

2010

Strategic Plan



Task Force for the Mayor's
Commission on Human
Rights and Community
Relations

City of Springfield, Missouri

March 17, 2010

Strategic Plan

For the
Mayor's Commission on Human Rights
and Community Relations

Prepared By the Task Force Committee and the
Department of Planning and Development
March 2010

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Section 1.0: Introduction

Springfield is the third largest city in the State of Missouri with a 2009 population estimate of 154,737 people. This was a 7% increase over the 2000 population. People are drawn to Springfield for a variety of reasons: attractiveness of the natural scenery, rural ambience, opportunities for employment, and a relatively low cost of living. In order to meet the needs of a changing population and economy, Springfield should continue to provide and support the efforts of a fully engaged Human Rights Commission. The Mayor's Commission on Human Rights and Community Relations must be allowed to continue to have a strong voice in the areas of diversity, tolerance and respect for all segments of the population and not condone discrimination based on a person's race, color, creed, religion, national origin, ancestry, disability, sex, familial status or age. In order to continue to grow, prosper, and become a first class city in a more diverse inter-national market, Springfield must develop and implement this comprehensive, Human Rights strategy to ensure that Springfield and the region become a place where businesses and people of all ages, races, religions, incomes and abilities can prosper and thrive.

Background

The Springfield City Council had a number of difficult decisions to make in approving the FY10 annual budget. The budget for the Mayor's Commission on Human Rights and Community Relations was reduced to \$1,000 after the Council voted to re-allocate \$67,100 that was included for the Commission in the draft budget. The mayor and several members of the City Council met with the Mayor's Commission on Human Rights and Community Relations members on June 17, 2009 to assure them that their commitment to the goals of civil and human rights remained strong despite budget cuts to the staffing for the Commission. The budget reductions affected the paid staffing for the Commission, and not the citizen volunteers who comprise of the Commission. The responsibility for staffing the commission shifted to the Planning Department after the new budget year began on July 1, 2009. The first step as suggested by the mayor and Council members was to facilitate a retreat for the Commission to begin "re-engineering" its efforts in conjunction with other groups and agencies that represent civil and human rights interests in the community. Beginning in August, 2009, the Commission met for 6 months with a citizen's Task Force to develop a strategic plan to address what would be the most effective changes to the Mayor's Commission on Human Rights and Community

Relations for the City of Springfield. The Task Force members that assisted in the development of this document included the following;

Task Force Members on the Mayor's Commission on Human Rights and Community Relations (those attending more than one meeting)

- | | |
|---|-----------------------|
| 1. Carol Zablocki, Chairperson | 14. Robert Peeler |
| 2. George Davis, Vice Chairperson | 15. Stephanie Perkins |
| 3. Katheryne Staeger-Wilson,
Secretary | 16. Jack Hembree |
| 4. Billie Davis | 17. Carolyn Hembree |
| 5. Carl Haworth | 18. Kenneth Estes |
| 6. Keith Roe | 19. Jonathan Sheldon |
| 7. Kelly Johnson | 20. Starr Kohler |
| 8. Greg Greven | 21. Adolo Castillo |
| 9. Kandra Phillips | 22. Lawrence Anderson |
| 10. Gary Thompson | 23. Laurie Lessard |
| 11. Wes Pratt | 24. Robert King |
| 12. David Shipps | 25. Cindy Stephens |
| 13. Ann Thomas-Shipps | |

Task Force Priorities

Early-on in the strategic planning process, the task force members developed a list of general priorities that would become the focal point in the development of the overall Strategic Plan. The task force members developed this list in relation to where the Mayor's Commission on Human Rights and Community Relations could most effectively address Human Rights in Springfield. After this list was developed, task force members ranked these items in order of their overall priority.

Weighted Priority List as voted on by the Task Force Members.

1. State Human Rights Commission Certification (55 pts)
2. Enforcement (31 pts)
3. Training/ trainers/ education (27 pts)
4. Culture- Community education notify community of issues (22 pts)
5. Investigations of complaints (18 pts)
6. Mediation of complaints (14 pts)
7. Sexual orientation and gender identity protections under ordinance (12 pts)
8. Universal Design implementation (11 pts)
9. Reporting complaints to council and community (9 pts)
10. School programs (9 pts)
11. Housing complaint investigations (7 pts)
12. Establish directory for accessible housing--where is it located (2 pts)
13. Commissioners involved with nonprofits- pull information from nonprofits (1 pt)

The ranked order list assisted the task force members in categorizing issues into two major groups in order to develop the Strategic Plan goals and actions. These two groups were;

1. Enforcement and
2. Education, Training and Prevention

The enforcement group developed goals and actions to deal with enforcement issues in discrimination allegations in areas of employment, housing and public accommodations. The education, training and prevention group developed educational programs geared towards residents, children and businesses owners, training programs for commissioners and programs to prevent discrimination before it takes place. The following are the proposed actions for both task force groups;

Executive Summary of Actions:

1. Continue membership and meet regularly with related groups such as the Regional Executive Council on Civil Rights (RECCR) and the Missouri Association for Social Welfare (MASW).
2. Serve as the liaison to City Council for the number of not for profit agencies/organizations in Springfield. The Mayor's Commission on Human Rights and Community Relations (MCHRRCR) will report to the Mayor and City Council periodically.
3. Create public information/outreach initiatives for the community.
4. Coordinate the development of an effective MCHRRCR web presence.
5. Collaborate with the Chamber of Commerce, the Governor's Council on Disability, and the USBLN affiliate groups in Kansas City and St. Louis, to encourage the establishment of a local affiliate of the US Business Leadership Network (USBLN), <http://www.usbln.org/>. A local USBLN affiliate will not only help find ways to encourage a more diverse business community, but also help our Springfield businesses to succeed.
6. Require all business license recipients in the City of Springfield have certification from the MCHRRCR, following the example of Kansas City.
7. Inform any public entity when members of the community report infringement of human rights or mutual respect.
8. The MCHRRCR will publicly recognize through award presentation the businesses and individuals in Springfield who model best practices regarding diversity and human rights initiatives.
9. Serve as the designated agency, recognized by HUD, to affirmatively further fair housing.
10. Strongly recommend that the City of Springfield establish a housing trust fund in Springfield.
11. Collaborate with the city of Springfield schools to teach about diversity within the schools and help create a safe environment for all school aged children (K-12) within the community.
12. Create a safety-buddy system/safe haven that all individuals in crisis can use for help.
13. Add sexual orientation and gender identity protections to the Springfield ordinances/policies dealing with employment, fair housing and public accommodation.
14. Advocate for and advise city council to adopt a city ordinance including universal design principles/features in all newly built and rehabilitated affordable housing units funded by HUD monies, the Missouri Housing Development Education Funds, and a future city housing trust fund.
15. Advocate for and advise city council that a city ordinance require universal design features in any Springfield public facility. These UD features should go beyond the ADA

- requirements and enhance the usability and participation of all citizens regardless of age or ability.
16. Advocate for and recommend to the city to hire a full-time ADA Coordinator. This Coordinator needs to also have knowledge in how universal design principles can be used in construction, policy development, and service delivery.
 17. The Commission will review the city's emergency disaster plan to make certain that all emergency services are equitably distributed within the community.
 18. Track and make known the changing diverse population found within the Springfield community.
 19. Coordinate efforts with other agencies who work with the disenfranchised members of our community, as homeless, runaway youth, dislocated families.
 20. Take the necessary steps to become a state certified Human Rights Commission through the State of Missouri Human Rights Commission and establish the City of Springfield Mayor's Commission on Human Rights and Community Relations ordinance as substantially equivalent according to Missouri State Statutes section RSMo 213.131.1.
 21. Review the current City of Springfield ordinance and City of Springfield Charter to change the current Mayor's Commission on Human Rights and Community Relations powers from an advisory board to an administrative board.
 22. Take action to amend the current Mayor's Commission on Human Rights and Community Relations city ordinance to be consistent with applicable local government and state laws and regulations.
 23. Review and update the current City of Springfield policy on Disadvantage Businesses-Minority Business Enterprise Program in accordance to applicable State and Federal laws and regulations.

History of Commission

The Mayor's Commission on Human Rights and Community Relations was established in 1960 under Chapter II of the Springfield City Code. A full-time Director has served the Commission since 1979. In 1968, the City adopted a Fair Housing Ordinance. This was then followed by ordinances prohibiting discrimination in employment and public accommodations based on race, creed, color, religion, sex, national origin, or ancestry. Disability discrimination was added July 26, 1990 and then further enhanced with the passage of the Americans with Disabilities Act. All are incorporated into Chapter 62 of the Springfield City Code. The original Human Rights ordinance gave the Commission the power to investigate, conciliate, hold public hearings, and order remedies when discrimination was found. In 1990, a Missouri Supreme Court decision ruled that local commissions did not have the authority to place orders on respondents. At this time, we discontinued the holding of public hearings. Since 1990, the commission continued to investigate complaints of discrimination with regards to employment, public accommodation, and housing. If the Commissioners ruled discrimination was involved, then the commission worked to conciliate the case. The director acted as a conciliator working with the complainant and the respondent to help them reach a settlement. If no settlement could be reached, the case was then forwarded to the State of Missouri or EEOC for investigation and conciliation. In 1995 the City added protection with regards to disability and

familial status to their existing Fair Housing Ordinance. Familial status refers to protection for families with children under the age of 18 being denied housing.

Mission Statement

The Mayor's Commission on Human Rights and Community Relations works to promote understanding and respect among all citizens and provides the community recourse for discriminatory acts. The Commission investigates alleged incidents of discrimination and tries to mediate settlements between affected parties. The Commission acts as a clearing house for information regarding Human Rights and offers its services to help educate interested citizens and community groups.

Purpose

The purpose of the Human Rights Commission is to provide every person in Springfield, Missouri equal opportunities. Discrimination based on a person's race, color, creed, religion, national origin, ancestry, disability, sex, or familial status in housing, is forbidden by law.

Discrimination based on a person's race, color, creed, religion, national origin, ancestry, sex, age (40-69 years) or disability in employment, public accommodations is forbidden by law.

Members on Commission

The Mayor's Commission on Human Rights and Community Relations can be comprised of up to thirteen (13) citizens who are appointed by the Mayor and approved by City Council and who serve without compensation. Members of the Mayor's Commission are available to explain and discuss the ordinances with groups or individuals upon request. The Chairperson shall preside at all meetings and hearings of the Commission, shall appoint such Committees as the Commission's business may require, and shall have such other powers and duties as may be conferred by City Ordinance or by Commission rule or regulation. The Vice-Chairperson shall, in the absence of the Chairperson, perform the duties and exercise the powers of the Chairperson. He or she shall also have such other powers and duties as may be conferred by City Ordinance or by Commission rule or regulation. The Secretary shall attend all meetings of the Commission and shall keep or cause to be kept a true and accurate record of the proceedings of such meetings. He or she shall also have such other powers and duties as may be conferred by City Ordinance or by Commission rule of regulation.

*Current Mayor's Commission on Human Rights and Community Relations members
February 2010*

1. Carol Zablocki, Chairperson
2. George Davis, Vice Chairperson
3. Katheryne Staeger-Wilson, Secretary
4. Billie Davis
5. Greg Greven
6. Carl Haworth
7. Kelly Johnson
8. Kandra Phillips
9. Keith Roe
10. Gary Thompson

Protected Categories

The Springfield Mayor's Commission on Human Rights and Community Relations works together with the State of Missouri Human Rights Commission and the U.S. Equal Employment

Opportunity Commission (EEOC) to protect citizens in the following areas;

- **Race:** Discrimination of a person or group of people based on their racial origins.
- **Age** (employment only): defined as an age of forty or more years but less than sixty-nine years, except that it shall not be an unlawful employment practice for an employer to require the compulsory retirement of any person who has attained the age of sixty-five and who, for the two year period immediately before retirement, is employed in a bona fide executive or high policymaking position, if such person is entitled to an immediate non-forfeitable annual retirement benefit from a pension, profit-sharing, savings or deferred compensation plan, or any combination of such plans, of the employer, which equals, in the aggregate, at least forty-four thousand dollars.
- **Color:** discrimination occurs when a person is discriminated against based on the lightness, darkness, or other color characteristic of the person.
- **Religion:** discrimination based on a person's belief in a religion
- **National Origin:** refers to the particular country from which one originates.
- **Ancestry:** refers to the particular ethnicity of persons born in the United States.
- **Sex:** deals with males, females, sexual harassment, unequal pay and pregnancy-related issues. Sexual preference or orientation is not covered.
- **Disability:** a physical or mental impairment which substantially limits one or more of a person's major live activities, or a condition perceived as such, or a record of having such an impairment, which with or without reasonable accommodation does not interfere with performing the job, utilizing the place of public accommodation, or occupying the dwelling in question.

Since, 1957 United States Congress and the President have greatly expanded the federal civil rights effort through the creation of additional substantive rights and other enforcement agencies and ACTS. Today, the major statutes and executive orders affecting civil rights enforcement are;

- The Equal Pay Act of 1963

- The Civil Rights Act of 1964
- The Voting Rights Act of 1965
- President Johnson's Executive Order 11246 of 1965
- The Age Discrimination in Employment Act of 1967
- Title VIII of the Civil Rights Act of 1968
- Title IX of the Education Amendments of 1972
- The Equal Employment Opportunity Act of 1972
- The Rehabilitation Act of 1973
- The Voting Rights Act Amendments of 1975
- The Age Discrimination Act of 1975
- President Carter's Reorganization Plan No. 1
- Executive orders relating to equal opportunity in 1978-1979
- The Voting Rights Amendments of 1982
- The Civil Rights for Institutionalized Persons Act of 1986
- The Housing and Community Development Act of 1987
- The Civil Rights Restoration Act of 1987
- The Civil Liberties Act of 1988
- The Fair Housing Amendments Act of 1988
- The Americans with Disabilities Act of 1990
- The Civil Rights Act of 1991
- The Voting Rights Language Assistance Act of 1992
- ADA Amendments Act of 2008
- Matthew Shepard and James Byrd Hate Crimes Prevention Act of 2009

Section 2.0: Task Force Strategic Plan Recommendations

GOAL - Coordination with Other Agencies and Organizations

Action 1.1

Continue membership and meet regularly with related groups such as the Regional Executive Council on Civil Rights (RECCR) and the Missouri Association for Social Welfare (MASW).

Rationale:

- The RECCR and MASW provide federal and state legislative updates, offer training and on-going support for the Mayor's Commission on Human Rights and Community Relations (MCHRRCR).
- The RECCR and MASW are excellent resources and networks to help address municipal issues presented to the MCHRRCR.
- The RECCR and MASW provide workshops, training and speakers for community activities as well.

Responsible Agency: Mayor's Commission on Human Rights and Community Relations (MCHRRCR).

Coordination: MCHRDR and various agencies.

Funding: Costs for memberships.

Proposed Completion: On-going.

Performance Measures: Meet monthly with at least one MASW subcommittee; quarterly with RECCR. Commissioners will attend at least one conference (multiple training sessions) at least twice a year, offered by MASW, RECCR, and EEOC.

Action 1.2

Serve as the liaison to City Council for the number of not for profit agencies/organizations in Springfield.

The MCHRRCR will report to the Mayor and City Council periodically.

Rationale:

- Commissioners serving as active members of other diverse groups in the community will support greater interaction and mutual support for a more diverse population.
- Commissioners would be more knowledgeable of current issues faced by other groups within the community.
- By being members of such groups as NAMI, SCIL, Urban Neighborhood Alliance, Community Partnership of the Ozarks, NAACP, EEOC, Consumer Credit Counseling, Metro Housing, OACAC, Legal Services of Southwest Missouri, Diversity Network, LULAC, MSU Diversity Committee, Drury U Diversity Committee, PROMO, et al., the MCHRDR will become more aware of community issues.
- By combining training opportunities with other related groups, the MCHRDR will be able to sponsor workshops/ training sessions to members of the community.
 - For example, MCHRDR will sponsor and/or participate in group discussions and events where people from various diverse groups share their customs, dress, food, mores, etc. For example, at senior centers and churches.
- This will increase visibility of the MCHRDR in the community.
- Persons attending workshops/training session will feel empowered to make our community a welcoming city.
- This will allow the MCHRDR to be a champion for our citizens, addressing their needs and desires for a safe community.

Responsible Agency: MCHRDR.

Coordination: MCHRDR and various agencies/organization.

Funding: Memberships and cost for workshops and trainings.

Proposed Completion: On-going.

Performance Measures: Reports will be made to City Council.

GOAL - Information

Action 2.1

Create public information/outreach initiatives for the community.

- Publish articles, public notices, etc. in the News-Leader, UNITE, etc., letting people know what help is available.
- The MHRCCR could place information about events held by diverse groups in community calendars in various media, as well as on their website.
- Place public service announcements in local media. Have commissioners trained to speak on the public service announcements.
- The MHRCCR will create, print, collect and disseminate resource information.
- The MHRCCR will have a specific committee or staff person to focus on public relations. (Make use of CASL students. In the past, both MSU and Evangel University have provided interns to help provide public relations services to the community).
- The MCHRCR will create a speaker bureau to provide speakers at training sessions/workshop, as well as workshops/training through the collaborative work with other groups in Springfield.
- Educate Springfield regarding the enhanced MCHRCR, the new strategic plan, and services provided through public service announcements and news segments in the local media.
- At training sessions, provide lists of organizations involved in human rights and provide terms currently used by these organizations.

Rationale:

- Community outreach will make Springfield a more inclusive city.
- It is important that the community know what the MCHRCR does and what it has to offer. The MCHRCR will continue to provide information on issues of discrimination in housing, employment and public accommodation.
- Other informational meetings can be provided to address issues such as landlord/tenant rights, universal design (for our growing retired population and disabled population) bullying in the schools and cyber-bullying.
- Springfield community needs to know the direction the MCHRCR is taking and what it is doing to enhance the quality of life for it. The people need to know what the MCHRCR has planned for the future and how this will support the future endeavors of the community.
- By reaching out to the Chamber of Commerce, Toast Masters, Better Business Bureau, Realtor Association, Association of Contractors, Labor

unions, business associations, etc., the MCHRCR will help develop closer working relationships with community organizations.

Responsible Agency: MCHRCR.

Coordination: MCHRCR.

Funding: Planning and Development staff and the city's Public Information Office can handle activities related to this action in the coming year.

Proposed Completion: On-going.

Performance Measures: Print information will be published and commissioners will speak at community events.

Action 2.2

Coordinate the development of an effective MCHRCR web presence.

- Develop an effective website for the MCHRCR, including its mission, services and new strategic plan. The website will host a directory of human rights services and host a community calendar of MCHRCR activities. The website must be accessible to those with disabilities, meeting the Section 508 accessibility guidelines of the Rehabilitation Act of 1973 and should be screen-reader friendly.
- Develop profiles for the MCHRCR on social networking sites (Facebook, MySpace, Twitter and others). These sites should include a link back to the official MCHRCR page. This could be as simple as a seldom-updated page with a link.
- Develop guidelines for the posting of information on the social networking sites.
- Develop a page of links to other sites of Human Rights issues relevant to the MCHRCR as well as requesting for those sites to link back to the MCHRCR website.
- Develop a page to contact members of the MCHRCR ("Contact Us" page) as well as a method to sign up for news and updates about the MCHRCR to be e-mailed to members of the community. This page should include validation to prevent spamming to members of the committee as well as a notice of legal confirmation.

Rationale:

- Members of the Springfield community need a primary point of reference when dealing with human rights issues with the city. Such a web presence would increase the visibility of the MCHRCR as well as provide a point of contact for members of the community.

Responsible Agency: MCHRCR.

Coordination: With City IT Department.

Funding: Planning and Development staff and the city's Public Information Office can handle activities related to this action in the coming year.

Proposed Completion: On-going.

Performance Measures: An accessible, operational website.

GOAL - Coordination with Businesses

Action 3.1

Collaborate with the Chamber of Commerce, the Governor's Council on Disability, and the USBLN affiliate groups in Kansas City and St. Louis, to encourage the establishment of a local affiliate of the US Business Leadership Network (BLN), <http://www.usbln.org/>. A local BLN affiliate will not only help find ways to encourage a more diverse business community, but also help our Springfield businesses to succeed.

Rationale:

- Nationally, there is a need to assist businesses with our ever changing diverse workforce: Baby boomers are aging with a disability (82%) and are still working, returning disabled veterans are looking for jobs (30-40%), 51% of the disabled people have invisible disabilities, and only 37% of people with disabilities are employed.
- The BLN is a national program led by employers in concert with state Governor's Committees and/or other community agencies that engages the leadership and participation of companies throughout the United States to hire qualified job candidates with disabilities. This program offers employers access to an overlooked domestic pool of applicants with disabilities, pertinent disability employment information, a network of companies sharing information on specific disability employment issues, the opportunity to provide training and work experience for job seekers with disabilities, recognition for best disability employment practices, and access to a largely untapped market for their goods and services.
- The USBLN currently represents 55 BLN affiliates in 32 states including the District of Columbia and more than 5,000 employers using a "business to business" strategy to promote the business imperative of including people with disabilities in the workforce. Kansas City and St. Louis have developed their own local affiliates.
- Springfield has over 27,000 people with disabilities over the age of 5. This represents 19.2 percent of our city's population over 5 years old which is 4.1 percent higher than the national average. The disabled population will most likely continue to grow as our baby boomers age. Only 7% of those who have disabilities can find employment. Springfield needs to identify why people with disabilities cannot find employment and educate employers what is possible in hiring people with disabilities. In addition the BLN can also examine how businesses in the city can benefit by expanding their businesses to be more inclusive of people with disabilities.

Responsible Agency: MCHRCR.

Coordination: MCHRRCR, Chamber of Commerce, and the Governor’s Council on Disability.

Funding: \$6,000 for start up costs. Once an affiliate is formed, local businesses should take on expenses for the affiliate through membership fees or some other venue.

Proposed Completion: 2012.

Performance Measures: A USBLN affiliate is established in Springfield.

Action 3.2

Require all business license recipients in the City of Springfield have certification from the MCHRRCR, following the example of Kansas City. All non-profits that distribute federal funding should also receive MCHRRCR certification.

Rationale:

- This will ensure that all current and new businesses have diversity training and understand the importance of diversity in our culture.
- This will stimulate diversity in hiring, as well as new business.

Responsible Agency: MCHRRCR.

Coordination: Commissioners and city Licensing Division.

Funding: Planning and Development staff and the city’s Public Information Office can handle activities related to this action in the coming year (activities include printing brochures and MCHRRCR stickers). Some additional staff time will be needed from the Licensing Division.

Proposed Completion: On-going. The process will be in place within one year.

Performance Measures: Decreased number of complaints due to the required training or increased business knowledge of human rights issues.

Action 3.3

Inform any public entity when members of the community report infringement of human rights or mutual respect.

- Before a formal complaint is lodged against any local business, it is prudent to contact said business and inform them of what has occurred.

Rationale:

- It is important to be a proactive advocate for change and to monitor businesses that infringe on human rights.

Responsible Agency: MCHRRCR.

Coordination: Information from the public and commissioners to contact businesses.

Funding: None needed.

Proposed Completion: On-going.

Performance Measures: Problems will be solved by talking to businesses.

Action 3.4

Develop a business acknowledgment Program - “Springfield Cares”.

The development of a program, should a business choose to participate, they would agree to meet guidelines developed by members of the MCHRRCR. Upon certification, wherein it is found to meet the guidelines, said business would be given a window decal and electronic images (for use on their website, ads, media, etc.) to show they are a business in good standing with MCHRRCR of Springfield, MO. Examples of guidelines would be accessibility, non-discrimination policies consistent with those set forth by city charter, and attendance at MCHRRCR sponsored speaker events. The city could pay for this program by imposing a nominal fee to the businesses wishing to participate. Members in good standing could also be listed on the MCHRRCR website.

The MCHRRCR will publicly recognize through award presentation the businesses and individuals in Springfield who model best practices regarding diversity and human rights initiatives.

Rationale:

- Currently, there is no way for a business to highlight their desire to be an inclusive establishment.
- This would allow business to show that they are working to make Springfield a better place as well as giving the citizens an opportunity to spend their money with businesses that are fair and non-discriminatory toward their employees and patrons.

Responsible Agency: MCHRRCR.

Coordination: Commissioners, City Licensing Division, and the Better Business District.

Funding: If possible, partner with the Chamber of Commerce to implement this action.

Proposed Completion: On-going.

Performance Measures: Businesses in the community will be recognized. Awards might be presented at a City Council meeting. Business people will choose to participate (will put MCHRRCR stickers on their premises).

GOAL - Fair Housing

Action 4.1

Serve as the designated agency, recognized by HUD, to affirmatively further fair housing.

- The MCHRCR needs to follow up to be sure the community is making sufficient efforts to ensure fair housing per HUD. Housing issues and requirements can be addressed through community programs/workshops.
- Information is crucial to a community. Fair housing issues and FHA requirements can be passed along through workshops, PSA's, referrals to appropriate agencies, MCHRCR website, other forms of media.
- The MCHRCR will work with the City in gathering data for the HUD Consolidation Plan and Analysis of Impediments to Fair Housing to retain and gain additional HUD funds.

Rationale:

- Continued HUD funding is contingent with the city's effort to affirmatively furthering fair housing. Citizens need to know what services are available to help them obtain and retain adequate, affordable fair housing.
- It was apparent during the strategic planning process that citizens who were involved were not even aware of city programs and how Springfield affirmatively furthers fair housing. If the city is serious about human rights we need to do a better job of promoting what services are available.

Responsible Agency: MCHRCR.

Coordination: With city, housing agencies/organizations.

Funding: Work can be part of existing city staff's individual work program or additional staff can be hired.

Proposed Completion: On-going.

Performance Measures: The City of Springfield will continue to receive funds from HUD.

Action 4.2

Strongly recommend that the City of Springfield establish a housing trust fund in Springfield.

- Recommend to city council to establish a housing trust fund for affordable housing in Springfield.
- All affordable housing built or rehabilitated with housing trust fund monies should use universal design.

Rationale:

- Because housing is the foundation of every healthy community, local and state governments are recognizing that they need to contribute public resources to adequately house their residents.
- Housing Trust Funds provide a secure and fixed source of funding for affordable housing. Virtually all Housing Trust Funds target revenue to housing affordable to low and moderate income households, and some specifically benefit very low-income households.
- A housing trust fund could supplement Housing and Urban Development (HUD) funding for local low income housing projects.
- An Inclusionary Housing Ordinance could allow developers the option of paying housing trust fees in lieu of providing ten percent of the homes in any development at affordable rates for modest income families.
- Revenue resources used by Housing Trust Funds come from both public and private funds. Examples include:
 - Public Funds: Revenue from Development Ordinances, Fees or Taxes (e.g., fees on new commercial development that contribute to housing funds, inclusionary zoning in lieu fees, impact fees)
 - Revenue from Real Estate Taxes or Fees, other Taxes (e.g., property taxes, sales taxes, hotel/motel taxes)
 - Interest Earned on Government-Held and Market Rate Accounts
 - Revenue generated from Government Programs
 - Private Funds: grants, donation, other private contributions

Responsible Agency: MCHRCR.

Coordination: Planning and Development Department, various housing agencies.

Funding: Staffing necessary to implement and administer the housing trust fund as proposed.

Proposed Completion: Once housing trust fund is created.

Performance Measures: Creation of housing trust fund.

GOAL - Coordination with Schools

Action 5.1

Collaborate with the city of Springfield schools to teach about diversity within the schools and help create a safe environment for all school aged children (K-12) within the community.

- Activities would include all school aged children (public, private, home schooled).

Rationale:

- The children are the future of a community. By partnering with all schools and sponsoring activities for all school aged children (as the MLK essay contest), the MCHRCR will assist with diversity issues.
- Such partnerships will increase sensitivity in the community by educating children about values and concerns of diverse groups (their norms and customs) through various educational methods: training, workshops, articles, cultural events, etc.
- To foster open lines of communication, trust, and acknowledgement to all community members as equal and viable members of the Springfield community.
- Help to keep from losing our talent to other more open regions. Stimulate growth and not be stagnant to new ideas.
- It is necessary to recognize the value of “social capital” to encourage and retain diversity within the community.

Responsible Agency: MCHRCR.

Coordination: Springfield R-12, private school in Springfield, home school organizations.

Funding: Printing costs for handouts to reach 10,000 to 20,000 students.

Proposed Completion: On-going.

Performance Measures: Programs provided to groups of school-aged children.

Action 5.2

Create a safety-buddy system/safe haven that all individuals in crisis can use for help.

- Have an available resource for any person in distress, which can be alerted for help by using any public transportation agency vehicle with short wave or telephone access, by flagging them down.
- A safe haven would be a designated city agency, store, hospitals, office, etc. that any person, especially a child, in crisis could go to for assistance or referral.
- Collaborate with the Safe Place program through Rare Breed (which works with youth ages 10-18).

Rationale:

- Acknowledge that the community at large is a partner in the development and safety of all of our citizens.

Responsible Agency: MCHRCR.

Coordination: With CU, City of Springfield, Greene County, City Police, County Sheriff, Fire Department, area hospitals, and the Safe Place program through Rare Breed.

Funding: Printing cost for decals or signs.

Proposed Completion: On-going.

Performance Measures: Individuals, businesses, and agencies will participate by serving as safe havens. Children and adults will reach out to these individuals, businesses, and agencies.

GOAL - Coordination with City Government

Action 6.1 City Government

Add sexual orientation and gender identity protections to the Springfield ordinances/policies dealing with employment, fair housing and public accommodation.

- Review current policies and ordinances.
- Recommend changes to address sexual orientation and gender identity issues. This would include (but is not limited to) housing, public accommodation and employment.
- Policies of priority to be reviewed first include adding sexual orientation and gender identity to the city's non-discrimination policy and also adding protections against housing discrimination.
- Recommend and promote that sexual orientation and gender identify protections be added to Springfield's HUD policies/ordinances regarding familial status.

Rationale:

- Springfield is the last metropolitan area in Missouri to not have sexual orientation and/or gender identity in the city nondiscrimination ordinance. Kansas City and University City include sexual orientation and gender identity, St. Louis and Columbia have sexual orientation and are currently working on adding gender identity, and Jefferson City and Kirksville both include sexual orientation.
- City ordinances/policies must include this segment of our population along with the other federally protected groups when dealing with cases of discrimination in the workplace, housing and public accommodation.
- Springfield needs to be a progressive, proactive community.
- HUD has recently added sexual orientation and gender identity to their nondiscrimination policies within their programs.
- Businesses have taken the forefront and agreed that work performance, not sexual orientation and gender identity, should be the deciding factor in hiring and firing practices. 69% of Fortune 1000 companies and 85% of Fortune 500 companies include sexual orientation in their company nondiscrimination policies. And of Fortune 100 companies, 97% include sexual orientation and 60% include gender identity (Human Rights Campaign).
- City government and the MCHRCR will coordinate with PROMO to implement this action.

Responsible Agency: MCHRCR.

Coordination: MCHRCR with other advocacy groups such as PROMO.

Funding: None needed.

Proposed Completion: On-going.

Performance Measures: Changes will be made in City ordinances and policies.

Action 6.2

Advocate for and advise city council to adopt a city ordinance including universal design principles/features in all newly built and rehabilitated affordable housing units funded by HUD monies, the Missouri Housing Development Education Funds, and a future city housing trust fund.

Rationale:

- Universal design is the design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design. Universal design benefits people of all ages and abilities.
- Many times the minimum requirements set by the Fair Housing Act do not meet the needs of individuals with disabilities. While the few housing units are legally accessible, many times they are not usable to those with disabilities.
- The intent of universal design is to simplify life for everyone by making housing more usable by as many people as possible at little or no extra cost.
- Springfield has over 27,000 people with disabilities over the age of 5. That is 19.2 percent of our city's population 5 years of age or over which is 4.1 percent higher than the national average. The number of people with disabilities will continue to grow with modern medical technologies, the baby boomers aging, etc. Over 14% of the Springfield area is age 65 or older. In Springfield, only 7% of the disabled can find employment. For those who do work the median yearly salary is \$15,238 compared to the non-disabled who make \$23,861. Consequently, there is a significant need for more accessible, affordable housing that is usable to those with disabilities.
- UD in affordable housing is imperative for our community to embrace. The City will need more usable housing units as our disabled and elderly community continues to grow. As our baby boomer community ages, they will demand to remain at home, aging in place, rather than moving to a more expensive institution such as a nursing home, assisted living, etc. Many believe that because of these reasons UD in affordable housing will be a very marketable venture that will benefit our city's economy.

- By incorporating UD, the City will be creating usable, equitable, welcoming environments that everyone can enjoy. It also saves money in the long run by reducing the need for future retrofits.

Responsible Agency: MCHRCR.

Coordination: MCHRCR.

Funding: No cost.

Proposed Completion: On-going.

Performance Measures: City ordinance passed.

Action 6.3

Advocate for and advise city council that a city ordinance require universal design features in any Springfield public facility. These UD features should go beyond the ADA requirements and enhance the usability and participation of all citizens regardless of age or ability.

Rationale:

- Universal design is the design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design.
- The intent of universal design is to simplify life for everyone by making products, communications, and the built environment more usable by as many people as possible at little or no extra cost. Universal design benefits people of all ages and abilities.
- The implementation of UD features in Springfield’s facilities and new construction will enhance the inclusion of all citizens. It will make our facilities more usable, enjoyable, and make Springfield a better place to live.
- By incorporating UD, we will be creating usable, equitable, welcoming environments that everyone can enjoy. It also saves money in the long run by reducing the need for future retrofits.

Responsible Agency: MCHRCR.

Coordination: MCHRCR with appropriate city departments and other disability advocacy groups such as the Southwest Center for Independent Living.

Funding: No funding necessary. There is an increased cost associated with Universal Design construction.

Proposed Completion: On-going.

Performance Measures: The passing of city ordinance or city policy reflecting the incorporation of the principles of universal design.

Action 6.4

Advocate for and recommend to the city to hire a full-time ADA Coordinator. This Coordinator needs to also have knowledge in how universal design principles can be used in construction, policy development, and service delivery.

- Review the 2001 ADA settlement between the Department of Justice and Springfield to make certain Springfield is in compliance with the settlement. Currently, duties are split between two employees, who have other city responsibilities.
- Review the actions of Springfield's benchmark cities in relation to ADA Compliance and creating welcoming, inclusive, equitable environments. Based upon the findings, MCHRCR will make recommendations to city council.
- Work with local chapters of AIA and AIAS (students).

Rationale:

- We all want the city of Springfield to be a welcoming environment for everyone. Springfield city administration, employees, businesses, etc. need to have a basic understanding of the ADA and to at least follow the minimum requirements so that citizens with disabilities feel welcomed and can be full participants.
- ADA compliance should be continually reviewed. The city has made lots of changes since 2001 when the DOJ settlement occurred; consequently, these items need to be reviewed again. Recommendations should then be made to ensure compliance and review where universal design might be incorporated.
- See rationale under action 6.2.

Responsible Agency: MCHRCR, Legal Department, City Council.

Coordination: MCHRCR.

Funding: Salary and benefits for a full-time employee could equal \$80,000 (top salary and benefits for a Senior Planner).

Proposed Completion: On-going.

Performance Measures: The hiring of a full time city employee dedicated to educating city employees and businesses/agencies about ADA requirements and how universal design features can be incorporated in all areas of construction, city endeavors, and service delivery.

Action 6.5 Disaster Preparedness

The Commission will review the city's emergency disaster plan to make certain that all emergency services are equitably distributed within the community.

- Make certain that all shelters are accessible.
- Make certain that shelters are distributed equally throughout the community.

Rationale:

- Emergency services and emergency shelters should be equally accessible to all citizens.

Responsible Agency: Emergency Preparedness agencies.

Coordination: MCHRRCR.

Funding: None needed.

Proposed Completion: On-going.

Performance Measures: Locations of shelters will be distributed around the city and will be accessible.

GOAL - Encouragement of Diversity

Action 7.1 Diversity

Track and make known the changing diverse population found within the Springfield community.

- Use coordinated efforts with other agencies (as MSU, US Census Bureau, churches etc).
- Work collaboratively with area colleges and their departments that promote diversity to insure that college graduates would prefer to stay in the Springfield area, as their city of choice.

Rationale:

- Promote and invite diversity.
- Diversity is more than race: it refers to cultural differences, age, socio-economic differences, education, ability, sexual orientation/gender identity, and religion.

Responsible Agency: MCHRCR.

Coordination: Other agencies/organizations.

Funding: No funding needed.

Proposed Completion: On-going.

Performance Measures: Changes in diversity will be tracked and publicized in MCHRCR brochures, documents, website, etc.

GOAL - Service to Disenfranchised Populations

Action 8.1 Disenfranchised populations

Coordinate efforts with other agencies who work with the disenfranchised members of our community, as homeless, runaway youth, dislocated families.

- The MCHRCR will work with other agencies to address problems faced by these segments of our population.

Rationale:

- As the city grows, so does its problems. Homelessness is one aspect of the community that negatively impacts all other areas of the city - business, schools, social services, and crime/violence. It needs to be address.
- The homeless population, ignored for too long in the city of Springfield, is a reality in the community. Homelessness goes hand-in-hand with poverty and crosses all ages - from children to the elderly. People are homeless for a number of reasons which, many times, are beyond the control of the individual (violence at home, mental illness, et al).

Responsible Agency: MCHRCR.

Coordination: with appropriate agencies.

Funding: No funding needed.

Proposed Completion: On-going.

Performance Measures: Services received by the homeless will increase.

Goal- Become a state certified enforcement agency

Action 9.1: Pursue State Certification

Take the necessary steps to become a state certified Human Rights Commission through the State of Missouri Human Rights Commission and establish the City of Springfield Mayor's Commission on Human Rights and Community Relations ordinance as substantially equivalent according to Missouri State Statutes section RSMo 213.131.1.

Rationale:

Since the Missouri Supreme Court case (Yellow Freight v City of Springfield Mayor's Commission on Human Rights and Community Relations) ruled that the Commission had no power to determine that an employer had violated the City's ordinance against employment discrimination was rendered ineffectual in its enforcement powers. This case determined that the enforcement powers of the City of Springfield's Mayor's Commission on Human Rights and Community Relations were merely advisory board and that the commission did not have the power to act to enforce the city ordinances on discrimination.

Missouri Revised Statutes Chapter 213 Human Rights

Section 213.0203. Any local commission created and established prior to August 13, 1986, by an ordinance adopted by the governing body of any city, constitutional charter city, town, village, or county, shall have the power and authority to seek to eliminate and prevent discrimination in employment, housing, and public accommodation, and to establish related programs, which shall be certified by the commission as substantially equivalent. The power and authority of such commissions to initiate and pursue administrative proceedings and remedies shall be solely as provided in section 213.135.

(1990) Nothing in subsection 3 of this statute gives cities, towns, villages or counties the power to create a cause of action for the violation of an anti-discrimination ordinance. Failure of legislature to include an express grant of power to determine violations and make awards establishes its intent that such power is not included. Yellow Freight Systems, Inc. v. Mayor's Commission on Human Rights of the City of Springfield, 791 S.W.2d 382 (Mo. en banc)

However, if the city were to pursue state certification, the same powers granted to the state human rights commission would be extended to the local human rights commission once the City ordinance was determined to be substantially compliant with the state. A state certification would require amending the current City ordinance and providing the necessary staffing to meet state requirements. The process is as follows;

**Local commissions, certification--review--decertification.
213.131.**

1. No local commission shall have authority to hear complaints of violations of this chapter unless such municipal or county commission has first been certified to be substantially equivalent by the commission. The commission shall certify a local commission as substantially equivalent if the ordinance establishing the local commission provides substantially similar protection of the procedural rights of parties appearing before the local commission as are provided for by the provisions of this chapter.

2. The commission shall review the certification of each local commission at least once every five years to determine whether it is appropriately safeguarding the procedural and substantive rights of parties appearing before it. Should the commission determine that a local commission is not adequately protecting the rights of parties appearing before it, it shall direct the commission staff to enter into negotiations with the local commission for the purpose of attempting to correct any deficiencies. Any decision to decertify a local commission shall be appealable to circuit court pursuant to the provisions of chapter 536, RSMo.

8 CSR 60-2.265 Local Commissions

PURPOSE: This rule sets out the procedures and criteria for certification of local commissions by the Missouri Commission on Human Rights.

(1) Only those local commissions certified as substantially equivalent by the Missouri Commission on Human Rights shall have the power and authority to hear contested cases alleging violations of Chapter 213, RSMo which are alleged to have been committed within the city, town, village or county which created the local commission.

(A) A local commission shall be certified as substantially equivalent if the ordinance establishing the local commission provides similar protections of the procedural rights of parties appearing before the local commission as are provided by Chapter 213, RSMo and corresponding rules. Factors to be considered by the commission in determining substantial equivalence may include, but are not limited to, the following:

1. Contracting status with Equal Employment Opportunity Commission;
2. Contracting status with the Federal Department of Housing and Urban Development;
3. Substantive rights;
4. Procedural rights; and
5. Powers and duties.

(B) Proceedings before the local commission shall be consistent with the requirements of section 213.075, RSMo. The order of a local commission in a contested case shall not be final for appeal purposes until it has been filed with and reviewed by a hearing examiner of the commission. Within ninety (90) days of receipt of the local commission's complete hearing record, the commission hearing examiner shall issue an opinion. For appeal purposes, the order of the local commission shall become final thirty (30) days from the date of issuance of the hearing examiner's opinion. If no opinion is issued by the hearing examiner within ninety (90) days, the local commission's decision shall be considered final for purposes of appeal.

A certified Human Rights Commission requires staff to process and respond to inquiries from the public, file complaints, or refer people to other agencies when appropriate. The Certified Human Rights

Commission would require investigatory staffing to investigate filed complaints. There would also need to be an administrator to oversee the operations and to review investigations and make findings.

The Human Rights Commission would need to be a conciliator/mediator to attempt conciliation on cases where probable cause is found. The Kansas City Human Relations Department uses City Attorneys to prosecute their cases at hearings before the Commissioners. If Commissioners don't hear the cases, then a hearing examiner may be required. This could be done on a contract basis as hearings would infrequent.

Responsible Agency: Mayor's Commission on Human Rights and Community Relations, Mayor's Commission on Human Rights and Community Relations Staff, City of Springfield Law Department, City Council approval and adoption.

Coordination: State of Missouri Commission on Human Rights and Department of HUD.

Funding: City of Springfield General Fund would fund most of the administrative staff sufficient enough to fulfill the state requirements for state certification.

Alternative sources of funding for the Human Rights Commission may have to come from other sources especially for administrative functions. However, some certified local agencies have been able to contract with HUD to investigate Fair Housing complaints. HUD does provide "capacity building" funds for a year or two; and then they provide funding on a case by case basis (in 2009 it was about \$2,400 for each case). Funding is also available through the Equal Employment Opportunity Commission for employment complaints however funding is tied to the number of cases--at least 100 cases a year. Springfield is averaging about 86 cases from 2006 to 2009.

Department of Housing and Urban Development (HUD):

1. HUD provides Fair Housing Assistance Program (FHAP) funding annually on a noncompetitive basis to State and local agencies that enforce fair housing laws that are substantially equivalent to the Fair Housing Act. These are state and local government agencies that administer laws and ordinances consistent with Federal fair housing laws. Such as providing assistance to state and local fair housing enforcement agencies to support complaint processing, training, technical assistance, education and outreach, data and information systems and other activities that will further fair housing within the agency's jurisdiction. The intent of the Fair Housing Assistance Program (FHAP) is to build an intergovernmental

enforcement effort to further fair housing at the State and local level by providing funding assistance for State and local fair housing enforcement agencies to increase administration of fair housing laws.

2. Fair Housing Initiatives Program (FHIP) assists people who believe they have been victims of housing discrimination.

FHIP organizations partner with HUD to help people identify government agencies that handle complaints of housing discrimination. They also conduct preliminary investigation of claims, including sending "testers" to properties suspected of practicing housing discrimination. Testers are minorities and whites with the same financial qualifications who evaluate whether housing providers treat equally-qualified people differently. In addition to funding organizations that provide direct assistance to individuals who feel they have been discriminated against while attempting to purchase or rent housing, the FHIP program has four initiatives that promote fair housing laws and equal housing opportunity awareness

Four FHIP Initiatives provide funds, competitive grants to eligible organizations: FHOI, PEI, EOI and AEI.

- **The Fair Housing Organizations Initiative (FHOI)** provides funding that builds the capacity and effectiveness of non-profit fair housing organizations by providing funds to handle fair housing enforcement and education initiatives more effectively. FHOI also strengthens the fair housing movement nationally by encouraging the creation and growth of organizations that focus on the rights and needs of underserved groups, particularly persons with disabilities.
- **The Private Enforcement Initiative (PEI)** offers a range of assistance to the nationwide network of fair housing groups. This initiative funds non-profit fair housing organizations to carry out testing and enforcement activities to prevent or eliminate discriminatory housing practices.
- **The Education and Outreach Initiative (EOI)** offers a comprehensive range of support for fair housing activities, providing funding to State and local government agencies and non-profit organizations for initiatives that explain to the general public and housing providers what equal opportunity in housing means and what housing providers need to do to comply with the Fair Housing Act.
- **The Administrative Enforcement Initiative (AEI)** helps State and local governments who administer laws that include rights and remedies similar to those in the Fair Housing Act implement specialized projects that broaden an agency's range of enforcement and compliance activities. No funds are available currently for this program.

Equal Employment Opportunity Commission

Fair Employment Practice (FEP) Agency designation under 29 CFR part G 1601.70 allows for a work sharing agreement with local Human Rights Commission after becoming state certified. This would enable the Springfield MCHRCR to contract with EEOC to handle employment complaints.

Proposed Completion: Within one year.

Performance Measures: The number of complaints/contacts made by local constituents. The number of complaint cases submitted, processed, mediated and/or resolved either locally or through the state or other agencies. Increased presence and awareness of a local enforcement agency available for taxpayers and residents in the city whom have been alleged victims of discrimination in employment, housing and public accommodations. Decrease the number of businesses, local employers and individual engaging in alleged discriminatory actions against local residents of the city of Springfield. Increase the knowledge and public awareness of local businesses, employers and individuals of discriminatory actions against residents of the city of Springfield.

Goal- Change Powers of Commission

Action 10.1: Change Commission from an Advisory to an Administrative board

Review the current City of Springfield ordinance and City of Springfield Charter to change the current Mayor's Commission on Human Rights and Community Relations powers from an advisory board to an administrative board.

Rationale:

Changing the MCHRCR status from an advisory board to an administrative board would enable the commission to conduct investigations in coordination with State laws.

All boards or commissions established by this Charter or under authority granted herein to the council shall be classified either as (1) advisory boards, established for the purposes of investigation into general or specific problems affecting either the city as a whole or a particular department or agency thereof and making recommendations, or (2) administrative boards to which the power and duty of administering a department or agency of the city is entrusted with the necessary authority vested in such board to carry out such power and duties."

Responsible Agency: Mayor's Commission on Human Rights and Community Relations, Mayor's Commission on Human Rights and Community Relations Staff, Planning and Development Department and Adopted by the City Council.

Coordination: City of Springfield Law Department.

Funding: None, Staff time only for ordinance changes. There would have to be staffing for administration and investigations.

Proposed Completion: Within one year.

Performance Measures: Increased presence and awareness of a local enforcement agency to address alleged acts of discrimination in employment, housing and public accommodations by local taxpayers and residents of the City of Springfield. Allow the development of an effective local enforcement agency to combat alleged illegal discriminatory practices and actions by employers, businesses and individuals.

Goal- Update the Current Ordinance with applicable laws and regulations

Action 11.1: Make changes to Human Rights Ordinance consistent with State Laws

Take action to amend the current Mayor’s Commission on Human Rights and Community Relations city ordinance to be consistent with applicable local government and state laws and regulations.

Rationale:

If it is not possible to become state certified as substantially equivalent or amend the current city charter then the current ordinance needs to be amended to reflect the Missouri Supreme Court case Yellow Freight Systems, Inc v. Mayor’s Commission on Human Rights and Community Relations granted powers allowed under Missouri Statutes which limited the powers of all Human Rights Commission’s statewide. Our current ordinance, as written, still allows the MCHRCR to conduct investigations, subpoena witnesses in the determination of violations and make awards for damages of discrimination; however, pursuant to law it is questionable that such language is enforceable and legal under state statutes’.

Missouri Revised Statutes Chapter 213 Human Rights

Section 213.0203. Any local commission created and established prior to August 13, 1986, by an ordinance adopted by the governing body of any city, constitutional charter city, town, village, or county, shall have the power and authority to seek to eliminate and prevent discrimination in employment, housing, and public accommodation, and to establish related programs, which shall be certified by the commission as substantially equivalent. The power and authority of such commissions to initiate and pursue administrative proceedings and remedies shall be solely as provided in section 213.135.

(1990) Nothing in subsection 3 of this statute gives cities the power to create a cause of action for the violation of an anti-discrimination ordinance. Failure of legislature to include an express grant of power to determine violations and make awards establishes its intent that such power is not included. Yellow Freight Systems, Inc. v. Mayor’s Commission on Human Rights of the City of Springfield, 791 S.W.2d 382 (Mo. en banc).

Responsible Agency: Mayor’s Commission on Human Rights and Community Relations, Mayor’s Commission on Human Rights and Community Relations Staff, Planning and Development Department and City Council approval and adoption.

Coordination: City of Springfield Law Department, Missouri State University Dispute Resolution Center, and Drury University.

Funding: None, Staff time only for ordinance changes. There would have to be staff available to handle office duties and staffing of the Mayor’s Commission

on Human Rights and Community Relations. Salary and benefits for a full-time employee could equal \$80,000 (top salary and benefits for a Senior Planner).

Proposed Completion: Within one year.

Performance Measures: Increased presence and awareness of a local enforcement agency to address and resolve discrimination complaints in employment, housing, public accommodations alleged by local taxpayers and residents of the City of Springfield.

Goal- Make Changes to Disadvantaged Business Policy

Action 12.1: Review Policy on Disadvantaged Business Procurement Procedures

Review and update the current City of Springfield policy on Disadvantage Businesses- Minority Business Enterprise Program in accordance to applicable State and Federal laws and regulations.

Rationale:

The current City of Springfield Minority Business Enterprise (MBE) Program was last updated in September, 1980. In the past the city had a MBE Liaison Officer whom had the overall responsibility for the development; maintenance and accomplishment of the MBE program, however, this position no longer exist. Theses duties have been decentralized with responsibilities given to numerous city department personnel. The lack of an overall citywide coordinator needs to be addressed in the update. The current city code states:

Sec. 62-65. Nondiscrimination provisions to be included in city contracts and franchises. The city and all of its contracting agencies and departments shall include in all contracts and franchises negotiated, let or awarded by or on behalf of the city a provision obligating the contractor in the performance of such contract not to discriminate on the grounds of or because of age, race, creed, color, disability, national origin or ancestry, sex, religion, or political opinion or affiliation, against any employee of, or applicant for employment with, such contractor, and shall require such contractor to include a similar provision in all subcontracts let or awarded there under.

This ordinance also needs to be updated to comply with changes to state and federal laws in the areas of Disadvantages Businesses, Minority Business Enterprise, Women Business Enterprises and Veteran Enterprises Programs.

Responsible Agency: Mayor's Commission on Human Rights and Community Relations, Mayor's Commission on Human Rights and Community Relations Staff, Planning and Development Department and Adopted by the City Council.

Coordination: City of Springfield Law Department.

Funding: None, Staff time only for ordinance changes.

Proposed Completion: Within one year.

Performance Measures: Increased presence and awareness of a local enforcement agency to address and resolve discrimination complaints in employment, housing, public accommodations alleged by local taxpayers and residents of the City of Springfield. Increase contracting and procurement

opportunities for local DBE and MBE, WBE, and Veteran Enterprises consistent with state and federal laws.

Section 3.0: APPENDIXES

Springfield Human Rights Complaints			
	2006	2007	2008
Employment	69	84	109
Housing	8	8	8
Public Accommodation	3	8	6
Total Complaints	80	100	123

Source: EEOC and State Human Rights Commission

Springfield Racial Demographics		
Race	1990 Percent of Population	2008 Percent of Population
White	95.58%	90.70%
Black	2.40%	3.77%
American Indian, Eskimo, or Aleut	0.79%	0.42%
Asian or Pacific Islander	0.95%	1.54%
Other race	0.28%	3.57%
<i>Total percent</i>	<i>100.00%</i>	<i>100.00%</i>

Source: American Fact Finder 2006-2008 Population Estimates

Population with Disabilities 5 Years of Age and Over				
	Springfield Total	Percent of Springfield Population 5 years +	% State	% U.S.
Person with Disabilities 5 years of age and over	27,047	19.2%	17.3%	15.1%

Source: 2005-2007 American Community Survey 3-Year Estimates

Springfield Population Age 40 and over				
	1990	Percent of Total Population	2008	Percent of Total Population
Population Age 40 Years and Over	53,564	38%	62,585	45%

Source: 1990 Census and American Fact Finder 2006-2008 Population Estimates

Poverty 2000				
	Springfield	MO	U.S.	
Families below poverty level	13.5%	8.6%	9.6%	
Individuals below poverty level	19.1%	11.74	13.2%	

Source: American Fact Finder 2000 Population Census

Hate Crimes --Number of incidents per bias motivation Springfield				
	2005	2006	2007	2008
Race	7	15	8	18
Religion	0	1	3	3
Sexual	1	1	0	3
Ethnicity	0	2	2	1
Disability	0	0	1	0

Source: Department of Justice and FBI (On April 23, 1990, Congress passed the Hate Crime Statistics Act, which required the Attorney General to collect data "about crimes that manifest evidence of prejudice based on race, religion, sexual orientation, or ethnicity)

	Salt Lake City UT	Abilene TX	Columbia SC	Columbus GA	Evansville IN	Fort Wayne IN	Grand Rapids MI	Huntsville AL	Kalamazoo MI	Knoxville TN	Savannah GA	Waco TX	Wichita Falls TX	Chattanooga TN	Springfield MO	United States
Population	180,651	116,219	124,818	180,622	116,253	251,247	193,627	171,327	72,637	183,546	130,331	122,222	101,590	169,884	154,777	301,621,157
Pop. Density	1,640	1,091	960	870	2,838	3,145	4,323	965	2,926	1,964	1,712	1,445	1,404	1,145	2,064	80
Pop. Change 2000 to 2007	-1.59%	-0.98%	3.17%	1.44%	-4.81%	20.86%	-2.38%	6.27%	-6.46%	4.86%	-2.75%	6.83%	-4.65%	-0.23%	-0.52%	5.88%
Median Age	31.2	31.2	29.8	33	35.7	33	31.5	37.5	27.6	34.8	31.7	29.4	31.7	37.3	34.5	37.6
Household Size	2.5	2.46	2.18	2.49	2.17	2.44	2.63	2.24	2.34	2.11	2.36	2.46	2.42	2.27	2.12	2.6
Married Population	49.09%	56.85%	44.91%	51.62%	50.42%	49.61%	46.43%	55.54%	38.84%	44.03%	43.91%	48.26%	58.80%	49.19%	47.52%	58.89%
Single Population	50.91%	43.15%	55.09%	48.38%	49.58%	50.39%	53.57%	44.46%	61.16%	55.97%	56.09%	51.74%	41.20%	50.81%	52.48%	41.11%
POPULATION BY AGE																
Age 0 to 17	23.98%	26.17%	20.02%	27.12%	23.25%	27.28%	26.77%	22.15%	20.14%	19.33%	25.69%	25.52%	25.15%	21.73%	19.47%	24.89%
Age 18 to 24	12.60%	13.84%	21.13%	11.56%	10.19%	9.96%	11.64%	10.68%	23.39%	14.23%	12.40%	18.04%	15.14%	10.16%	14.81%	9.90%
Age 25 to 64	52.70%	47.85%	48.82%	49.61%	51.02%	50.61%	50.40%	52.70%	46.61%	52.17%	48.99%	43.72%	47.37%	52.59%	50.71%	52.67%
Age 65 and over	10.72%	12.14%	10.03%	11.71%	15.54%	12.15%	11.19%	14.47%	9.86%	14.27%	12.96%	12.72%	12.34%	15.52%	15.01%	12.54%
RACE																
White	76.67%	77.34%	46.95%	50.25%	84.40%	72.49%	63.45%	61.66%	69.52%	78.86%	37.36%	58.78%	74.80%	58.46%	90.69%	77.53%
Black	2.03%	8.20%	46.94%	43.32%	11.09%	18.02%	21.10%	31.82%	21.11%	16.78%	58.32%	22.03%	11.48%	37.38%	3.47%	12.35%
Asian	6.01%	1.39%	2.22%	1.86%	1.13%	1.97%	1.94%	2.78%	3.09%	1.88%	1.71%	1.53%	2.31%	2.08%	1.60%	3.58%
American Indian	1.37%	0.63%	0.24%	0.39%	0.21%	0.41%	0.71%	0.47%	0.57%	0.32%	0.24%	0.53%	0.88%	0.27%	0.77%	0.89%
Other	13.57%	12.71%	3.09%	3.73%	2.27%	6.50%	12.08%	2.92%	6.19%	2.75%	2.43%	16.83%	10.69%	2.74%	3.16%	5.65%
Hispanic	22.17%	22.24%	3.04%	3.37%	1.21%	6.96%	16.37%	2.14%	4.70%	1.85%	1.77%	27.15%	15.64%	2.43%	2.35%	12.73%
Non-Hispanic	78.41%	78.05%	97.40%	95.75%	99.55%	93.47%	84.01%	98.81%	94.79%	98.95%	98.98%	72.60%	84.49%	97.25%	96.98%	87.27%
HOUSEHOLD INCOME																
Income between 15K to 25K	13.31%	15.60%	14.42%	13.29%	16.25%	14.84%	13.60%	12.39%	16.21%	16.42%	16.00%	16.26%	14.32%	14.91%	18.13%	11.21%
Incomes between 25K to 50K	28.98%	33.95%	28.44%	30.18%	33.62%	34.14%	31.91%	26.86%	28.88%	29.93%	29.01%	29.89%	35.05%	29.78%	34.71%	27.30%
Incomes between 50K to 100K	27.96%	24.78%	21.87%	27.50%	25.44%	28.13%	29.42%	28.69%	23.54%	20.42%	22.40%	18.43%	25.36%	24.55%	20.06%	30.81%
Incomes 100K and over	14.12%	8.06%	12.55%	11.91%	6.40%	7.62%	8.90%	16.44%	7.90%	7.63%	7.98%	6.90%	8.07%	9.91%	7.25%	17.05%
Unemployment Rate	6.10%	5.00%	14.30%	8.70%	9.40%	10.20%	13.80%	6.50%	12.20%	11.40%	9.30%	6.20%	7.10%	7.90%	8.60%	8.50%
Recent Job Growth	-2.00%	1.20%	0.80%	-3.10%	-4.40%	-3.20%	-8.90%	-6.20%	-7.40%	-4.60%	-5.60%	-3.20%	-4.10%	3.30%	-5.00%	-3.10%
Future Job Growth	29.80%	37.30%	27.30%	25.10%	21.80%	23.40%	8.50%	21.20%	13.10%	19.30%	19.50%	27.40%	24.80%	38.70%	21.50%	26.40%
Sales Taxes	6.60%	8.25%	5.00%	7.00%	6.00%	6.00%	6.00%	8.00%	6.00%	9.25%	6.00%	8.25%	8.25%	9.25%	6.60%	6.00%

Data source: 2007 www.bestplaces.net

Business Case for Diversity with Inclusion

Recruiting, retaining, and promoting diverse employees are critical to a corporation's success in this evolving marketplace. These efforts must be carefully planned, nurtured, and measured to ensure success.

There are few who would argue against positive co-worker relationships and respect for the individual dignity as being helpful in developing a positive workplace environment. Many organizations are proud to display their espoused values like respect, teamwork, individual dignity, and integrity on plaques throughout the workplace. And yet, even in these organizations, people find themselves faced with a range of behaviors and predicaments that “fly in the face” of the well-intended values. Even in workplaces where the intentions are genuine, some people find obstacles to their full engagement based not on issues of qualification and performance, but rather on the visible and invisible group memberships they represent.

The United States as a Case Study

Historically, American workplace has been a bastion of male dominance. The literature is replete with examples of male dominance in the work place with a particular emphasis on the dominance of white men in particular. However, over the past 25 years we have seen a number of changes and trend developments that have had significant impact on business and other organizations who seek to thrive in the modern economic environment. Of particular interest to this topic area are the significant changes and trends in the demography of markets and the talent required for sustainable competitive advantage. Here is a summary of what we know about the current situation for U.S. business enterprise:

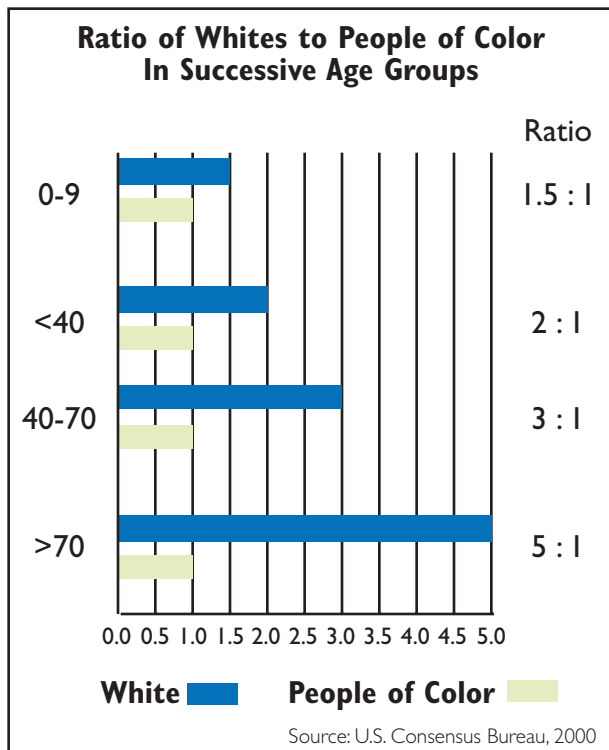
- The changing demographics of the United States are transforming the culture and buying habits of this nation. This metamorphosis is occurring more rapidly than anticipated. Companies that intend to be competitive going forward must understand and actively court merging-market customers, including people of color, gays/lesbians and people with disabilities.
- Involvement in emerging-market communities, from supplier-diversity initiatives to philanthropic endeavors, sends a strong signal of support to potential customers and employees within these communities.
- Recruiting, retaining, and promoting diverse employees is critical to a corporation's success in this evolving marketplace. These efforts must be carefully planned, nurtured, and measured to ensure success.
- Corporate diversity initiatives must have total buy-in from top management, particularly from the CEO. Without support from the top, integration of diversity, inclusion and engagement strategies into corporate business plans and a company's culture are doomed to fail.
- Corporations must now pay closer attention to the details of quality of life in the communities in which they are embedded as a basis for developing a renewal resource for highly talented associates, suppliers, and distribution partners.

Taking A Closer Look At the Demographics

According to the editors at Diversity, Inc. (a leading industry publication), “the changing demographics in the United States indicate a definite trend towards the “browning of America.” Whereas in 1980, only 20% of the population in the U.S. was non-white, in 2000 that percentage had increased to 25%. By 2010, 33% of the population will be non-white, and by 2040 half of the population will be made up of groups now considered “minorities.” They say that “the workforce of the present and future is populated by increasing numbers people of color; even more so than we’re traditionally educated to expect and embrace.”

People of color as a segment of the population are comparatively younger than the white population. Whereas whites outnumber non-whites 5 to 1 in the 70 plus age group, the ratio is only 2 to 1 for the under 40 population. More important for our shared economic future, the ratio of white people and people of color age ten or younger is only 1.5 to 1. This means that as today’s children enter the workforce, they will do so with a dramatically more diverse and integrated cohort.

Fig. 1



Adapted from: The Business Case for Diversity by Diversity Inc., 2002

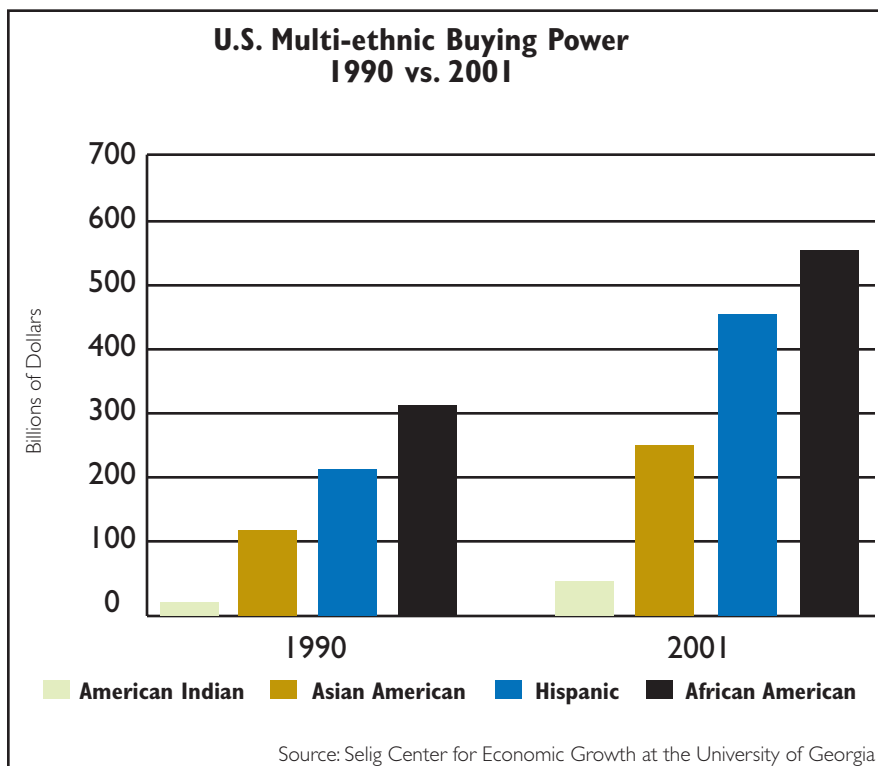
People of color as a segment of the population are comparatively younger than the white population. Whereas whites outnumber non-whites 5 to 1 in the 70 plus age group, the ratio is only 2 to 1 for the under 40 population. More important for our shared economic future, the ratio of white people and people of color age ten or younger is only 1.5 to 1. This means that as today’s children enter the workforce, they will do so with a dramatically more diverse and integrated cohort. U.S. business enterprise has entered into a transition stage toward a highly complex and diverse environment. In time, American businesses must learn the principles and skills for attracting, developing, and retaining a more diverse mix of talented employees. They must pay closer attention to supply-line stakeholders (suppliers, distributors, dealers) and customers. Inclusion strategies addressing these issues must be identified, internalized, and practiced by businesses and organizations throughout the U.S. Companies who fail to do this may find themselves at a strategic disadvantage in the markets for talent and customers.

Follow The Money: New Customers from Emerging Domestic Markets

Emerging markets for new customers, suppliers, and talent drive the requirement for new competencies in dealing with the issues of diversity and inclusion. This is not only an issue for global multi-national companies but also for companies seeking to further develop their opportunities in the U.S. domestic market. The data virtually speaks for itself. According to research done by the Selig Center for Economic Growth at the University of Georgia, the buying power of people of color has grown dramatically over the past decade. The combined buying power of people of color in the U.S. grew from a base of nearly \$600,000 billion in 1990 to approximately \$1.4 trillion in 2001. The trend established here is indicative of the potential growth in buying power over the next ten years.

The data virtually speaks for itself. According to research done by the Selig Center for Economic Growth at the University of Georgia, the buying power of people of color has grown dramatically over the past decade.

Fig. 2



Adapted from: The Business Case for Diversity by Diversity Inc., 2002

Emerging Market: The Gay Lesbian Bisexual Transgender (GLBT) Community

Despite increasing anecdotal evidence that the number of gay, lesbian and bisexual people in the United States is on the rise, there continues to be a dearth of hard data to accurately describe the group. While there are a number of credible researchers on this emerging market, the data exhaust from their work is not yet complete. Some of the research suggests that the great majority of the gay, lesbian, bisexual and transgender (GLBT) community is wealthier and better educated than most Americans. Perhaps the most compelling research available at this time is the work of Planet Out Partners. Their work shows gay Americans with a collective buying power of \$450 million. Their work also indicates that GLBT survey respondents commanded significant buying in comparison to other demographic groups.

As reported in Fast Company (August 1998), the yearlong study conducted by a team from McKinsey & Company—a study involving 77 companies and almost 6,000 managers and executives—the most important corporate resource over the next 20 years will be talent: smart, sophisticated business people who are technologically literate, globally astute, and operationally agile.

Fig. 3

MARKET	POPULATION	BUYING POWER	BUYING POWER PER CAPITA
African American	30 Million	\$535 Billion	\$17.8K
Gay American	16.5 Million	\$450 Billion	\$27.3K
Hispanic American	31 Million	\$383 Billion	\$12.4K
Asian American	11 Million	\$229 Billion	\$12.0K

Source: Planet Out Partners, Inc. (2003)

At the other end of the spectrum of credible research is Lee Badgett’s (1998, "Income Inflation: The Myth of Affluence Among Gay, Lesbian and Bisexual Americans."). His work indicates that gay and lesbian Americans generally earn less than their heterosexual counterparts.

The primary challenge for GLBT researchers and marketers alike is the requirement that survey respondents must self-identify as gay, lesbian, bisexual or transgender. Making their work more difficult is the continuing discrimination people with different sexual orientations experience in this country. Additionally, gays and lesbians have the ability to deny or to hide their sexual orientation. Therefore, there is no quick answer to the questions of number, location, wealth, buying power, and education of this sometimes invisible demographic.

Emerging Markets: People With Disabilities

It may come as a surprise to many of us that this increasingly powerful group maintains an aggregate income that now exceeds \$1 trillion and boasts \$220 billion in discretionary spending power. Marketing programs aimed at people with disabilities can reach as many as four out of every 10 consumers. As the largest of all U.S.-based minority groups, this group is comprised of people of all ethnic backgrounds, cultures and ages.

According to the U.S. Census Bureau, between 1990 and 2000, the number of Americans with disabilities increased 25 percent. Of the nearly 70 million families in the United States, more than 20 million families have at least one member with a disability. These facts constitute a compelling argument to encourage forward thinking companies to reach out to these consumers.

Woman: Impacting All Markets

In a joint study conducted by Catalyst and the National Foundation for Women Business Owners (1998), researchers observed an accelerating trend of women establishing their own businesses. A key feature of their findings brought attention to a trend indicating that women who first gain management experience in mid- to large-sized companies often choose to leave corporate America to start their own firms.

What they found was that in recent years, women-owned businesses have grown dramatically both in number and in economic strength; many women who have worked in corporations are drawn to business ownership because it gives them greater control over their time, productivity, and advancement. According to this research, women cite four major reasons for leaving the private sector: lack of flexibility (51 percent); glass ceiling (29 percent); unhappiness with work environment (28 percent), and feeling

unchallenged in their jobs (22 percent). Only 5 percent report being downsized, and only 3 percent say they were victims of sexual harassment. Gaining insight into this trend is a requirement for corporate leaders who are struggling to retain their most talented women.

The “War For Talent” in the 21st Century

According to a year long study done by McKinsey & Company, a leading business consulting firm in the U.S., the most important corporate asset will not be its technology, or its plant infrastructure. It will be the talented people, so-called human capital, which will become the most valued corporate resource. It will also be the resource in shortest supply.

As reported in Fast Company (August 1998), the yearlong study conducted by a team from McKinsey & Company—a study involving 77 companies and almost 6,000 managers and executives—the most important corporate resource over the next 20 years will be talent: smart, sophisticated business people who are technologically literate, globally astute, and operationally agile. And even as the demand for talent increases, the supply of it will decrease. The McKinsey team is blunt about what will result from these trends: its report is titled “The War for Talent.” The search for the best and the brightest will become a constant, costly battle—a fight with no final victory. Not only will companies have to devise more imaginative hiring practices; they will also have to work harder to keep their best people.

There is a lot to be learned by studying the talent management practices of highly successful organizations. This is especially true when considering high performing organizations faced with an increasing diverse talent pool. As it turns out, in market economies, talented workers from diverse backgrounds have similar baseline needs that must be met by winning companies. Studies conducted by the Gallup organization indicate that there are clear satisfiers and dissatisfiers for employees across industries and demographic distinctions.

The satisfiers include:

- Getting to do what I do best
- Caring managers and supervisors
- Positive co-worker relationships
- Adequate resources to do my job
- Trust and treatment by upper management
- Opportunities to learn and grow
- Clear expectations about the work requirements
- Competitive compensation, reward, and recognition

The dissatisfiers include:

- Prejudice and discrimination for arbitrary reasons
- Poor career development opportunity
- Poor work environment or climate
- Low organizational savvy on the people issues
- Pressure to conform or assimilate

Organizations that are successful in leveraging the diversity of their people are better able to adapt to changes in the external environment.

Business leaders, individual contributors and HR partners can work together to develop the appropriate education and developmental interventions that will be required to overcome the obstacles identified in the assessment data

Engagement Creates Better Performance

Companies that promote a culture that produces these satisfiers and eliminates the dissatisfiers produce better results. The following table displays the positive differential between companies that are effective at creating inclusion and companies that are not.

- **Customer satisfaction** **+39%**
- **Productivity** **+22%**
- **Profitability** **+27%**
- **Lower turnover** **-22%**

Source: Cumulative Gallup Workplace Studies

Organizations that are successful in leveraging the diversity of their people are better able to adapt to changes in the external environment. They are more innovative in anticipating and responding to these changes. Work by Harvard researcher, John Kotter in the early nineties demonstrated that so called “adaptive cultures” dramatically outperformed “non-adaptive” cultures across a variety of indicators.

Success Indicators	Adaptive Culture	Non-Adaptive Culture
Increase in revenues	682%	166%
Expanded workforce (growth)	282%	36%
Increased stock price/market valuation	90%	74%
Improved net-incomes	756%	1%

So What’s A Company to Do?

- Organizations from all sectors of our economy will gain significant leverage on their commitments to performance by learning more about the impact of societal-level oppression on their policies, practices, and normative values. There are a wide range of assessment methodology (qualitative studies, quantitative surveys, as well as policy and practice audits) that can yield great insight into:
 - o Organizational culture and work environments and their relative impact on how people perform
 - o Leadership and its impact on organizational effectiveness and the quality of work-life experienced by employees
 - o Societal oppression and bias that undermines well-intended policies, practices, and human performance
- With good assessment data in hand, forward-thinking organizations can engage leaders and individual contributors throughout the organization to develop strategies and action plans to alleviate the stressors and dissatisfiers that reduce people’s ability to bring their full selves to the job and contribute their best work.
- Business leaders, individual contributors and HR partners can work together to develop the appropriate education and developmental interventions that will be required to overcome the obstacles identified in the assessment data.

- Since business leaders are responsible and accountable for bottom-line business results, their individual and collective successes in dealing with the issues affecting employee performance is a key measure of leader effectiveness. Relative success or failure in this area should be appropriately reflected in how leaders are compensated.
- Making progress toward the goals identified by the assessments need to be monitored with both process and outcome measures.

Suggested Reading and Other Resources

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Project Watch

TRIVERS

Large-Scale Universal Design Is Tested in St. Louis

Colleen Starkloff, cofounder with her husband, Max, of the Starkloff Disability Institute and Paraquad, Inc., had a vision. With the closure of the Boulevard Apartments, one of St. Louis's only fully accessible residential apartment buildings, the region's most vocal advocate for the disabled teamed up with Senator Kit Bond (R-Missouri) to obtain a HUD Neighborhood Initiative Grant to create a national model for fully accessible housing based on the principles of something called "universal design." To bring this vision to reality, Colleen enlisted the help of St. Louis-based developer McCormack Baron Salazar, Inc.

Located in St. Louis's Central West End within easy access to restaurants, shops, and cultural amenities, 6 North is an 80-unit mixed-income rental apartment community where all units were built with universal design principles in mind. "Universal design" is defined as the design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design. Completed in December, the unit mix includes 50 one-bedroom units including three street-level retail live/work units, and 30 two-bedroom, two-bathroom units. Thirty-five units will be set aside for low-income residents. As of April, 50 of the units were occupied and applications for an additional 13 units had been received.

According to the Center for Universal Design at North Carolina State University, 6 North is the first large-scale rental apartment in the country to embody the principles of universal design. With universal design, the intent is to make the built environment accessible for everyone, including children, the elderly, the physically disabled, and the able bodied, without the results being so specialized as to render the units unmarketable to the population at large. In fact, some believe the increased accessibility will be highly marketable to the upscale market targeted.



A. O'BRIEN

The building has several unique features that provide accessibility for everyone, such as the elimination of steps (except for code-mandated safety egress), 36-inch-wide standard doors, and visual and voice-secured entry systems. The universal design features provided in all of the units include niches to hold packages outside every unit, levered handles on every door, large windows with crank-out awnings, open living room/kitchen floor plans with added space in the bathrooms, pull-out shelving, variable-height counter space, side-by-side refrigerators, raised front-loading washers and dryers, adjustable-height closet shelving and rods, optional handheld shower heads with antiscald controls in the flush, and roll-in showers with easy-access faucet controls. These features are integrated into the design of the building's exterior, interior, and units.

St. Louis-based Trivers Associates designed the industrial/loft, three-story elevator building with an all-masonry exterior to match the surrounding neighborhood's style and scale. Building amenities include a street-level fitness center and community room. All street-level

units, including the live/work spaces, have private walk-out terraces. Eighty-seven secured-access, off-street parking spaces are provided behind the structure. In addition, Six North Coffee Company opened in January in the streetfront corner space at Laclede and Sarah.

Rents for one-bedroom units range from \$475 to \$850, depending on income restrictions. Live/work unit rents go from \$1,100 to \$1,600. The two-bedroom unit rents are between \$620 and \$1,100.



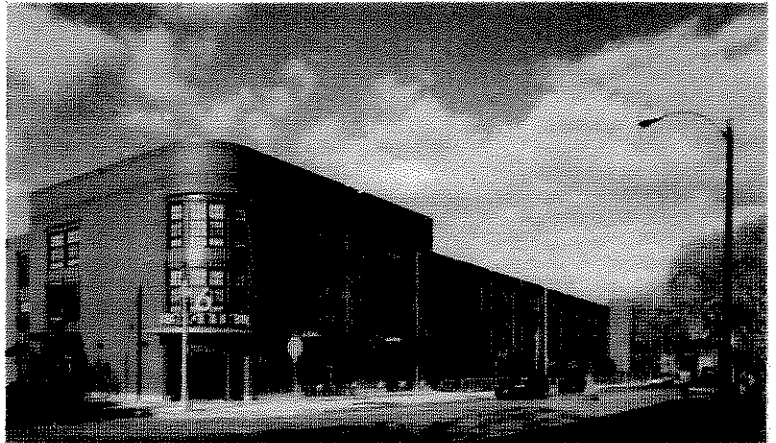
A. O'BRIEN

The project is being financed with a conventional first mortgage and equity provided by U.S. Bancorp (CDC) and with additional funds provided by the Missouri Housing Development Commission (MHDC), the U.S. Department of Housing and Urban Development, and the Affordable Housing Commission of the city of St. Louis.—**Jack Hambene**

Jack Hambene is a senior vice president with the St. Louis office of McCormack Baron Salazar.

6 North Apartments St. Louis, Missouri

TRIVERS



Owner:
McCormack Baron Salazar, Inc.

Contact Name:
Mr. Richard Baron
(314) 335-2830

Size of Project:
85,752 gross square feet

Completion Date:
2005

6 North is the region's first large-scale, multi-family rental development to feature Universal Design in all units. Universal Design sets guidelines for building new residences that can be used by all without the need for adaptation or specialized design. Located in St. Louis's Central West End, the development includes 80 one and two-bedroom rental units. The first floor apartments on Sarah Street are designed as work/live units for commercial/residential use.

Situated between St. Louis University and Washington University Medical Campus, the development is within walking distance of restaurants, shopping, and the City's major cultural and recreational opportunities in Forest Park. Amenities include barrier-free entries with elevator access, on-site gated parking, open floor plans with adjustable-height countertop kitchen islands, contemporary appliances and cabinet work, hardwood floors, and 9- to 11-foot ceilings.

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The New York Times

Real Estate

SUNDAY, JANUARY 7, 2007

NATIONAL PERSPECTIVES

Design for Everyone, Disabled or Not

By LISA CHAMBERLAIN

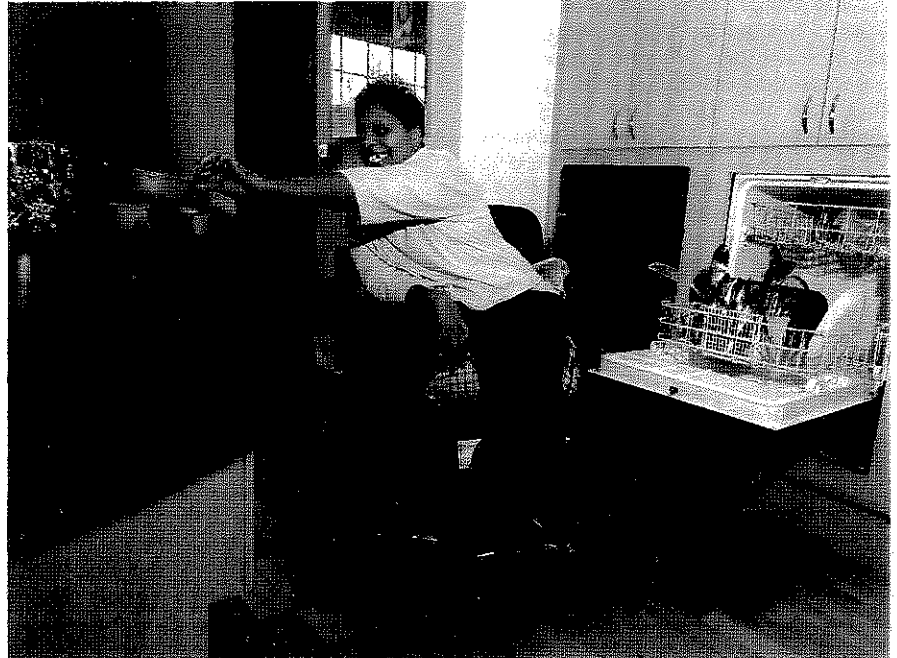
ST. LOUIS
SHARON M. BROWN cried tears of joy the first time she took a shower without assistance in her new apartment. She had not been able to do anything more by herself than take sponge baths since she was hit by a drunken driver six years ago, further complicating the multiple sclerosis that had been diagnosed years earlier. For someone who had once hiked 100 miles of the Appalachian Trail, she never thought taking a shower would be such a milestone.

Ms. Brown's apartment building — which has bathrooms that are accessible to people in wheelchairs, including roll-in showers — is a milestone itself. The building, 6 North, opened in March 2005, and it was the first large-scale residential building in the country where all the units were built using what are called universal design principles.

While building codes set a minimum standard regarding accessibility, universal design is a relatively new concept that seeks to go beyond those codes to make the built environment usable by all people without the need for adaptation. This might include kitchen islands with adjustable-height countertops, front-loading washers and dryers, roll-in showers, and no-step entrances, eliminating the need for ramps.

But the important point, according to universal design advocates, is that it looks and feels like a normal apartment building. Rather than relying on designs that can segregate people according to their disability (impaired vision versus low mobility, for example), the intent of universal design is to create products and environments usable by as many people as possible, including people with no disabilities at all.

According to the Center for Universal Design at North Carolina State University, universal design is increasingly available, but few if any other large-scale buildings have used the concept throughout an entire building. The term "universal design" was coined in 1989 by the architect Ron Mace, who developed a set of seven principles, like "low physical effort" and



Tim Parker for The New York Times

BETTER ACCESS

Subtle design features like a raised dishwasher and oven are making it easier for people like Jacqueline Benoit, who uses a wheelchair.

"simple and intuitive use." Mr. Mace founded the center, in Raleigh, before he died in 1998 to further develop and integrate the principles into everyday life.

Colleen Starkloff and her husband, Max, who was paralyzed in a diving accident as a young man, wanted to build a national model of universal design. Through Paraquad, a nonprofit organization they formed in 1970, they had been searching for a developer who would undertake a universal design project. It was 2003 when Richard D. Baron, the chairman and chief executive of McCormack Baron Salazar, a nationally known builder of mixed-income urban developments, contacted them with what he thought might be a potential site for the project.

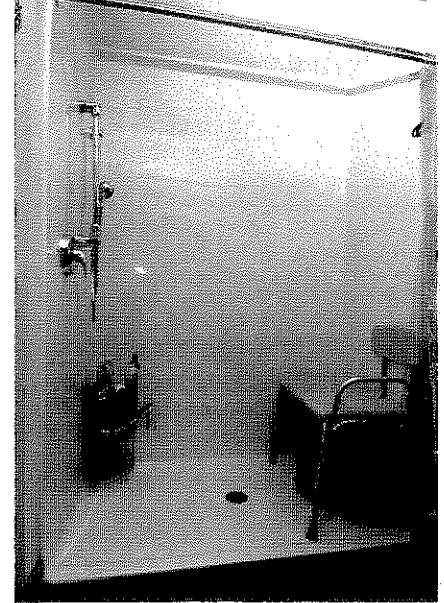
"He called me and said: 'I think I have a good site. How many units do you want to be universal design?' I said: 'Richard, I want all of them to be universal design. That's the point: universal.' And he kind

of hesitated and said, 'O.K., we'll make it work.'"

Mr. Baron hired Andrew Trivers, founding architect of Trivers Associates, to create a mixed-use environment for nondisabled people as well as people with a wide range of disabilities.

The building is mixed-income as well; some renters pay market rates and others receive subsidies (one- and two-bedroom market-rate units range from \$750 to \$1,150 a month, while the cost of subsidized units depends on personal savings and Social Security income). In addition, there is a corner coffee bar, as well as ground-floor units that can either be retail spaces or private residences.

The building, in a St. Louis neighborhood called the Central West End, is 95 percent leased, with only 20 units occupied by people with disabilities, which is fine by Ms. Starkloff. "The whole point is integration," she said.



Photographs by Tim Parker for The New York Times

For Jacqueline Benoit, integration meant more than living next door to people without disabilities, but being able to live with and take care of her son Johnathan again. Ms. Benoit was on her way to work four years ago when a driver struck her car. After six months of intensive care, she was able to breathe on her own again. But the accident left her partially paralyzed, and she was sent to nursing homes for three years while her son stayed with relatives.

Ms. Benoit and Johnathan, now 7, moved into a two-bedroom, two-bath apartment in 2005, which includes subtle design features like door handles instead of knobs for easier grasping, a dishwasher and oven that are set into the wall and raised about 18 inches off the ground (a usable height for people standing and sitting), and a stove with control knobs in front of the unit rather than toward the back.

The design features make life more manageable for Ms. Benoit, but the building also offers something for Johnathan. "He loves the weight room," Ms. Benoit said. "We go together and I work on my arm. I'm happy to be alive and be able to take care of my son."

Before designing 6 North, Mr. Trivers had never used universal design principles, but now he is a convert. "This is the future," he said. "People are living longer and because of health care technology, they aren't dying from accidents and disabilities the way they used to. So the question is, how do you design so it doesn't look like it is for or is only usable by someone with a specialized need?"

Richard C. Duncan, the senior project manager for the Center for Universal Design, said: "Most people think U.D. is a term that is synonym with accessible design. But it has this other element that is

A project in St. Louis creates environments usable by everyone.

different: a social equity component. That is an invisible part of the product.

"So, for example, a ramp is very difficult to integrate into the design of a building," he continued. "We advocate for entrances that are step free, that everyone can use, whether you have a problem with stairs or you're just carrying packages."

Mr. Duncan toured 6 North when it opened with other disability advocates and developers, and said the building was serving as a model. "And that is progress because what we don't want are one-off projects, but full integration," he said.

Most "handicapped accessible" buildings, he also pointed out, have two different apartment designs: "normal" units and accessible units for people with disabilities. "And neither are in fact very user friendly," he said. "The point of universal design is integration of design principles into all aspects of the built environment so as not to be obvious for one or another."

For instance, at 6 North, what looks like interior decoration is actually intentionally contrasting colors to allow people with limited vision to navigate the space. In the hallways, carpeting in front of apartment entrances is darker to signal the door's location. Next to each entryway is a small shelf, which looks like a nice design detail but is also a handy spot for people to put down mail or packages while they open the

INDEPENDENCE

Jacquelyn Kish, middle, was able to resume many of her normal activities after moving into 6 North in St. Louis, left, which was the first large-scale residential building in the country where all the units were built using universal design principles. The building's bathrooms include roll-in showers that are accessible to wheelchairs.

door. This is, of course, equally convenient for a parent carrying a baby or people with partial paralysis.

Jacquelyn Kish is one such person with partial paralysis, the result of a brain aneurysm and stroke she suffered 18 months ago. She moved into 6 North recently in order to resume rescuing injured or abandoned animals, which she was forced to give up when she was in a nursing home and lost her house as a result.

"I was told I shouldn't leave the nursing home until I could walk," Ms. Kish said while petting one of her rescued cats. "But I was determined to live on my own again. I can do that here."

As for Ms. Brown, living independently is more important than having hiked on the Appalachian Trail. "Being able to take care of yourself — you don't appreciate that until you're told you can no longer do it," she said.

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