



Inclusive City Quarterly Report February 2022

FEBRUARY 15, 2022

City of Bozeman
Inclusive City Project Team

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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 sixth quarterly report. We continue to remain dedicated to this work and I'm proud of the progress we are seeing across our organization. 17 of the 24 actions are now complete or in progress and work continues to move forward. As we begin the next steps to develop an equity and inclusion plan we know that more actions are to come.

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.

Over the last three months several of our biggest projects have gained momentum and we are seeing great progress. I'm excited to say that we are finalizing a new contract for our training program and expect to roll out a foundational diversity, equity and inclusion training to all city staff at the end of March. While our first training is encouraged for every city employee, we will also sponsor a series of additional trainings over the course of several months to allow elected officials, supervisors, our Inclusive City team, and any other interested staff the opportunity to build on their knowledge.

To kick off 2022 the City officially signed into effect its first ever Paid Parental Leave policy! The policy offers eight weeks of paid parental leave to eligible city employees in the event that they (or their partner or spouse) experience a birth or adoption. This policy recognizes the importance of bonding or caring for a new child, and supports parents financially during an exciting time in their lives.

Lastly, the City Commission recently underwent a long process to consolidate the City's Citizen Advisory Boards and while doing so also focused on diversity, equity and inclusion in the new boards. At the direction of the Commission staff conducted a voluntary demographic survey of the existing board members, and then the same survey of the new board members once consolidation was complete. Though there is much more progress to be made, it is exciting to see that in most of the categories we now have a more diverse mix of people on our boards.

In the simplest terms, our goal is to ensure that every resident, visitor, and City of Bozeman employee feels welcomed and valued, and can 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 May 2022.

4. Sponsor a Diversity, Equity and Inclusion Summit with community partners such as Montana State University, HRDC, and Montana Racial Equity Project

The Community Roundtable on Equity & Inclusion was hosted in partnership with the Montana State University Office of Diversity & Inclusion, Montana Racial Equity Project, Bozeman School District, and Bozeman Health. The 2.5 hour virtual event took place on Monday, October 25th and was attended by over 120 community members and leaders of organizations addressing our community's most pressing needs. The planning committee took steps to create a welcoming and inclusive space by co-creating and delivering a land acknowledgement, establishing group agreements for participation in discussion, and providing language access for Spanish speakers through live interpretation, and accommodating the needs of people with low or no vision or hearing.

The event covered the data with a presentation of equity indicators, made space for the voices of three local storytellers who shared their lived experiences, and sparked discussion among attendees about how we can all contribute to closing the gaps in our community. Out of these facilitated discussions, we gathered input, listened to people's experiences, and exchanged contact information. We are excited to maintain momentum, strengthen existing relationships, and build new ones as we take the next steps together.

The event closed by asking participants to commit to taking action in their organizations or personal lives through continued learning about inequity and injustice, contributing to the work being done by local organizations to correct inequities, and participate in the City of Bozeman's upcoming efforts to develop a Diversity, Equity & Inclusion plan. Participants were directed to the city's website to stay informed and engaged as we lay the groundwork for a Diversity, Equity & Inclusion plan in the coming year.

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

1. Create a stand-alone citizen complaint policy.

As of this quarter (Spring 2022), the “complaint form” that will begin each complaint process has been finalized and is now available on the Bozeman Police Department website. The overall citizen complaint policy has now also been completed and will be included when the Police Department begins publically publishing all policies.

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.

In September 2021 the Bozeman City commission along with Directors and City Management participated in a four hour foundational diversity, equity and inclusion training through The Equity Project.

Due to timing and mobilization challenges with our partners at the National League of Cities Race, Equity and Leadership (REAL) program, the City has made the decision to switch to a new partner to administer a training program. The Equity Project will now take over to deliver a series of four workshops, intended to build on foundational training. Workshop 1 - Foundations of Equity, Diversity, and Inclusion will roll out to all city staff, including elected officials and department heads, at the end of March 2022. It is very important that everyone in our organization, regardless of position, has the opportunity to experience this base-line training.

Workshops 2 – 4 which will build on the basic foundations will be offered to all elected officials, directors and supervisors, Inclusive City team members, and any additional staff wishing to grow their understanding of diversity, equity and inclusion. The workshops will continue through Summer 2022.

A contract with The Equity Project is expected to be finalized at the beginning of March 2022.

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

During this quarter, a contract was finalized with the chosen vendor, Getac Video Solutions. Problem-solving continued with a test patrol car video system installed in one of the patrol cars and work began on installation of the interview room video systems in the Bozeman Public Safety Center. Although installation of the patrol car video systems in the entire fleet was delayed due to technical issues, we anticipate completing installation within the next quarter. During this quarter, we also formulated a team and began putting together a community engagement plan regarding body worn cameras, anticipating implementation later this year. Community engagement efforts are expected to occur this spring from March – May.

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.

Community engagement, data collection, and analysis produced the [Equity Indicators Report](#) and data sharing agreements with local organizations to identify and measure disparities in our community based on race, ethnicity, age, gender, sexual orientation, and socioeconomic circumstances. These equity indicators will guide the development of an Equity & Inclusion Plan to close gaps and address disparities through concrete actions

we can take within the City of Bozeman as an organization and in coordination with community partners. A dashboard to communicate and update equity indicators will follow the launch of the Climate Plan dashboard being finalized this Spring.

We are currently building a diverse team of staff across City departments and at all levels of leadership to guide and conduct the planning process. We will engage with external experts, partner organizations, and local community groups throughout the process and anticipate completing the Equity and Inclusion plan in Spring of 2023.

Anti-discrimination

1. Implement additional training for all city staff.

As mentioned above under City Manager’s Recommendation Action 2, the City has defined a training program with The Equity Project to deliver a series of four workshops, intended to build on foundational training. Workshop 1 - Foundations of Equity, Diversity, and Inclusion will roll out to all city staff, including elected officials and department heads, at the end of March 2022. It is very important that everyone in our organization, regardless of position, has the opportunity to experience this base-line training.

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A contract with The Equity Project is expected to be finalized at the end of February 2022.

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.

3. Review employee performance appraisal system

The City’s Human Resources department is working with managers, supervisors and represented employee groups to seek input on a new approach to performance evaluation. The new approach will have an emphasis on coaching and development and will aim to facilitate timely, reliable and valuable feedback for all employees. Once input has been received by staff the program will be reviewed and approved by City Management before being launched with employees in the “non-represented” category and MFPE union.

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:
 - The City of Bozeman signed into effect this month a new policy to provide paid parental leave of up to eight weeks for City employees. The policy recognizes the importance of bonding and caring for a new child, and hopes to support parents during an exciting and stressful time in their lives. The policy provides eligible City employees with up to eight weeks paid parental leave in the event of a birth or adoption, either experienced by themselves or with their spouse or partner. Prior to this policy staff were able to take their sick or vacation leave but no

officially policy was in place. To our knowledge 8 weeks is the most leave offered by a municipality in Montana.

2. Municipal Equality Index: The City of Bozeman’s score for 2021 was released this fall with a score of 80 points out of 100. This is an increase of 2 points from the previous year. To compare, Bozeman’s score in 2016 was 58. We have made great progress and we are continuing to evaluate how we can make adjustments to improve our number. You can read the full report from MEI [on their website](#) or in **Appendix D.**

6. Evaluate Diversity and Inclusion on Advisory Boards

The City Commission recently took action to consolidate many of the City’s Citizen Advisory Boards. As a part of the consolidation process the City Commission prioritized diversity, equity and inclusion in the new structure. At the direction of the Commission the City developed a voluntary survey to gather baseline information from the existing Citizen Advisory Board members. Because the survey is voluntary it is not precise but provides an important touchpoint for elected officials and leaders to understand the demographic makeup of advisory boards. Per the recommendation of the City Manager this survey will be conducted every two years to track progress and will be shared on the equity indicators dashboard.

The results from the data collection of the newly appointed boards show increased diversity in several important categories including age, race/ethnicity, sexual orientation, and type of residence. A full comparison is included in **Appendix E.**

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.
Implicit Bias and Microaggressions	November, 2021	3 hours	5 officers	Officer attended a workshop at MSU, during which they gained an understanding of the cycle of oppression, implicit bias and microaggressions. The workshop

				provided an opportunity for self-reflection and an opportunity to develop skills regarding how to respond to microaggressions.
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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.
Force Mitigation	September, 2021	2 hours	64 (all)	Every year, all officers must certify in a variety of “less lethal” options, all designed to mitigate the amount of force used during an encounter. During each training cycle, officers must complete a written or verbal test, practice with the tool, then complete a

				scenario that includes communicating with the individual in an attempt to avoid force, then deciding whether that tool is appropriate for the scenario.
Communication and De-escalation	October, 2021	3 hours	6 (newly hired officers)	As part of their initial training, all new officers hired this quarter attended a 3 hour class on communication and verbal de-escalation tactics. This course includes examining the topic of “communication” from both legal and best-practice perspectives and ways to verbally de-escalate situations.
Crisis Negotiations Course	November, 2021	40 hours	3 (officers)	Three current officers attended a 40 hour course focused on communicating effectively with those in a variety of crises, with the common goal always being to avoid using any type of force to resolve the situation.
Crisis Negotiations Conference	November, 2021	16 hours	3 (officers)	Three different current officers attended a 2 day course which included classes on a variety of crisis negotiations topics. The conference and all included course again center on decreasing the need for any force.
De-escalation and “less lethal” force scenarios	December, 2021	2 hours	39 (officers)	Officers attended a monthly training which consisted of three different scenarios, all of which focused on either de-escalation tactics or the use of “less lethal” tools.
Use of Force scenarios	January, 2022	2 hours	40 (officers)	Officers attended a monthly training focused on barricaded subjects, active shooters, and hostage situations. Focus was placed on attempting to avoid any use of force during each scenario.

Citizen Appeal Process

3. Refine the complaint investigative process.

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	BPD WILL HAVE COST ESTIMATES AS A PART OF THE UPCOMING CAPITAL IMPROVEMENT PLANNING PROCESS.



		RECOMMENDATIONS ON FISCAL YEAR.	
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 2022	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	MOVED TO SPRING 2022	\$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 IMPLEMENTATION OF PAID PARENTAL LEAVE POLICY, EFFECTIVE JAN 1, 2022. ADDITIONAL POLICIES CURRENTLY IN REVIEW.	\$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
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.			
6. EVALUATE DIVERSITY & INCLUSION ON ADVISORY BOARDS	CITY CLERK’S OFFICE	SUMMER 2021	\$0
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.			

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> <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
	FORCE MITIGATION	OCTOBER, 2021	\$0

	COMMUNICATION AND DE-ESCALATION	OCTOBER, 2021	\$0
	CRISIS NEGOTIATIONS	NOVEMBER, 2021	\$687 IN CURRENT BUDGET
	DE-ESCALATION AND "LESS LETHAL" FORCE SCENARIOS	DECEMBER, 2021	
	USE OF FORCE SCENARIOS	JANUARY, 2021	

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