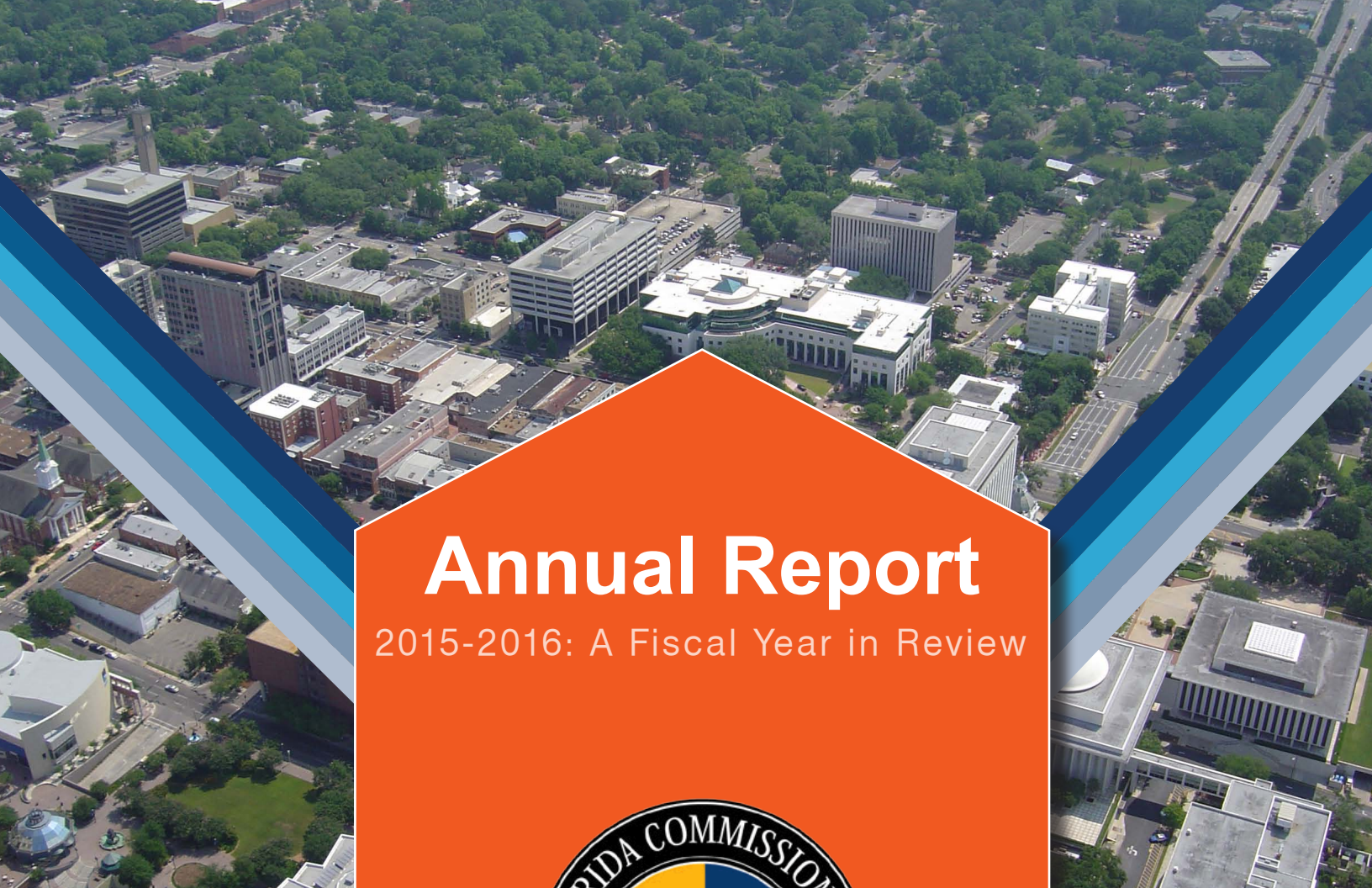




Annual Report

2015-2016: A Fiscal Year in Review



Florida Commission on
Human Relations



Our Mission

The Florida Commission on Human Relations prevents unlawful discrimination by ensuring that all people have access to equal opportunities in employment, housing and public accommodations.



Our Vision

The Florida Commission on Human Relations will eliminate discrimination in the state.



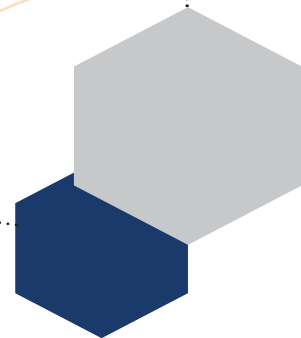
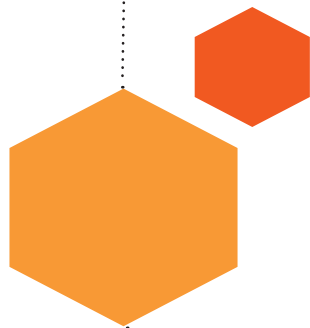
Core Values

- Integrity
- Accountability
- Motivation
- Fairness
- Communication
- Honesty
- Respect



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*United in One Goal:
Equal Opportunity and Mutual Respect*

Message from our Leadership

FAIR TREATMENT, EQUAL ACCESS AND MUTUAL RESPECT ARE THE BENCHMARKS OF THE COMMISSION'S COMMITMENT TO THE PEOPLE OF FLORIDA.

The Florida Commission on Human Relations continues to serve the citizens of the Sunshine State by maintaining a commitment to its mission to prevent discrimination in employment, housing and certain public accommodations.

The Commission works hard to ensure that persons in Florida have access to the many services and facilities that should be available to and enjoyed by all. We believe that everyone should be treated fairly and equally without regard to sex, pregnancy, color, race, national origin, religion, age, disability or familial or marital status.

Under the fervent leadership of our appointed Commissioners, we continue to maintain an exceptional track record of success and accountability. For several years now, we have maximized our efforts -- doing more with less -- to meet the constantly-changing needs of our fair state.

With a steadfast commitment to hard work, our dynamic and innovative staff ensures that the Commission remains Florida's leading resource in human rights and a leader for our ever increasingly diverse state. Fair treatment, equal access and mutual respect are the yardsticks from which we measure our commitment to the people of Florida. We will continue to help promote and maintain sustainable, inclusive and peaceful communities across the entire state.

We want to extend our thanks to the Florida Commission on Human Relations team for their continued hard work, diligence and enthusiasm toward serving all Floridians. Without them and their efforts, the endeavors highlighted in this document could not have been achieved.

Rebecca Steele
Chair

Michelle Wilson
Executive Director



Role of the Commission



The Florida Commission on Human Relations (FCHR) continues to evolve into an invaluable resource – not just for aggrieved individuals, but also for Florida’s business community and state government itself. It has investigated more than 76,000 cases since it was statutorily established in 1969 to address discrimination.

Overseen by 12 Commissioners appointed by the Governor and confirmed by the Florida Senate, FCHR conducts its business primarily under the authority of three Florida laws:

- Florida Civil Rights Act (Part I, Chapter 760 and section 509.092, Florida Statutes) for allegations of discrimination in employment and public accommodations
- Florida Fair Housing Act (Part II, Chapter 760, Florida Statutes) for allegations of discrimination in housing
- Florida Whistle-blower’s Act (Section 112.31895, Florida Statutes) for allegations of retaliation against state agency whistle-blowers

The Commission is the state’s leading anti-discrimination agency. Work-sharing agreements between FCHR and two federal partners – the U.S. Equal Employment Opportunity Commission and the U.S. Department of Housing and Urban Development – help ensure that complaints are properly investigated without duplication, whether they are initially filed with the Commission or one of these federal agencies.

The Commission’s activities are all directed toward a simple goal: Eliminating conflict. Conflict can arise in numerous ways – a woman believes her employer has sexually harassed her . . . a renter believes he has been denied housing because of his race or age or religion . . . a state government employee believes she has been fired simply because she complained of wrongdoing by a co-worker.

These and other types of allegations may fall under the jurisdiction of FCHR. When a complaint is properly filed, the Commission offers mediation to the parties -- a process that often produces a mutually agreeable resolution in much less time than that required by an investigation. If mediation proves unsuccessful, the Commission investigates the

complaint and, upon completion, issues its finding of either “reasonable cause” or “no reasonable cause.” After either determination, the complainant may choose to pursue the matter with the Division of Administrative Hearings as an entirely new proceeding – with “reasonable cause” determinations also carrying the option of filing a case in civil court.

Whatever the final outcome of the case, the Commission provides an important service to all parties involved:

- For the person who feels so wronged that he or she chooses to file a complaint, FCHR provides a neutral forum for that complaint to be investigated and the person’s rights to be protected.
- For the business accused of a discriminatory act, FCHR represents a chance to resolve the matter quickly by providing an impartial and timely investigation that avoids potentially costly litigation.
- For the Florida taxpayer, by providing an impartial and timely investigation, FCHR helps limit caseloads on crowded court dockets and even helps state agencies avoid costly litigation resulting from state employee discrimination claims.

*“The Commission’s activities are all directed toward a simple goal: **Eliminating conflict.**”*



FY 2015-2016

Performance Highlights



Incoming and Outgoing Case Statistics

- Cases received/resolved:
1,432 (received)
1,286 (resolved)



Legislative Long-Range Program Plan (LRPP) Measures

- Percent of cases resolved within statutory timeframes: 54% (overall) (Goal: 75%)
- Number of inquiries/ investigations: 13,424 (Goal: 10,000)
- Percent of determinations upheld by DOAH: 84.3% (Goal: 80%)

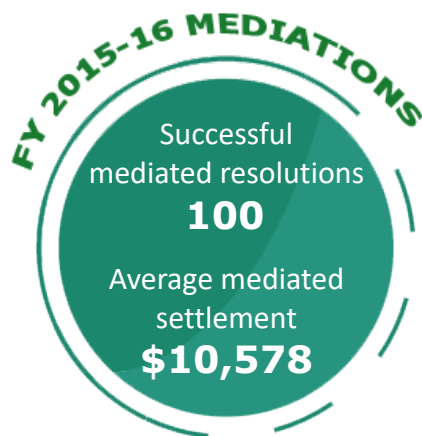
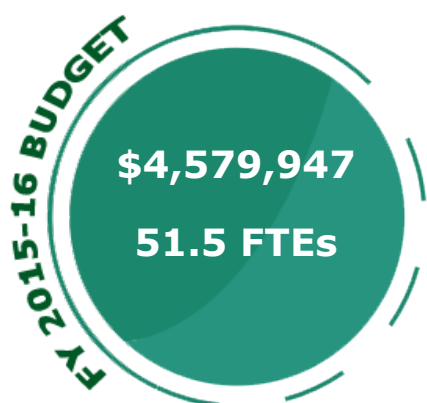
2016 Return on *Investment* (ROI)

COST AVOIDANCE FOR FLORIDA STAKEHOLDERS

The Florida Commission on Human Relations offers mediation services to resolve discrimination complaints. This important role assures Florida citizens and visitors that their rights are protected, while fostering a favorable climate for job creators, businesses and state agencies by preventing costly lawsuits. During the past fiscal year, the Commission has helped

Florida stakeholders avoid over \$15 million in avoided litigation expenses. For FY 2015-16, the Return On Investment (ROI) was 238% - which means that for every \$1 the state provides in FCHR's annual budget, the **Commission has returned an additional \$2.38 to the state through its successful mediations alone!**

ROI / COST AVOIDANCE CALCULATION

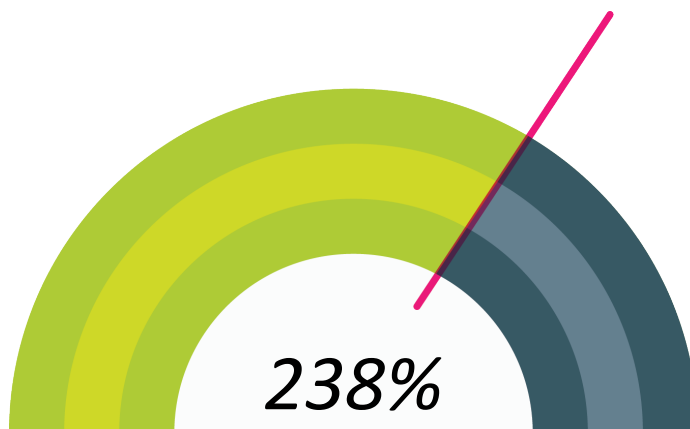


FY 2015-16 COST AVOIDANCE ESTIMATE

Average court-awarded damages*	\$165,144
Average FCHR mediation settlement	<u>- \$10,578</u>
Average avoided cost per mediation	\$154,566
Number of mediated resolutions	<u>x 100</u>
TOTAL COST AVOIDED	\$15,456,600

Note: Does not include potential litigation costs avoided as a result of FCHR's timely closure of 336 "no cause" cases during the past fiscal year

**EEOC's FY 2014 Performance and Accountability Report; average total monetary recovery of discrimination lawsuits; does not include attorney fees or court costs.*

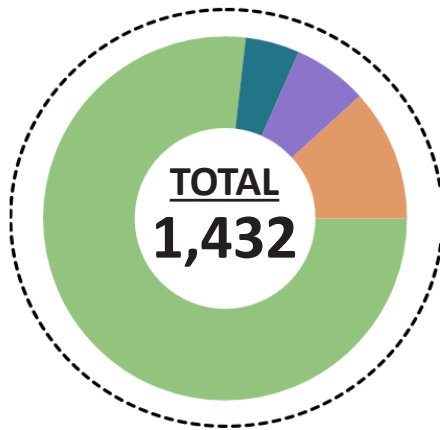


ROI is represented as a ratio of the benefits of a governmental program divided by its total cost (generally the program's annual budget). The formula for public sector **ROI is:** $ROI = (\text{net benefits} / \text{total cost})$. In order to derive net benefits, FCHR subtracted its annual budget from the annual cost avoidance (see orange box above). This difference (\$10,876,653) is then divided by FCHR's annual budget to get the ROI. $(ROI = \$15,456,600 - \$4,579,947 / \$4,579,947 = 2.38 \text{ or } 238\%)$

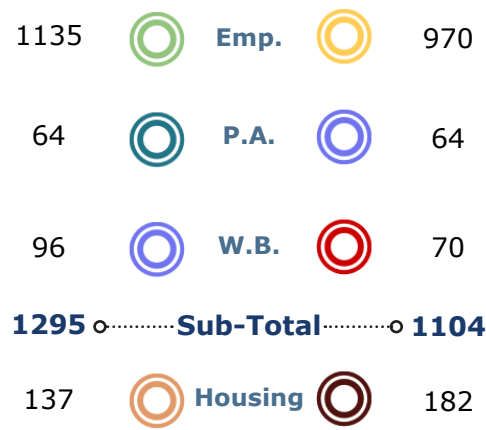
FY 2015-16 - By the Numbers



Incoming Cases



Cases Resolved



Average Length of Investigation (days)

200



172



206



200



92



148

TOTAL

45%

64%

21%

43%

73%

71%

Average Percent of Cases Resolved Within Statutory Compliance

180 days - Employment / Public Accommodations
100 days - Housing
90 days - Whistle-blower

Employment Cases* by Resolution Type FY 2015-16

Employment Cases by Resolution Type	
No Cause Finding Issued	737
Cause Finding	73
Administrative Closures	294
Total	1,104

**Includes employment, public accommodation and whistle-blower cases*

Housing Cases by Resolution Type FY 2015-16

Housing Cases by Resolution Type	
No Cause Finding Issued	106
Cause Finding	1
Administrative Closures	75
Total	182

Cases Received by Type of Bases FY 2015-16

Age	318
Color	91
Disability	441
Fam. / Mar	29
Nat. Origin	149
Race	413
Religion	62
Retaliation	627
Sex	371
Total Basis	2,501

Total Number of Inquiries and Investigations - FY 2015-16 (Long-Range Performance Plan [LRPP] Measure)

	Employment*	Housing	
Completed Investigations	1,104	182	1,286
Intake Closures + Referrals	223	42	265
Technical Assistance (CMS) + Deferrals	5,718	6,155	11,873
Total Inquiries + Investigations			13,424

**Includes employment, public accommodation and whistle-blower*

FY 2015-2016

By the Numbers

CONTINUED...

Top 10 Counties for Employment, Public Accommodations (PA), Whistle-blower (WB) & Housing

FY 2014-15 & 2015-16 Comparisons

Top 10 Emp./PA/WB Counties FY 2015-16	
County	# Cases
Leon	307
Orange	208
Duval	163
Escambia	150
Palm Beach	134
Miami-Dade	112
Bay	99
Highlands	87
Broward	83
Volusia	77

Top 10 Housing Counties FY 2015-16	
County	# Cases
Miami-Dade	35
Orange	15
Hillsborough (tie)	11
Leon (tie)	11
Volusia	9
Seminole	8
Broward (tie)	8
Collier (tie)	8
Martin (tie)	5
Osceola (tie)	5

Top 10 Emp./PA/WB Counties FY 2014-15	
County	# Cases
Leon	258
Orange	242
Duval	149
Escambia	113
Palm Beach	105
Miami-Dade	101
Hillsborough	91
Bay	81
Broward	76
Pinellas	70

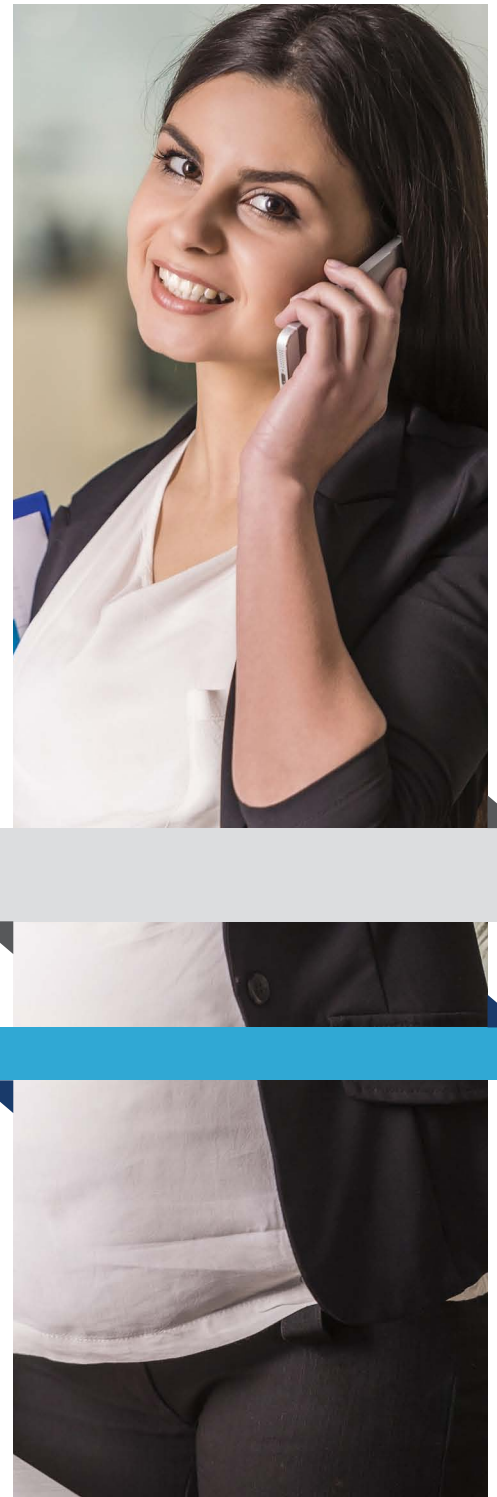
Top 10 Housing Counties FY 2014-15	
County	# Cases
Miami-Dade	47
Hillsborough	24
Orange	17
Broward	13
Collier	11
Sarasota	9
Seminole	8
Leon	7
Polk	7
Lee	6

Housing Cases Resolved by Basis Type FY 2015-16

Disability	124
Race	42
Familial Status	13
National Origin	14
Sex	13
Retaliation	9
Color	3
Religion	4
Total Bases:	222

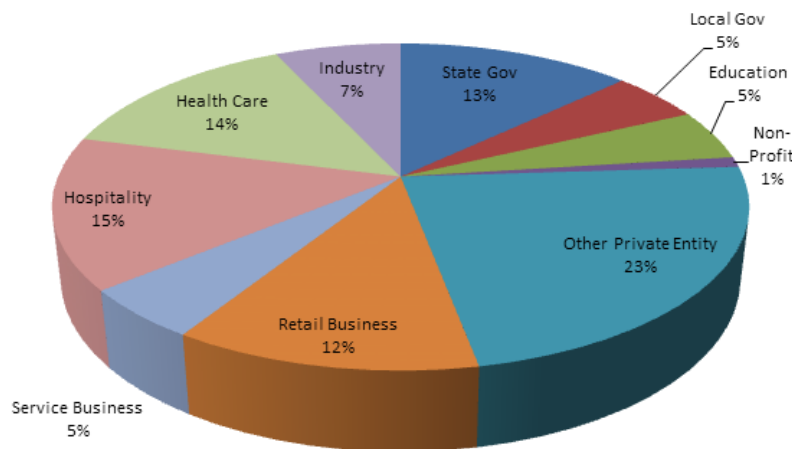
Employment, Public Accommodations and Whistle-blower Cases Resolved by Basis Type FY 2015-16

Retaliation	560
Disability	359
Race	362
Sex	358
Age	280
National Origin	131
Color	66
Religion	55
Marital Status	20
Total Bases:	2,191

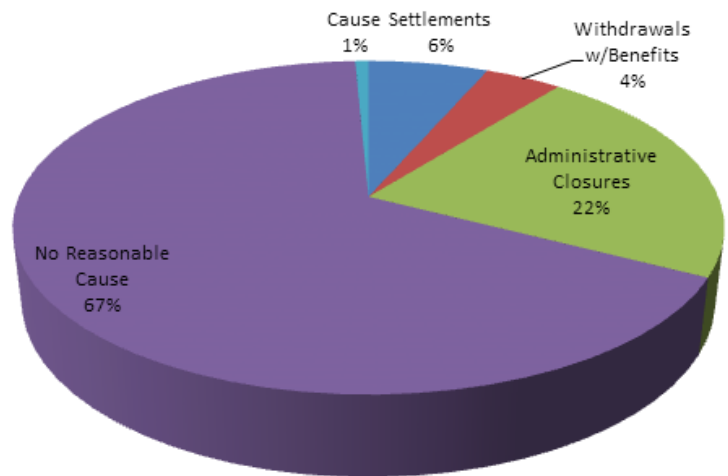


"Fair treatment, equal access and mutual respect are the benchmarks of the Commission's commitment to the people of Florida"

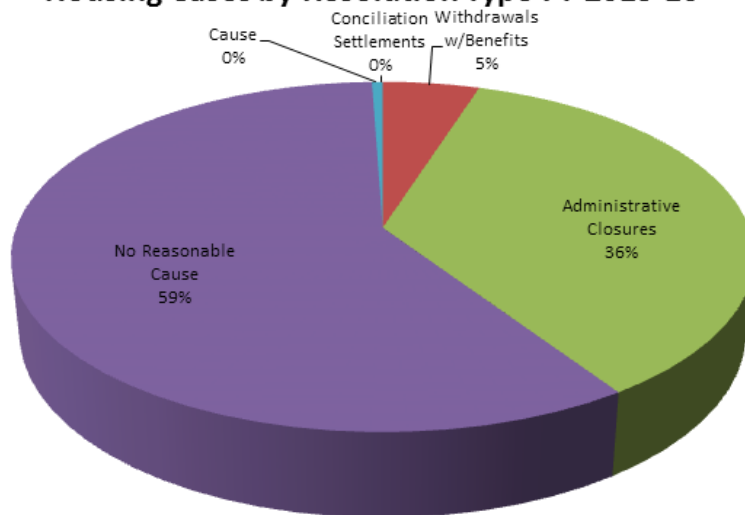
Industry Type by Distribution FY 2015-16



Employment, P.A. & W.B. Closures by Resolution Type FY 2015-16



Housing Cases by Resolution Type FY 2015-16



Sampling of Commission Cases



HOUSING - DISABILITY

Complainant disclosed her emotional and physical disabilities to Respondent and requested to have her son reside with her as a caregiver in the community that was designated as housing for older persons. Respondent issued an eviction notice, denying her request, despite Complainant's need for a caregiver. **RESULT:** Commission found that there was reasonable cause to believe that discrimination had occurred.



PUBLIC ACCOMMODATION - RACE AND COLOR

Complainant dined at a restaurant. At the conclusion of her meal, she received a receipt with racially derogatory epithets printed on it. **RESULT:** Commission found that there was reasonable cause to believe that discrimination had occurred.



PUBLIC ACCOMMODATION - SEX

Respondent took a gym membership photograph of Complainant that was squarely centered upon her breasts and did not show enough of her face to allow for ready identification. This photograph was displayed in Respondent's computer, and came onto the screen each time she checked in to the facility. Despite Complainant checking into the facility at least 30 times, none of Respondent's staff informed her about it nor did they remove or update the photograph until Complainant discovered it and complained about it. **RESULT:** Commission found that there was reasonable cause to believe that discrimination had occurred.

Sampling of Commission Cases

CONTINUED...



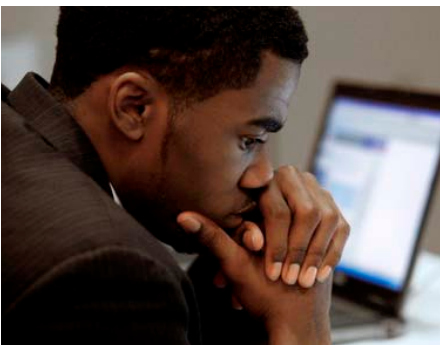
EMPLOYMENT - AGE

Complainant, 66 years of age, worked as a sales manager. Respondent asked Complainant if he planned to retire imminently. When the Complainant indicated that he did not plan to retire, Respondent terminated Complainant and replaced him with someone who was 35 years old. Respondent claimed Complainant was terminated for poor work performance, but none of the violations cited occurred near the time of termination. **RESULT:** Commission found that there was reasonable cause to believe that discrimination had occurred.



EMPLOYMENT - AGE, DISABILITY AND RETALIATION

Complainant, who is disabled, took medical leave from work. While Complainant was on leave, her supervisor sent an email to her coworkers asking about her performance deficiencies. Upon Complainant's return, Respondent assigned her more work responsibilities than was assigned to younger workers. Shortly thereafter, Respondent sent a letter of intent to terminate her based upon her coworkers' comments, and not about her work performance. **RESULT:** Commission found that there was reasonable cause to believe that discrimination had occurred.



WHISTLE-BLOWER - RETALIATION

Complainant initiated an investigation through Respondent's Office of Inspector General involving a co-worker making a violent threat, which had not been addressed. In response, less than three months after the Complainant initiated the investigation, Complainant's supervisor initiated an IG investigation against Complainant for alleged misconduct and suspended Complainant. **RESULT:** Commission found that a fact-finder could reasonably hold that Respondent retaliated against Complainant for engaging in protected conduct.

FCHR Reaches Out to Floridians

FCHR CONTINUES TO MAKE ITS PRESENCE FELT IN THE SUNSHINE STATE

The FCHR continues to make its presence known throughout the Sunshine State. Even without a Community Relations Services unit, FCHR staff has continued to maximize outreach and educational efforts by offering fair housing training, employment discrimination resources to businesses, sexual harassment training and presentations on the complaint process and the benefit the Commission provides to the state.

Here are just a few of the outreach efforts provided by FCHR staff in its effort to share our story and to tell others how we serve as the foremost resource on human relations for the state of Florida:

- EEOC 50th Anniversary Celebration (Tampa)
- Employment Action Seminar presentation (Tallahassee)
- Orange County Bar Association (OCBA) CLE Planning Seminar, Employment Discrimination and FCHR Mediation Services (Orlando)
- Community Associations Institute, Real Estate Professionals (Sarasota)
- Big Bend Society of Human Resource Management (BBSHRM) monthly meeting presentation (Tallahassee)
- Florida Government Bar Association (Tallahassee)
- The 18th Annual Family Café (Orlando)
- Intake Outreach at Southwood (Tallahassee)
- HR Florida 2016— Expo Booth and presentation (Orlando)
- 25th Anniversary of the ADA Celebration (Tallahassee)
- Workforce Innovation and Opportunity Act (WOIA) Task Force Meeting, Webinar (Tallahassee)
- Big Bend Society of Human Resource Managers (BBSHRM) 2015 Human Resources Conference, display table at Job Fair (Orlando)
- FAHRO Training
- NELA Conference, Strategies for Winning Employment Cases (St. Petersburg)
- Analysis of Impediments to Fair Housing Choice (discussion and dialogue with Florida Department of Economic Opportunity) (Tallahassee)



*FCHR staff cross the state to explain how the **Commission** serves as the foremost resource on **human relations** for the state of Florida.*

- Duval County Legislative Delegation Meeting (Jacksonville)
- Technical Assistance Training, Department of Education Office of Equal Educational Opportunity (Tallahassee)
- IAOHRA Conference (Birmingham, Alabama)
- Academy of Florida Management Attorneys (AFMA), Fall Conference (Tampa)
- Community Conversations on the Civil Rights Movement, Tampa Bay Black Heritage Festival in partnership with the Florida Holocaust Museum and the Hillsborough County Public Library Cooperative (Tampa)
- Tallahassee Forward: Communities Connecting Through Conversation (Tallahassee)
- “Creating Neighborhoods of Opportunity,” Conference on Fair Housing Discrimination and Affirmatively Furthering Fair Housing, sponsored by the Legal Aid Society of Palm Beach County Fair Housing Project (West Palm Beach)
- Palm Beach Legal Aid Fair Housing Project – Palm Beach (West Palm Beach)
- Farm Workers Association of Florida (Apopka)
- Gadsden County Government, First Time Homebuyers event (Quincy)
- CDBG Implementation Workshop, Fair Housing (Ocala)
- Fair Housing, Naples Area Board of Realtors (Naples)
- Martin Luther King, Jr. Dare to Dream Festival, sponsored by Dare to Dream Association and Tallahassee Downtown Improvement Authority (Tallahassee)
- Taking Disciplinary and Other Employment Actions, sponsored by the Department of Management Services (Tallahassee)
- Women Day at the Capitol, Commission on the Status of Women – Women’s Hall of Fame Reception (Tallahassee)
- FCHR Day at the Capitol (Tallahassee)
- Florida Commission on Human Relations General Information, Florida Government Bar Association luncheon (Tallahassee)
- EEO Training at the Department of Juvenile Justice (Tallahassee)
- Fair Housing Training (Naples)
- Employment Discrimination in Florida, Stetson University, College of Law (St. Petersburg)
- Practicing Before State Labor and Employment Agencies (Tallahassee)
- Annual Pro Bono Fair, Florida State University (Tallahassee)
- Sweet Life Realty Group (Port St. Lucie)
- Siegfried, Rivera, Hyman, Fair Housing and FCHR (West Palm Beach)
- Apalachee Elementary School, Fair Housing Month Readings (Tallahassee)





- Housing Opportunities Project for Excellence (HOPE), 23rd Annual Fair Housing Celebration, “Taking It to the Streets” (Miami)
- 2016 Comprehensive Housing Workshop (Tallahassee)
- Fair Housing Act for Local Associations and Property Managers (West Palm Beach)
- Fair Housing Summit, A Call to Advance Housing Rights and Opportunities (Orlando)
- 5th Annual (2016) Florida Civil Rights Hall of Fame Induction Ceremony, Florida Capitol Cabinet Meeting Room (Tallahassee)
- 2016 Society of Human Resource Managers Conference (Washington DC)
- The Longest Table, sponsored by City of Tallahassee and Leon County Government, conversations about racial, cultural, economic and other social barriers in community Café (Tallahassee)
- Intake/Customer Service Display and Information Table, Capital Circle Office Center (Tallahassee)

Partnership Efforts:

- City of Tallahassee (Mayor Gillum)
- Panhandle Area Educational Consortium (PAEC)
- EEO Training at the Department of Juvenile Justice (Tallahassee)
- Tallahassee Chamber of Commerce
- Farmworkers and Housing Providers (USDA)
- Institute of Food and Agricultural Services (University of Florida)
- Florida Department of Economic Opportunity
- Tallahassee Urban League
- National Employment Lawyers Association (NELA)
- Workforce Innovation and Opportunity Act (WIOA) Task Force
- Florida Commission on Access to Civil Justice

Florida Civil Rights Hall of Fame



FCRHOF, the gathering was a great success~

"These three individuals have made a great impact on the civil rights movement in the Sunshine State, and I am excited to distinguish them by their induction into the Florida Civil Rights Hall of Fame," said Florida Commission on Human Relations' Executive Director Michelle Wilson. "As someone who has personally and professionally benefited from the works of these pioneers, I join all Floridians in recognizing their contributions that improved our state and country for the better," concluded Wilson.

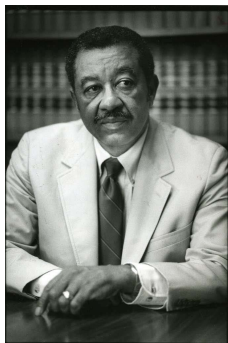
On May 11, 2016, Earl M. Johnson, Jesse McCrary, Jr. and Rutledge Henry Pearson were officially inducted into the Florida Civil Rights Hall of Fame for 2016.



Earl M. Johnson (1928-1988), formerly of Jacksonville, was the first African American to become a member of the Jacksonville Bar Association. Johnson also served as chair of the Florida Board of Bar Examiners and was instrumental during the Consolidation of Jacksonville through his service on the Local Government Study Commission as Secretary. Johnson was committed to fighting inequality and segregation throughout his life and distinguished himself by representing many civil rights activists, including Dr. Martin Luther King, Jr. and Ambassador Young. His cases helped to desegregate many public places in Florida, including schools, parks, water fountains, and hospitals. The Earl M. Johnson Memorial Park in Jacksonville was created and named in honor of his work for the civil rights movement.



Jesse McCrary, Jr. (1937-2007), formerly of Miami, was the first African American to serve as Secretary of State in the Florida Cabinet since Reconstruction, as well as the first African American Assistant Attorney General. As a student at Florida A & M University, McCrary was an organizer of sit-ins in Tallahassee against racial discrimination. After graduation, he served in the United States Army and received an honorable discharge as a First Lieutenant. McCrary went on to become the first African-American lawyer to argue before the United States Supreme Court on behalf of a southern state. He later became the first African American in the south to be appointed to the United States Circuit Court of Appeals. During his life, McCrary argued many landmark state and federal cases, including *Neil v. State*, which prohibited the dismissal of jurors solely on the basis of race. In 2002, the Florida Agricultural and Mechanical (FAMU) College of Law founded the Jesse McCrary, Jr. Chapter of National Black Law Students Association. In 2013, the Little River Post Office in Miami was dedicated and renamed in recognition for his work as a civil rights pioneer.



Rutledge Henry Pearson (1929-1967), a native of Jacksonville, was a civics and American history teacher, a civil rights leader and a human rights activist. He began his journey in the civil rights movement when Jacksonville park officials chose to close the baseball park rather than allow him, a baseball player, to integrate professional baseball. He inspired and motivated many citizens and his students to fight discrimination and racism. Mr. Pearson was the adviser to the Jacksonville Youth Council NAACP during Jacksonville's 1960 sit-ins and the infamous Ax Handle Saturday. In 1961, he was elected President of the Jacksonville Branch of the NAACP, and was later elected President of the Florida State Conference of the NAACP. He was also elected to the National Board of the NAACP. In sincere appreciation for his lifetime of work, an elementary school, a recreational community center and a bridge in Jacksonville, as well as the Jacksonville Branch NAACP Leadership Award, all bear his name.

As authorized in Florida law, the Governor is to select up to three inductees from among 10 finalists submitted by the Florida Commission on Human Relations. The Commission encourages Floridians to nominate individuals who have made significant contributions and provided leadership toward Florida's progress and achievements in civil rights.



Planning for the Future

Conduct thorough, high-quality and timely investigations of discrimination complaints:

In recent years, deep reductions in staff and fiscal resources have impacted the commission's ability to improve the timeliness and quality of discrimination complaint determinations and resolutions. This remains the commission's top priority. The commission's mediation services enable parties to resolve their disputes expeditiously and at a substantially reduced cost. The commission's staff works diligently to meet statutory timelines for completing cases because failure to do so results in delayed resolution for the parties and can potentially result in costly litigation for businesses. Future budget cuts will continue to inevitably have an adverse impact on the commission's ability to conduct timely and quality investigations.

Promote greater public understanding of discrimination issues and laws and engage community members and leaders to address intergroup tensions and discrimination:

- ***Outreach, Education and Training***

Within budgetary and staff constraints, the commission's units (Legal, Employment, Housing and the Office of Communications) provide outreach, education and training to businesses, employers and the housing industry relating to their legal responsibilities under federal and state discrimination laws. Forming partnerships with private-sector entities and other governmental agencies is critical to reaching as many customers as possible without extensive use of the commission's limited budget dollars. Some training and public awareness forums, primarily in partnership with private and other public entities, were conducted statewide to improve the public's knowledge of discrimination issues facing Florida today; however, such efforts continue to be significantly reduced due to budget cuts over the past few years.



- ***Communications***

During fiscal year 2015-16, the commission continued to see an increase in media impressions, including print, television, radio, newsletter and electronic media outlets throughout the state. Topics covered included fair housing, elder discrimination, hate crimes, civil rights laws, sexual harassment, community events, the Florida Civil Rights Hall of Fame, Fair Housing Month (April) and information about the commission's programs and services. The commission developed and distributed opinion editorials to media outlets across the state on a variety of issues, including the elimination of racial discrimination Muslim free zone, National Hispanic Heritage Month, EEOC's 50th Anniversary and ADA 25th Anniversary). Electronic communications—including email, Twitter and Facebook—were sent to hundreds of grassroots, human rights, human resources and legal organizations and associations statewide on various discrimination topics and changes to civil rights laws. Target audiences for communications and outreach efforts include Florida's housing industry, business owners, employers and employees, residents of and visitors to Florida, local community groups and organizations, state and local public governmental entities, elected officials, teachers and students at all educational levels.

Planning for the Future

CONTINUED...

Over the next five years, the commission anticipates, as resources allow, increasing media and communications outreach efforts to inform the public of its services and describe human and civil rights issues in Florida by:

- Engaging in social media and online networks to develop partnerships with local organizations and engage community members and stakeholders;
 - Informing individuals, businesses, housing providers and communities of their rights and responsibilities via various media outlets and outreach efforts;
 - Partnering with other governmental agencies at the state and local levels and private entities to provide information to the public;
 - Engaging the Legislature through dialogue and timely information;
- **Direct Support Organization (DSO)**
Pursuant to section 760.06(4), F.S., the commission has the authority to accept gifts, bequests, grants or other payments, public or private to help finance its activities. Given this statutory authority, the commission is considering the establishment of a Direct Support Organization (DSO) to assist it in achieving its mission of preventing discrimination in Florida. Since the loss of its Community Relations Services Unit as a result of position and budget cuts, the commission has had few resources available to educate businesses, organizations and communities about discrimination laws and employer responsibilities. Training and outreach efforts could be offered on a much wider scale through grant dollars and donations. A DSO would give the commission greater flexibility in its attempts to access private and public fund and grant opportunities that are not readily available to the commission at present because of its governmental status. Successful creation of a DSO and future receipt of donated dollars would enable the commission to engage in research, outreach and other innovative educational activities, such as:
 - Florida Civil Rights Hall of Fame – Provide for more extensive promotion and more effective administration of the program. This program, statutorily created in section 760.065, F.S., was established to recognize persons, living or dead, who have made significant contributions to the state as leaders in the struggle for equality and justice for all persons. Under legislation enacted in 2010, the commission is to administer a Civil Rights Hall of Fame program, with space in Florida's Capitol Building to be set aside for the display. The Governor is to select up to three Hall of Fame members from a list of 10 nominees submitted by the commission. Although no staff or funding resources were provided to administer this program, the commission was able to launch the program in 2011, with an induction ceremony—at which three individuals were honored and inducted into the Hall of Fame—at the Florida Capitol. The commission continues, within limited budgetary and staff resources to promote and administer the program annually, and is currently in the process of implementing the 2017 program, with an induction ceremony tentatively planned for May 2017.

Promote public confidence in Commission services through excellent Customer Service:

Customer Service - The commission continually strives to improve its customer service efforts and outcomes, as fiscal resources allow, through staff training, continuing education and the use of technology. In addition, the commission provides service satisfaction surveys to its customers and requests feedback on the quality of services provided and seeks suggestions on how to improve services.

Governance and Accountability - To ensure even greater managerial efficiency, effectiveness and accountability, the commission currently operates under the FCHR Governance Policy (design and structure of which was based on the Carver Model of Policy Governance) adopted by the commission in December 2006 and subsequently amended in 2014 (to clarify elections for commission chair and vice chair). The commission has continued to operate effectively under this governance structure since that time. On an annual basis, the commissioners review and develop ends priorities for the upcoming fiscal year and conduct an annual Executive Director Compliance and Performance Assessment to evaluate the commission's progress on achieving the Ends Priorities. The commission wants to create uniform criteria for use by the Governor when appointing commissioners to serve. Such crite-

ria could include work and volunteer experience and background, knowledge of human and equal rights and location of residence by geographical location to better ensure that the commission is composed of a diverse and robust membership that represents the all of the people who reside and work throughout the entire state.

Public Access - All meetings of the commission are open to the public and subject to Florida's open government laws relating to access, notice and request for meeting minutes. All information and records in the possession of the commission, unless specifically exempted by law from public disclosure pursuant to subsection 760.11(12), F.S., are available to the public upon request or through the commission's website. Pursuant to section 120.54, F.S., the commission publishes all proposed rules, subsequent changes and repeals in the Florida Administrative Register at least 28 days before adoption. A notice to the public contains the procedure to be used when requesting a public hearing on any proposed rule. Although to date, the commission has received no requests requesting a public hearing on any of its rules, any requests from the public to do so would be conducted according to Florida law. The commission fully complies with legislative requirements that agencies post meeting agendas and associated materials to their respective websites, in addition to publishing notices in the Florida Administrative Register. The commission does this for its quarterly commission meetings, as well as for any other public commission meetings as they occur.





Florida Commission on Human Relations

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**United in One Goal:
Equal Opportunity and Mutual Respect**



For those with communication impairments:
The Florida Relay Service Voice (statewide): 711
TDD ASCII: 1-(800) 955-1339
TDD Baudot: 1-(800) 955-8771

COMMISSIONERS 2015-2016



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