

# 2020 Work Plan

Fargo  
Human  
Relations  
Commission

# Work Plan Framework

**Goal 1:** Create a more inclusive community via formally protected rights.

Strategy: Discrimination Complaint Audit

**Goal 2:** Increase and promote diversity, equity, inclusion, and anti-discrimination practices within City government.

Strategy: Bias Assessment Tool

**Goal 3:** Promote and grow community-wide efforts related to advancing diversity, equity, inclusion, and anti-discrimination.

Strategy: Inclusion & Equity Study

Strategy: Strategic Programming & Events

# **Goal 1:**

**Create a more  
inclusive community  
via formally  
protected rights.**

# Discrimination Complaint Audit

**Outcome:** A clear process for the public and staff to follow when instances of discrimination occur.

Audit discrimination complaints in order to inventory the procedural steps available to the public leading to an inventory or database in order to obtain data and evidence of discrimination.

## Who:

Multiple parties to conduct the work in phases. Conduct the work in subcommittees with volunteers with staff assistance.

## Why:

Procedurally we need to be able to communicate to public members about the tools we have so that we can better understand roles and accountability. We also need to understand if we need better tools to identify room for improvement or change.

## How:

Through audits and “secret shoppers” we can collaborate with our partners in police, state agencies, federal agencies, local non-profits and citizen groups.

## When:

Monitor project quarterly. Sub-group meets and collaborates monthly through a board member liaison.

# Discrimination Complaint Audit

## Work Plan Items

- Hold task force kick-off meeting to assign tasks and establish timeline.
- Organize data in Human Relations “Discrimination Inquiries” digital folder

Research & interview community partners to gather information such as historical complaint data, complaint processing and referrals, outreach strategies, and gaps in recourse and enforcement options for discrimination complaints.

- Potential organizations or agencies include:

Freedom Resource Center  
ND Legal Services  
State Bar Association  
ACLU  
FirstLink

High Plains Fair Housing  
Fargo Police  
Somali Community Development  
ND. Dept. of Labor and Human Rights

- Research and interview best practices by similar cities to learn how they process and archive discrimination complaints; what enforcement tools they have; and what is working or not.

Moorhead, MN  
Sioux Falls, SD

Grand Forks, ND  
Minneapolis, MN

- Create flow chart demonstrating which complaints are best suited for which community resources, as the system currently exists. Create communication plan for general public to understand this process.
- Summarize findings on gaps in the current system, if any. How effectively do complaints get resolved? How aware is the public on the processes available?
- Draft report summarizing task force recommendations on which data archiving, complaint processing, communications, and/or enforcement tools the City of Fargo should implement.

# **Goal 2:**

**Increase and promote diversity, equity, inclusion, and anti-discrimination practices within City government.**

# Bias Assessment Tool

**Outcome:** Implement a bias/multicultural assessment tool within City departments.

A bias assessment tool identifies an individual's and organization's ability to operate in a multicultural setting and identifies areas for improvement.

Implementation of an assessment tool across City government would provide for better understanding of where we are with these best practices as an organization and brings opportunities for education and awareness.

**Who:** Invite non-profits, government agencies and experts in our community to introduce these tools and collaborate with city leaders for use within the City of Fargo organization. City staff led in conjunction with board member liaison as champion/leader and city commissioner liaison.

**Why:** By learning where our barriers are we can identify opportunities for change and improvement for a stable workforce that is representative of the community it serves. It can also be a demonstrative tool for our community partners.

**How:** Invite leaders and knowledge experts in the community and from the HRC to demonstrate these tools to city leadership. Partner with local non-profits, local universities and local employer groups to lead in subject matter.

**When:** Monitor project quarterly. Sub-group meets or reports back monthly and collaborates back to the HRC through a board member liaison.

# Bias Assessment Tool

## Work Plan Items

- Hold task force kick-off meeting to assign tasks and establish timeline.
  - Identify Fargo-area organizations that have utilized a multicultural or bias assessment tool.
  - Identify the most appropriate person(s) at these organization who are the most knowledgeable about the organization's use of the tool.
- Interview representatives of the companies identified in the previous step to gather information such as the particular assessment tool used; cost of the assessment; scale of the assessment within their organization; what goals did the organization have in implementing the assessment; results of using the tool; etc.
- Compile the findings as "case studies." This case study report should be made available to the public so other companies in the Fargo area can understand the value of a multicultural assessment tool and follow-up training.
  - Analyze the case study findings to learn the types of multicultural assessments available and what goals and priorities are best met by certain assessment tools.
- Work with City of Fargo Department of Human Resources to advocate for the importance and value of a multicultural assessment tool implemented across all City of Fargo departments.
- Work with City of Fargo department heads and other key governmental stakeholders to understand their goals and priorities with implementing a bias or multicultural assessment tool.
  - Implement the use of the assessment as a "pilot study" within Planning.
  - Scale implementation of the assessment within more City of Fargo departments.



# **Goal 3:**

**Promote and grow community-wide efforts related to advancing diversity, equity, inclusion, and anti-discrimination.**

# Inclusion & Equity Study

**Outcome:** Adopt a community-wide Welcoming Plan.

A welcoming and belonging-visioning plan that is created and adopted by year end 2021. The welcoming plan serves as a citizen led strategic plan for confirming a holistic embracement towards citizen belonging and citizen led community development.

**Who:** Staff led through consultant and academic knowledge experts. Partnering with private foundation sponsorship and national expertise for the purpose of a strategic plan that is representative of community members' vision for Fargo.

**Why:** A strategic plan focused on belonging and welcoming provides an opportunity for messaging and communication based on citizen focused needs to align city and public agency with the community-at large.

**How:** Staff will craft a specific work plan through partnership with a consultant. To include creative strategies and unique and customized public engagement.

**When:** Weekly staff meetings, bi-weekly subcommittee work, and monthly reporting to HRC.

# Inclusion & Equity Study

## Work Plan Items

- Bring together like minded groups who are taking on similar initiatives.
- Establish unique city's perspective to differentiate between the other interest groups (if needed).
- Bring forward priorities of the Kresge Foundation grant and other initiatives funding priorities.
- Create an awareness building symposium highlighting local leaders and knowledge experts for community wide conversation.
- Highlight city initiatives through public arts demonstrations.
- Highlight communication messaging.
- Conduct survey and needs assessment.
- Align messaging with MLK Event, and other city supported initiatives.
- Work with City and peer agencies on messaging.
- Through needs assessment integrate priorities into city-wide work plan.

# Strategic Programming and Events

**Outcome:** Sustainable community events with a clarified role for the Human Relations Commission.

Coordinate with partners to determine future of annual cultural programming and events and strategize City of Fargo's and HRC's role in cultural programming and annual events.

**Who:** Board member led with staff support. Collaborating with Pangea, Cultural Resources Diversity Center, Police, Fargo Health, State agencies, and other community groups.

**Why:** Clarify roles of board members, liaisons and community needs as we grow into a larger city with more complex issues. Identify roles for the City, HRC, board member and staff as we collectively serve as partner, leader, or sponsor contemplating the larger metropolitan area and limited resources.

**How:** With a subcommittee of HRC members and staff support identify methodology for evaluating and recommending future structure for considerations. Inventory, schedule and strategize City of Fargo's and HRC's role in cultural programming and annual events. Determine sustainable and adaptable community structures based on standardizing roles (apart from individual personal roles and commitments) as best as possible. Itemize methods for supporting partners for their sustainability as well.

**When:** Report monthly or as needed to the HRC. Recommend future changes for consideration in 2020 and 2021.

# Strategic Programming & Events

## Work Plan Items

- Hold task force kick-off meeting to assign tasks, establish timeline, and identify key interview questions.
- Research City of Moorhead and City of West Fargo's level of involvement and funding in cultural events and possibly interview staff/officials.
- Interview program planners of local cultural programming and events to understand an organization or event's strengths, weaknesses, opportunities, and threats. Example events or organizations could include:

Pangea  
Welcoming Week  
MLK Day

Native American Festival & Education Series  
Multi-Ethnic Summer Picnic  
Community Table

- Interview the Mayor on his priorities for City involvement with cultural programming.
- Define criteria for possible tiers of involvement for City of Fargo, e.g. Primary Leader/Partner/Sponsor/Booth Runner. Criteria examples include:
  - 1) Impact: How well does the event directly execute the HRC's specific goals?
  - 2) Public Relations/Reach: How valuable is it to have City of Fargo's name attached to this event? How many people does it reach? Is it an audience that otherwise wouldn't know about HRC?
  - 3) Public Feedback: How possible is it for City/HRC to use this event to gather direct feedback from citizens on their needs? Is it an audience that otherwise wouldn't know about HRC?
  - 4) Equity: How equitable is access to the event? Who is the audience year after year?
- Using these criteria, complete attached ranking chart to evaluate the best level of involvement for the City of Fargo in each local cultural event for 2021 into foreseeable future.
- Draft short paper to summarize findings, criteria rankings, and recommendations.