



# Annual Report

Fiscal Year 2014  
July 1, 2013-June 30, 2014

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## Greetings from the Chairperson



The Indiana Civil Rights Commission's (ICRC) Annual Report for Fiscal Year 2014 reflects the commitment of ICRC employees and the Commissioners concerted effort to ensure that Indiana's citizens are fully aware of their rights and responsibilities under the Indiana Civil Rights Law. The ICRC is committed to meeting its mission, and as the Commission's Chairperson, I am proud to endorse each of the accomplishments detailed in this year's Annual Report.

In addressing the status of the ICRC, we recognize that the agency has undertaken many important initiatives during the past year and continues to build on these accomplishments. The ICRC enjoys a very positive working relationship with the U.S. Department of Housing and Urban Development (HUD) and the Equal Employment Opportunity Commission (EEOC), sharing their missions of ensuring equal access for all. We also work closely with many of the local human rights commissions throughout the state which were created out of Indiana Code 22-9.

Each year hundreds of Hoosiers are victim to discrimination in the areas of employment, housing, public accommodations, credit and education. Through enforcement of the Indiana Civil Rights Law and our education and outreach efforts, the ICRC has provided more effective service to Hoosiers than ever before.

Much like the populations we serve, the ICRC Commissioners are a diverse group of individuals comprised of various areas of interest and expertise who are appointed by the Governor. As Commissioners, we assist, monitor and advise the ICRC's administration. We have a significant role in reviewing cases and holding public meetings.

In FY 2014, the ICRC staff has shown the ability to effectively work with service providers, employers, other state agencies, community and faith-based organizations to provide comprehensive services to Hoosiers from all walks of life. The ICRC continues its effort of ensuring all Hoosiers are afforded equal opportunities.

As I celebrate more than 25 years as an ICRC Commissioner, I am extremely proud of the accomplishments that this group has made during the past year. I want to thank all of the Commissioners and the staff at the ICRC for their deep commitment and support towards serving their fellow Hoosiers.

Sincerely,

A handwritten signature in black ink that reads "Alpha Blackburn". The signature is written in a cursive, flowing style.

Alpha Blackburn, Chairperson  
Indiana Civil Rights Commission

## Message from the Director



The Indiana Civil Rights Commission's (ICRC) Annual Report for Fiscal Year 2014 identifies our many accomplishments and reflects the positive working relationships with state and federal agencies, service providers, community, faith-based and not-for-profit organizations on providing better awareness and protection under the Indiana Civil Rights Law.

As the Executive Director of the ICRC, I am pleased to acknowledge this report and the Commission members. I have had the opportunity to work closely with the Commission members throughout this past year and have thoroughly enjoyed the exchange of ideas and unique skills and strengths that each member brings to the group.

The Commissioner's diverse membership and statewide representation enables them to effectively raise community awareness and energize outreach efforts. It is my sincere hope that this report will provide additional opportunities for Hoosiers to learn about the good work being done by the ICRC Commissioners and staff.

The primary areas of focus outlined in the agency's 2011-14 Strategic Plan are: (1) equal opportunities for employment, (2) affirmatively furthering fair housing, and (3) equal access to a quality education. These focus areas are supported by three strategic objectives: (1) developing strong community partners statewide, (2) increasing the agency's statewide brand recognition, and (3) improving agency efficiency and measureable customer service. As we move into FY 2015, these objectives will be altered slightly to ensure the most efficient and effective service to Hoosiers.

Through effective implementation by ICRC Commissioners and staff of the outlined strategic objectives, I am proud to report many accomplishments during the past year. I also pledge that throughout the coming year I will continue to work closely with ICRC Commissioners and staff, along with community partners, as we build on this past year's exchange of ideas and implement the state plan for FY 2015-18.

Sincerely

A handwritten signature in black ink, appearing to read "Jamal". The signature is fluid and cursive, with a large loop at the end.

Jamal L. Smith, Executive Director  
Indiana Civil Rights Commission

## **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.

## Agency Functions

### Commission

The Indiana Civil Rights Commission ("Commission") is a seven-member board appointed by the Governor to four-year terms (see IC 22-9-1-4, 5 & 6). The Commission holds public meetings once per month, at which the Commission receives information from the Executive Director and other staff regarding the operations of the agency. The Commission may also hear from members of the public who wish to speak. The Commission is responsible for reviewing Complainant appeals when No Probable Cause is found after investigation of a Complaint of Discrimination ("Complaint"). The Commission also hears oral arguments on Objections to Proposed Findings of the Administrative Law Judge ("ALJ", who is appointed by the Commission) and issues Final Orders, either accepting, rejecting or amending the ALJ's proposals. The Commission's Final Orders are appealable to the Indiana Court of Appeals.

### Office of the Executive Director

The Executive Director is appointed by the Governor to serve as Secretary of the Commission and Chief Administrative Officer of the agency (see IC 22-9-1-8 & 9). The Director is responsible for administration of the Indiana Civil Rights Law and the overall plans and priorities of the agency. The Director is the Appointing Authority of the agency and is, therefore, responsible for all staffing and budgetary decisions. The Director may sign off on Notices of Finding following investigation of Complaints and may initiate a Complaint "in order to vindicate the policy of the state." (see 910 IAC 1-2-3(b)) If Reasonable Cause is found to believe that a Respondent has violated the Indiana Fair Housing Act, the Director *must* issue a Notice of such finding and Charge.

### Office of the Deputy Director

The Deputy Director is responsible for the case processing operations of the agency, from Intake through possible Litigation. The Deputy manages the interaction among and between Intake/Case Management, Alternative Dispute Resolution ("ADR"), Investigations and Legal units. The Deputy directly supervises and manages staff Mediators and Attorneys, as well as the supervisors of the Intake/Case Management and Investigations units. As such, the Deputy acts as Director of ADR and Chief Staff Counsel. The Deputy is also involved in various public outreach and education activities, including membership on a number of external boards and committees.

### Intake/Case Management

The Intake/Case Management unit serves two functions. First, the unit is the "first responder" receiving initial inquiries from the public by phone, internet, fax, mail and in-person regarding possible Complaints of Discrimination. The Intake function involves interviewing possible Complainants to determine if the individual has stated a claim within the purview of the Indiana Civil Rights Law or Fair Housing Act. If not, the individual is referred to the appropriate government agency, non-profit organization or other resource. If such a claim can be made, the Intake staff assists the individual in drafting and formalizing a Complaint. The Case Management function involves the docketing of Complaints (including data entry into appropriate databases), creation of Complaint files, handling of correspondence, issuance of Notices and other clerical duties necessary to the efficient processing of Complaints through the agency.

## **Alternative Dispute Resolution (ADR)**

The ADR unit is responsible for attempting and facilitating the voluntary resolution of Complaints. The Mediators are trained in appropriate ADR techniques and serve as neutral, third-party settlement facilitators. Mediators initiate first contact with Complainants shortly after a Complaint is filed to determine the Complainant's interest in resolution. The Mediator then contacts Respondents to determine interest in such efforts. If both parties are interested in ADR, the Mediator arranges either in-person or telephonic settlement conferences. The Mediator facilitates the settlement discussions and, if a voluntary settlement is reached, assists in the formulation of a settlement agreement. The ADR unit coordinates efforts with the Investigations and Legal units to facilitate settlement discussions throughout the investigation process and into litigation.

## **Investigations**

The Investigations unit is divided into two sections—Employment and REPACE (Real Estate, Public Accommodations, Credit and Education). Each section carries on similar investigative functions but focuses on particular areas of enforcement. The Employment section investigates only Complaints in the area of employment, while REPACE investigates all other Complaints filed with the agency. The Employment section is responsible for meeting the terms of the agency's partnership with the U.S. Equal Employment Opportunity Commission. REPACE is responsible for meeting the terms of the agency's partnership with the U.S. Department of Housing and Urban Development.

Investigators identify the issues presented in a Complaint and the relevant information to be collected in order to establish whether or not a violation of the Indiana Civil Rights Law or Fair Housing Act may have occurred. The Investigators are neutral fact-finders who conduct interviews of the parties and any witnesses, requests documents, make on-site observations if necessary and accurately compile the evidence in a Final Investigative Report for consideration of the Executive or Deputy Director.

## **Legal**

The agency's Staff Attorneys provide legal counsel for the agency's investigators, Executive Director and other staff. The Staff Attorneys advise on developments in the law and regulations, assist in policy development and legislative recommendations. The primary responsibility of the Staff Attorney is the prosecution of Complaints wherein Probable/Reasonable Cause has been found to believe the Indiana Civil Rights Law or Fair Housing Act has been violated. This may include advising Complainants and/or the Executive Director on the merits of a Complaint, engaging in settlement discussions, conducting appropriate discovery (interrogatories, requests for production and depositions), researching relevant legal precedent, drafting pleadings and presenting arguments before the ALJ or state courts.

## **Office of the Administrative Law Judge**

The ALJ is appointed by the Commission to rule on motions, conduct evidentiary hearings and issue Proposed Findings of Fact, Conclusions of Law and Orders for consideration of the Commission. See IC 22-9-1-6(j) and 910 IAC 1-3-5. The ALJ will not typically consider motions filed *prior* to the issuance of a Finding of Probable/Reasonable Cause. The ALJ first sets an Initial Pre-Hearing Conference where the parties agree on the issues to be heard and the scheduling of future conferences and hearings. The ALJ manages the evidentiary hearing by scheduling space, securing a court reporter, ruling on objections and administering oaths. After hearing the

evidence and considering the briefs and proposed findings of each party, the ALJ issues Proposed Findings, which are then considered and either adopted, rejected or amended by the Commission as a Final Order.

### **Public Education and Outreach (PEO)**

The Public Education and Outreach (PEO) Unit carries out all external relations functions of the agency. The PEO unit develops and implements the agency's advertising efforts, maintains the agency website and online presence, responds to media inquiries, coordinates training seminars conducted by agency staff and fosters relationships with state and local government agencies, non-profit organizations, employers, housing providers and other constituents. The PEO unit ensures that the public is aware of the rights and responsibilities described in the Indiana Civil Rights Law and Fair Housing Act and further aware of the functions of the Indiana Civil Rights Commission in promoting equality and enforcing the law.

### **Chief Financial Officer (CFO)**

The Chief Financial Officer (CFO) establishes and monitors the agency's budget, maintains the financial accounts, manages contracts with federal agencies and other entities, coordinates payments to vendors, assists in payroll management and manages office equipment and supplies. This unit is also responsible for occasional grant writing and ensuring compliance/fulfillment of grant and other contractual obligations.

## **Agency Programs**

The Indiana Civil Rights Commission (ICRC) is charged with two major functions: (1) enforcing the Indiana Civil Rights Law and (2) providing education and services to the public. The first function involves each of the units listed above (with the exception of the education and public outreach unit). These units work together collectively to accurately resolve civil rights complaints in a timely manner and meet obligations of our work share agreements with the U.S. Department of Housing and Urban Development and the Equal Employment Opportunity Commission.

The second agency function is led by the Education and Public Outreach Unit and involves providing education and training to the public. Other agency units provide support when needed with this function. Major programs for the Education and Public Outreach Unit include:

- The Power of Diversity™ Statewide Series
- Know Your Rights™ Program
- Statewide Continuing Legal Education™ Program

These three programs, public meetings, resource fairs, grassroots outreach efforts and the use of unearned, paid and social media, help to provide better awareness of ICRC.



*Power of Diversity Series – Oct. 10, 2013*

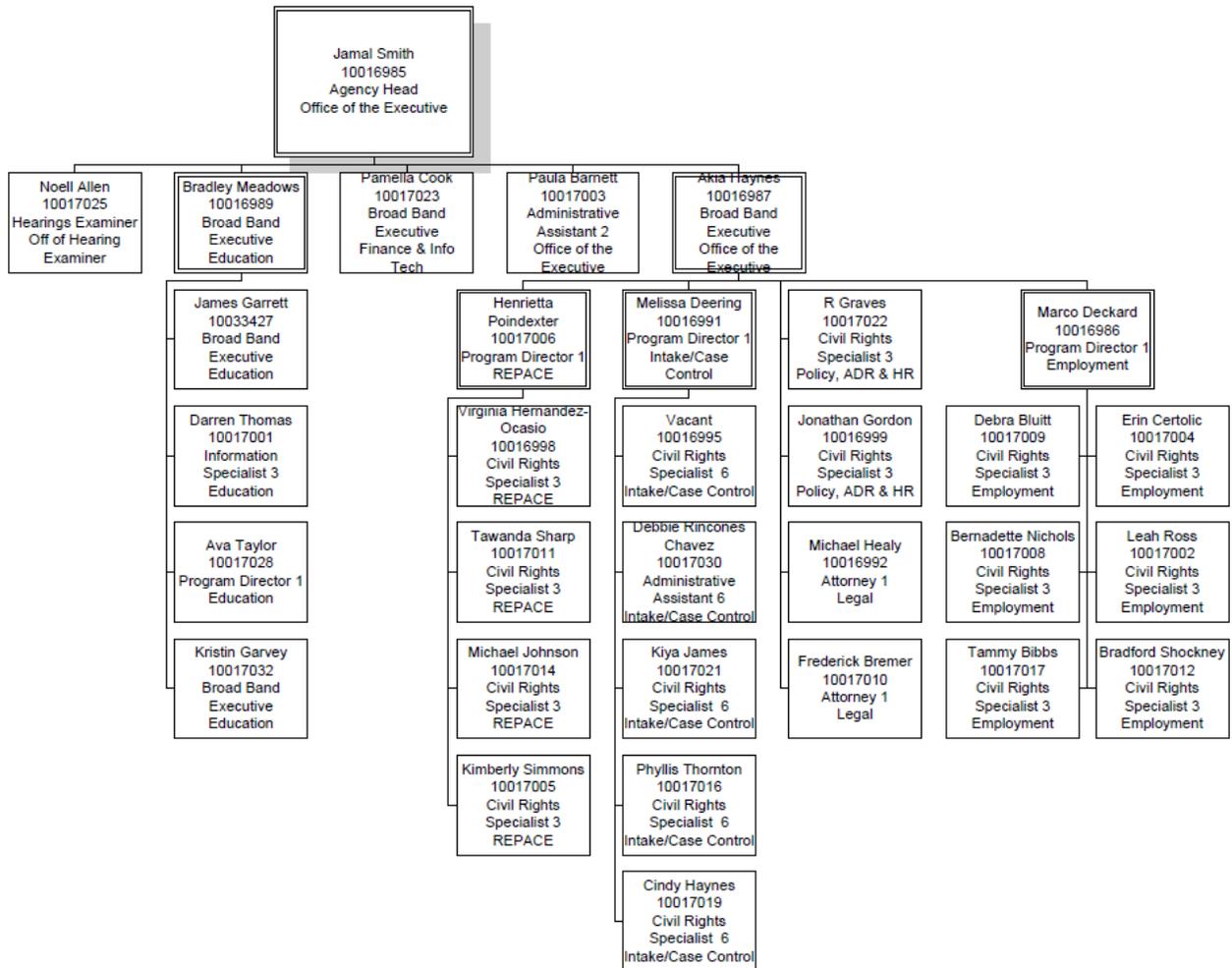


*Know Your Rights Program – Aug. 23, 2013*



*Statewide CLE Program – Nov. 18, 2014*

## Organizational Chart (as of June 30, 2014)



## Public Meetings

The Indiana Civil Rights Commission conducts monthly public meetings in which they offer rulings on cases and provide administrative oversight regarding the agency's functions. Below, are public meeting dates during FY 2014.

2013	2014
July 26th <a href="#">.pdf</a>	January 24th <a href="#">.pdf</a>
August 23rd <a href="#">.pdf</a>	February 28th <a href="#">.pdf</a>
September 27th <a href="#">.pdf</a>	March 28th <a href="#">.pdf</a>
October 25th <a href="#">.pdf</a>	April 25th <a href="#">.pdf</a>
November 15th <a href="#">.pdf</a>	May 30th <a href="#">.pdf</a>
December 13th <b>canceled</b>	June 27th <a href="#">.pdf</a>



Indiana Civil Rights Commission (ICRC)  
Commissioners

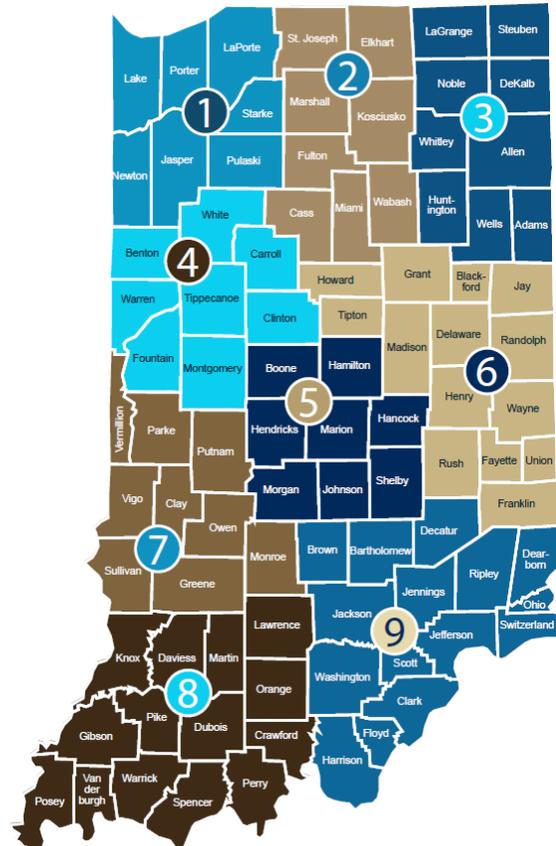
## Agency Report

To provide a better snapshot of agency performance and production, a monthly report was developed. Provided below is an overview of the report for FY 2014.

### Inquiries

This section provides the number of phone, web and/or mail contact from the public (inquiries) that the Indiana Civil Rights Commission received in FY 2014.

Region	Inquiries	Percentage
1	474	11.6%
2	350	8.6%
3	271	6.6%
4	142	3.5%
5	1,755	42.9%
6	336	8.2%
7	148	3.6%
8	253	6.2%
9	275	6.7%
Unknown	87	2.1%
<b>Total</b>	<b>4,092</b>	



### Indiana Region Map

Region	Counties
1	Jasper, Lake, LaPorte, Newton, Porter, Pulaski and Starke
2	St. Joseph, Elkhart, Marshall, Fulton, Kosciusko, Wabash, Cass and Miami
3	LaGrange, Steuben, Noble, De Kalb, Whitley, Allen, Huntington, Wells and Adams
4	White, Benton, Warren, Tippecanoe, Carroll, Clinton, Fountain and Montgomery
5	Boone, Hamilton, Hendricks, Marion, Hancock, Morgan, Johnson and Shelby
6	Howard, Grant, Blackford, Jay, Tipton, Madison, Delaware, Randolph, Henry, Wayne, Rush, Fayette, Union and Franklin
7	Vermillion, Parke, Putnam, Vigo, Clay, Owen, Sullivan, Greene and Monroe
8	Knox, Daviess, Martin, Lawrence, Gibson, Pike, Dubois, Orange, Crawford, Posey, Vanderburgh, Warrick, Spencer and Perry
9	Brown, Bartholomew, Clark, Dearborn, Decatur, Floyd, Franklin, Harrison, Jackson, Jefferson, Jennings, Ohio, Ripley, Scott, Switzerland and Washington

## Complaints

This section provides the number of jurisdictional complaints drafted and mailed (formalized) by the Indiana Civil Rights Commission in FY 2014.

<b>Complaints Drafted</b>	1,449
<b>Complaints Formalized</b>	1,018
<b>Transferred from EEOC</b>	128
<b>Transferred from HUD</b>	55

## Investigation

The investigation section shows the overall age of cases currently being investigated by the agency. Housing complaints 100 days old and all other complaints 180 days old or more are considered "aged".

<b>Percentage of Aged Cases</b> (as of June 30, 2014)	
Employment	8%
Housing	2%
Public Accommodation	12%
Credit	0%
Education	12%
Total	8%
<b>Open Cases by Area</b> (as of June 30, 2014)	
Employment	740
Housing	56
Public Accommodation	84
Credit	1
Education	46
Total	927

## FY 2014 Marketing and Communications Plan

<p><b>Executive Summary of Plan:</b> Brief summary on the key elements of the overall plan</p> <p>3-5 ideas that are core to the success of the plan</p>	<p>The Indiana Civil Rights Commission (ICRC), following HB 1002 going into law on July 1, 2012, provides administrative support to the following commissions:</p> <ul style="list-style-type: none"> <li>• Dr. Martin Luther King, Jr. Indiana Holiday Commission (MLKIHC)</li> <li>• Indiana Commission for Hispanic and Latino Affairs (ICHLA)</li> <li>• Indiana Commission on the Social Status of Black Males (ICSSBM)</li> <li>• Indiana Commission for Women (ICW)</li> <li>• Indiana Native American Indian Affairs Commission (INAIAC)*.</li> </ul> <p><i>*The Indiana Native American Indian Affairs (INAIAC) is not seated. Therefore no expenses or plan for the commission will be provided.</i></p> <p>Although the “cultural commissions” are now under one roof, It is important to note that each of these commissions remains autonomous with regards to budget, as each agency maintains its own allocation from the state legislature. As to not make six individual marketing and communications plans, following the instructions provided, this narrative plan and the corresponding budget will be for each of the state’s five cultural commissions outlined above in addition to the Indiana Civil Rights Commission.</p> <p>Following the Indiana Civil Rights Commission’s FY2010-14 Strategic Plan closely, the following marketing and communications efforts for the ICRC and the state’s cultural commissions have been implemented:</p> <p><b>1.) Traditional Advertising</b>—Through the use of traditional media platforms (billboards, bus/transit, newspaper, radio, TV and direct mail) key messages will be consistently heard throughout the state. Using primarily federal funds, these efforts have provided us with tremendous results and recognition.</p> <p><b>2.) Programs, Events and Initiatives</b>—Ranging from the Dr. Martin Luther King, Jr. Indiana Holiday Celebration to the Black Barbershop Statewide Health Initiative to the Annual Torchbearer Awards Program, this area provides the “direct contact” with the citizens of Indiana.</p> <p><b>3.) Event Sponsorships/Partnerships</b>—To supplement the</p>
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	<p>programs, events and initiatives driven by our respective agencies; strategic partnerships with community groups and the media have provided us with further exposure and connection with our target audiences.</p> <p><b>4.) Earned/Unpaid Media</b>—This section includes the familiar social media platforms (Facebook, YouTube and Twitter), the development of a quarterly magazine and a television show called “One Indiana”, an e-Newsletter and earned media through the placement of news articles, op-ed’s and through securing interviews on radio and TV stations.</p> <p><b>5.) Publications</b>—This section includes training materials, informational brochures and all other printed documents for agency stakeholders.</p> <p>Using a combination of these marketing and communications tools, the key messages, programs and initiatives for the Indiana Civil Rights Commission (ICRC) and the state’s cultural commissions will be conveyed to the public.</p>
<p><b>Background and Rationale of Plan:</b> Background info/any research used to create plan</p> <p>Your intended purpose/result</p>	<p>Each commission has done extensive research on the programming, initiatives and events they have developed to best serve their target audience. As the Deputy Director for External Affairs I oversee each of these commissions and I have worked closely with the Executive Directors and commissioners of each agency to develop cost efficient and effective techniques to best reach Indiana’s often underserved and hard to reach populations. As a result of their extensive research, the Executive Director provides direction on messaging in order to ensure their programs and services best reach those in need.</p> <p>HB 1002 going into law, and putting the cultural commissions under one roof, has allowed us to work collectively to reach Indiana’s minority populations. From African Americans, Hispanics, women and those with disabilities to migrant populations like the Burmese, Somali and Iraqi populations, we have gone to great lengths to fully maximize the opportunities we have in front of these populations to provide them information on as many state and federal services as possible. I’ve also learned, over the past several years, the unique ways in which these populations receive their information. Which is why I am confident the techniques outlined in this planned will be successful in communicating our respective messages as it takes a multi-faceted approach to ensure key messages are being heard by the right people at the right time.</p>

<p><b>Situational SWOT Analysis:</b></p> <p>What potential strengths, weaknesses, opportunities or threats does your program face?</p>	<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• The multi-faceted and proven techniques we have developed provides our agencies with a steady and consistent flow of information that reaches our target audience.</li> <li>• Having the cultural commissions under one roof provides us endless opportunities to collaborate and stack programming that is both relevant and timely for stakeholders.</li> </ul> <p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• The public's perception of discrimination is that it lacks relevancy or true importance in the 21<sup>st</sup> Century. It is a challenge to convince Hoosiers to take these issues seriously, and that they involve more than African Americans.</li> </ul> <p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• Exploring cross-cultural issues that have permeated society and limited access to equal opportunities. Many of these issues involve education, health-care and employment.</li> <li>• Public and private businesses continue to lose hundreds of millions of dollars annually as a result of discrimination complaints that reach far beyond a person's race. Using these astounding figures, and creating a personal connection with issues of discrimination and Hoosiers is an opportunity for our messages to be heard.</li> <li>• Cultural Competence or Diversity training is an area where the cultural commissions have each been asked to speak on countless times throughout the state. We have developed, and plan to make it available to a wider audience, a two-hour diversity training seminar to provide Indiana businesses best practices and assistance with handling diversity issues.</li> </ul> <p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>• Although Indiana is more diverse than ever before, there is a stigma that exists among individuals within the community that the work we do isn't important or necessary. As we talk with both "providers" (businesses, property managers, health-care, etc.) and the "general public" it is important that we both provide education on the responsibilities under the law to prevent discrimination and ensure equal access, while also providing information on our rights under the</li> </ul>
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	<p>law to ensure that individuals that have faced disparate treatment and/or discrimination are aware of what services and assistance is available.</p>
<p><b>Objectives/Goals:</b></p> <p>What are you trying to accomplish with your program?</p> <p><b>Target Audience:</b> Who is primary audience and why? Demographics, Geographic areas, etc.</p> <p>Additional audiences who may benefit.</p>	<p><b>Objective 1:</b> To educate the public about their rights and responsibilities under the Indiana Fair Housing Act and the Indiana Civil Rights Law.</p> <p><b>Target Audiences:</b></p> <ul style="list-style-type: none"> <li>• Service providers</li> <li>• Adults aged 18 and older</li> <li>• Underserved and underrepresented populations</li> </ul> <p><b>Objective 2:</b> Provide extensive programs and services to Indiana black males throughout the state.</p> <p><b>Target Audience:</b></p> <ul style="list-style-type: none"> <li>• Indiana black males (all ages)</li> </ul> <p><b>Objective 3:</b> Develop strategic outreach programs and/or partner with external organizations that address key issues affecting women.</p> <p><b>Target Audiences:</b></p> <ul style="list-style-type: none"> <li>• Indiana women aged 18 and older</li> <li>• Indiana women business owners , government officials and community leaders</li> </ul> <p><b>Objective 4:</b> Provide targeted messaging and outreach to Indiana’s Hispanic/Latino population.</p> <p><b>Target Audiences:</b></p> <ul style="list-style-type: none"> <li>• Indiana Hispanic/Latino families (both first and second generation)</li> <li>• Indiana Hispanic/Latino business owners and community leaders</li> </ul> <p><b>Objective 5:</b> Honor the life and legacy of Dr. Martin Luther King, Jr. and remember the victims of the tragic period known as the Holocaust.</p> <p><b>Target Audiences:</b></p> <ul style="list-style-type: none"> <li>• Indiana students grades K-12</li> <li>• Public, private and faith-based groups</li> <li>• Indiana state legislature and employees</li> <li>• The general public</li> </ul> <p><b>Objective 6:</b> Provide reports based on extensive research</p>

	<p>done on specific segments of Indiana's population (e.g. women, black males, Hispanic/Latino, etc.).</p> <p><b>Target Audiences (for the reports):</b></p> <ul style="list-style-type: none"> <li>• State legislature and public officials</li> <li>• The Governor's office</li> <li>• Business and community leaders</li> <li>• Educators</li> </ul>
<p><b>Position Statement:</b> In <u>one sentence</u>, describe what action(s) you want your target audience to take and what the focus is: a change in behavior? Benefit to the audience?</p>	<p>To inform the public and service providers of their rights and responsibilities through developing a more effective and efficient statewide system to address civil rights and other issues that inhibit equal opportunities for Indiana's minority populations.</p>
<p><b>Marketing Strategies:</b> General outline of planned marketing and communication strategies.</p> <p>Include 4 Ps: Product, Price, Place, Promotion</p> <p>How will materials be distributed?</p>	<p><b>Product</b>—There are three distinct products we collectively offer. (1) <i>Services</i>—each of the state's cultural commissions provides services, and a directory of services, to our target audience, (2) <i>Research</i>—each of the state's cultural commissions provides extensive reporting on specific populations within the State of Indiana, and a (3) <i>Formal Complaint Process</i>—In addition to providing a directory of services and educational programming, the Indiana Civil Rights Commission (ICRC) also provides a formal complaint process and the enforcement ability to litigate civil rights complaints.</p> <p><b>Price</b>—There is no cost for any of the products and services we offer.</p> <p><b>Place</b>—The media campaigns, workshops and sponsorships will all have a statewide scope as outlined in the <i>ICRC's FY 2010-13 Strategic Plan</i>. Particular attention and focus will be given to areas with large populations of our targeted audience. Furthermore, partnership and sponsorship agreements will be used to better reach our targeted demographics.</p> <p><b>Promotion</b>—As outlined above, we will use a calculated combination of:</p> <ul style="list-style-type: none"> <li>• <b>Traditional Advertising</b></li> <li>• <b>Programs, Events and Initiatives</b></li> <li>• <b>Event Sponsorships/Partnerships</b></li> <li>• <b>Earned/Unpaid Media</b></li> <li>• <b>Publications</b></li> </ul>

<p><b>Implementation:</b></p> <p>How will you implement your plan? Tie promotion strategies to objectives, include all items here and in your budget:</p> <ul style="list-style-type: none"> <li>• Earned media (press release, interview)</li> <li>• Paid media* (Broadcast, print, outdoor)</li> <li>• Sponsorships (Events, exhibit booth space)</li> <li>• Promotional Items* (Pens, T-shirts, exhibit booth display)</li> <li>• Publications* (Printed materials, brochures, posters)</li> </ul> <p>*Provide electronic samples whenever possible</p> <p>A calendar may be included to summarize how you propose to implement your plan</p>	<p><b>Indiana Civil Rights Commission (ICRC)</b></p> <p><b><u>Objective 1:</u></b> To educate the public about their rights and responsibilities under the Indiana Fair Housing Act and the Indiana Civil Rights Law.</p> <p><b><u>Paid Media:</u></b></p> <ul style="list-style-type: none"> <li>• <b>Fair Housing Advertising Campaign</b> The Indiana Fair Housing Act (IFHA) makes it is illegal to discriminate in any housing-related transaction. It is the right of every Hoosier to live in any house or an apartment where they can afford regardless of any of their protected characteristics. (It is estimated that less than 1% of all occurrences of housing discrimination is reported). (A media requisition form, along with specific messaging and outlets will be provided prior to launching the campaign).</li> </ul> <p><b><u>Earned Media:</u></b></p> <ul style="list-style-type: none"> <li>• <b>One Indiana™ Television Program</b> The Television Program launched in April 2013, and the Quarterly Magazine will launch in the Summer 2013. The One Indiana™ concept was developed to highlight agencies (such as the ICRC and the cultural commissions) and others in the community that is working to provide equal opportunities to Hoosiers throughout the state. We also view the Television program as an opportunity to bring decision-makers to the table in an effort to enhance cross-cultural collaboration and resource-sharing. The \$1,000.00 expense is from e-Flip to put the magazine on-line. (This is the same program used by IHCD).</li> <li>• <b>Social Media—Facebook, YouTube, e-Newsletter</b> Working closely with the agency directors, The ICRC, and many of the cultural commissions, have launched social media accounts over the past several years. For each event, program and initiative these mediums are used to provide information to interested stakeholders.</li> <li>• <b>Earned Media—Interview, press releases, op-Ed's</b> Similar to our use of social media, earned media is maximized by coordinating on-air interviews (more than 100 in FY 13), sending out press releases and crafting opposite editorials (op-Ed's) to highlight and bring greater attention to issues and key messages we wish to highlight.</li> </ul>
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- Butler University Student Project** For the fourth consecutive year, we plan to work with the Butler University's Creative Media and Industry Program on the development of audio public service announcements. Last spring, we included the state's cultural commissions for the first time. What we received as a result of the project was 11-:30 second radio public service announcements ready for distribution to radio stations throughout the state. It also provides students with an immersive learning opportunity and I've used it as an opportunity to discuss potential opportunities working with the State of Indiana.

**Sponsorships:**

- Indiana Black Expo, Inc.** Sponsorship of the Indiana Black Expo's Summer Celebration Education Conference. Further provisions in the agreement include: (1) work with their Youth Video Institute on training videos and a 50<sup>th</sup> Anniversary Video, (2) collaboration on statewide education initiatives and (3), involvement of both agencies on the Dr. Martin Luther King, Jr. Art, Writing and Multimedia Contest and Day of Service.
- Indianapolis Recorder** These funds will be used for targeted advertising in the Indianapolis Recorder and Indianapolis Minority Business Magazine. Furthermore, the MOU agreement will set the groundwork for further collaboration between the Civil Rights Commission and the African American community utilizing the Indianapolis Recorder and Indiana Minority Business Magazine as a vehicle.
- WTLC-AM "Afternoons with Amos"** As a sponsor of the "Afternoons with Amos" show we receive two "on-air mentions" each day, in addition to them running a :30 advertisement, on-line advertising and an appearance on the show six times each year. Along with the Indianapolis Recorder, this radio program is the best outlet we have identified to reach the African American community in Indianapolis.
- Indianapolis Indians "Civil Rights Game"** We will be the sole sponsor of the Second Annual Civil Rights Game on Saturday, August 3, 2013. The sponsorship includes 300-500 tickets that will be donated to minority students, teachers and

parents in the Indianapolis community by the Indiana Civil Rights Commission, on-field activities before the game, on-field signage, logo on the Indians jerseys, and access to more than 15,000 fans at the game.

- **2015 State of Indiana Fair Housing Conference**  
As the primary sponsor of this conference we ensure that all housing providers, attorneys and other interested parties receive their annual training on the Fair Housing Act. The event is hosted each year at the Indiana Government Center.
- **Continuing Legal Education Program** This program provides between 6-10 free Continuing Legal Education seminars for attorneys and legal professionals throughout the state. In addition to providing a “service” to Indiana attorneys by offering these credits for free, we provide also necessary updates on local, state and federal civil rights laws.
- **Radio Disney “Family Fun Day Experience”**  
Sponsorship of the Family Fun Day Experience on June 16, 2012. This agreement also includes the placement of radio public service announcements and regular appearances on their Saturday morning “Kid's Connection Show”.
- **Kelly Vaughn Productions, Inc.** Kelly Vaughn, a long-time voice in the African American community, is a female voice actress for our PSA's and also is a master of ceremonies at events and programs.
- **Family Fun Filled, Inc.: “Back to School Event”** This event provides us with wonderful exposure to more than 2,000 predominately African American families in Indianapolis. As a sponsor, we are provided a booth and an opportunity to share on stage the programs and services offered by the State of Indiana.

**Promotional Items:** None

**Publications:**

- **Training Materials** General Agency Brochure (English, Spanish, Burmese, Somali) Fair Housing Brochure (English, Spanish, Burmese, Somali) .Workplace Harassment Brochure (English and Spanish). Individuals with Disabilities (English) Equal Employment Poster (English, Spanish,

	<p>Burmese, Somali) Fair Housing Poster (English, Spanish, Burmese, Somali)</p> <p><b>Note:</b> <i>Close attention is paid to the inventory levels and who receives these publications.</i></p> <ul style="list-style-type: none"> <li>• <b>Event Print Materials</b> Printing of event programs, event signage and other related printing costs. (We will continue to utilize Pitney-Bowes).</li> </ul> <p><b>Objective 2:</b> Provide extensive programs and services to Indiana black males throughout the state.</p> <p><b>Paid Media:</b> None</p> <p><b>Earned Media:</b> (see "Earned Media" under Objective 1)</p> <p><b>Sponsorships:</b></p> <ul style="list-style-type: none"> <li>• <b>5<sup>th</sup> Annual Black Barbershop Statewide Health Initiative</b> The Indiana Black Barbershop Health Initiative is to empower African American men to better understand diabetes and hypertension and how to prevent its development and complications. During the Indiana Black Barbershop Health Initiative, volunteers measure blood pressures and a blood glucose screen. Black males with abnormal or elevated levels will be referred to participating partners and community health centers for follow-up treatment. The Commission will also offer information on Prostate Cancer and provide a local resource guide for each participating local community in the state of Indiana. Last year the initiative reached more than 1,000 people at more than 50 locations in 12 cities.</li> <li>• <b>Fatherhood and DAD's Expo</b> 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 ICSSBM is a partner in the expo that reaches more than 200 African American fathers each year.</li> <li>• <b>Statewide Black Male Youth Day at the Statehouse</b> A Black Males Youth Day at the State House seeks to introduce civics and the operation of state government. The event will seek to address challenges impacting Black males, their families and communities and offer solutions and best practices to improve their overall situation. The symposium is also designed to bring the local commissions together to learn from each other</li> </ul>
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	<p>and build the bond to work collaboratively.</p> <ul style="list-style-type: none"> <li>• <b>Boy’s Empowerment Summit</b> The Youth Empowerment Summit is designed to engage youth regarding the importance of education. The event targets middle and freshmen/sophomore high school students where local community leaders host interactive and thought-provoking discussions with African American and Latino male students in an effort to encourage, empower and support their development and success.</li> </ul> <p><b>Promotional Items:</b> None</p> <p><b>Publications:</b> None</p> <p><b>Objective 3:</b> Develop strategic outreach programs and/or partner with external organizations that address key issues affecting women.</p> <p><b>Paid Media:</b></p> <ul style="list-style-type: none"> <li>• <b>Writing Her Story™</b> Women in Indiana quietly do extraordinary things every day. Writing Her Story celebrates these accomplishments and sheds light on the resilience and strength of Hoosier women. ICW sponsors this outreach effort.</li> <li>• <b>Hoosier Women Lead™</b> In 2013, ICW is working to publish a comprehensive report on the number of women in elected offices.</li> <li>• <b>Indiana Quick Stats</b> In 2013-14, ICW is working to collate statistical information based on U.S. Census information into one page topical reports or infographics. (e.g. “women in the workforce”).</li> </ul> <p><b>Earned Media:</b> (see “Earned Media” under Objective 1)</p> <p><b>Sponsorships:</b></p> <ul style="list-style-type: none"> <li>• <b>2015 Torchbearer Awards Program</b> ICW hosts the annual Torchbearer Awards as a recognition of women's contributions to Indiana.</li> <li>• <b>Public Service Training</b> Each year, ICW chooses an issue (e.g. Working Women in Transition, Bridging the Gap) to provide training for women throughout the year. For FY 2013, ICW is planning to focus on women in public service as a companion to the Hoosier Women Lead report.</li> <li>• <b>Women’s Day at the Statehouse</b> ICW hosts an annual women's day to educate women on</li> </ul>
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	<p>identified priority areas to build awareness and build relationships with external.</p> <ul style="list-style-type: none"> <li>• <b>Black Beauty Salon Statewide Health Initiative</b> ICW is collaborating with ICSSBM to expand their Black Barbershops Health Initiative for men to Black Beauty Salons for women.</li> <li>• <b>Hoosier Women Speak™</b> ICW is planning to continue its listening sessions by focusing on specific demographics as well as communities who make a request.</li> </ul> <p><b>Promotional Items:</b></p> <ul style="list-style-type: none"> <li>• <b>Indiana Commission for Women (ICW) Ink Pen</b> This will provide a functional and cost effective giveaway item to distribute to individuals during our outreach initiatives.</li> </ul> <p><b>Publications:</b> None</p> <p><b>Objective 4:</b> Provide targeted messaging and outreach to Indiana's Hispanic/Latino population.</p> <p><b>Paid Media:</b></p> <ul style="list-style-type: none"> <li>• <b>Targeted Hispanic Advertising Campaign</b> An important objective of the Indiana Commission for Hispanic/Latino Affairs (ICHLA) is to develop strong relationships with the Spanish-language media outlets throughout the state. A key component in developing and fostering these relationships is to support the work that these outlets do throughout the state. Targeted outlets will include: Telemundo, El Puente and the 6-10 radio stations located statewide. (A media requisition form, along with specific messaging and outlets will be provided prior to launching the campaign).</li> </ul> <p><b>Earned Media:</b> (see "Earned Media" under Objective 1)</p> <p><b>Sponsorships:</b></p> <ul style="list-style-type: none"> <li>• <b>Que Viva</b> A bilingual magazine in Northwest Indiana, we have long been a supporter of Que Viva. In addition to receiving access to their readership through editorials and being in their magazine directory, we also are included in their community events.</li> <li>• <b>East Chicago Safety Summit</b> As a long-time participant in this event, we have decided to reduce our level of involvement to just a booth.</li> </ul>
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	<p>Although this event is very beneficial and we reach a lot of our target demographic, we don't see a substantial benefit to being a higher level sponsor.</p> <ul style="list-style-type: none"> <li> <b>Latino Resource Fair</b> Very similarly to the East Chicago Safety Summit, this event provides us wonderful access to the Hispanic/Latino population. We are able to provide on-sight intake and Spanish-language materials to individuals in likely need of our services.         </li> </ul> <p><b>Promotional Items:</b> None</p> <p><b>Publications:</b> None</p> <p><b>Objective 5:</b> Honor the life and legacy of Dr. Martin Luther King, Jr. and remember the victims of the tragic period known as the Holocaust.</p> <p><b>Paid Media:</b> None</p> <p><b>Earned Media:</b> (see "Earned Media" under Objective 1)</p> <p><b>Sponsorships:</b></p> <ul style="list-style-type: none"> <li> <b>24<sup>th</sup> Annual Dr. Martin Luther King, Jr. Indiana Holiday Celebration and Youth Summit</b>            By statue, the Dr. Martin Luther King, Jr. Indiana Holiday Commission (MLKIHC), and by relation the ICRC, is charged with putting on the state's annual MLK commemoration. Having grown to include an Art, Writing and Multimedia Contest, Youth Summit and Day of Service, this program annually draws between 400-500 people.         </li> <li> <b>17<sup>th</sup> Annual Holocaust Day of Remembrance</b>            As with the Dr. King Program, the MLKIHC is charged by statue to put on the state's annual Holocaust Day of Remembrance. Also including an Educational Youth Summit, this program provides an annual reminder of the tragic period known as the Holocaust.         </li> </ul> <p><b>Promotional Items:</b> None</p> <p><b>Publications:</b> None</p> <p><b>Objective 6:</b> Provide reports based on extensive research done on specific segments of Indiana's population (e.g. women, black males, Hispanic/Latino, etc.).</p> <p><b>Paid Media:</b> None</p>
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	<p><b><u>Earned Media:</u></b> (see "Earned Media" under Objective 1)</p> <p><b><u>Sponsorships:</u></b> None</p> <p><b><u>Promotional Items:</u></b> None</p> <p><b><u>Publications:</u></b></p> <ul style="list-style-type: none"> <li>• They include an annual report and our annual study on discrimination in the state of Indiana (both printed "in-house").</li> </ul>
<p><b>FY13 Results:</b></p> <p>Summarize your evaluations for FY13 and the results found – what did you learn?</p>	<p>Early indications of the collaborative efforts and communications tools utilized following HB 1002 becoming state law have been very successful. Utilizing the FY14 evaluation metrics, we have seen growth across the board in our "outputs" which has led to a subsequent growth in the number of Hoosiers we have served. With two months remaining in the fiscal year, we plan to surpass each of the benchmarks we developed.</p> <p><b><u>Metric 1: Partnerships developed</u></b>  FY12: 24  FY13: 28  FY14: 33</p> <p><b><u>Metric 2: Attendance at events/trainings</u></b>  FY12: 1,340 (ICRC)  FY13: 1,137 (ICRC)  FY14: 1,398 (ICRC)</p> <p><b><u>Metric 3: Event/training evaluations</u></b>  FY12: 4.39/5.00 (quality of training)  FY13: 4.43/5.00 (quality of training)  FY14: 4.41/5.00 (quality of training)</p> <p><b><u>Metric 4: Inquiries (calls to the agency, on-line submission)</u></b>  FY12: 3,818 (318 per month)  FY13: 2,730 (303 per month)  FY14: 4,092 (341 per month)</p> <p><b><u>Metric 5: Print materials/training materials requested</u></b>  FY12: 7,760  FY13: 8,127  FY14: 8,031</p> <p><b><u>Metric 6: Social media activity (Facebook, YouTube, e-Newsletter)</u></b>  FY12: 68 Facebook "likes", 847 YouTube "views", 517 e-Newsletter "subscribers"  FY13: 423 Facebook "likes", 3,471 YouTube "views", 1,455 e-Newsletter "subscribers"  FY14: 3,103 Facebook "likes", 2,734 Twitter "followers",</p>

	<p>8,161 YouTube "views", 2,917 e-Newsletter "subscribers"</p> <p><b><u>Metric 7: Statewide Perception Survey Distribution</u></b>  FY12: 909 surveys distributed  FY13: 938 surveys distributed  FY14: 916 surveys distributed</p> <p><b><u>Metric 8: Website Activity</u></b>  FY12: 34,104 (2,842 per month)  FY13: 29,244 (2,924 per month)  FY14: 42,469 (3,539 per month)</p>
<p><b>Evaluation/Monitoring:</b></p> <p>How will you evaluate the success of your FY14 plan?</p> <p>What goals will be measured?</p>	<p>Using many of the same evaluation tools as in FY13, these metrics have been designed to evaluate the success of the FY14 plan. Although it is unlikely these evaluation instruments will provide a complete look into the success of the Communications and Marketing Plan, it will give us a clear means tracking our visibility and efforts to address the civil rights issue of the 21<sup>st</sup> Century.</p> <p>Metric 1: Partnerships developed</p> <p>Metric 2: Attendance at events/trainings</p> <p>Metric 3: Event/training evaluations</p> <p>Metric 4: Inquiries (calls to the agency, on-line submission)</p> <p>Metric 5: Print materials/training materials requested</p> <p>Metric 6: Social media activity (Facebook, YouTube, e-Newsletter)</p>

## Public Education and Outreach

Indiana, like many states in the Midwest, has seen very little change over the last 10 years in the volume of civil rights complaints they receive. We feel, however, that through an increase in our targeted Education and Outreach efforts, which includes educating businesses and individuals, that there is the potential to experience a significant increase in our case volume as more people are aware of their rights and the process of filing a civil rights complaint.

This assertion is derived from our Statewide Perception Survey which found that more than 50% of Hoosiers believe they have faced discrimination in their lifetimes. We've also found that a majority of these same people are largely unaware of who to contact should they face discrimination.

The increase in our Education and Outreach efforts was through the following three-pronged approach, which for the first time draws a clear connection between the Education and Outreach Unit and the Investigative Unit: (1) Traditional Media Communication, (2) Web-Based Communication and (3) Education and Outreach.

### FY 2014 Public Education and Outreach Report

Activity	Output
Radio and TV PSA's distributed	12 spots 104 outlets
Press releases/op-Ed's	70 releases 375 outlets
Media Interviews	138
Advertising	214 outlets
<b>Traditional Media Communication ("Placements")</b>	<b>843</b>
Website views	42,469
Facebook "likes"	3,103
Twitter "followers"	2,734
YouTube video "views"	8,161
e-Newsletter subscribers	2,653
Direct Mailings	13 mailings 8,999 pieces
Training materials distributed	8,031
Perception surveys distributed	916
<b>Traditional and Web-Based Communication ("Views")</b>	<b>77,330</b>
Power of Diversity™ Series	16 workshops 766 people

	4.37 evaluation
Statewide Continuing Legal Education™ Program	9 programs 632 people 4.44 evaluation
Outreach events <b>participated</b> in (booths, community workshops, etc.)	16 events 2,980 people
Outreach events <b>conducted</b> (Know Your Rights™ Programs, churches, etc.)	3 events 247 people
<b>Education and Outreach ("Touches")</b>	<b>4,625</b>



Haitian Town Hall Meeting – July 27, 2014



Insights of America Meeting – Sept. 26, 2014



Community Resource Night – Nov. 6, 2014



Latin Festival – June 29, 2014



Indiana Refugee Summit – May 28, 2014



MLK Day of Service – Jan. 17, 2014

## Evaluation of FY 2011-14 Strategic Objectives

The goals and priorities as outlined below were developed by ICRC executive staff and approved by ICRC Commissioners in the FY 2011-14 Strategic Plan.

### I. Main Objective

*Eliminate the existence of discrimination and improve the condition of civil rights.*

In 1961, the Indiana Civil Rights Commission (ICRC) was formed to eliminate illegal discrimination in the workplace. Since its inception, real estate, education, public accommodation and credit have been added to employment as enforcement areas. Eliminating the existence of discrimination and improving the statewide condition of civil rights in order to build a continuing commitment to equality is the task and fundamental objective of the Indiana Civil Rights Commission. To achieve this goal, the ICRC seeks to (1) establish formal working relationships with strategic partners throughout the state, (2) continue to increase the agency's statewide brand recognition via targeted outreach efforts and direct messaging, and (3) create and maintain a level of agency efficiency and customer service that supports the ICRC strategic objective.

Establishing community partnerships can be invaluable in assisting a community to take the resources available and make them stretch further. Identifying viable partners within the community will allow the Indiana Civil Rights Commission (ICRC) to provide regular, continued support, education and training to residents throughout the state without duplicating resources. This is done through developing a statewide system of communication and information sharing that effectively channels access to services to those most in need, while relying on local support to help facilitate programming and drive community support. Correspondingly, it is as equally important to establish relationships and collaborate with government agencies—federal, state and local—so as to not duplicate any resources or over extend community partnerships. Maintaining the theme of our three primary focus areas, the ICRC will strategically align itself with the Indiana Housing and Community Development Authority (IHCDA), the US Equal Employment Opportunity Commission (EEOC), the US Department of Housing and Urban Development (HUD), the Indiana Department of Education (IDOE), etc. to leverage existing relationships and resources in a shared effort to enforce state and local anti-discrimination laws.

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

Measure: The ICRC will 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 partners.

FY 2014 Outcome:

- Developed more than 50 community partnerships spanning each of the state's nine geographic regions utilized by the agency.
- Maintained written agreements with six (6) human relations commissions statewide.

### **Key Partners and Community Stakeholders**

Back Home in Indiana Alliance  
401 North Park Avenue  
Indianapolis, Indiana 46202

Indiana Black Expo  
3145 North Meridian Street  
Indianapolis, Indiana 46208

Bureau of Jewish Education, Inc.  
6711 Hoover Road  
Indianapolis, Indiana 46260

Indiana Minority Business Magazine  
2901 N. Tacoma Avenue  
Indianapolis, Indiana 46218

Burmese Advocacy Center  
2826 S. Calhoun Street  
Fort Wayne, Indiana 46807

Latin Media, LLC  
7863 Broadway # 230  
Merrillville, IN 46410-5554

Butler University  
4600 Sunset Avenue  
Indianapolis, Indiana 46208

Terre Haute Human Relations Commission  
1101 S. 13<sup>th</sup> Street  
Terre Haute, Indiana 47802

Gary Chamber of Commerce  
839 Broadway, Suite 103  
Gary, Indiana 46402

Town of Highland  
3333 Ridge Road  
Highland, Indiana 46322-2097

Housing Authority of South Bend  
501 Alonzo Watson Drive  
South Bend, Indiana 46601

United States District Court, Northern District  
5400 Federal Plaza  
Hammond, Indiana 46320

### **Additional Partnerships**

accessABILITY, Ball State University, Clarksville Housing Authority, City of Bloomington Human Relations Commission, City of Indianapolis, Corporation for Supportive Housing, Department for Housing and Urban Development, Diversity Focus Today, Dr. Martin Luther King, Jr. Indiana Holiday Commission, Easter Seals Crossroads, Equal Employment Opportunity Commission, Evansville Housing Authority, Hammond Hispanic Community Committee, Indiana Department of Education, Indiana Governor's Council for People with Disabilities, Indiana Housing and Community Development Authority, Indiana Institute on Disability and Community, Indiana State Museum, Indianapolis Indians, Indianapolis Neighborhood Housing Partnership, Fair Housing Center of Central Indiana, Indy Parks, Ivy Tech Community College, National Association for the Advancement of Colored People, National Association of Housing and Redevelopment Officials, Our Times Newspaper, Terre Haute Housing Authority, The Arc of Indiana, Tippecanoe County Human Relations Commission, Town of Highland, Town of Schererville, Urban League of Northwest Indiana, WEDJ-FM, West Lafayette Human Relations Commission and WRDZ-FM.

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

Measure: 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.

FY 2014 Outcome:

- Conducted two statewide advertising campaigns on Fair Housing which resulted in a net growth of 125 housing complaints drafted from FY 2013 to FY 2014.
- Attracted more than 2,000 Facebook followers and list serve subscribers.
- Launched agency monthly television program One Indiana™.
- Organized Minor League Baseball's (MiLB) first Annual Civil Rights Game.
- Grew the agency's Power of Diversity™ series and Continuing Legal Education™ program.



ICRC Twitter Account



2<sup>nd</sup> Annual Civil Rights Game – Aug. 3, 2013



March 2014 Episode of One Indiana

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

Measure: Improve case processing time and satisfaction with investigation. Maintain an “aged” caseload of no more than 15%. Ensure that at least 85% of our customers are satisfied with the process.

Year	Open Cases (Year End)	Aged Case Percentage (Year End)
FY 2012	579	23.5%
FY 2013	544	2.8%
FY 2014	927	8.1%

## Key Performance Indicators and Program Measures

State agencies, and organizations alike, measure Key Performance Indicators, or KPI's, and Program Measures, PM's, to help define and measure those things that drive success. Working closely with the Indiana Department of Administration (IDOA), the following KPI's and PM's were established:

### Key Performance Indicator #1

Percentage of cases resolved through mediation (Goal > 25%)

Year	Quarter	Result
2013	3	13%
2013	4	13%
2014	1	23%
2014	2	24%

### Key Performance Indicator #2

Percentage of aged cases (Goal < 20%)

Year	Quarter	Result
2013	3	8%
2013	4	5%
2014	1	7%
2014	2	8%

### Key Performance Indicator #3:

Percent of complaint appeals overturned or remanded for more information (Goal < 2%)

Year	Quarter	Result
2013	3	0%
2013	4	0%
2014	1	0%
2014	2	0%

### Program Measure #1:

Number of participants for the Dr. King and Holocaust Youth Summits (Goal > 600 students)

Year	Event	Attendance
2014	Dr. King Indiana Holiday Celebration and Youth Summit	405
2014	Holocaust Observance and Youth Summit*	0
Total		405

\*Due to ISTEP testing the Holocaust Youth Summit was canceled in FY 2014.

**Program Measure #2:**

Number of participants in the CLE and POD series programs (Goal > 300 participants)

Year	Event	Attendance
2014	Statewide Continuing Legal Education Program	632
2014	Power of Diversity Statewide Series	766
Total		1,398

**Program Measure #3:**

Quality of training for the CLE and POD series programs (Goal > 4.5/5.0)

Year	Event	Evaluation
2014	Statewide Continuing Legal Education Program	4.44
2014	Power of Diversity Statewide Series	4.37
Total		4.41

**Program Measure #4:**

Housing Contract Closures (Goal > 110 cases)

Year	Program	Closures
2014	U.S. Department of Housing and Urban Development	208

**Program Measure #5:**

Employment Contract Closures (Goal > 275 cases)

Year	Program	Closures
2014	Equal Employment Opportunity Commission	320

## Legislation

### House Enrolled Act 1242

House Enrolled Act 1242, which provides protection for veterans facing employment discrimination, was signed March 13, 2014 by House Speaker Brian Bosma and President Pro Tem of the Senate David Long. The bill, authored by Representative Carbaugh and Senator Banks, will go into effect on July 1, 2014 after being signed by Indiana Governor Mike Pence. The bill provides that it is an unlawful employment practice for an employer to discriminate against a prospective employee on the basis of status as a veteran by:

- Refusing to employ an applicant for employment on the basis that the applicant is a veteran of the armed forces of the United States;
- Refusing to employ an applicant for employment on the basis that the applicant is a member of the Indiana National Guard or member of a reserve component.

The bill requires the Indiana Civil Rights Commission to enforce alleged violations of the practice. It also requires the Indiana Department of Veterans' Affairs to disseminate information to inform veterans of the practice.

Click [here](#) to view a copy of House Enrolled Act 1242.



*Pictures taken at the Ceremonial Signing of HEA 1242 at the Fort Wayne Air National Guard on April 29, 2014*

## State Cultural Commissions

Beginning on July 1, 2012, under Indiana House Enrolled Act (HEA) 1002, the Indiana Civil Rights Commission (ICRC) provides administrative support to the following "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 Commission was established by the Legislature and can be found in Indiana Code, 4-23-31.

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 Criminal Justice, Education, Employment, Health, and Social Factors.

#### 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.

- September 23, 2013, one day Minority Health Conference "What You Don't Know Can Kill". The conference was free and open to the public covering topics of: Healthy Living, Tobacco and Other Addictive Tobacco Products, Mental Health and Infant Mortality that affect minorities and Refugee/Immigrant Health concerns. Attendance at the conference was 200.
- One of our goals is to empower and educate the community, education, business and governmental leaders who primarily serve in racial and ethnic minority targeted populations across the State to provide information on minority health issues that are rapidly growing, but are not addressed in day to day mainstream sources.
- November 7, 2013 Statewide HIV/Aids Awareness Program, Crispus Attucks Medical Magnet High School featuring Debra Stanley as the keynote speaker and a moving Aids awareness dramatization by the Asante Children's Theater and the Young Actors Theater. Attendance totaled 360 high school aged students.

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 with the Indiana State Department of Health and the Indiana Minority Health Coalition, along with other community partners.

- November 8, 2013 Diversity Leadership Conference, Indiana University, Bloomington campus. The theme was “Building Social Capital: What is your Net Worth?” featuring speakers Sage Steele from ESPN and Rafael Sanchez from WRTV 6 in Indianapolis. Attendance for the conference totaled 220 youth leaders.

The Conference was designed to challenge young men to think more critically, exercise problem solving techniques, while encouraging them through the process of self-discovery, leadership and accountability.

- April 5, 2014, fourth annual Indiana Black Barbershop Health Initiative. The initiative took place in twelve cities across Indiana and included 54 barbershops and two beauty salons. Participants screened for 2014 totaled 758 persons.

The Indiana Black Barbershop Health Initiative was created to empower African American men to better understand diabetes and hypertension and also prevent its development and potential 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 provide a local resource guide for each participating local community in the state of Indiana.

- June 14, 2014 fifth annual Indiana Dad's Expo held at the Ivy Tech Community College in the newly renovated Corporate College and Culinary Center on the Indianapolis campus. The annual event celebrates dads and promotes the positive aspects of fatherhood.

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:

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



Kings Feast Symposium 2K14 – Sept. 20, 2014



Michigan City Backpack Event – Aug. 16, 2014



Indiana BBHI – Apr. 5, 2014

## Indiana Commission for Women (ICW)

**The Indiana Commission for Women (ICW) represents the Indiana's commitment** to improving the quality of life for women [IC 4-23-25 Sec. 7(3)]. Its mission is to understand the needs of Indiana women and their families and work strategically both within government and in communities to help bring about positive change. During the 2013-2014 fiscal year, ICW continued to focus its efforts on the five priority areas identified during its [Hoosier Women Speak](#) initiative. Based on over 1,100 responses collected between February 2011 and June 2012 during a series of listening sessions and online survey, those areas are: 1) health-related issues; 2) work-based issues; 3) care giving; 4) violence against women, and 5) leadership. Those priority areas and the corresponding findings continue to be validated through outreach efforts to ICW constituents. Each year, board and staff reevaluate its strategic plan and set measures based on the four goals established as its strategic objectives in achieving its mission. The following is a summary of ICW's efforts as determined in its 2013-2014 strategic work plan.

### Increase Awareness of the Status of Women and Issues They Face [IC 4-23-25-7 (1)]

The Indiana Commission for Women aligned its programming and outreach efforts with the five identified priority areas. It participated in nineteen (19) programming and outreach activities and events, touching over 4000 constituents throughout the State of Indiana.

Metric		Status	Facts				
▪ Reach out to at least 3500 constituents		Achieved	4101 constituents				
▪ Participate in at least five (5) external events, which are aligned with the five identified priority areas		Achieved	19 events				
Priority	Participation	Sponsorship	Speaker	Priority	Participation	Sponsorship	Speaker
Health-Related	1	0	1	Leadership	9	4	4
Work-Based	2	1	1	All 5 Priorities	3	2	3
Care Giving	0	0	0	Publicity	6	5	4
Violence Against Women	5	2	2				
▪ Sponsor and/or lead two (2) original initiatives related to the five identified priority areas		Partially Achieved	1 event ( <i>Women's Day at the Statehouse</i> )				
▪ One major report		Achieved	1 report ( <i>Status of Girls in Indiana-Saint Mary's College</i> )				
▪ Four (4) one-page <i>Quick Stats</i>		Partially Achieved	1 Quick Stat ( <i>Hoosier Women Lead: Women as Political Candidates-2014 Primary</i> )				
▪ Conduct listening session for at least one targeted population		In progress	<i>African-American Women and Political Activism (July 2015)</i>				
▪ Present findings through reports and/or forums		Achieved	<i>Not for Sale: Human Trafficking Educational Forum</i> <i>Networking Together Conference</i> <i>Status of Girls in Indiana</i>				
▪ Speak publicly at a minimum of five events		Achieved	10 unique events				

### Recognize and promote the contributions Hoosier women make [IC 4-23-25-7 (4)].

The Indiana Commission for Women continues to recognize and promote contributions women make to Indiana. Since 2004, ICW has honored 178 women through its annual event. ICW also chronicles accomplishments made by other notable women in Indiana through its *Writing Her Story* series as well as through its social media initiative, *This Day in History*.

Metric	Status	Facts
▪ Increase number of annual event registrants	Achieved	282 registrants (213 in 2013)
▪ Increase number of nominations	Achieved	43 nominations (39 in 2013)
▪ Decrease number of nominations coming from Central Indiana and Indianapolis MSA		70% from Central Indiana (54% in 2013; 54% from Indianapolis MSA (49% in 2013)
▪ Select 10-12 Outstanding Women as Torchbearers	Achieved	14 Torchbearers (11 in 2013)
▪ Publish at least five (5) <i>Writing Her Story</i> articles		
▪ Produce at least one tangible product recognizing women's contributions to Indiana	Achieved	10 <sup>th</sup> Anniversary Torchbearers

**Provide balanced analysis of public policy issues that impact women in Indiana**

For the second year, ICW board hosted a *Women's Day at the Statehouse* based on the *Hoosier Women Speak* findings. Speakers provided updates on activities related to the five priority areas.

Metric	Status	Facts
▪ Host annual event with at least 150 registrants	Achieved	151 Registrants
▪ Include five partner organizations	Achieved	6 Partner Organizations
▪ Receive above average or excellent evaluations	Achieved	100% of respondents indicated either excellent (87%) or above average (13%)
▪ Produce summary of session proceeding	Achieved	Completed
▪ Present on Hoosier Women Speak efforts and/or status of women in Indiana to women's caucus		
▪ Produce at least one issue briefing based on five priority areas		
▪ Provide at least one way for women and communities leaders to learn about issues	Achieved	<i>Women's Day at the Statehouse</i>

**Achieve Operational Sustainability [IC 4-23-25-8 (1-6)]**

Consisting of fourteen members appointed by the Governor (6), the Speaker of the House of Representatives (4) and the Senate President Pro Tempore (4) [IC 4-23-25-3 Sec. 3], the bi-partisan Commission board and staff strives to achieve operational excellence by increasing board effectiveness and strengthening board commitment, complying with governmental reporting requirements and seeking out collaborative partnerships with other state agencies and/or external organizations.

Metric	Status	Facts
▪ Conduct above average or excellent new board orientation for all board members	In Progress	In 2013-2014, six new members joined the board
▪ Achieve quorum for all regularly scheduled meetings	Achieved	In 2013-2014, ICW held five board meetings achieving quorum for 100% of the meetings
▪ Produce quarterly newsletters (4), monthly ICW press releases and/or announcements (12), and robust social media campaign with at least 15 notices each month	Partially Achieved	Newsletters – 3 (75%) Press Releases – 5 (42%) Social Media – Average 7/month (47%)
▪ Host information sessions in at least five (5) communities	Planning Stage	ICW is currently re-evaluating its capacity and resources to achieve this goal
▪ Create concept paper with metrics and communication plan for each ICW event/activity	Achieved	Individual objectives and metrics established for each event/program
▪ Demonstrate growth in mailing list, social media circles and viral reach of communication efforts	Partially Achieved	

Overall, the Indiana Commission for Women was successful in achieving most of its strategic goals. The results from the 2013-2014 strategic plan have been used to develop the next three-year plan, assisting the board in evaluating goals and adjusting performance metrics in order to allocate resources and efforts effectively.



Women in State Government – Mar. 10, 2014 NAWBO Day at the Statehouse – Mar. 6, 2014 Women's Day at the Statehouse – Jan. 29, 2014

## **Indiana Commission for Hispanic/Latino Affairs (ICHLA)**

The Commission on Hispanic/Latino Affairs is a non-partisan state agency working toward economic, educational, and social equity, including promoting cooperation and understanding. The Commission identifies, measures, and reviews programs and legislation and researches challenges and opportunities affecting the Hispanic/Latino community. The Commission identifies solutions and provides recommendations to the governor and legislature.

A focused, step-by-step approach to addressing some of the many challenges facing Hispanics and Latinos throughout the state of Indiana is necessary in order for the Indiana Commission on Hispanic/Latino Affairs to affect meaningful, impactful changes over the short, medium, and long terms. By organizing these objectives and strategies in a way that utilizes existing subcommittees to carry out short, medium, and long term timelines, ICHLA will be able to set deadlines for the attainment of specific goals and implement strategies clearly and systematically. Ultimately, this will help ICHLA fulfill its mission of working toward economic, educational, and social equity.

### **Challenge 1: Qualified child care availability and child care business development**

Identifying adequate child care options is of great importance to Latino families throughout the state populations. Single-parent households and those in which both parents are employed have a particular need to find quality care for their children, not only to ensure that their children are looked after but also to help instill in their children the critical school-readiness skills that will enable them to begin formal schooling on an even playing field.

#### *Objective 1: ICHLA OJT/Leadership Program*

Through partnering with the Indiana Association of Child Care Resources and Referrals (IACCRR), ICHLA was able to promote the dissemination of important child care related information to those families most needing of it, both in English and Spanish. Joining forces on a series of workshops in September targeting Spanish-speaking families ensured that families throughout the state have access to the information they'll need to make sound and responsible decisions about child care while also gaining access to a database of suitable providers.

### **Challenge 2: School Readiness and Parental Education**

Students who enter the formal education setting without age-appropriate school readiness skills can often find themselves falling increasingly behind their peers. It is the responsibility of Latino parents to provide the development of these skills, though many do not have the important information and skills they need to be able to realize this in their children. While schools continue to try to find new ways to engage families rather than individual students, Latino parents must figure out what resources exist that can help them prepare their children for school.

#### *Objective 2: Partnership with the Early Childhood Alliance in Northeast Indiana*

Currently, the Early Childhood Alliance (ECA) in Northeast Indiana offers a variety of child skill development and school readiness programs in that part of the state. This includes Parents As Teachers programming in Noble, Steuben, LaGrange, and Whitley counties in addition to other programming offered in Allen County. To date, the ECA has not been able to allocate resources to implement PAT in Allen County, so the opportunity exists to help identify linguistically-isolated Spanish speaking families to whom these services can be extended. Resources made available through ICHLA allowed them to reach a total of 10 families, and the partnership also included a

Spanish-language program marketing and ICHLA involvement on ECA boards and advisory councils. This partnership mirrored ICHLA's current partnership with PAT of Lake County.

*Objective 3: Partnership with South Bend Latino Task Force for Education*

Improving educational outcomes for Indiana's most vulnerable and at-risk students must become a community-led initiative for long-term impacts to take root. In South Bend, the LTE has brought together an important group of local stakeholders to address some of the most pressing needs of these students, focusing on bringing parents into greater engagement with both the schools and the overall academic schooling process of their children. Replication of this model, in collaboration with other models already demonstrating local impacts in other parts of the state, is critical to helping to foster a statewide approach to education and the sharing of limited resources and intellectual property among similar partners.

**Challenge 3: Curbing Recidivism Rates for Latino Youth**

Incarcerated youth face significant obstacles re-assimilating into society upon their release, and Latinos are hit particularly hard by a number of these factors. As it stands currently, more than 43% of Latino youths will return to incarceration within three years of their release, a statistic that has staggering consequences and implications for Indiana's economy and those of local communities. A number of strategies have been shown to have a positive effect on curbing recidivism rates to some degree, including mentoring programs that align incarcerated youth and their families with local mentors who can provide them with the wraparound services they'll need to avoid returning to prison.

*Objective 4: Partnership with the Indiana Department of Correction, Division of Youth Services and the Northeastern Center's Bienvenido Program*

The Northeastern Center and the State of Indiana Department of Correction, Division of Youth Services have expanded existing partnerships to provide reentry support programming specifically targeted at Latino youth who are incarcerated at the State's juvenile facilities. Through the Bienvenido Program, the partnership has provided facilitator trainings for twelve individuals and so far 23 students have participated. One of the very important lynchpins for success, however, are the mentors, and a strong partnership with ICHLA will enable the Northeastern Center to recruit and train additional mentors to provide wraparound services to students completing the program.

**Challenge 4: Civic Education and Latino Youth**

One of the most pressing obstacles to long-term civic engagement in the Latino community can be traced back to the lack of early civic education. Ensuring that Latino students have a full appreciation for the roles played by lawmakers and agency personnel at the State as well as the overall process of legislating and governing is an important first-step to building true leadership capacity among Latinos in communities throughout Indiana. Making sure that Hispanic affairs are significant considerations at the State level requires a long-term investment in developing a sense of leadership and civic duty among Latino children, a process that can only take root if these children are exposed to the system in the first place.

*Objective 5: Statewide Latino Youth Day at the Statehouse*

For several years, Commissioner Reardon has successfully coordinated Latino Youth Day at the State Capitol, bringing young students from the Northwest Region to the Statehouse to discuss the legislative system, the importance of civic engagement and participation, and the role of

the various branches of State government. Building upon these important efforts, ICHLA can work with local school districts throughout Indiana to encourage participation by Latino students in something broader and more reaching, a day bringing together Latino students for a comprehensive look at all aspects of State government.



Mayor's Latino Soccer Cup – Aug. 2, 2014



Indianapolis Colts Hispanic Heritage Day  
Camp – Sept. 16, 2014



La Casa in Bloomington – Aug. 12, 2014

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

The King Commission was created to promote Dr. King's legacy of equality and social 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 furnishes the necessary staff support. The law says 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.

### Dr. King Art, Writing and Multimedia Contest

The 2014 Dr. Martin Luther King, Jr. Art, Writing and Multimedia contest asked Indiana high school students to use art, writing and multimedia to commemorate the 50 year anniversary of the 1963 March on Washington. Of the more than 300 entries submitted, Autumn Riley, a senior at Franklin County High School, was selected for her winning entry titled "The Guardian". In addition to receiving the *2014 Passing the Torch Award* from Indiana Governor Mike Pence, Autumn also received a \$500.00 college scholarship from Indiana Black Expo, Inc. Autumn, who currently holds a 3.5 grade point average at Franklin County High School, plans to major in Pre-Dentistry in the fall at IUPUI.

### Dr. King Educational Youth Summit

The 23<sup>rd</sup> Annual Dr. Martin Luther King, Jr. Indiana Holiday Celebration took place at the Indiana State Museum for the fourth consecutive year. Students from across the state participated in programming organized by Museum staff. They then were brought to the Indiana Statehouse to attend the 23<sup>rd</sup> Annual Dr. Martin Luther King, Jr. Indiana Holiday Celebration.

Surveys were given to each school's head chaperone to distribute to the students. Results from the survey are below.

- 1.) I enjoyed going through the program. **4.27/5.00**
- 2.) I enjoyed viewing speeches of Dr. King. **4.36/5.00**
- 3.) I enjoyed watching a live presentation of Rosa Parks **4.38/5.00**
- 4.) I enjoyed the food. **3.96/5.00**
- 5.) Please rate your overall experience. **4.51/5.00**
- 6.) I would attend next year. **4.62/5.00**

### Dr. King Holiday Celebration

The 23<sup>rd</sup> Annual Dr. Martin Luther King, Jr. Indiana Holiday Celebration had more than 500 state employees, students, legislators and local civic leaders in attendance at the Indiana Statehouse on Thursday, January 16, 2014. In addition to the traditional program, two bronze busts were also unveiled as part of the program. One was James Sidney Hinton, Indiana's first African American legislator, and the other for Julia Carson, who was one of Indiana's first female African American legislators and also served the State of Indiana in the U.S. House of Representatives.

## Dr. King Day of Service

The Indiana Civil Rights Commission led more than 50 volunteers and a half a dozen local organizations in the Third Annual Dr. King Day of Service on Friday, January 17, 2014 at the Watkins Park Family Center in Indianapolis. The event included indoor and outdoor community service projects which increased economic opportunities and encouraged service and volunteer activities statewide in honor of Dr. Martin Luther King, Jr.

## Holocaust Observance

Governor Mike Pence and Indianapolis Mayor Greg Ballard offered remarks at The 16th Annual State of Indiana Holocaust Observance on Wednesday, April 30th at the Indiana Statehouse. The program, which had more than 100 people in attendance, focused on "Honoring Our Families". Of particular note this year was the first ever Names Reading Ceremony, which immediately followed the Observance Program. Reading the names of men, women, and children killed by Nazi Germany is a simple, powerful, and personal way to remember these individuals. The program also included remarks by Shelby Anderson, President of the Indianapolis Jewish Community Relations Council, Clayton Graham, Esq., Chairperson of the Dr. Martin Luther King, Jr. Indiana Holiday Commission, Jamal L. Smith, Executive Director of the Indiana Civil Rights Commission, and Rabbi Dennis Sasso of Congregation Beth-El Zedeck.



MLK Statehouse Program – Jan. 16, 2014



MLK Statehouse Program – Jan. 16, 2014



Holocaust Observance – Apr. 30, 2014

## Conclusion

In addressing our success, we recognize the importance of building on these accomplishments and continuing the process laid out in the FY 2011-14 Strategic Plan. As the ICRC looks to the future, its Commissioners and staff will work with partners throughout the state and review the ICRC's goals and priorities. In early FY 2015, the ICRC will release its FY 2015-18 strategic Plan in an effort to provide effective and efficient statewide protection of the Indiana Civil Rights Law.

Connecting with Hoosiers throughout the state through our education and outreach efforts is crucial for the ICRC to meet its mission set forth by the Indiana legislature. We will continue to educate both potential Complainants and Respondents in an effort to eliminate discrimination in our state. As we look to FY 2015, we will continue to assess and adapt our approach so that we can effectively respond to emerging civil rights issues.

Finally, we will continue to focus a great deal of energy in providing efficient and effective service to Indiana residents when they file a complaint with our agency. Our staff members will continue to respond to challenges by enhancing their skills and knowledge. Enhancing the skills and knowledge of ICRC Commissioners and staff through training and immersive learning opportunities will help us continue to address discrimination in the Hoosier state. Additionally, this will allow us to increase our capacity so that we can responsibly, effectively and efficiently serve all visitors and residents of Indiana.



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