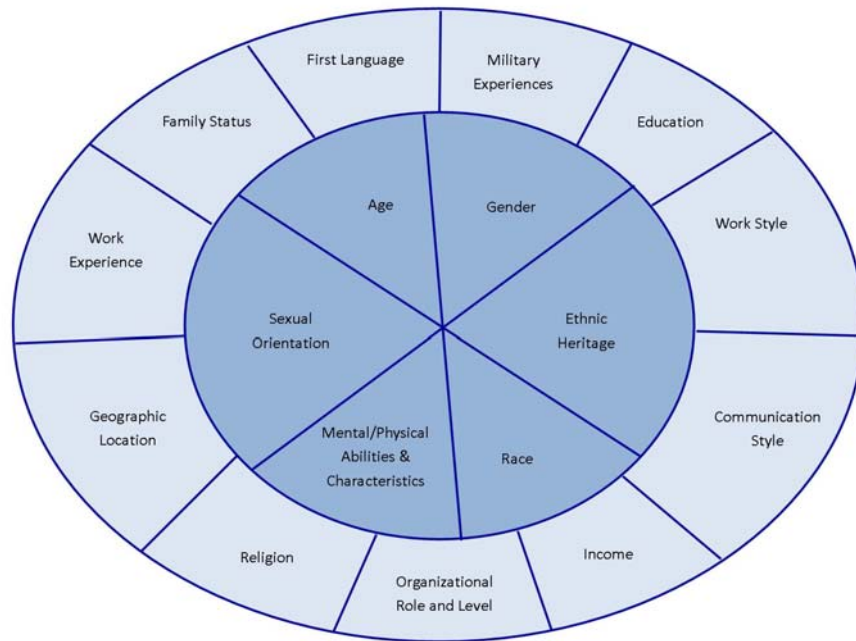




City of Chico
Diversity Action Plan
July 2011



Aspects of Diversity

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Acknowledgements

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Message from the Mayor

Chico is a livable, healthy, and sustainable community that offers a high quality of life with a strong sense of community and place. Chico's small-town character and value of innovation provides opportunities for future generations to thrive. To assure all citizens can prosper, regardless of cultural, language or physical boundaries, we must join together and examine what barriers exist and take action to remove those obstacles to success.

When we recognize, appreciate and respect differences, we can work and communicate more effectively in providing transparent governance that values public participation, celebrates arts and culture, assists the more vulnerable members of the community and creates both a more unified and multifaceted community. As we move towards the future and engage in a global economy, our success depends on opening doors to the inter-connected world by appreciating and understanding others' perspectives and cultures.

As the Mayor of the City of Chico, I am committed to creating a more inclusive community through careful planning and continuous improvement. The City of Chico's Diversity Action Plan clearly states goals, identifies specific steps, assigns accountability, and identifies a timeframe to measures our progress. To gauge progress toward reaching our goals, the City will develop indicators and annually evaluate our progress to Council and you, the community.

This work cannot be done alone. I invite you to join me to build an inclusive Chico which depends on our community's commitment to accept other's ideas, to reach out to others who are from different backgrounds, and to work and move beyond tolerance, to inclusion, to equity. When we join together to address these concerns, we bring together the collective will of a great community. Although this work may be difficult, challenging and sometimes uncomfortable, when we stay focused on the goal of promoting inclusivity we build a stronger, more prosperous community.

Chico's commitment to diversity underscores our pledge to treat each other with dignity, respect and creating a Chico that is a safe place to raise a family, an ideal location for business and a premier place to live.

Ann M. Schwab
Mayor, City of Chico

Diversity Statement

Diversity is constantly changing. When we recognize, appreciate and respect differences, we can work and communicate more effectively in governance and create a more unified and multifaceted community enriched through appreciating and understanding others' perspectives.

The City of Chico Diversity Action Plan is a strategy to actively remove barriers and promote diversity within the city government and the larger community. The plan seeks to establish a climate for all individuals and groups to develop the trust and understanding to engage in city governance processes, influence decision making and access municipal services.

Declaración de la Diversidad

La diversidad está en constante cambio. Cuando nosotros podemos reconocer, valorar y respetar las diferencias, podemos trabajar y comunicar con mayor eficacia en el obierno y crear una comunidad más unida y plural que enriquece a través del aprecio y comprensión de las perspectivas de los demás.

El Plan de Acción de Diversidad de La Ciudad de Chico es una estrategia para eliminar activamente los obstáculos y promover la diversidad en el gobierno de la ciudad y la comunidad en general. El plan tiene por objeto establecer un entorno favorable de todos los individuos y grupos para desarrollar la confianza y el entendimiento para participar en los procesos de gobierno de la ciudad, influir en la toma de decisiones y acceso a los servicios municipales.

Tsab Ntawv qhia txog txhua haiv neeg

Muaj txhua haiv neeg coob thiab txawv zuj zus. Thaum peb pom, paub txog, los yog tos txais, thiab hwm txog txhua haiv neeg lawm peb yuav ua tau hauj lwm ua ke thiab peb yuav hais lus sib to taub zoo heev li. Kev sib to taub yog lub fwj chim uas yuav ua tau rau peb sawvdaws los koom ua ib pab ib pawg thiab koom tau ua ib zej zog. Tej pej xeeb yuav txawj sib hwm thiab sib pab kom zoo, peb ib tug yuav to taub txog ib tug txoj kev ua noj ua haus thiab yuav tsum pom txog lwm tug txoj kev xav.

Lub nroog Chico Diversity Action Plan yog ib lub hom phiaj muaj zog heev uas yuav muaj lub peev xwm los tshem tawm tej kev tsi sib to taub, tsis sib kag siab ntawn txhua haiv neeg. Tsis tas li xwb lub hom phiaj no tseem yuav los kho thiab txhawb nqa txhua haiv neeg nyob ib txheeb tseem ntawm cov nom tswv thiab zej zog. Lub hom phiaj no yuav los nrhiav ib txoj hauv kev kom txhua haiv neeg thiab txhua pab pawg neeg los sib tham, nrhiav tsw yim kho kom sawvdaws kom muaj kev sib ntseeg siab, sib to taub, thiab sib koom tes zoo. Tsis tas li xwb, txhua haiv neeg tseem yuav los nrog tej nom tswv sib tawm tswv yim, pab txhiav txim, thiab muab suab rov qab rau cov pej xeeb.

Background and Methodology

In May of 2010 a series of perceived hate crimes occurred in Chico. Due to citizen concerns, Mayor Schwab suggested that it was time to review the City's and the community's efforts in making Chico more inclusive. At its meeting of June 1, 2010, the Council voted to direct the Assistant City Manager to work with the Mayor to establish an ad-hoc (Brown Act) committee to develop a City of Chico Diversity Action Plan, with the Mayor to select the members of the committee. Mayor Schwab appointed the following community members to serve on the Committee: Ali Sarsour, Amro Jayousi, Ann Schulte, Annie Adamian, Dawn Frank, Evan LeVang, Lee Lyon, Michael Lo, Pedro Caldera, and Samad Najjar. Several other community members eventually assisted in the development of the draft Plan: Joe Person, Sandra Knight, Jay Gallagher, Gayle Hutchinson, Tray Robinson, Meagan Cochran, Dona Bertain, Luis Munoz, Beverly Perry, London Long, and Yvette Zuniga.

The Diversity Action Plan (DAP) Ad-hoc Committee met many times from July 2010 through June of 2011. The Committee went through a process which included open discussions and brainstorming sessions during publicly noticed meetings. The group constructed a working definition of diversity, as well as a purpose statement. Using these constructs as a guide, the Committee developed a "framework" for the Plan which included two main focus areas, "city (internal) operations" and "city (external) outreach" (indicated in gray in the table below), further defined by six "dimensions of diversity for our community" (delineated by different colors). Each of these dimensions was further broken down into what the Committee saw as "goal" areas where the issue of diversity should be examined. In all, 12 goal areas were identified in the Plan.

The Committee presented, via the Assistant City Manager, the internally focused goals to City department managers to identify tasks, measures and timelines that would ensure these goals are accomplished. The Committee presented the external goals to the community in a series of individual and group meetings in which a survey tool was administered to gather ideas for tasks for the plan.

In an informal sample of over 150 Chicoans including many members of what the committee felt were underrepresented groups, citizens gave their perspectives on the current status of local diversity efforts to committee members. (Underrepresented groups are defined as those who are insufficiently or inadequately represented in local government.) Committee members then returned with both internal and external staff/community input and assembled the information into 46 "tasks" to be accomplished in the plan. The committee then examined each task, weighed the priority (importance) of the task, the capacity of the city and city staff to accomplish the task, the cost of accomplishing the task, and developed a system of three tiers for the suggested implementation of the plan. The first tier is defined as tasks intended to be accomplished within one to two years. It contains tasks that are currently in progress

as well as new tasks that are low or no cost. These tasks were considered to require staff's current capacity and were deemed a high priority by the committee. The second tier's tasks are recommended to be accomplished, given sufficient finances and capacity, in the next two to five years. The third tier is made of tasks that have great value, but are largely too expensive for implementation in the near term, and should be pushed back from five to ten years unless budget conditions change. It is suggested that nothing should prevent a higher tier task from being accomplished if another need or activity calls for its implementation at an earlier date.

The Final Diversity Action Plan, once vetted by the Chico City Council, is intended to be delivered to City staff, boards and commissions with the direction to implement these tasks per the tiered implementation schedule. It is proposed that the Sustainability Task Force take the attached implementation schedule and conduct a yearly review of the City's progress in implementing the tasks. That review should be annually provided to council and the city manager.

2011 City of Chico Diversity Action Plan

KEY:

Priority to stakeholders:	1-high	2-moderate	3-low
Cost:	1-low to none	2-some cost	3-significant cost
Capacity:	1-infrastructure exists	2-need to build some	3-significant infrastructure needed
Tier:	1- 1 to 2 years	2- 2 to 5 years	3- 5-10 years

CITY OPERATION FOCUS: *Focuses on how municipal policies and procedures including hiring, training and promotion address and increase diversity awareness. Examines entryways for community members to use City services and how to improve access and use.*

INTERNAL MONITORING DIMENSION:

How City departments address diversity in their goals and objectives
 How Council Boards and Commissions address diversity in their work plans

Goal 1: Develop, implement and assess City department goals, objectives, policies and procedures that improve diversity in City operations.	Priority	Cost	Capacity	Dept. Resp.	Measure	Tier
Task 1.1. Develop a section in each department's budget narrative that outlines their goals and accomplishments in outreach to diverse groups	1	1	1	All	Annual Review	1
Task 1.2. Provide an annual report about the diversity of the City work force to council	1	1	1	HR	Annual Review	1

Goal 2: Incorporate diversity priorities in Council funding proposals and include diversity goals in boards and commissions work plans.						
Task 2.1. Develop a goal that addresses inclusivity in each Board and Commission work plan	1	1	1	Depts. with Boards & Commissions	Annual Review	1
Task 2.2. Provide an annual report about the diversity of the Boards and Commissions to council	1	1	1	City Clerk	Annual Review	1
Task 2.3. All community organizations should include what they are doing to provide access to underrepresented groups in their funding proposals to council	1	1	1	City Manager	Annual Review	1
TRAINING DIMENSION: Staff and Council are trained in cultural awareness and communication.						
Goal 3: Develop, implement and assess professional development for City staff in the area of diversity.	Priority	Cost	Capacity	Dept. Resp.	Measure	Tier
Task 3.1. Provide mandatory cultural diversity and non-discrimination training to current staff and new hires	1	3	3	HR	% of compliance	3
Task 3.2. Partner with CSUC and Butte College and other institutions in diversity training opportunities	1	2	2	HR	Annual Review	2
Task 3.3. Provide a list of community cultural events for City employees that they may choose to attend while off-duty to advance their own education.	2	1	2	HR	Annual Review	2
Task 3.4. Hold discussion groups/ study circles on specific topics relating to diversity	2	1	1	City Manager	Annual Review	2

Goal 4: Develop, implement and assess cultural awareness training for City Council, Boards and Commissions.						
Task 4.1. Provide mandatory cultural diversity and non-discrimination training to Council, Boards and Commission members and to new members at start of term.	1	3	3	HR	% of compliance	3
Task 4.2. Offer presentation time to different cultural groups at City Council meetings	2	1	2	City Clerk	Annual Review	1
Task 4.3. Hold discussion groups and study circles on specific topics relating to diversity for Council, Boards and Commissions	2	1	1	City Manager	Annual Review	2

RECRUITMENT HIRING AND PROMOTION DIMENSION:						
Evaluation and improvement of increasing diversity in the workplace.						
Goal 5: Develop, implement and assess how diversity is incorporated in City's recruitment, hiring and promotion policies and practices.	Priority	Cost	Capacity	Dept. Resp.	Measure	Tier
Task 5.1. Make multilingualism incentive in hiring process. Have standard question on job application that lists bilingual qualifications	1	1	1	HR	Accomplished?	1
Task 5.2. Develop a plan for bi-lingual staff. Show that it is valued	2	1	1	HR	Accomplished?	2
Task 5.3. Verify that job announcements go out to places where they are seen by diverse groups	1	2	1	HR	Annual Review	2

ACCESS TO CITY SERVICES DIMENSION:

How the City makes all services accessible.

Goal 6: Identify and remove barriers to City services for all community members.	Priority	Cost	Capacity	Dept. Resp.	Measure	Tier
Task 6.1. Translate all public “directive” signage into Hmong and Spanish	1	3	2	General Services	% of compliance	3
Task 6.2. Translate documents, website and forms into Hmong and Spanish	1	3	3	All	% of compliance	3
Task 6.3. Extend and continue the use of the AT&T language line or similar service for translation services for English learners	1	1	1	Information Services	% of compliance	1
Task 6.4. Prepare Public Service Announcements that are multi-lingual	2	2	2	All	Annual Review	1
Task 6.5. Develop a single contact phone number for the City. The contact would determine any special needs and then route the person to the correct department.	1	2	2	Information Services	Accomplished?	2
Task 6.6. Assess access barriers through a customer service survey	2	2	3	City Clerk	Annual Review	3
Task 6.7. Include information on translation, and homeless and social services in community shuttles, buses, bus shelters and in phone booths	1	2	2	Neighborhood Services	Annual Review	2
Task 6.8. Identify a City staff person to be the Diversity Coordinator for the City. This person helps to resolve issues the community has with the city relating to diversity.	1	1	1	City Manager	Accomplished?	1

Task 6.9. Use City website calendar for community events including cultural events	1	3	3	Information Services	Accomplished?	3
Task 6.10. Have City booths listing services at various community events	2	2	2	All	Annual Review	2

CITY OUTREACH FOCUS: <i>Concentrates on the quality and types of community interactions. Examines and improves how the City communicates with, educates, and informs the public about issues related to diversity. Addresses diversity from the perspective of public participation by individuals and stakeholder groups in the decision making process.</i>						
CITY'S MESSAGE DIMENSION:						
How the City demonstrates a commitment to diversity						
Goal 7: Ensure that the City fosters diversity and cultural awareness in community events.	Priority	Cost	Capacity	Dept. Resp.	Measure	Tier
Task 7.1. Create a cultural festival/education week	3	3	3	Neighborhood Services	Annual Review	3
Task 7.2. Encourage City sponsored cultural festivals by incentivizing the lease rates for City facilities.	2	2	1	BDS & General Services	Accomplished?	2
Task 7.3. Partner with CSU, Chico, Butte College and other institutions to assist with community cultural events	1	2	2	Neighborhood Services	Annual Review	2

Goal 8: Ensure that the City fosters diversity and cultural awareness in physical (infrastructure) improvements.						
Task 8.1. Accelerate progress implementing the City ADA plan when possible	1	3	2	Capital Improvement	Annual Review	3
Task 8.2. Capital projects that include aesthetic treatments are encouraged to foster cultural diversity and cultural awareness	1	1	1	Capital Improvement	Annual Review	1
Task 8.3. Public art projects are encouraged to reflect diversity and cultural awareness	1	1	1	City Manager	Annual Review	1
ACCESS TO GOVERNANCE DIMENSION: Community members are invited to contribute to policy via Council, Boards and Commissions and public process						
Goal 9: Increase and enhance outreach to underrepresented groups to serve on boards and commissions.	Priority	Cost	Capacity	Dept. Resp.	Measure	Tier
Task 9.1. Have City open houses in various departments. Invite underrepresented groups	2	2	2	All	Annual review	2
Task 9.2. Continue the Boards and Commissions information meetings for the public. Invite underrepresented groups	1	2	1	City Clerk	Annual review	1
Task 9.3. Encourage council do outreach to under represented groups. Have each councilmember self-identify at least one under represented group to which they would like to be a liaison in governmental processes	1	1	1	Council	Annual review	1

Goal 10: Increase and enhance community awareness of public decision-making process.						
Task 10.1. Create a citizen “civics” training program to introduce people to how government works and how they can participate. Invite underrepresented groups.	1	3	3	HR	Accomplished?	3
Task 10.2. Increase local visibility of public process by posting at public buildings, libraries, Farmer’s Market, etc.	2	2	2	All	Annual Review	2
Task 10.3. On City website create streaming video tutorials about department functions and how to engage in civic processes	1	3	3	City Clerk	Accomplished?	3
Task 10.4. Forward the Council and Board/Commission agendas to a larger email list that includes faith-based and cultural organizations	2	1	2	Information Services	Accomplished?	1
Task 10.5. Use outdoor advertising displays at areas away from downtown to advertise community events. The displays can be networked together and controlled from City hall. (in front of fire stations, busy intersections; paid for by sponsorships?)	3	3	3	Information Services	Accomplished?	3
Task 10.6. Create a social media page to announce City opportunities and information. Include a frequently asked questions section	1	1	1	Information Services	Accomplished?	1
Task 10.7. Create a media campaign to advertise City events and processes through the use of newsletters, ads on campus, direct mail, TV and radio in multiple languages	2	3	3	Information Services	Annual Review	3

Task 10.8. Calendar of City activities/events on City website, TV and radio	1	3	3	Information Services	Accomplished?	3
Goal 11: Ensure that written and verbal communication is obtainable, available and readily accessible to all community members.						
Task 11.1. Translate website into Spanish and Hmong. Use interns and automated services to translate	1	3	3	Information Services	Accomplished?	3
Task 11.2. Utilize Spanish language tv/radio stations and publications	1	3	3	City Clerk	Annual Review	3
Task 11.3. Increase translation services, create a list of available translators, translate council minutes upon request	1	3	3	City Clerk	Annual Review	3
Goal 12: Ensure that the City's commitment to diversity continues in future years.						
Task 12.1. Every 5 years re-convene a citizen/staff committee to review this plan and make changes as needed.	1	1	1	City Council	5 year review	2

Priority to stakeholders:	1-high	2-moderate	3-low
Cost:	1-low to none	2-some cost	3-significant cost
Capacity:	1-infrastructure exists	2-need to build some	3-significant infrastructure needed
Tier:	1- 1 to 2 years	2- 2 to 5 years	3- 5-10 years

DEPARTMENTAL RESPONSIBILITY MATRIX

Focus	City Operation Focus																								
Dimension	Internal Monitoring Dimension					Training Dimension							Recruitment Hiring and Promotion			Access to City Services									
Goal	Goal 1		Goal 2			Goal 3				Goal 4			Goal 5			Goal 6									
Task	Task 1	Task 2	Task 1	Task 2	Task 3	Task 1	Task 2	Task 3	Task 4	Task 1	Task 2	Task 3	Task 1	Task 2	Task 3	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Task 8	Task 9	Task 10
City Council																									
Boards and Commissions																									
Airport Commission			x																						
Architectural Review and Historic Preservation Board			x																						
Arts Commission			x																						
Bidwell Park and Playground Commission			x																						
Planning Commission			x																						
City Departments																									
Building and Development Services	x																		x		x				x
Capital Projects Services	x																		x		x				x
City Clerk	x			x							x								x		x				x
City Management	x		x		x				x				x						x		x			x	x
Finance Committee	x																		x		x				x
Fire	x																		x		x				x
General Services	x		x															x	x		x				x
Housing and Neighborhood Services	x				x														x		x			x	x
Human Resources and Risk Management	x	x				x	x	x		x					x	x	x			x					x
Information Systems	x																		x	x	x	x			x
Planning Services	x		x																x		x				x
Police Department	x																		x		x				x

DEPARTMENTAL RESPONSIBILITY MATRIX

Focus	City Outreach Focus																					
Dimension	City's Message Dimension						Access to Governance															
Goal	Goal 7			Goal 8			Goal 9			Goal 10						Goal 11			Goal 12			
Task	Task 1	Task 2	Task 3	Task 1	Task 2	Task 3	Task 1	Task 2	Task 3	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Task 8	Task 1	Task 2	Task 3	Task 1	
City Council									x													x
Boards and Commissions																						
Airport Commission																						
Architectural Review and Historic Preservation Board																						
Arts Commission																						
Bidwell Park and Playground Commission																						
Planning Commission																						
City Departments																						
Building and Development Services		x								x												
Capital Projects Services				x	x					x												
City Clerk										x	x										x	x
City Management						x				x												
Finance Committee										x												
Fire										x												
General Services		x								x												
Housing and Neighborhood Services	x		x							x												
Human Resources and Risk Management										x			x	x								
Information Systems										x			x	x	x	x	x	x				
Planning Services										x			x									
Police Department										x			x									

2011 City of Chico Diversity Action Plan implementation schedule by tier

<u>TIER 1 - To be implemented in the next 1 to 2 years</u>						
Task 1.1. Develop a section in each department's budget narrative that outlines their goals and accomplishments in outreach to diverse groups	1	1	1	All	Annual Review	1
Task 1.2. Provide an annual report about the diversity of the City work force to council	1	1	1	HR	Annual Review	1
Task 2.1. Develop a goal that addresses inclusivity in each Board and Commission work plan	1	1	1	Depts. With Boards & Commissions	Annual Review	1
Task 2.2. Provide an annual report about the diversity of the Boards and Commissions to council	1	1	1	City Clerk	Annuals Review	1
Task 2.3. All community organizations should include what they are doing to provide access to underrepresented groups in their funding proposals to council	1	1	1	City Manager	Annual Review	1
Task 4.2. Offer presentation time to different cultural groups at City Council meetings	2	1	2	City Clerk	Annual Review	1
Task 5.1. Make multilingualism incentive in hiring process. Have standard question on job application that lists bilingual qualifications	1	1	1	HR	Accomplished?	1
Task 6.3. Extend and continue the use of the AT&T language line or similar service for translation services for English learners	1	1	1	Information Services	% of compliance	1
Task 6.4. Prepare Public Service Announcements that are multi-lingual	2	2	2	All	Annual Review	1

Task 6.8. Identify a City staff person to be the Diversity Coordinator for the City. This person helps to resolve issues the community has with the city relating to diversity.	1	1	1	City Managers	Accomplished?	1
Task 8.2. Capital projects that include aesthetic treatments are encouraged to foster cultural diversity and cultural awareness	1	1	1	Capital Improvement	Annual Review	1
Task 8.3. Public art projects are encouraged to reflect diversity and cultural awareness	1	1	1	City Managers	Annual Review	1
Task 9.2. Continue the Boards and Commissions information meetings for the public. Invite underrepresented groups	1	2	1	City Clerk	Annual review	1
Task 9.3. Encourage council do outreach to under represented groups. Have each councilmember self-identify at least one underrepresented group to which they would like to be a liaison in governmental processes	1	1	1	Council	Annual review	1
Task 10.4. Forward the Council and Board/Commission agendas to a larger email list that includes faith-based and cultural organizations	2	1	2	Information Services	Accomplished?	1
Task 10.6. Create a social media page to announce City opportunities and information. Include a frequently asked questions section	1	1	1	Information Services	Accomplished?	1
<u>Tier 2 - To be implemented in the next 2 to 5 years</u>						
Task 3.2. Partner with CSUC and Butte College and other institutions in diversity training opportunities	1	2	2	HR	Annual Review	2
Task 3.3. . Provide a list of community cultural events for City employees that they may choose to attend while off-duty to advance their own education.	2	1	2	HR	Annual Review	2

Task 3.4. Hold discussion groups/ study circles on specific topics relating to diversity	2	1	1	City Manager	Annual Review	2
Task 4.3. Hold discussion groups and study circles on specific topics relating to diversity for Council, Boards and Commissions	2	1	1	City Manager	Annual Review	2
Task 5.2. Develop a plan for bi-lingual staff. Show that it is valued	2	1	1	HR	Accomplished?	2
Task 5.3. Verify that job announcements go out to places where they are seen by diverse groups	1	2	1	HR	Annual Review	2
Task 6.5. Develop a single contact phone number for the City. The contact would determine any special needs and then route the person to the correct department.	1	2	2	Information Services	Accomplished?	2
Task 6.7. Include information on translation, and homeless and social services in community shuttles, buses, bus shelters and in phone booths	1	2	2	Neighborhood Services	Annual Review	2
Task 6.10. Have City booths listing services at various community events	2	2	2	All	Annual Review	2
Task 7.2. Encourage City sponsored cultural festivals by incentivizing the lease rates for City facilities.	2	2	1	BDS & General Services	Accomplished?	2
Task 7.3. Partner with CSU, Chico, Butte College and other institutions to assist with community cultural events	1	2	2	Neighborhood Services	Annual Review	2
Task 9.1. Have City open houses in various departments. Invite underrepresented groups	2	2	2	All	Annual review	2
Task 10.2. Increase local visibility of public process by posting at public buildings, libraries, Farmer's Market, etc.	2	2	2	All	Annual Review	2

Task 12.1. Each 5 years re-convene a citizen/staff committee to review this plan and make changes as needed.	1	1	1	City Council	5 year review	2
<u>Tier 3 - To be implemented in the next 5 to 10 years.</u>						
Task 3.1. Provide mandatory cultural diversity and non-discrimination training to current staff and new hires	1	3	3	HR	% of compliance	3
Task 4.1. Provide mandatory cultural diversity and non-discrimination training to Council, Boards and Commission members and to new members at start of term.	1	3	3	HR	% of compliance	3
Task 6.1. Translate all public "directive" signage into Hmong and Spanish	1	3	2	General Services	% of compliance	3
Task 6.2. Translate documents, website and forms into Hmong and Spanish	1	3	3	All	% of compliance	3
Task 6.6. Assess access barriers through a customer service survey	2	2	3	City Clerk	Annual Review	3
Task 6.9. Use City website calendar for community events including cultural events	1	3	3	Information Services	Accomplished?	3
Task 7.1. Create a cultural festival/education week	3	3	3	Neighborhood Services	Annual Review	3
Task 8.1. Accelerate progress implementing the City ADA plan when possible	1	3	2	Capital Improvement	Annual Review	3
Task 10.1. Create a citizen "civics" training program to introduce people to how government works and how they can participate. Invite underrepresented groups.	1	3	3	HR	Accomplished?	3
Task 10.3. Create streaming video tutorials on City website about department functions and how to engage in civic processes	1	3	3	City Clerk	Accomplished?	3

Task 10.5. Use outdoor advertising displays at areas away from downtown to advertise community events. The displays can be networked together and controlled from City hall. (in front of fire stations, busy intersections; paid for by sponsorships?)	3	3	3	Information Services	Accomplished?	3
Task 10.7. Create a media campaign to advertise City events and processes through the use of newsletters, ads on campus, direct mail, TV and radio in multiple languages	2	3	3	Information Services	Annual Review	3
Task 10.8. Calendar of City activities/events on City website, TV and radio	1	3	3	Information Services	Accomplished?	3
Task 11.1. Translate website into Spanish and Hmong. Use interns and automated services to translate	1	3	3	Information Services	Accomplished?	3
Task 11.2. Utilize Spanish language tv/radio stations and publications	1	3	3	City Clerk	Annual Review	3
Task 11.3. Increase translation services, create a list of available translators, translate council minutes upon request	1	3	3	City Clerk	Annual Review	3

Priority to stakeholders:	1-high	2-moderate	3-low
Cost:	1-low to none	2-some cost	3-significant cost
Capacity: infrastructure needed	1-infrastructure exists	2-need to build some	3-significant
Tier:	1- 1 to 2 years	2- 2 to 5 years	3- 5-10 years