

**Objective #6:** Empower Black males to better understand health prevention measures.

**Initiative #6:** Indiana Black Barbershop Health Initiative (IBBHI)

The Indiana Black Barbershop Health Initiative empowers African American men to better understand diabetes and hypertension and how to prevent its development and complications. The initiative takes place in black barbershops in Indiana communities statewide. During the Indiana Black Barbershop Health Initiative, volunteers measure blood pressure and blood glucose. Black males with abnormal or elevated levels are referred to participating partners and community health centers for follow-up treatment. The Commission also offers information on Prostate Cancer and provides a local resource guide for each participating local community in the state of Indiana.

The IBBHI evolved from the mortality health statistic on black males. Black males in Indiana continue to have the highest death rate by race and gender of all ethnic groups. They continue to die of preventable diseases like heart disease, diabetes and HIV/AIDS. The health screening initiative seeks to increase the proportion of adult black males having their blood pressure (hypertension) and blood cholesterol and blood glucose levels (Diabetes) checked.

The IBBHI has provided an opportunity for local health partners to disseminate health information on the importance of health screenings such as prostate cancer, A1C and blood pressure. This event allows participants to become better informed about their health and to begin addressing the health disparities in the African American male community. By providing these opportunities in a more relaxed and social environment, individuals are more receptive to learning about how to take care of their health.

Since the one-day event started in Indiana in 2011 the number of health screenings has steadily increased not only in participants screened but cities participating, volunteers and most of all barbershops offering their locations as screening venues. Initially, six cities participated and by 2014 that total had grown to twelve cities and over fifty barbershops. James Garrett Jr., Executive Director for the Indiana Commission on the Social Status of Black Males, credits this increase to the help received from the volunteers from various community organizations and the

support of the community partners. The Indiana Black Barbershop Health Initiative has been successful due to the collaborative spirit across the state and local barbers wanting to be involved and engaged in making a positive difference in their community.

**Challenge #7:** Black males contract HIV/AIDS at a higher rate than any other ethnic group in the state of Indiana.

**Objective #7:** Provide accurate and timely information on HIV/AIDS.

**Initiative #7:** Annual Statewide HIV/AIDS Awareness Program

The Annual HIV/AIDS Statewide Awareness Program is a single day event which attempts to engage youth by dispelling myths and misinformation they may have heard regarding the virus. The focus is on educating young people and breaking down barriers to share information and convey the importance of personal responsibility. The Commission is a supporter for this event along with the Indiana State Department of Health and the Indiana Minority Health Coalition.

This annual event occurs at Crispus Attucks Medical Magnate High School with students attending from numerous high schools and various communities. The Commission is a community partner for this event and disseminates information regarding the event out electronically.

### **Criminal Justice**

**Challenge #8:** Black males are incarcerated at a much higher percentage than White males and other ethnic groups.

**Objective #8:** Reduce the percentage of Black males incarcerated in Indiana.

**Initiative #8:** Records concealment, expungement and successful community reentry

Black males continue to enter Indiana prisons at an alarming rate. Black males must refrain from illegal, risky endeavors and utilize their incarceration time for rehabilitation or educational and skill training in order to successfully reintegrate back into society. The Commission seeks to establish partnerships with re-entry specialty groups, community and faith-based organizations that target programs and services to help reintegration and finally partnering with the Department of Correction to reduce recidivism.

The Second Chance Expungement Forums are designed to offer clarity on the Second Chance law to persons who have been charged with a "D" Felony or misdemeanor, or were convicted for a "D" Felony or misdemeanor. Along with individuals interested in expungement, the community, attorneys, and grass root organizations are encouraged to attend and gain clarity on the law. The next step following the informational forums is to establish workshops to initiate the process for expungement.

## Indiana Commission for Women (ICW)

### Mission

The mission of the Indiana Commission for Women is to understand the needs of Indiana women and their families, and to work strategically both within government and in our communities to help bring about positive change.

### Vision

The Indiana Commission for Women works to *move Indiana women forward* by acting as the voice of women to the public sector and by aiding agencies, organizations and communities in providing exemplary service to women. The Indiana Commission for Women communicates both women's needs and concerns and their successes and contributions so that they can become better connected to their communities and to the tools, resources and opportunities needed to find their own voice.

In this way, the Indiana Commission for Women's vision for women's equality focuses on its commitment to their full participation in all aspects of society and to the removal of barriers that hinder that participation, which will make Indiana a better place to live, work and raise a family.

### Key Priorities and Objectives

The Indiana Commission for Women has determined its key priorities as:

- Increase awareness of the status of women in Indiana and the issues they face
- Recognize and promote contributions Hoosier women make to the community, state and nation
- Influence public policy that impacts women in Indiana
- Achieve operational sustainability

### Strategies

Increase awareness of the status of women in Indiana and the issues they face

- Continue to align efforts around *Hoosier Women Speak* by participating in and/or leading at least five external events or initiatives
- Produce and/or support at least one major report or four one-page *Quick Stats* on a topic related to the status of women in Indiana
- Provide access to information, opportunities, resources and tools through website, social media and other outreach efforts
- Plan and implement targeted *Hoosier Women Speak* listening sessions for at least one targeted population identified during the initial initiative

Recognize and promote contributions women in Indiana make to the community, state and nation

- Organize annual Torchbearer Awards recognition celebration recognizing significant contributions made by women
- Plan and implement commemoration activities related to 10th Anniversary of the Torchbearer Awards
- Refine and implement one other way to recognize women in Indiana (*Writing Her Story*)

Influence public policy that impacts women in Indiana

- Host *Women's Day* with at least five partner organizations

- Strengthen relationship with legislators by presenting *Hoosier Women Speak* efforts and/or status of women in Indiana to the women's caucus
- Produce at least one issue briefing based on *Hoosier Women Speak* issues

Achieve operational sustainability

- Increase board engagement by conducting extensive board orientation and establishing quorum at every scheduled meeting
- Encourage board members to host informational sessions in their own communities
- Refine and implement communication efforts around five priority areas

## **Dr. Martin Luther King, Jr. Indiana Holiday Commission (MLKIHC)**

The King Commission is to promote Dr. King's legacy of equality and equal justice and provide educational tools that demonstrate the historical significance and current relevance of Dr. King's life and how it relates to America as a whole. The Indiana General Assembly in 1996, established legislation for a Dr. Martin Luther King, Jr. Indiana Holiday Commission. The Indiana Civil Rights Commission shall furnish the necessary staff support. The law said that the King Commission shall commemorate the birthday of Dr. Martin Luther King, Jr. with programs or activities that honor Dr. King's life and works and to reflect Dr. King's philosophy and dream of freedom, justice, and racial equality through nonviolent social change.

### **The Indiana Civil Rights Commission Administrative Support Staff**

The Indiana Civil Rights Commission Education/Public Outreach staff is assigned to the King Commission as its administrative support staff. Planning activities usually start early in the previous year prior to the King Holiday.

### **Strategic Objective #1: Promote Dr. King's legacy**

#### Measure #1: Dr. King Art, Writing and Multimedia Contest (300 entries)

The Dr. Martin Luther King, Jr. Art, Writing and Multimedia Contest asks high school students to produce an entry that speaks to the annual contest theme. The entries are judged by a panel of individuals representing a number of organizations. The judges select a winner in each category (art, writing and multimedia) then they select an overall winner. The overall winner is invited to the Dr. King Holiday Celebration in the Statehouse and presented with a \$500 scholarship and the Passing the Torch award from the Governor. The goal for this contest is to receive at least 300 entries.

#### Measure #2: Dr. King Educational Youth Summit (250 participants)

In partnership with the Indiana State Museum, the Dr. King Educational Youth Summit provides middle school students, grades 6-8, the opportunity to learn more about the life and work of Dr. Martin Luther King, Jr. The Youth Summit takes place the morning before the Dr. King Holiday Celebration in the Statehouse. The goal for this event is to have at least 250 students participate.

#### Measure #3: Dr. King Holiday Celebration (350 attendees)

The Annual Dr. Martin Luther King, Jr. Indiana Holiday Celebration is the state's annual celebration of Dr. King. Held annually in the Indiana Statehouse, this program brings together state legislators, state employees, students, civil rights activists and community leaders to remember the life and work of Dr. King. The goal for this event is to have at least 350 people in attendance.

#### Measure #4: Dr. King Day of Service (50 volunteers)

Working closely with the City of Indianapolis Parks Department, Flanner House and Indiana Black Expo, the Dr. Martin Luther King, Jr. Indiana Holiday Commission annually hosts their Dr. King Day of Service the Friday before the Dr. King National Holiday. This event, which includes both indoor and outdoor projects on Martin Luther King Jr. Street in Indianapolis, allows for people to do what Dr. King felt was life's most consistent and persistent question: "What are you doing for others?". The event also serves as a catalyst for other volunteer projects on the Dr. King Holiday. The goal for this event is to have at least 50 volunteers.

**Strategic Objective #2: Remember the victims of the Holocaust**Measure #1: Holocaust Educational Youth Summit (250 participants)

The Holocaust Educational Youth Summit is held the morning prior to the Holocaust Observance in the Indiana Government Center. Programming for the Summit, which is open to middle school students in grades 6-12, is developed by the Bureau of Jewish Education (BJE). The goal for this event is to have at least 250 students participate.

Measure #2: Holocaust Observance (350 attendees)

The Annual Holocaust Observance is the state's annual ceremony to remember the victims of the Holocaust. Held annually in the Indiana Statehouse, this program brings together state legislators, state employees, students, civil rights activists and community leaders. The goal for this event is to have at least 350 people in attendance.



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