

ANCHORAGE EQUAL RIGHTS COMMISSION



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2024 ANNUAL REPORT



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2024 COMMISSION MEMBERS

Darrel Hess, Chair
Sharon Gibons, Chair
Elan Aqua, Vice Chair
Keith Klemme, Secretary
Timothy Kaderman, Member
Stephen Settle, Member
Michael Maberry, Member
Mary Moreno, Member
Ryan Roley, Member
Doreen Brown, Member
May Ramirez-Xiong, Member
Antavia Hamilton, Member

2024 STAFF MEMBERS

Keoki Kim, Executive Director
Gita Franklin, Senior Investigator, Resigned 12/20/24
Spenser Rose, Investigator
Richard Busch, Investigator, Resigned 11/8/24
Lanette Harley, Investigator
Jessica Taylor, Executive Assistant, Resigned 8/5/24
Krystal Fermoye, Executive Assistant, Resigned 12/24/25

CONTACT INFORMATION

Anchorage Equal Rights Commission

632 West 6th Avenue, Suite 110
Anchorage, Alaska 99501-6312

P.O. Box 196650

Anchorage, Alaska 99519-6650

Office: (907) 343-4342

Fax: (907) 249-7328

Email: AERC@muni.org

Deaf and Hard of Hearing Persons: Dial 711 for Alaska Relay Services

Website: www.muni.org/aerc

Facebook: www.facebook.com/AnchorageEqualRightsCommission

Twitter: www.twitter.com/AnchorageERC

MEETING DATES AND LOCATION INFORMATION

The Commission held regular meetings at 6:00 p.m. on the third Thursday of odd months in City Hall, the Fairview Rec Center, The Muldoon Library and the Main Library and via Microsoft Teams. Meeting information is posted on the MOA Public Notices website, the agency website, and under Upcoming Events on the MOA Boards and Commissions website.



II. A MESSAGE FROM THE CHAIR AND EXECUTIVE DIRECTOR

To Mayor Suzanne LaFrance, the Anchorage Assembly, and the Community of Anchorage:

On behalf of the Anchorage Equal Rights Commission, we are pleased to present the 2024 Annual Report. The report reflects the work of the Anchorage Equal Rights Commission throughout the year in furtherance of our mission to eliminate discrimination within the Municipality of Anchorage by enforcing Title 5 and working with the community to understand municipal, state and federal anti-discrimination laws.

It is with great pleasure that we can report that for the first time in at least 24 years, the Anchorage Equal Rights Commission eliminated its backlog and has completed its cases within the 240-day deadline. The agency accomplished this by requiring all investigators to work on their cases simultaneously. The investigators followed the investigation deadlines set in the Case Tracking Spreadsheet and had regular meetings with the Case Manager and the Executive Director. The Anchorage Equal Rights Commission is now in line with the investigation standards used by other municipal, state and federal equal rights agencies.

In order to ensure Anchorage residents receive as much assistance as possible with discrimination, the Executive Director re-instituted the Work-share Agreement with the Alaska State Commission for Human Rights. This agreement also allows the Anchorage Equal Rights Commission to obtain feedback on the timeliness and quality of its investigations. It cannot be emphasized enough that transparency and accountability are essential in ensuring that the agency provides the highest possible quality of service to Anchorage residents.

The Executive Director has continued to make the Anchorage Equal Rights Commission meetings as accessible as possible to the public by conducting them at the Loussac Library where parking and access is easier than City Hall.

During 2024, the Executive Director spent more money on outreach than has ever been spent in the history of the agency to help Anchorage residents learn of the services that the Anchorage Equal Rights Commission can provide to them. The focus was on quality outreach materials that residents would want and use. The agency spent approximately \$115,000.00 on outreach and education. \$25,000.00 went to funding the Anchorage portion of a statewide discrimination survey. \$3,500.00 went to developing a children's graphic novel about the history of equal rights in Alaska, \$6,000.00 went to funding a portion of the ANB Camp 87 Alaska Civil Rights Conference, \$10,000.00 went to the Director and two Commissioners attending the International Association of Official Human Rights Agencies National Civil Rights Conference with the goal of bringing the conference to Alaska in the near future. The agency is aggressively attacking the problem that most residents do not know we exist or what services we provide.

The Anchorage Equal Rights Commission processed 324 inquiries during 2024. Of those inquiries, 48 discrimination complaints were filed. 79 cases were closed by settlement, investigation, or conciliation in 2024.

Sincerely,

Handwritten signature of Elan Aqua in black ink.

Elan Aqua, Commission Chair

Handwritten signature of Keoki Kim in black ink.

Keoki Kim, Executive Director



III. FUNCTIONS OF THE ANCHORAGE EQUAL RIGHTS COMMISSION (CONTINUED)

What is the Anchorage Equal Rights Commission?

The Anchorage Equal Rights Commission enforces Title 5 of the Anchorage Municipal Code. It was established in the Anchorage Charter in 1975 to prevent unlawful discrimination. It also enforces the Americans with Disabilities Act of 1990 and Title VII of the Civil Rights Act of 1964 through a work-share agreement with the federal Equal Employment Opportunity Commission. In 2024, the Anchorage Equal Rights Commission reinstated its work-share agreement with the Alaska State Commission for Human Rights. The primary purpose of this was to allow Anchorage citizens assistance from the State if available. It also provides valuable feedback and quality control to the Anchorage Equal Rights Commission..

How does the Anchorage Equal Rights Commission enforce the law?

It impartially investigates complaints alleging illegal discrimination or harassment based on:

- Race
- Color
- Religion
- National Origin
- Age
- Sex (Pregnancy and Parenthood)
- Sexual Orientation
- Gender Identity
- Marital Status
- Physical Disability
- Mental Disability
- Retaliation

In the areas of:

- Employment
- Housing
- Public Accommodations
- Educational Institutions
- Financial Institutions
- Practices of the Municipality of Anchorage

What constitutes discrimination?

Discrimination means any direct or indirect act or practice of exclusion, distinction, restriction, segregation, limitation, refusal or denial or any other act or practice of differentiation or preference in the treatment of a person because of race, color, religion, national origin, age, sex, sexual orientation, gender identity, marital status, or physical or mental disability, or the aiding, abetting, inciting, coercing, or compelling thereof.

AMC 5.20.010

Discrimination also includes retaliating against someone for engaging in a protected activity, such as complaining of discrimination or requesting a reasonable accommodation.

What is the Anchorage Equal Rights Commission complaint process?

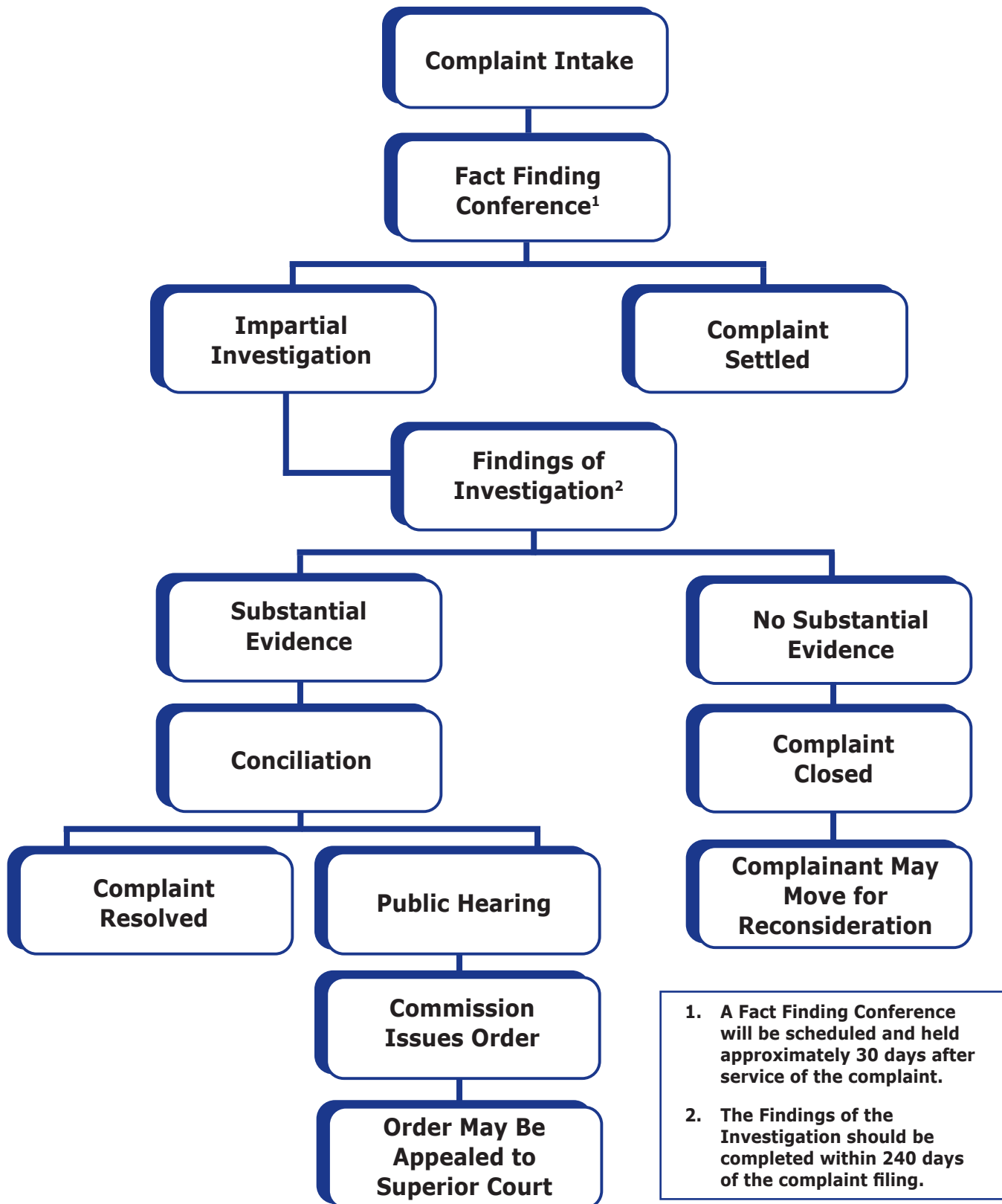
Anyone who believes they have been discriminated against, contacts the staff and fills out an intake questionnaire. The staff will review the questionnaire within 24 hours. Staff will draft a complaint if there is jurisdiction.

If there is not jurisdiction, staff will refer the person to the appropriate agency.



III. FUNCTIONS OF THE ANCHORAGE EQUAL RIGHTS COMMISSION (CONTINUED)

COMPLAINT PROCESS FLOW CHART





IV. STRATEGIC PLAN

STRATEGIC PLAN 2020 - 2025

Document Control

Prepared by

Commission Members

Kimberly J. H. Pace, Chair
Diane Heaney-Mead, Vice Chair
Joshua Vo, Secretary
Lea McDermid McKenna
Gabriela Olmos
Minoo Minaei
Darrel Hess
Heather R. Barbour
Eric Talbert

Staff

Mitzi Bolaños Anderson, Executive Director
Stephanie M. Jedlicka, Investigator
Gita Franklin, Investigator
Marie C. Husa, Investigator
Joshua S. Blalock, Investigator
Natalie K. Day, Senior Office Associate

Distribution Control

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Document Location

Anchorage Equal Rights Commission
632 W. Sixth Avenue, City Hall
Suite 110
Anchorage, Alaska 99501

Mission

The Anchorage Equal Rights Commission enforces municipal and other anti-discrimination laws on behalf of all residents and visitors to Anchorage. The Commission also educates the public about anti-discrimination laws and seeks to increase voluntary compliance with such laws and to uphold the vision of equal opportunity for all.

Vision

To support and maintain a community in which each person values the rights of others to live, work and play in peace and dignity, and all persons have equal opportunity to realize their full potential both as individuals and as members of society.



IV. STRATEGIC PLAN (CONTINUED)

Commission Goals

Goal One

Continue to develop our outreach and marketing plan to improve ways to inform the community about the Commission's services via collaboration and technology.

Goal Two

Review Title 5 annually and recommend revisions, if necessary, to ensure code is accurate, facilitates staff work, and is responsive to the community.

Goal Three

Develop and maintain Commission Development and Orientation Committee to ensure qualified Commission members are timely appointed and trained.

Staff Goals

Goal One

Respond to inquiries in a timely manner.

Goal Two

Timely investigate allegations of discrimination.

Goal Three

Eliminate and prevent discriminatory practices by providing outreach and education to our community.

Goal Four

Advance staff professionalism by creating and implementing individualized professional development plans.

The Principles & Values that Guide Our Work

Honesty and Integrity

Respect for Everyone

Commitment to Fairness and Impartiality

Teamwork is How We Do Business



V. REPORT ON OUTREACH ACTIVITIES AND EDUCATION PROGRAMS

In 2024, Executive Director, Keoki Kim, continued purchasing high quality outreach merchandise that Anchorage residents would actually want and use to help spread awareness of our agency. In an effort to jumpstart outreach and help raise awareness of our services amount Anchorage residents he invested more than has ever been spent in the previous 24 years: approximately \$80,000.00.

The Executive Director also commissioned the first Alaska Statewide Discrimination Survey with the Alaska State Commission for Human Rights. The survey cost approximately \$97,000.00 of which the Anchorage Equal Rights Commission paid \$25,000.00. Since 40% of the state resides in Anchorage this was an excellent return on investment.

The Executive Director obtained a \$3,500.00 grant from the EEOC for outreach and developed a graphic novel about Alaska Civil Rights history for children. The total cost was approximately \$25,000.00 but the Alaska State Commission for Human Rights agreed to bear all the cost above \$3,500.00. The Executive Director worked with the Alaska Native Brotherhood, The Alaska Native Sisterhood and the Alaska State Commission for Human Rights to host the 2nd Annual Alaska Civil Rights Conference which held six panels a day over two days on Alaska Civil Right issues.

The Executive Director and two commissioners attended the National Human Rights Conference in St. Louis, MO, hosted by the International Association of Official Human Rights Agencies with the express purpose of learning how to bring the conference to Anchorage in the near future.

Staff Training Highlights:

- EEOC's Annual Investigator Conference.
- IAOHRA annual conference
- EEOC Monthly FEPA Director Meetings
- IAOHRA Monthly Board Meetings

Community Trainings:

- Community Council Meeting: staff attended numerous Community Council meetings and gave presentations about our services.
- Zender Group: staff partnered with ASCHR to lead a virtual presentation about hostile work environment, disability, and retaliation.
- Presentation to the FBI

Municipal Engagement:

- Coaching, Counseling, and the Disciplinary process, hosted by the Municipality's Supervisor Training Academy.
- Presentation to the Fire Department new office class
- Presentation to the Police Department new office class



VI. ENFORCEMENT ACTIONS AND STATISTICS

Inquiries and New Complaints

	2020	2021	2022	2023	2024
Inquiries	408	385	363	333	331
New Complaints	82	72	73	60	49
% of Perfected Complaints and Inquiries	20.09%	18.70%	20.11%	18.02%	14.80%

Complaint Filings by Area of Discrimination

	2020	2021	2022	2023	2024
Employment	68	57	60	49	42
Housing	7	7	4	3	2
Public Accommodations	6	7	5	6	5
Financing	0	0	0	0	0
Educational Institutions	1	0	3	1	0
Practices of the MOA	0	1	1	1	0
TOTALS:	82	72	73	60	49

Complaint Filings by Basis*

	2020	2021	2022	2023	2024
Race/Color	32	22	22	32	4
Retaliation	29	19	22	16	18
Physical or Mental Disability	28	30	25	19	20
Sex (includes pregnancy and parenthood)	25	11	18	10	11
Age	13	4	5	11	4
National Origin	7	8	8	3	3
Religion	2	2	5	2	1
Sexual Orientation	2	1	2	1	0
Gender Identity	2	0	1	1	0
Marital Status	2	3	2	0	0

*Complaints can be filed with more than one basis.



VI. ENFORCEMENT ACTIONS AND STATISTICS

Case Age

		80 or less	81-190	191-240	241-320	321-400	401 or more	Total Cases	Total # and % Over 240
2020	# of Cases	12	19	8	8	12	36	95	56
	% of Cases	12.63%	20.0%	8.42%	8.42%	12.63%	37.89%	100%	58.94%
2021	# of Cases	14	12	6	9	7	22	70	38
	% of Cases	20.00%	17.14%	8.57%	12.86%	10.00%	31.43%	100%	54.28%
2022	# of Cases	12	15	6	9	4	25	71	38
	% of Cases	16.90%	21.13%	8.45%	12.68%	5.63%	35.21%	100%	53.52%
2023	# of Cases	22	12	2	8	2	39	85	49
	% of Cases	25.88%	14.12%	2.35%	9.41	2.35%	45.89%	100%	57.65%
2024	# of Cases	10	8	0	1		1	0	20
	% of Cases	50%	40%	0	5%		5%		10%

Resolutions Providing for Elimination of Discriminatory Practices

	2020	2021	2022	2023	2024
Total Predetermination Settlements, Conciliations or Settlements that include remedial measures provided by Title 5	23/23	21/21	17/17	11/11	6/6
Total Dollars in Settlements	\$55,476	\$106,707	\$62,778	\$131,681	\$65,430

2023 Post-Determination Cases as of 12/31/2023

Number of cases in Conciliation status: 0 Number of cases Appealed to State Court: 0

Determinations and Case Closures

	2020	2021	2022	2023	2024
Total Determinations and other Case Closures	83	97	53	85	78



Special Report: Effectiveness of Anchorage Equal Rights Commission

INTRODUCTION

This investigation was undertaken by Executive Director, Keoki Kim, at the request of the Anchorage Equal Rights Commissioners, local Civil Rights Organizations, members of the public, and private employment law attorneys questioning why the Anchorage Equal Rights Commission failed to complete its cases within 240 days as required by Title 5 for at least the last 24 years.

It does not appear that based upon the number of cases, the number of investigators and the time it takes to do an investigation, there is justification for the inability of the Anchorage Equal Rights Commission to complete its cases within 240 days. There have always been enough investigators to complete investigations on time. It appears that there has been a lack of supervision and accountability.

LAW

Title 5 of the Anchorage Municipal Code requires the Anchorage Equal Rights Commission to complete its investigations in an impartial manner within 240 days.

FACTS

This investigation is based on the Anchorage Equal Rights Commission Annual Reports from 2000 – 2024, which are public records. Prior to 2000, there are no available records tracking case completion.

From 2000 – 2010, one Executive Director oversaw the agency. The completion rates are as follows:

- In 2000, the total number of cases was 94. Of these, 36 (39%) were not completed on time.
- In 2001, the total number of cases was 77. Of these, 44 (57%) were not completed on time.
- In 2002, the total number of cases was 83. Of these, 35 (42%) were not completed on time.
- In 2003, the total number of cases was 74. Of these, 24 (32%) were not completed on time.
- In 2004, the total number of cases was 82. Of these, 37 (45%) were not completed on time.
- In 2005, the total number of cases was 38. Of these, 22 (58%) were not completed on time.
- In 2006, the total number of cases was 52. Of these, 13 (25%) were not completed on time.
- In 2007, the total number of cases was 39. Of these, 20 (51%) were not completed on time.
- In 2008, the total number of cases was 50. Of these, 7 (14%) were not completed on time.
- In 2009, the total number of cases was 63. Of these, 13 (22%) were not completed on time.
- In 2010, the total number of cases was 87. Of these, 29 (33%) were not completed on time.

From 2011 to 2019, a different Executive Director oversaw the agency. The completion rates are as follows:

- In 2011, the total number of cases was 67. Of these, 39 (58%) were not completed on time.
- In 2012, the total number of cases was 60. Of these, 27 (45%) were not completed on time.
- In 2013, the total number of cases was 64. Of these, 18 (29%) were not completed on time.
- In 2014, the total number of cases was 67. Of these, 27 (40%) were not completed on time.
- In 2015, the total number of cases was 69. Of these, 19 (28%) were not completed on time.
- In 2016, the total number of cases was 70. Of these 8, (11%) were not completed on time.
- In 2017, the total number of cases was 80. Of these 13, (16%) were not completed on time.
- In 2018, the total number of cases was 71. Of these 18, (25%) were not completed on time.
- In 2019, the total number of cases was 95. Of these 21, (22%) were not completed on time.



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From 2019 – 2022, a third Executive Director oversaw the agency. The completion rates are as follows:

- In 2020, the total number of cases was 95. Of these 56, (59%) were not completed on time.
- In 2021, the total number of cases was 70. Of these 38, (54%) were not completed on time.
- In 2022, the total number of cases was 71. Of these 38 (54%) were not completed on time.

From 2022 – 2024, Keoki Kim, the current Executive Director oversaw. The completion rates are as follows:

- In 2022, the total number of cases was 71. Of these 38, (54 %) were not completed on time.
- In 2023, the total number of cases was 85. Of these 49, (58 %) were not completed on time.
- In 2024, the total number of cases was 79. Of these 0, (0 %) were not completed on time.

ANALYSIS

When I was hired in August of 2022, I was told by the Commission Chair and the Mayor to bring the Equal Rights Commission into compliance with Title 5 by processing all backlogged cases and ensuring that new cases did not become backlogged. I inherited cases that were over deadline by as much as 4 years.

The average Investigation consists of the following steps, which require approximately the following amounts of time to complete:

Intake Meeting	.5 hour
Draft Complaint	1 hour
Sign Complaint	.5 hour
Draft letter to Respondent and Complainant	2 hour
Review response and documentation from Respondent	2 hours
Prepare for Fact Finding Conference	2 hours
Conduct Fact Finding Conference and Settlement	2 hours
Interview Witnesses (on average 4 witnesses)	4 hours
Additional contact with Complainant and Respondent	4 hours
Review additional documents from Complainant and Respondent	4 hours
Meetings with Case Manager and Director	3 hours
Draft Investigative Memo	8 hours
Draft Determination	4 hours

Total: 37 hours

Investigators at the Anchorage Equal Rights Commission work 40 hours per week. They receive 15 days off a year for holidays. They have approximately 2 weeks of vacation per year. Accordingly, they have 1,920 hours each year to investigate cases. The Anchorage Equal Rights Commission has historically had 3 - 4 investigators. Accordingly, if there were three investigators, they had 5,760 hours each year to investigate cases. If there were four investigators, they had 7,680 hours each year to investigate cases. Thus, if each case takes 37 hours, the Anchorage Equal Rights Commission has the capacity to investigate 156 cases per year with three investigators. It has the capacity to investigate 208 cases per year with four investigators.

In 2024, the Anchorage Equal Rights Commission had no backlog for the first time in at least 24 years. It was done with 3 investigators. The lead investigator was hired in 2018. Thus, she had



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approximately 6 years of experience at the agency. The supporting investigators were hired in 2023. They had no investigation experience at the agency before they were hired. They were trained on the job. They investigated and closed the backlogged cases within approximately 1 year. It should be noted that because many of these investigations were years over deadline, it took more time than normal to complete the cases.

The steps undertaken to accomplish this are as follows:

1. The Executive Director consulted with EEOC (Equal Employment Opportunity Commission) District and Regional offices. The EEOC is a federal agency that works with state and municipal Equal Rights Agencies. They provide training on a regular basis. They co-share cases with local agencies and provide payments for the cases investigated by the local agency. The EEOC conducts its own investigations and employs its own investigators. EEOC investigators carry at least 70 cases at a time and are required to close 10 per month.
2. The Executive Director consulted other State and Municipal Equal Rights agencies in Washington, Idaho, Montana, Missouri, Illinois, Missouri, Maine, New York, Maryland, Virginia, West Virginia, Ohio, Florida and others. Other State and Municipal agencies expect their investigators to investigate 50 - 150 cases and close 3 - 10 per month.
3. It should be noted that all other Federal, State and Municipal agencies require their investigators to simultaneously investigate all their cases.
4. Investigators at other agencies investigate all their cases simultaneously because investigations involve a significant amount of time waiting for responses. For example, after an initial inquiry, the investigator waits for the Complainant to come in and sign the Complaint. Then the investigator sends a letter to the Respondent and Complainant and waits for them to reply. Then the investigator sets a Fact Finding Conference at least 30 days in advance. After that the investigator requests additional documents and interviews and waits for these to occur.
5. There is ample time to complete the next step in the next case during these waiting periods.
6. If an investigator only investigates 1 - 2 cases at a time, there will be substantial periods of time where nothing is accomplished. That is why it is imperative to investigate all cases simultaneously. The investigators at the Anchorage Equal Rights Commission were only investigating 1-2 cases at a time when I started.
7. During the Executive Director's consultations with other Federal, State and Local Equal Rights Agencies, he also learned that other agencies use tracking systems to monitor the timeliness of their cases. The Anchorage Equal Rights Commission did not have a tracking system when I started.
8. Accordingly, in the Spring of 2023, the Executive Director developed a tracking system which set a deadline for each step of the investigation. The Executive Director also instituted a requirement that investigators investigate ALL their cases simultaneously.

An analysis of the caseloads and number of investigators from 2000 - 2024 demonstrates that the agency had the capacity to complete its cases on time.

In 2000, there were 3 investigator positions. There were 94 total cases. If each case took an average of 37 hours to investigate, it would require a total of 3,478 hours. Three investigators working full-



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time with 15 holidays and 2 weeks of leave would have 5,760 hours to complete this case load in compliance with Title 5. The agency completed 67 cases, which would only require 2,479 hours. Thus, it appears there was an excess of 2,282 hours that could have been used to process the remaining cases on time.

In 2001, there were 3 investigator positions. There were 77 total cases. If each case took an average of 37 hours to investigate, it would require a total of 2,849 hours. Three investigators working full-time with 15 holidays and 2 weeks of leave would have 5,760 hours to complete this case load in compliance with Title 5. The agency completed 33 cases, which would only require 1,221 hours. Thus, it appears there was an excess of 4,539 hours that could have been used to process the remaining cases on time.

In 2002, there were 3 investigator positions. There were 83 total cases. If each case took an average of 37 hours to investigate, it would require a total of 3,071 hours. Three investigators working full-time with 15 holidays and 2 weeks of leave would have 5,760 hours to complete this case load in compliance with Title 5. The agency completed 70 cases, which would only require 2,590 hours. Thus, it appears there was an excess of 3,170 hours that could have been used to process the remaining cases on time.

In 2003, there were 3 investigator positions. There were 74 total cases. If each case took an average of 37 hours to investigate, it would require a total of 2,738 hours. Three investigators working full-time with 15 holidays and 2 weeks of leave would have 5,760 hours to complete this case load in compliance with Title 5. The agency completed 79 cases, which would only require 2,923 hours. Thus, it appears there was an excess of 2,837 hours that could have been used to process the remaining cases on time.

In 2004, there were 3 investigator positions. There were 82 total cases. If each case took an average of 37 hours to investigate, it would require a total of 3,034 hours. Three investigators working full-time with 15 holidays and 2 weeks of leave would have 5,760 hours to complete this case load in compliance with Title 5. The agency completed 81 cases, which would only require 2,997 hours. Thus, it appears there was an excess of 2,763 hours that could have been used to process the remaining cases on time.

In 2005, there were 3 investigator positions. There were 38 total cases. If each case took an average of 37 hours to investigate, it would require a total of 1,406 hours. Three investigators working full-time with 15 holidays and 2 weeks of leave would have 5,760 hours to complete this case load in compliance with Title 5. The agency completed 93 cases, which would only require 3,441 hours. Thus, it appears there was an excess of 2,319 hours that could have been used to process the remaining cases on time.

In 2006, there were 3 investigator positions. There were 52 total cases. If each case took an average of 37 hours to investigate, it would require a total of 1,924 hours. Three investigators working full-time with 15 holidays and 2 weeks of leave would have 5,760 hours to complete this case load in compliance with Title 5. The agency completed 60 cases, which would only require 2,220 hours. Thus, it appears there was an excess of 3,540 hours that could have been used to process the remaining cases on time.

In 2007, there were 3 investigator positions. There were 39 total cases. If each case took an average



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of 37 hours to investigate, it would require a total of 1,443 hours. Three investigators working full-time with 15 holidays and 2 weeks of leave would have 5,760 hours to complete this case load in compliance with Title 5. The agency completed 67 cases, which would only require 2,479 hours. Thus, it appears there was an excess of 3,281 hours that could have been used to process the remaining cases on time.

In 2008, there were 4 investigator positions. There were 50 total cases. If each case took an average of 37 hours to investigate, it would require a total of 1,850 hours. Four investigators working full-time with 15 holidays and 2 weeks of leave would have 7,680 hours to complete this case load in compliance with Title 5. The agency completed 74 cases, which would only require 2,738 hours. Thus, it appears there was an excess of 4,942 hours that could have been used to process the remaining cases on time.

In 2009, there were 4 investigator positions. There were 63 total cases. If each case took an average of 37 hours to investigate, it would require a total of 2,331 hours. Four investigators working full-time with 15 holidays and 2 weeks of leave would have 7,680 hours to complete this case load in compliance with Title 5. The agency completed 91 cases, which would only require 3,367 hours. Thus, it appears there was an excess of 4,313 hours that could have been used to process the remaining cases on time.

In 2010, there were 4 investigator positions. There were 87 total cases. If each case took an average of 37 hours to investigate, it would require a total of 3,219 hours. Four investigators working full-time with 15 holidays and 2 weeks of leave would have 7,680 hours to complete this case load in compliance with Title 5. The agency completed 85 cases, which would only require 3,145 hours. Thus, it appears there was an excess of 4,535 hours that could have been used to process the remaining cases on time.

In 2011, there were 4 investigator positions. There were 67 total cases. If each case took an average of 37 hours to investigate, it would require a total of 2,479 hours. Four investigators working full-time with 15 holidays and 2 weeks of leave would have 7,680 hours to complete this case load in compliance with Title 5. The agency completed 96 cases, which would only require 3,552 hours. Thus, it appears there was an excess of 4,128 hours that could have been used to process the remaining cases on time.

In 2012, there were 4 investigator positions. There were 60 total cases. If each case took an average of 37 hours to investigate, it would require a total of 2,220 hours. Four investigators working full-time with 15 holidays and 2 weeks of leave would have 7,680 hours to complete this case load in compliance with Title 5. The agency completed 84 cases, which would only require 3,108 hours. Thus, it appears there was an excess of 4,572 hours that could have been used to process the remaining cases on time.

In 2013, there were 4 investigator positions. There were 64 total cases. If each case took an average of 37 hours to investigate, it would require a total of 2,368 hours. Four investigators working full-time with 15 holidays and 2 weeks of leave would have 7,680 hours to complete this case load in compliance with Title 5. The agency completed 92 cases, which would only require 3,404 hours. Thus, it appears there was an excess of 4,276 hours that could have been used to process the remaining cases on time.

In 2014, there were 4 investigator positions. There were 67 total cases. If each case took an average



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of 37 hours to investigate, it would require a total of 2,479 hours. Four investigators working full-time with 15 holidays and 2 weeks of leave would have 7,680 hours to complete this case load in compliance with Title 5. The agency completed 105 cases, which would only require 3,885 hours. Thus, it appears there was an excess of 3,795 hours that could have been used to process the remaining cases on time.

In 2015, there were 4 investigator positions. There were 69 total cases. If each case took an average of 37 hours to investigate, it would require a total of 2,553 hours. Four investigators working full-time with 15 holidays and 2 weeks of leave would have 7,680 hours to complete this case load in compliance with Title 5. The agency completed 97 cases, which would only require 3,589 hours. Thus, it appears there was an excess of 4,091 hours that could have been used to process the remaining cases on time.

In 2016, there were 3 investigator positions. There were 70 total cases. If each case took an average of 37 hours to investigate, it would require a total of 2,590 hours. Three investigators working full-time with 15 holidays and 2 weeks of leave would have 5,760 hours to complete this case load in compliance with Title 5. The agency completed 107 cases, which would only require 3,959 hours. Thus, it appears there was an excess of 1,801 hours that could have been used to process the remaining cases on time.

In 2017, there were 3 investigator positions. There were 80 total cases. If each case took an average of 37 hours to investigate, it would require a total of 2,960 hours. Three investigators working full-time with 15 holidays and 2 weeks of leave would have 5,760 hours to complete this case load in compliance with Title 5. The agency completed 126 cases, which would only require 4,662 hours. Thus, it appears there was an excess of 1,098 hours that could have been used to process the remaining cases on time.

In 2018, there were 4 investigator positions. There were 71 total cases. If each case took an average of 37 hours to investigate, it would require a total of 2,627 hours. Four investigators working full-time with 15 holidays and 2 weeks of leave would have 7,680 hours to complete this case load in compliance with Title 5. The agency completed 126 cases, which would only require 4,662 hours. Thus, it appears there was an excess of 3,018 hours that could have been used to process the remaining cases on time.

In 2019, there were 3 investigator positions. There were 95 total cases. If each case took an average of 37 hours to investigate, it would require a total of 3,515 hours. Three investigators working full-time with 15 holidays and 2 weeks of leave would have 5,760 hours to complete this case load in compliance with Title 5. The agency completed 108 cases, which would only require 3,996 hours. Thus, it appears there was an excess of 1,764 hours that could have been used to process the remaining cases on time.

In 2020, there were 3 investigator positions. There were 95 total cases. If each case took an average of 37 hours to investigate, it would require a total of 3,515 hours. Three investigators working full-time with 15 holidays and 2 weeks of leave would have 5,760 hours to complete this case load in compliance with Title 5. The agency completed 83 cases, which would only require 3,071 hours. Thus, it appears there was an excess of 2,689 hours that could have been used to process the remaining cases on time.



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In 2021, there were 4 investigator positions. There were 70 total cases. If each case took an average of 37 hours to investigate, it would require a total of 2,590 hours. Four investigators working full-time with 15 holidays and 2 weeks of leave would have 7,680 hours to complete this case load in compliance with Title 5. The agency completed 97 cases, which would only require 3,589 hours. Thus, it appears there was an excess of 4,091 hours that could have been used to process the remaining cases on time.

In 2022, there were 4 investigator positions. There were 71 total cases. If each case took an average of 37 hours to investigate, it would require a total of 2,627 hours. Four investigators working full-time with 15 holidays and 2 weeks of leave would have 7,680 hours to complete this case load in compliance with Title 5. The agency completed 33 cases, which would only require 1,221 hours. Thus, it appears there was an excess of 6,459 hours that could have been used to process the remaining cases on time. Please note that Keoki Kim was hired as Executive Director on August 15, 2022. These numbers are the reason he immediately sought to determine what the problem was in getting cases processed and immediately began developing a solution. Because the current Executive Director was not present prior to August 15, he has no explanation for why so few cases were completed. Likewise, he has no knowledge of why in the previous 22 years, so few cases were completed compared to the amount of staffing available.

In 2023, there were 4 investigator positions. There were 85 total cases. If each case took an average of 37 hours to investigate, it would require a total of 3,145 hours. Four investigators working full-time with 15 holidays and 2 weeks of leave would have 7,680 hours to complete this case load in compliance with Title 5. The agency completed 36 cases, which would only require 1,332 hours. Thus, it appears there was an excess of 6,348 hours that could have been used to process the remaining cases on time.

In 2023, the agency was unable to complete all its cases on time because shortly after I instituted a tracking system and the requirement that all cases be investigated simultaneously, 3 out of 4 of the investigators resigned. Many hours were lost because new investigators had to be hired and then trained. Because there was only 1 investigator remaining, her time was compromised training new investigators. In May of 2023, the Executive Assistant resigned. This also affected efficiency because she was responsible for administering the EEOC ARC system which must be maintained for the agency to get paid for its co-share cases. Again, the only remaining investigator's time was compromised by taking over the ARC system until a new Executive Assistant could be hired. She was the only person who had enough knowledge of the cases to input the appropriate data in ARC. Accordingly, a great deal of 6,348 available investigator hours were spent in training and keeping current cases from falling behind. All the 6,348 hours were not available because there was a significant lag between the time the former investigators left, and new investigators were hired.

In 2024, there were 4 investigator positions. There were 79 total cases. If each case took an average of 37 hours to investigate, it would require a total of 2,923 hours. Four investigators working full-time with 15 holidays and 2 weeks of leave would have 7,680 hours to complete this case load in compliance with Title 5. The agency completed 79 cases.

CONCLUSION

To ensure that the Anchorage Equal Rights Commission continues to investigate cases on time, it is important for the 9 Commissioners who oversee the Anchorage Equal Rights Commission, the



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Mayor, the Assembly, Internal Audit and the Public to understand that (1) a normal investigation takes approximately 37 hours to complete, (2) each case involves the steps described above, (3) up to 70 cases can be worked simultaneously by each investigator, and (4) each investigation's progress must be tracked by the Case Manager and the Executive Director.

It is critical that the people and entities that oversee the Anchorage Equal Rights Commission know how to hold the Executive Director and the Investigators accountable. It appears that this lack of knowledge is what allowed previous directors and investigators to perform far below national standards.

Performing below national standards is a great disservice to municipal taxpayers. They are often filing cases because they have lost their jobs or been denied housing. It is imperative that investigations are completed in a timely manner. A loss of income or housing often puts people in crisis situations.

Likewise, it is necessary to have accountability in Outreach. There is no doubt that the agency has performed outreach in the last 24 years for which there are written records. However, performing outreach for the sake of performing outreach is not the goal. The goal of performing outreach is to ensure that Anchorage residents know that the Anchorage Equal Rights Commission exists. If a 2-year informal survey reveals that not a single Anchorage resident approached randomly on the street knows who the Anchorage Equal Rights Commission is or the services they provide, then all the previous outreach has been a failure. This needs to be rectified. Now that the agency is caught up on its caseload, effective outreach must be instituted.

Anchorage Equal Rights Commission

Preventing and Eliminating Discrimination



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www.muni.org/aerc • aerc@muni.org • (907) 343-4342 • 632 W. 6th Ave, Ste 110, Anchorage, AK

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