



Inclusive City Quarterly Report August 2021

AUGUST 10, 2021

City of Bozeman
Inclusive City Project Team

MT
BZN

City Manager Update

In July of 2020, staff came before the City Commission with the Inclusive City report. This internal report has 24 actions describing how we can continue to strive towards a more equitable and inclusive organization and community.

This is the City's fourth quarterly report. This milestone marks just over a year of the City starting this work. I'm proud of the work we've started and grateful for the support of experience of the many stakeholders who have been involved in these project. We are still learning and continuing to build relationships across our community.

To view all previous reports visit our website at www.bozeman.net/equityandinclusion. This report includes a list of completed actions along with updates on newly completed items, updates on actions that are in progress, and a detailed timeline and associated budget for all actions. Words matter in this work, and it's important to point out that many of these items may never be "complete" but will be "ongoing" efforts that the City is dedicated to incorporating as a part of routine work.

For this report I'd like to highlight our progress on a very critical action to develop an **equity and inclusion plan**. As a part of that work staff are now wrapping up the **Equity Indicators project**, designed to identify gaps in our services and establish baseline metrics to measure equity and our progress throughout this work. This data is a critical stepping stone to taking the next step and intentionally planning for action. Staff and our consultant held a thorough engagement process which included one-on-one interviews, focus groups, community forums, and a widely shared community survey. We're excited to share with you the priority needs that were identified as a part of this work, as well as some of the recommended indicators that we will be looking into further with our many partners! The final report will be complete later this month and available on our website at www.bozeman.net/equityandinclusion

The City is continuing to plan for a **community roundtable** later this fall and is excited to have some great partners including Montana State University, Bozeman Health, Montana Racial Equity Project, Bozeman School District 7, and REACH, Inc. This is a collaborative planning effort and details are still being determined.

Our internal team continues to learn from counterparts across the U.S. through the **Government Alliance on Race and Equity (GARE)** network. Several staff attended the annual conference (virtually) this spring and others have attended monthly connections with nationwide leaders in this space. Recent topics have included learning about other jurisdiction best practices for creating affinity groups and caucusing spaces.

In the simplest terms, our goal is to ensure that every resident, visitor, and City of Bozeman employee feels welcomed and valued, and has the opportunity to thrive no matter their race, identity, or life circumstance. – Jeff Mihelich

Completed Actions

For further detail on completed actions please review previous reports on our website at www.bozeman.net/equityandinclusion

City Manager Recommendations

1. Provide a quarterly progress report to the City Commission and interested stakeholders

The next report will be delivered in November 2021.

6. Become a member of the Government Alliance on Race and Equity (GARE)

The City of Bozeman was accepted into GARE in November 2020. Bozeman is now the first organization from Montana to be a part of GARE! As a part of the City's membership there are opportunities to learn from leaders in the space as well as share successes. Several staff have already completed the GARE Foundations training course "Advancing Racial Equity: The Role of Government" and are utilizing the network to ensure the City's actions are in line with best practices.

Diversity, Inclusion and interaction with Minorities – Bozeman Police Department

2. Augment existing policies and update to "Bias-free Policing"

The Bozeman Police Department has reviewed its existing policies against the [model policy of "Bias-Free Policing"](#) and updated the department's existing policies where necessary to be in line with this national best practice (**See Appendix A.**) The final policy has now replaced the prior policy and staff have completed a training program which highlighted the changes and the key points.

Use of Force – Bozeman Police Department

1. Policy Changes

The Bozeman Police Department has made revisions to the current policy which includes providing additional policy direction concerning de-escalation and use of force. The goal of the updates is to address community concerns and provide clarity for officers. As a result, a new and updated "Use of Force" policy (**see Appendix B**) has been finalized and approved. The updated policy has been implemented and staff have completed a training program to familiarize them with the changes.

Citizen Appeal Process – Bozeman Police Department

2. Clearly distinguish inquiries from complaints

After distinguishing inquiries from complaints, Bozeman Police Department staff began the lengthy process of formulating workflow stemming from each category, which has now also been completed. The workflow clearly separates and defines "inquiries," "minor complaints," and "major complaints." After that, it distinguishes

which major complaints will require an administrative investigation and which will require an external investigation.

In Progress Actions

City Manager Recommendations

2. Identify anti-discrimination, implicit bias and systemic racism training for elected officials and department heads.

The project Training Team has recommended the [National League of Cities' Race, Equity And Leadership \(REAL\)](#) training program as the partner to deliver REAL 100: Normalizing Racial Equity in Local Government Training to all city staff, including elected officials and department heads. It is very important that everyone in our organization, regardless of position, experience this base-line training. The process includes an employee assessment that will take place leading into the training that will assist in identifying follow-up training needs after this 100-level course. Staff are currently putting together the questions for the pre-training assessment that we plan to have employees complete in August.

During this past quarter, the City was awarded a generous gift from AMB West Philanthropies, which comprises the nonprofit interests of the Arthur M. Blank Family Foundation, to fund additional training with [National League of Cities' Race, Equity And Leadership \(REAL\)](#). We anticipate entering into the grant agreement for \$53,745 and extending our contract with REAL in the coming months.

With the hiring of our Human Resources Director and the upcoming work with the REAL Program, staff believe that a more formalized training calendar will be complete in the coming quarter.

4. Sponsor a diversity, equity and inclusion summit with community partners.

Staff have begun the very initial conversations with key stakeholders to plan for a community roundtable to share the results of the Equity Indicators Project and hold space for learning and dialogue around how we can continue this work together to make Bozeman a place where all can thrive. Montana State University and Bozeman Health have committed to providing their support and staff will begin to pull together a group of stakeholders including Montana Racial Equity Project to intentionally plan for what this event could look like.

5. Accelerate the implementation of body worn cameras for the Bozeman Police Department.

After having selected Getac Video Solutions as the new vendor for patrol car video systems, interview room video systems, and body worn cameras, the Bozeman Police Department installed a test patrol car video system this summer. Having a system installed and being tested on a daily basis has allowed the department to fix any issues and ensure complete integration with the new digital evidence management system. In addition, plans have been finalized to have this system installed in the interview rooms in the new Bozeman Public Safety Center. As of this report, the Bozeman Police Department and Bozeman City Attorney's Office are working to finalize a contract with Getac Video Solutions. Once a contract is finalized and specific purchase options are offered and considered, the process of migrating all patrol car video systems to this vendor will begin.

3. Develop a City Equity and Inclusion Plan to engage stakeholders and identify gaps community wide and to implement policies that help all persons in Bozeman thrive regardless of economic, racial, cultural, or gender identity.

PROJECT SPOTLIGHT

EQUITY INDICATORS PROJECT UPDATE

The City of Bozeman (the City) hired Thomas P. Miller & Associates (TPMA), an Indianapolis-based consulting firm, to measure equity and access to resources in the City. The purpose of this project is to establish a baseline to measure equity and track our progress as we work together to make Bozeman a more inclusive, welcoming, and equitable place.

The TPMA and City of Bozeman used the following definitions to guide the work.

Equity: Ensuring that all residents, visitors, and City of Bozeman employees feel welcome, valued, and like they can thrive in our community no matter their race, identity, or life circumstance.

Equity indicator: A specific measurement that quantifies the disparity in experience between a community average and a given identity or characteristic (race, ethnicity, gender identity, ability, socioeconomic status).

Gaps Analysis: A process to identify which services exist and which are needed to provide all people with access to the things they need to thrive in our community.

This project relied on input from the community through a survey, facilitated conversations in focus groups, virtual one-on-one interviews, and two community forums. Data from the census and from local community needs assessments and other programmatic documents were also reviewed. The community engagement process provided opportunities to discuss pressing needs of the community, share the lived experience of community members and offer recommendations on what the equity indicators should measure.

The equity indicators report weaves together quantitative and qualitative data by incorporating existing local data, direct quotes and the varying perspectives heard from different communities represented in the stakeholder engagement process. The recommended indicators reflect the highest priority needs expressed by stakeholders to ensure Bozeman is a place where all can thrive. Data to inform these indicators will be drawn from the census and from emerging data sharing agreements with local partners providing services in Bozeman.

Priority Needs

- [Housing](#)
- [Transportation](#)
- [Health](#)
- [Education](#)

-
- [Childcare and Youth Programming](#)
 - [Economic Opportunity](#)
 - [Quality of Place](#)
 - [Justice and Civic Health](#)

In addition to these priority categories, there were cross-cutting gaps mentioned during stakeholder engagement that overlapped all categories. Those needs included:

Increased information about resources // Stakeholders shared that they did not often know where to look for resources and that improved communication would increase individuals' ability to access the resources needed.

Spanish translation // With a growing Hispanic and Latinx population, the need for Spanish translation was mentioned regarding several of the categories listed above.

Partnering with other organizations // There are local organizations that are working to increase equity and meet the needs of the community; stakeholders felt it was important that the City connect with these organizations, both so they could serve as experts, and also to ensure services were not needlessly duplicated.

Needs and Gaps Summary

The findings from each category are summarized below; detailed findings, recommendations, and further explanation of the indicators are located in the report. Some of the recommended indicators may not be collected currently and may need data sharing agreements or additional conversations with local partners to develop the indicators.

Housing

Needs: There were a multitude of issues within the realm of housing that arose during the data collection, the main needs identified were:

- Access to affordable housing
- Programs and supports for individuals and families experiencing homelessness

Recommendations: Recommendations for housing included supporting and expanding existing housing initiatives and navigation services as well as public policy and incentives to support the development of affordable housing.

Recommended Indicators:

- Average listing price for homes
- Home ownership: percent owner-occupied households by race/ethnicity compared to rentals by race/ethnicity
- Housing Cost Burden: The percentage of households that spend more than 30% of their income on housing
- The rate at which individuals receive emergency housing, including how many people are unhoused/living in tents/cars/RVs
- Have more data on the Affordable Home Buyers dashboard on the Community Hub
- Number of subsidized units, as reported to the U.S. Department of Housing and Urban Development, in Bozeman as a proportion of number of households living in poverty

Transportation

Needs:

- Access to transportation
- Safety

Recommendations: Recommendations for transportation include increasing the hours of operation, adopting innovative first mile/last mile solutions, and creating rider centered transit design.

Recommended Indicators:

- Percent of households without a vehicle by race and ethnicity: this information will not be available until the 2020 Decennial Census is available.
- Streamline and Galavan ridership
- Number of public transportation documents and signage translated into Spanish
- Audible Crosswalks
- Pedestrian and cyclist crashes by location

Health

Needs:

- Access to healthcare
- Mental health and substance use supports and programs

Recommendations: Recommendations include using data driven solutions to address health inequities, confronting institutional racism and discrimination, and prioritizing health system and community collaboration.

Recommended Indicators:

- Drug use hospitalizations
- Mental disorders hospitalization rate
- Drug overdose mortality
- Suicide mortality
- Access to healthcare
- Rate of translation services used
- LGBTQ+ healthcare providers trained

Education

Needs:

- Increased opportunities for adult education
- Addressing the disparity in k-12 education

Recommendations: Recommendations include creating cradle-to-career educational systems, partnering with the community and leaders to advance educational equity, and investing in sector-based strategies and career pathways.

Recommended Indicators:

- Educational Attainment for the population age 25-64, by race/ethnicity

- Number of job training programs available and average cost
- Median earnings by educational attainment
- Graduation rate by race/ethnicity, receiving free and reduce lunch, English learner status, experiencing homelessness, and students receiving IDEA services
- Percent of students receiving free and reduced lunch by school location
- 3rd grade reading scores by race/ethnicity, receiving free and reduce lunch, English learner status, experiencing homelessness, and students receiving IDEA services

Childcare and Youth Programming

Need:

- Access to affordable programs

Recommendations: Recommendations include supporting specialized childcare and youth programming for vulnerable communities, addressing the childcare benefits cliff, and expanding access to high quality, affordable childcare and early learning opportunities.

Recommended Indicators:

- Percent of children enrolled in school age 3 to 4
- Children younger than 6 by parental employment status
- Free programs offered for youth
- STARS to Quality Programs by level, and location in the community
- Families in Bozeman with Income Below 200% of the Federal Poverty Level
- Best Beginnings Child Care Scholarships for Bozeman

Economic Opportunity

Need:

- Having living wage jobs

Recommendations: Recommendations include institute a living wage. Enhance business retention and expansion services to include emphasis on job quality and diversity, equity, and inclusion. Use fiscal, purchasing, and incentive strategies to improve availability of quality jobs.

Recommended Indicators:

- Disability & unemployment ratio: between the unemployment rates for people with and without disabilities
- Household income by race
- Poverty: percent people below poverty by race/ethnicity and age
- Unemployment: unemployment rate by race/ethnicity
- Business Ownership- firms by race/ethnicity, age, and gender

Quality of Place

Needs:

- Public space needs including trails and paths, safer built environment, and more recreational spaces
- Increased access to broadband

Recommendations: Recommendations include incorporating inclusive placemaking design strategies and the increased accessibility of broadband internet services.

Recommended Indicators:

- ADA compliant pedestrian ramps
- Tracking accessible and inclusive signage and amenities in public spaces. Examples include gender neutral bathrooms and signs in braille. Other inclusive art or signs like the rainbow crosswalks or Black Lives Matter signs that indicate to the community the City supports all members of the community.
- Percent of households without internet subscription by household income
- Participation in recreation and culture activities and events
- Number of City events that promote diversity, equity, and inclusion or celebrate diverse cultures. Examples are Pride, Juneteenth, Indigenous Peoples Day.

Justice and Civic Health

Needs:

- Safety and justice reform
- Civic engagement & representation in government

Recommendations: Recommendations include recruiting and empowering diverse leaders, applying a racial equity impact analysis to policy decisions, deepening the connection between safety and justice, and investing in community equity and awareness training.

Recommended Indicators:

- Demographic breakdown of city employees
- City employee cumulative turnover rate
- Demographics of candidates applied, interviewed, and hired
- Representation in government of City Commissioners
- Bozeman Police Department call logs
- Police Department representation
- Traffic stops and arrests
- Incorporate the Inclusive City Quarterly Reports as indicators

Next steps

Over the next few months, data sharing agreements will be executed with partner organizations and an online platform will be developed to share live indicators. Staff are finalizing the report and the final document will be available on our [website](#) as soon as it's ready. For those who'd like a copy of the document emailed directly to their inbox community members can [sign up for e-notifications](#) and select the "community engagement" category. Access to the report and draft indicators will be available at www.bozeman.net/equityandinclusion as our live dashboard is developed in-house. We anticipate a launch of a live dashboard this winter to inform conversations on how we can take action to address these needs and close the gaps together as a community.

Anti-discrimination

1. Implement additional training for all city staff.

As mentioned above under City Manager’s Recommendation Action 2, the project Training Team has recommended the National League of Cities’ Race, Equity And Leadership (REAL) training program is our as the partner to deliver [REAL 100: Normalizing Racial Equity in Local Government](#) Training to all city staff, including elected officials and department heads. Training activities, including a pre-training assessment, will occur late summer and fall. Implementation is expected to be complete by the end of the summer.

With the funding assistance of the Arthur M. Blank Foundation, a training calendar with additional REAL trainings, quarterly and annual/semi-annual workshops or speakers will be developed. We expect the calendar to be drafted within the coming months.

Additionally, the team will establish a 12 month training calendar for all employees by Summer 2021 which will include quarterly trainings and annual/semi-annual workshops or speakers. We will be relying on our work with the REAL Program, and the hiring of our Human Resources Director to aid in creation of the calendar.

In December, the Human Resources Department deployed an introductory Workplace Diversity training to all staff through the new learning management system. As of July 21st, 98.2% of employees completed the training. Leadership will continue to prioritize completion of this training with their staff. This training is part of the City’s new hire orientation and completed by new staff as they come in to the organization.

In June of 2021, the City Commission intentionally earmarked approximately \$61,000 for the Bozeman Police Department to use to increase training in the areas of implicit bias and de-escalation. During this quarter, the Bozeman Police Department utilized those funds to purchase a virtual reality training simulator. Rather than spending the funds on one-time training, the purchase of this system will allow the department to conduct ongoing training on these issues. In addition, the system will be used to offer training to other City employees, train new officers on a wide variety of topics, and during events such as the Citizen’s Police Academy.

Training	Date Completed	Length	# Staff Trained	Comments
Workplace Diversity	Started December 2020, Ongoing	1 hour	98.2% of all employees	Cultural diversity can strengthen an organization’s values and enhance community awareness. Due to our country’s rapid growth and ever-changing diverse populations, organizations are realizing strength in the marketplace is linked to their ability to attract a culturally diverse workforce. Unfortunately, discrimination still occurs on many levels. The goals of this program are to promote awareness and encourage acceptance, describe strategies to create a positive and

				accepting work environment, and to highlight the steps to take should discrimination occur in the workplace.
GARE Foundations Advancing Racial Equity: The Role of Government	Started December 2020, Ongoing	6 hours	7	This course provides an introduction to the role, responsibilities and opportunities for government to advance racial equity. Participants gain awareness of the history of race and of implicit and explicit bias and individual, institutional, and structural racism and how it impacts the workplace. The course also focuses on normalizing racial equity as a core value with clear definitions of key terminology, operationalizing racial equity via new policies and institutional practices, and organizing, both internally and in partnership with other institutions and the community. Participants also become skilled at identifying and addressing institutional and structural racism.

4. Review best practice recommendations, including the THRIVE index and the Municipal Equality index

City staff had initial discussions on the City’s current scores in the THRIVE index (**Appendix C**) and the Municipal Equality Index (**Appendix D.**) Based on the City’s scores from 2019, the team has identified several key areas where additional progress can be made:

1. THRIVE Index: We believe that we may be able to improve our Paid Parental Leave policies to assist employees. The Human Resources Department is researching the issue and will make recommendations to the City Manager within the coming months.
2. Municipal Equality Index: The City has submitted feedback to MEI for any changes to our 2021 score. We expect a final scorecard to come out at the end of the year.

Diversity, inclusion and interaction with minorities – Bozeman Police Department

1. Training

This item will be an ongoing effort by the Bozeman Police Department to explore additional training opportunities on topics including recognizing implicit bias, anti-racial profiling and Bias-Free policing.

Training	Date Completed	Length	# Staff Trained	Comments
Implicit Bias	November 2020	2.5 hours	64 (all officers)	Officers completed an online course intended to help them understand how implicit bias

				impacts actions and decisions. The course examined the relationship between unconscious and implicit bias, addressed illicit bias and how it affects decision making, and discussed the importance of communicating effectively.
--	--	--	--	--

Use of Force

1. Training

This item will be an ongoing effort by the Bozeman Police Department to incorporate more communication and de-escalation, scenario-based, in-service trainings for officers. Staff will also evaluate and consider additional training programs on topics that include communication, de-escalation, intervention, recognizing force mitigation opportunities, use of force decision-making and more.

Training	Date Completed	Length	# Staff Trained	Comments
Decision Making	November 2020	2 hours	64 (all officers)	Officers attended a training regarding making good decisions during critical incidents. This training included the science behind why poor decisions are sometimes made, the inherent “fight or flight” response and how to overcome it, and how to remain calm and think critically during high-stress incidents.
De-escalation, Intervention, and Force Mitigation	January 2021	2 hours	62 (all officers)	Officers completed an online course focusing on “De-Escalation, Intervention, and Force Mitigation.” After defining each term, the training discussed the importance of focusing on a “guardian” mindset, described a variety of factors involved in human interaction, and explored techniques for lowering emotions to change behavior in volatile situations.
Situational Awareness for Force Usage Training	May, 2021	2 hours	40	After participating in a live scenario that obviously required force, officers were placed in a slightly altered scenario that did not require force. Scenarios were intended to train officers to individually assess each situation, utilize good communication skills, recognize potential danger versus lethal danger, and focus on de-escalating whenever possible.

Citizen Appeal Process

1. Create a stand-alone citizen complaint policy.3. Refine the complaint investigative process.

These action items are interconnected and, for the sake of this report, are considered dependent upon each other. After distinguishing inquiries from complaints, staff began the lengthy process of formulating workflow stemming from each category, which has now also been completed. The workflow clearly separates and defines “inquiries,” “minor complaints,” and “major complaints.” After that, it distinguishes which major complaints will require an administrative investigation and which will require an external investigation. The overall citizen complaint policy has now also been completed, a policy which will be included when the department soon begins publically publishing all policies. The “complaint form” which will begin each complaint process is now also being finalized and will also be made available to the public. Discussions are still ongoing regarding the citizen’s appeal process, including who will conduct the review and how a review will be requested. .

Bozeman as an Inclusive City Report – Actions, Budget, Timeline

Green = Complete

Yellow = In progress or Ongoing

Red = Not yet started

City Manager Recommendations

Based on the review of our existing policies, procedures, training protocols and best practices the City Manager recommends the following actions:

ACTION ITEM	LEAD DEPARTMENT	TIMELINE FOR IMPLEMENTATION	BUDGET (ESTIMATE IF AVAILABLE, NOTE IF ALREADY BUDGETED FOR AND WHAT FISCAL YEAR)
1. PROVIDE A QUARTERLY PROGRESS REPORT TO THE CITY COMMISSION AND INTERESTED STAKEHOLDERS	CITY MANAGER'S OFFICE	IMMEDIATELY - FIRST REPORT NOVEMBER 2020	\$0
2. IDENTIFY ANTI-DISCRIMINATION, IMPLICIT BIAS AND SYSTEMIC RACISM TRAINING FOR ELECTED OFFICIALS AND DEPARTMENT HEADS	HUMAN RESOURCES/CITY MANAGER'S OFFICE	DEVELOP 12-MONTH TRAINING PROGRAM BY DECEMBER 2020	\$53,745 (PAID FOR THROUGH GRANT)
3. DEVELOP A CITY DIVERSITY, EQUITY AND INCLUSION PLAN TO ENGAGE STAKEHOLDERS AND IDENTIFY GAPS COMMUNITY WIDE AND TO IMPLEMENT POLICIES THAT HELP ALL PERSONS IN BOZEMAN THRIVE REGARDLESS OF ECONOMIC, RACIAL, CULTURAL, OR GENDER IDENTITY	CITY MANAGER'S OFFICE	18 MONTHS	UNKNOWN
4. SPONSOR A DIVERSITY, EQUITY AND INCLUSION SUMMIT WITH COMMUNITY PARTNERS SUCH AS MONTANA STATE UNIVERSITY, HRDC, AND MONTANA RACIAL EQUITY PROJECT	CITY MANAGER'S OFFICE	2021	UNKNOWN
5. ACCELERATE THE IMPLEMENTATION OF BODY WORN CAMERAS FOR THE BOZEMAN POLICE DEPARTMENT	BOZEMAN POLICE DEPARTMENT	BPD WILL HAVE RECOMMENDATION ON TIMELINE AS A PART OF THE UPCOMING CAPITAL IMPROVEMENT PLANNING PROCESS AND WILL MAKE RECOMMENDATIONS ON FISCAL YEAR.	BPD WILL HAVE COST ESTIMATES AS A PART OF THE UPCOMING CAPITAL IMPROVEMENT PLANNING PROCESS.

6. BECOME A MEMBER OF THE GOVERNMENT ALLIANCE ON RACE AND EQUITY	CITY MANAGER'S OFFICE	IMMEDIATELY	\$1,000 ANNUALLY
--	-----------------------	-------------	------------------

Overall Diversity for the Organization

ACTION ITEM	LEAD DEPARTMENT	TIMELINE FOR IMPLEMENTATION	BUDGET (ESTIMATE IF AVAILABLE, NOTE IF ALREADY BUDGETED FOR AND WHAT FISCAL YEAR)
<p>1. MAKE DIVERSITY A FORMAL AND HIGH PRIORITY FOR THE ORGANIZATION</p> <p>The City will communicate its commitment to diversity to all city staff and significantly increase formal training for supervisors and employees on implicit bias. The City will review and adjust its employee performance appraisal system to ensure consistency of evaluations and non-discrimination.</p>	<p>CITY MANAGER</p>	<p>HOLD ALL CITY STAFF MEETING AND PASS ADMINISTRATIVE ORDER</p>	<p>\$0</p>

Anti-discrimination

ACTION ITEM	LEAD DEPARTMENT	TIMELINE FOR IMPLEMENTATION	BUDGET (ESTIMATE IF AVAILABLE, NOTE IF ALREADY BUDGETED FOR AND WHAT FISCAL YEAR)
1. IMPLEMENT ADDITIONAL TRAINING FOR ALL CITY STAFF	HUMAN RESOURCES	LMS "WORKPLACE DIVERSITY" DEPLOYED TO ALL EMPLOYEES BY DECEMBER. ESTABLISH A 12 MONTH TRAINING CALENDAR FOR ALL EMPLOYEES BY MARCH 2021	WE HAVE A SYSTEM WITH THESE TYPES OF TRAININGS INCLUDED BUT MAY NEED FUNDING FOR IN PERSON TRAINING
The City will consider more frequent and additional trainings including trainings on "Inclusion in the Workplace" and "Implicit Bias"			
2. EMPLOYEE ENGAGEMENT SURVEYS	HUMAN RESOURCES	SPRING 2021	\$0
The City will engage employees annually to gauge inclusion and engagement in the workplace to measure the success of other efforts by the City.			
3. EMPLOYEE PERFORMANCE APPRAISAL SYSTEM	HUMAN RESOURCES	FY22	\$0
The City will review its employee performance appraisal system and provide updates with greater consideration to fairness and inclusion.			
4. REVIEW BEST PRACTICE RECOMMENDATIONS, INCLUDING THE THRIVE INDEX AND THE MUNICIPAL EQUALITY INDEX	HUMAN RESOURCES/CITY MANAGER'S OFFICE	INITIAL MEETING WITH CITY MANAGER TO REVIEW THESE PROGRAM ELEMENTS IN JANUARY 2021	\$0 FOR INITIAL REVIEW. IMPLEMENTING NEW ELEMENTS MAY REQUIRE FUNDING.
The City will review the best practices of the THRIVE index and the Human Rights Campaign's Municipality Equality index and consider City policies that may need additional updates to meet these best practices.			
5. REVIEW HOW THE CITY HANDLES ANONYMOUS COMPLAINTS (ETHICS ORDINANCE)	CITY MANAGER'S OFFICE	2022	\$0

<p>The City will review the current policies within the ethics ordinance that requires complainants to give their name before complaints are given a complaint investigation status. The review will consider the failures of the policy to meet the needs of the victim and should be updated to reflect those needs.</p>			
<p>6. EVALUATE DIVERSITY & INCLUSION ON ADVISORY BOARDS</p>	<p>CITY CLERK'S OFFICE</p>	<p>SUMMER 2021</p>	<p>\$0</p>
<p>The City will conduct an evaluation of City Advisory Boards to determine how or if the City tracks diversity on these boards and consider systems that could be implemented to support diversity and inclusion in these spaces.</p>			

Diversity, inclusion and interaction with minorities – Bozeman Police Department

ACTION ITEM	LEAD DEPARTMENT	TIMELINE FOR IMPLEMENTATION	BUDGET (ESTIMATE IF AVAILABLE, NOTE IF ALREADY BUDGETED FOR AND WHAT FISCAL YEAR)
1. ADD FUTURE TRAININGS	POLICE DEPARTMENT		
The Bozeman Police Department will explore additional training opportunities on topics including recognizing implicit bias, anti-racial profiling, and Bias-Free Policing.	IMPLICIT BIAS TRAINING (ONLINE) (2.5 HR)	NOVEMBER 2020	\$3,400
2. AUGMENT EXISTING POLICIES AND UPDATE TO “BIAS-FREE POLICING”	POLICE DEPARTMENT		
The Bozeman Police Department will review its existing policies against the model policy of “Bias-Free Policing” and update existing policies where necessary to be in line with this national best practice.		COMPLETED AND TRAINING IMPLEMENTED	\$0
3. BROADEN COMMUNITY OUTREACH EVENTS			
The Bozeman Police Department will give continued consideration to broadening community outreach events to interact with more Montana State University groups as well as other community groups.	POLICE DEPARTMENT	TO BE DETERMINED DEPENDENT UPON PANDEMIC-RELATED RESTRICTIONS	N/A

Hiring Practices - Overall

ACTION ITEM	LEAD DEPARTMENT	TIMELINE FOR IMPLEMENTATION	BUDGET (ESTIMATE IF AVAILABLE, NOTE IF ALREADY BUDGETED FOR AND WHAT FISCAL YEAR)
<p>1. CONTINUED EFFORTS TO REACH OUR BEST PRACTICES</p> <p>The City will continue to evaluate and improve its efforts to achieve our best practices in hiring and recruitment. This includes improving our results for candidates and evaluating the impacts of turnover.</p>	HUMAN RESOURCES	APRIL 2021	MAY NEED MINIMAL AMOUNTS FOR JOB POSTINGS TO NICHE GROUPS.
<p>2. UPDATE HIRING PRACTICES POLICY</p> <p>The City will update the hiring practices manual to reflect current practices and further efforts for diversity. The City will also train supervisors to the hiring practices and hold supervisors accountable for not following hiring practices.</p>	HUMAN RESOURCES	2021-2022	\$0
<p>3. REVIEW AND UPDATE THE LANGUAGE AND IMAGES USED FOR ADVERTISING POSITIONS</p> <p>The City will review the language and images used for recruiting and advertising open city positions to specialized groups. Language and images should take into consideration literal and visual differences in varied applicant pools.</p>	HUMAN RESOURCES	2021	\$20,000

Use of Force

ACTION ITEM	LEAD DEPARTMENT	TIMELINE FOR IMPLEMENTATION	BUDGET (ESTIMATE IF AVAILABLE, NOTE IF ALREADY BUDGETED FOR AND WHAT FISCAL YEAR)
<p>1. POLICY CHANGES</p> <hr/> <p>The Bozeman Police Department will make revisions to the current BPD policy and provide additional policy direction concerning de-escalation and use of force. These updates hope to address community concerns and provide clarity for officers.</p>	POLICE DEPARTMENT	COMPLETE AND TRAINING IMPLEMENTED	\$0
<p>2. FUTURE TRAININGS</p> <hr/> <p>The Bozeman Police Department will incorporate more communication and de-escalation scenario-based in-service trainings for officers. They will also evaluate and consider additional training programs on topics that include communication, de-escalation, intervention, recognizing force mitigation opportunities, use of force decision-making, and others.</p>	POLICE DEPARTMENT		
	DECISION MAKING (IN PERSON FOR OFFICERS) (2 HR)	NOVEMBER 2020	\$0
	DE-ESCALATION AND FORCE MITIGATION (ONLINE FOR ALL OFFICERS) (2 HR)	FALL 2020	\$3,400
	DE-ESCALATION SCENARIOS (IN PERSON FOR OFFICERS) (2 HR)	MAY, 2021	\$0

Citizen Appeal Process – Bozeman Police Department

ACTION ITEM	LEAD DEPARTMENT	TIMELINE FOR IMPLEMENTATION	BUDGET (ESTIMATE IF AVAILABLE, NOTE IF ALREADY BUDGETED FOR AND WHAT FISCAL YEAR)
1. CREATE A STAND-ALONE CITIZEN COMPLAINT POLICY			
The Bozeman Police Department will create a stand-alone Citizen Complaint Policy that will be available on the City's website with clear instructions on how to file a complaint, the complaint investigation process, timeline for response, and steps for further engagement after an outcome has been determined.	POLICE DEPARTMENT	SPRING 2021	\$0
2. CLEARLY DISTINGUISH INQUIRIES FROM COMPLAINTS			
The Bozeman Police Department will create a process, including defining the terms "inquiry" and "complaint" to clearly distinguish inquiries from complaints requiring an investigation and create a system for documenting inquiries.	POLICE DEPARTMENT	SPRING 2021	\$0
3. REFINE THE COMPLAINT INVESTIGATIVE PROCESS			
The Bozeman Police Department will review and update the Complaint Investigative Process to establish a clear timeframe for notification and follow-up within 24 hours with a complainant. The Bozeman Police Department will also explore options for developing an appeal process for citizens that are unsatisfied with the outcome of a complaint investigation.	POLICE DEPARTMENT	SPRING 2021	\$0