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1	Workforce Diversity, Cultural Awareness or Racial Equity Actions/Initiatives		
2	YEAR(S)	DIVERSITY, CULTURAL AWARENESS or RACIAL EQUITY ACTION/INITIATIVE	KEY OUTCOME(S)
3	2011	MPRB Creates Community Outreach Department	New department formed to focus on diversity and inclusion, cultural competencies and citywide special events.
4	2011	MPRB Initiatives Environmental and Organizational Analysis	Superintendent asks for and initiates contract in October 2011 with consultants Drs. Betty Webb and Gary Miller to assess internal and external responsiveness of the MPRB.
5	2011	Performance Review Training (annual training)	Annual training for supervisors and employees for annual performance review process that provides ongoing feedback to employees about performance.
6	2011	Increased internal communications	Expanded information sharing with staff through monthly Open Forum meetings in the parks, use of MPRB intranet for easy access to organizational assessment reports, and monthly employee newsletter providing information on organization activities.
7	2011	Harassment Training (ongoing)	All certified and appointed hires, certified seasonal re-call employees annually as part of recall meeting, and asset management permit employees for summer receive harassment training as part of their on-boarding training.
8	2011	Employee Newsletter Survey	94 employees responded to online/print survey related to Superintendent's monthly newsletter for employees aimed at improving internal communications
9	2011	Employee Holiday Party	Executive Team hosted and paid for a holiday party for all staff; no public funds used.
10	2011-2012	Respect in the Workplace/Prevention of Child Sexual Abuse Training	Mandatory training provided to staff on topics of respecting a diverse workplace, harassment, retaliation, and preventing child abuse.
11	2012	Performance Review Training (annual training)	Annual training for supervisors and employees for annual performance review process that provides ongoing feedback to employees about performance.

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12	2012	Environmental & Organizational Analysis (EOA) Letter & Interim Report, January 25, 2012	<p>Consultants Drs. Betty Webb and Gary Miller provide interim report on internal and external responsiveness of the MPRB. The report identified strengths, challenges/barriers and opportunities for the organization to improve internal and external relationships. Organizational climate barriers included allegations of disparate treatment of minority employees, underrepresentation of people of color in leadership positions, uneven and sometimes absences of cultural competency, complaints about Human Resources, lack of communication, and a "heavy-handed" management approach. The report also identifies barriers/challenges related to recreation centers, engagement of community stakeholders, clarity of direction and strategic priorities, and Board leadership and governance. The report made five recommendations: 1) Clearly and collaboratively develop a set of strategic priorities that will enable the organization to achieve the impact it desires; (2) Build a strong Human Resources Department and the corresponding practices that will ensure a competent, motivated, well-trained staff including a pipeline to build a diverse workforce throughout the organization; (3) Reinvent the previous Diversity Council that is chaired by the Superintendent with functions to build racial/cultural bridges; (4) Ratchet up the visibility, value and expectations of the entire recreation division and recreation centers in particular. This includes investing in upgrading the facilities; and (5) Strengthen and support the new Community Outreach Department.</p>

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13	2012	Superintendent's Report on Improving Workplace Climate and Community Connections, April 4, 2012	In response to the EOA the Superintendent held 10 employee listening sessions in January and February of 2012. The April report outlines additional information heard in the listening sessions and affirms leadership's commitment to addressing the workplace climate concerns. The report also explains the difference between the Environmental and Organizational Assessment Consulting Project led by Drs. Webb and Miller and the Organizational Performance Consulting Project led by Kerry Laycock. The report set forth strategies for workplace safety, embracing diversity, examining resource allocations for parks and programs, organization-wide training in diversity and community listening and engagement, developing a professional development strategy, establishing an employee recognition program, building a strong Human Resources Department, continuing the Organizational Performance Project, communicating MPRB strategic priorities, continuing open forums for employees, creating social events for staff, developing an employee orientation program, developing and implementing a supervisory training program, continuing Broad Leadership meetings, providing adequate resources to Community Outreach Department, making facility and equipment investments, and implementing organization-wide communications strategy. The report also described the Steering Committee and Project Teams for the Organizational Performance Consulting Project. Over 70 people were involved and the project teams were: Leadership Team Structure Project Team, Community Needs and Organizational Structure Project Team, Environmental Stewardship Project Team, and Performance Measurement Project Team.
14	2012	Indiana University Executive Development Program	Began sending supervisory staff to Indiana University Executive Development Program with the goal of sending MPRB staff in a supervisory position each year to the 2 Year Program. In 2012 we sent 8 staff to start off in the program, and plan to send 4 new staff each year, so that there are 4 staff in Year 1 and 4 staff in Year 2 each year, until all supervisory staff in the organization have completed the Program.
15	2012	Environmental & Organizational Analysis Final Report, May 21, 2012	Final report provided by Drs. Webb and Miller. A sixth recommendation is added to the report: Engage the Board of Commissioners in a set of development activates that focus on - grounding their work in the system's Strategic Priorities, using a management tool to enhance management oversight, and creating disciplined process and protocols.

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16	2012	Broad Leadership Team Meetings - Priority Setting	<p>Supervisory staff of the organization (involving over 60 employees) met every other month. The focus for 2012 was getting to know each other and setting organizational workplace priorities and beginning to implement the priorities. Aligning Organizational Priorities, June 13, 2012 and Seven Top Priorities for Workplace Climate & Community Connections, June 20, 2012 articulate the priorities that were set by the team and how they relate to existing organization direction. In August, the group identified the top seven priorities:</p> <p>Address resource allocations for parks and programs based on data.</p> <ul style="list-style-type: none"> · Include occupational health and ergonomics in job design and equipment selection. · Evaluate and revised HR and Administrative policies to reflect state of the art business practices. · Develop strategies and programs for recruitment and hiring of diverse candidates. · Build a strong HR department that implements best practices through external assessment. · Collect and report data on community's needs and organization' services to meet community needs. · Provide ongoing, organization-wide diversity training and infuse organization's culture.
17	2012	Customer service training	Mandatory training was provided to all full-time and part-time employees during 24 sessions emphasizing cultural awareness and customer service skills
18	2012	Community engagement training	Training for 70 employees across organization on building skills related to identifying stakeholders and reaching diverse and underserved audiences
19	2012	Job description update	Job descriptions begin to include standard language from the MPRB Mission Statement and a new section titled "The Way We Work," which outlines standards for employee conduct.
20	2012	Annual Employee Recognition Initiated	The MPRB introduced an annual employee recognition program where staff that received degrees, certifications and awards throughout the previous year are recognized by the Superintendent and Board of Commissioners.
21	2012	Harassment Training (ongoing)	All certified and appointed hires, certified seasonal re-call employees annually as part of recall meeting, and asset management permit employees for summer receive harassment training as part of their on-boarding training.
22	2012	Employee Holiday Party	Executive Team hosted and paid for a holiday party for all staff; no public funds used.

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23	2013	Broad Leadership Team - Implementation of Priorities	Superintendent's Workplace Climate & Community Connections Update, May 2013 provides the Board of Commissioners with an update on the prioritization work completed by staff in response to the Webb and Miller Environmental and Organizational Analysis report. Broad Leadership Team continues working to implement priority projects.
24	2013	Indiana University Executive Development Program	Sent 8 staff who completed Year 1 Program in 2012 to Year 2 Program and sent 3 staff to Year 1 Program.
25	2013	Park Agent Recruitment	Expanded outreach and recruiting efforts targeted at obtaining diverse candidates for park agents, including creation of new brochure reflecting diversity of agents.
26	2013	Job Fair	Job fair held in partnership with Emerge, Urban League, and NAACP.
27	2013	Community Outreach Department Expanded	Additional resources and support provided to the Community Outreach Department with the hiring of five community engagement coordinators. Coordinators begin work to improve internal diversity awareness and community outreach services.
28	2013	Communications Survey	119 employees responded to online/print survey related to communications, including Superintendent's open forum meetings, budget meetings and monthly newsletter for employees, as well as general internal communications of organization
29	2013	Annual Employee Recognition	The MPRB's annual employee recognition program was held. This program recognizes staff that received job related degrees, certifications and awards throughout the previous year.
30	2013	Application for Management Improvement Fund for Racial Equity	The MPRB applied for and received a grant through the St. Paul Foundation in the Racial Equity Capacity-Building category to develop a Strategic Diversity & Inclusion Plan.
31	2013	Workforce Diversity update	Demographics of the organization show an increase in employees of color from 2010 to 2013 on the executive team, manager level and professional level.
32	2013	Work Process, Efficiency and Performance Improvements Projects and Benefits Summary Report	Kerry Laycock summarizes progress on 20 projects he is leading to improve performance, safety and efficiency within the organization. The work builds on the findings for the Environmental & Organizational Analysis.
33	2013	Harassment and Discrimination Training	Mandatory training on sexual harassment and discrimination.

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34	2013	Customer Service Training	Mandatory customer service training.
35	2013	Performance Review Training (annual training)	Annual training for supervisors and employees for annual performance reviews process that provides ongoing feedback to employees about performance.
36	2013	Enhanced hiring practices	Human Resources worked with Community Outreach to develop procedures to enhance the distribution of applications to increase diversity of workforce.
37	2013	Human Resources Department Reorganized	Human Resources Department was reorganized to provide enhanced level of service to organization.
38	2013	Employee Holiday Party	Executive Team and Department heads hosted and paid for a holiday party for all staff; no public funds used.
39	2013-2014	Somali/Muslim Cultural Awareness Training	More than 420 people participate in Somali/Muslim cultural awareness training.
40	2013	Employee BBQ	Superintendent hosted and paid for a BBQ to thank staff for their work; no public funds used.
41	2013	Harassment Training (ongoing)	All certified and appointed hires, certified seasonal re-call employees annually as part of recall meeting, and asset management permit employees for summer receive harassment training as part of their on-boarding training.
42	2014	Employee Holiday Party	Executive Team and Department heads hosted a holiday party for all staff.
43	2014	Indiana University Executive Development Program	Sent 3 staff who completed Year 1 Program in 2012 to Year 2 Program and sent 5 staff to Year 1 Program.
44	2014	Park Police Recruitment	Expanded outreach and recruiting to increase diverse candidate pool for police officer and park patrol agent positions, and provided funding for cadet training program

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45	2014	Community Outreach Department Framework	<p>Visibility and role of the Community Outreach Department is supported as it completes its strategic planning. The resulting framework articulates the vision and work priorities for the department moving forward:</p> <ul style="list-style-type: none"> • Build organizational capacity to engage and serve the diverse communities of Minneapolis. • Proactively support developing and sustaining organizational capacity to recruit and retain a workforce reflective of the community. • Build relationships with underserved communities, and serve as the bridge for the organization to provide equitable access to and use of parks, programs, opportunities, and information. • Proactively support data-driven decision making around engaging and serving diverse communities throughout the organization. • Produce and support community events that connect people across cultures to the parks and each other.
46	2014	Human Resources, Community Outreach and Recreation Staff attend National Training for Racial Equity	Key staff gained connections to government organizations addressing racial equity. Attendance at the conference set the stage for the MPRB becoming a member of the Government Alliance on Race and Equity.
47	2014	Performance Review Training (annual training)	Annual training for supervisors and employees for annual performance reviews process that provides ongoing feedback to employees about performance.
48	2014	Annual Employee Recognition	The MPRB's annual employee recognition program was held. This program recognizes staff that received degrees, certifications and awards throughout the previous year.
49	2014	Somali/Muslim resource guide created	The Somali/Muslim resource guide summarizes earlier cultural competency training and incorporates questions raised during the training sessions.
50	2014	Latino/Hispanic Cultural Awareness Training	More than 150 employees participate in Latino/Hispanic cultural awareness training
51	2014	All MPRB department heads and the executive team attend "Convening on Racial Equity"	Two-day training provided to leadership across the organization with an introduction to racial equity best practices and strategies.

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52	2014	Bilingual Information Ambassador program	Spanish and Somali speaking customer service staff were hired to improve communication between employees and community members.
53	2014	Inclusion, Diversity, Equity and Access Initiative (IDEA) Launched	The IDEA Initiative is launched to develop and implement a strategic diversity and inclusion plan that focuses on creating a work culture and climate that supports goals related to inclusion, diversity, equity and access of the organization and the communities served by the MPRB.
54	2014	MPRB Initiates Another Culture and Climate Assessment	MPRB receives grant from St. Paul Foundation to conduct climate and culture assessment and develop a Strategic Diversity & Inclusion Plan. A workplace climate and culture assessment begins that focuses on identifying what is working well and what needs improvement through employee focus groups and an employee survey.
55	2014	Safety Consultant Hired	A full-time Safety Consultant was hiring to coordinate workplace safety for the MPRB.
56	2014	Government Alliance on Race and Equity (GARE)	MPRB joined Government Alliance on Race and Equity in 2014 as part of the leadership cohort.
57	2014	Harassment Training (ongoing)	All certified and appointed hires, certified seasonal re-call employees annually as part of recall meeting, and asset management permit employees for summer receive harassment training as part of their on-boarding training.
58	2015	Indiana University Executive Development Program	Sent 5 staff who completed Year 1 Program in 2014 to Year 2 Program and sent 3 staff to Year 1 Program.
59	2015	Performance Review Training (annual training)	Annual training for supervisors and employees for providing annual performance reviews across the organization.
60	2015	Racial Equity Training on Racial Equity Concepts and Toolkits	Government Alliance on Race and Equity (GARE) provides training to over 20 employees on racial equity, the use of racial equity tools, and communicating about race to build organizational capacity and assist with piloting a racial equity toolkit on planning projects.
61	2015	Employee Holiday Party	Executive Team and Department Heads hosted and paid for a holiday party for all staff; no public funds were used.

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62	2015	Hired Two Additional Staff into Human Resources Department	To increase capacity within the Human Resources Department two additional staff members were hired.
63	2015	Annual Employee Recognition	The MPRB's annual employee recognition program was held. This program recognizes staff that received professional degrees, certifications and awards throughout the previous year.
64	2015	Racial Equity Toolkit Piloted in Planning Projects	Project staff began to develop racial equity capacity by using racial equity toolkits on master planning projects that focused on a neighborhood park, regional park, an entire service area, and an organization-wide plan for recreation centers.
65	2015	Culture and Climate Assessment Final Report	Final summary report of the next Culture and Climate Assessment is completed and presented to Commissioners and Staff in April. The report identified specific strategies, and implementation of strategies. The report identifies the need to develop strategies to address workplace culture and climate; change; communication and feedback; performance feedback and evaluation; employee recognition; managerial effectiveness; work-life balance; application of human resources policies; job knowledge, resources and training; and inclusion, diversity, equity and access. The report recommends that the following need immediate attention: responsiveness to daily inquiries and issues from the public and commissioners; communications around change; performance evaluation process; recognition of employees; training and development for managers and supervisors; and inclusion, diversity, equity an access planning, training, and implementation.
66	2015	Culture and Climate Assessment Information Sessions	From May through July seven information sharing sessions were held for staff to learn about the assessment and provide feedback.
67	2015	NRPA Reaccreditation	As part of the MPRB's reaccreditation through the National Park and Recreation Association's Commission for Accreditation of Park and Recreation Agencies, the MPRB's Human Resources and Administrative Policies are evaluated and revised as needed to meet best practices.
68	2015	Employment Initiatives	Staff continue to expand means of introducing youth of color to careers in parks and recreation through: (1) Teen Teamworks Program expansion to include park and recreation career exploration and internship opportunities and (2) Participating in City of Mpls Urban Scholars program

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69	2015	Equity and Inclusion Project Manager position	A full-time staff position within the community outreach department was transitioned to a one year Equity and Inclusion Project Manager position to accelerate development of a racial equity action plan for the MPRB.
70	2015	Culture and Climate Assessment Action Plan	In October the executive team shared an action plan to address the issues identified in the Culture and Climate Assessment. The action plan was developed based on feedback received from employees, previous work and input from the consultant team that prepared the assessment (Vaughn-Lee and Associates). Staff from across the organization were invited to participate.
71	2015	Culture and Climate Assessment Teams	Leads from each team included in the Culture and Climate Assessment action plan began to meet to track progress and coordinate. The team leads currently meet monthly.
72	2015	Ergonomics Training	Training was offered to all staff to provide guidance on how to address ergonomic issues within an office setting.
73	2015	MPRB staff participate in NRPA panel discussion titled "The Opportunity for Parks and Recreation to Advance Racial Equity"	Staff had the opportunity to publicly discuss racial equity initiatives and exchange ideas with other parks and recreation professionals
74	2015	Communications Survey	116 employees responded to expanded online/print survey related to internal communications, Superintendent's open forum meetings, budget meetings and monthly newsletter for employees
75	2015	Harassment Training (ongoing)	All certified and appointed hires, certified seasonal re-call employees annually as part of recall meeting, and asset management permit employees for summer receive harassment training as part of their on-boarding training.
76	2015	Environmental Stewardship - Crewleader and Foreman Training	To enhance leadership skills, crewleaders and foreman participated in a six day training focus on leadership, performance, Human Resource policies, and organizational structure.
77	2015	ADA Coordinator	Identified and trained staff member to be the ADA Coordinator for the organization to help address accessibility throughout the organization.
78	2015	Religion in the Workplace and Accommodations - Supervisor Training	Park Police supervisors participate in a one day training focused religious accommodations in the workplace
79	2016	On-Boarding Training Team	On-Boarding team developing a new training to replace the existing training for all new staff. The training orients staff to the organization and its policies and procedures.
80	2016	Indiana University Executive Development Program	Sent 3 staff who completed Year 1 Program in 2015 to Year 2 Program and sent 5 staff to Year 1 Program.

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81	2016	Employee Training Record Retention Program	Initiating an Employee Training Record Retention Program to track all Inhouse and External Training that employees receive throughout the organization.
82	2016	Recognition Team	Team is developing a recognition policy and training program that focuses on recognition of employees. This policy and training will set expectations for recognition of employees from supervisors as well as from peer to peer.
83	2016	Recreation Competencies Complete	To support enhancement of skills and knowledge within the Recreation Department a new competency model has been completed. The model was approved by the bargaining unit that represents recreation staff. The model encourages ongoing learning and provides compensation as employees develop skills sets.
84	2016	Started GARE Advancing Racial Equity - MN Cohort and Steering Committee for Racial Equity Action Plan	(1) joined with 13 other MN jurisdictions (includes 7 staff members from MPRB) (2) year long process with following deliverables - racial equity training curriculum and set of trained facilitators to implement training - racial equity tool to be used in policy, practice, program and budget decisions - Racial Equity Action Plan - participation of two MPRB commissioners in elected official cohort
85	2016	Executive Leadership and Commissioner sessions began	Initiated sessions with commissioners and executive team to develop common language for racial equity and priorities
86	2016	Environmental Stewardship - Director Training	Environmental Stewardship Directors participate in a three day training focused on leadership and supervisory skills, and bias identification.
87	2016	OSHA Training	Mandatory OSHA training for all staff to meet to meet safety requirements for the organization.
88	2016	In progress: Workforce disparities	Staff team working to identify and remove racial disparities in hiring processes
89	2016	In progress ADA Self-Evaluation & Transition Plan Implementation	Develop and lead staff ADA work team to begin implementation of recommendations from ADA Self-Evaluation & Transition Plan
90	2016	Park Police Bias Training	All park police will complete bias training offered by League of MN Cities
91	2016	Training Position Added to Human Resources Department	To coordinate and enhance training across the organization a trainer was added to the Human Resources Department Budget. Hiring of this position is anticipated for Summer/Fall 2016.

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92	2016	Workforce Diversity update	Demographics of the organization show an increase in people of color from 20.5% to 24.8% of total workforce between Dec. 31, 2010 and March 28, 2016, with strides made in 6 of the 8 job categories - officials and administrators, technician, service worker, paraprofessional, administrative support, and service - maintenance job categories.
93	2016	Harassment Training (ongoing)	All certified and appointed hires, certified seasonal re-call employees annually as part of recall meeting, and asset management permit employees for summer receive harassment training as part of their on-boarding training.
94	2016	Long Term Agreement for Investing in Neighborhood Parks	Following the 2 Year Closing the Gap Initiative, the MPRB and City of Minneapolis agreed to a 20 Year Neighborhood Park Plan that will invest \$0.25B in neighborhood parks, including recreation centers. The Closing the Gap Initiative and 20 Year Neighborhood Park Plan specifically addresses recommendations from Drs. Webb and Miller report. Additionally, the investment in neighborhood parks, including recreation centers, will be done through an objective criteria based methodology that addresses racial and economic equity.