



City of Coconut Creek

InterOffice Memorandum

**Date: October 20, 2021**

**To: Karen Brooks**

**From: Sheila Rose**

**Subject: Unity in Our Community, Final Summary Report**

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As part of the efforts to measure our progress associated with the Unity in Our Community Program we have provided quarterly status reports detailing the activities that have taken place during the reporting periods and provided a status briefing related to items in progress and detailed any changes or additions to the program that are in the works. As you are well aware, our mission was to infuse the concepts of **Unity in Our Community** into our **Strategic Plan** so that we would maintain the positive momentum. As we roll out the implementation of the **Strategic Plan**, the initiatives that speak most directly to these efforts will be identified as such with an icon.

## Action Plan Progress Report

### A. Education

#### 1. Lunch Bunch, Mayor and City Manager's Department

The first Lunch Bunch meeting of the school year was conducted virtually on November 16<sup>th</sup>, 2020, at 12:00 p.m. Due to the virtual format, the agenda was fairly limited and included a brief update from the Coconut Creek Police Department.

Q1 Status: The next meeting is scheduled for February, 2021.

Q2 Status: The second Lunch Bunch meeting was held on February 22<sup>nd</sup>, 2021. Staff updated the group related to our ongoing training in diversity and inclusion.

Q3 Status: The Hamilton themed Teen Political Forum was held on April 20<sup>th</sup>. Speakers included Coconut Creek Police Chief Butch Arenal and the BCPS Director of Equity and Diversity David Watkins among others.

**Q4 Status:** The first Lunch Bunch meeting of the new school year was conducted in person on Monday, September 27<sup>th</sup>. Guest speakers included our State Representative Christine Hunschofsky and the newly appointed Interim Superintendent, Vickie Cartwright.

#### 2. Park Night Out, Parks and Recreation Department

Based on the suggestions received during the Town Hall Forum, the Parks and Recreation Department is to host a "Park Night Out" to take the place, or supplement, a School Open House event. The mission of the event is to get the parents involved in crossover events that occur between the schools and the City.

Q1 Status: No progress because of COVID restrictions.

Q2 Status: No progress because of COVID restrictions.

Q3 Status: The Parks and Recreation Department is scheduling these events for the opening of the school year as the Covid restriction have been lifted.

**Q4 Status:** The Parks and Recreation Department is planning a School Spirit Challenge for all Coconut Creek Elementary schools. This challenge will be posted on social media in November. A live event is not feasible currently due to Covid restrictions.

### **3. Parks and Recreation Cultural Programs, Parks and Recreation Department**

The Parks and Recreation Department continues to evaluate their program offerings to provide assurance that each program offered is free from bias and encourages diversity and inclusion in our City.

Q1 Status: Recreation Programmers developed a program to share various employee cultures with the public through themed activities including:

- Andrew Saint-Remy Jr., Senior Recreation Programmer, created a Haitian themed matching “cuisine” guessing game of jeopardy with the Senior Center members. This program was held on Thursday, December 3<sup>rd</sup>, from 2:30 – 3:30 p.m. at the Community Center.
- Nicole Samsel, Recreation Programmer, spoke to the Senior Center members about her families experience living in Poland and demonstrated how to make a Polish headband scarf. Nicole’s program was held on Monday, December 7<sup>th</sup>, from 2:30 to 3:30 p.m., at the Community Center.
- Alejandro Benjumea, Recreation Programmer, created a Colombian word search game with Senior Center members. He briefly reviewed some common Colombian words and how they relate to Colombia before the senior members were challenged to find the words in the game. This program was held on Friday, December 11<sup>th</sup>, from 1:00 to 2:00 p.m. at the Community Center.

Q2 Status: Staff planned several “Unity in Our Community” programs highlighting Black History Month for the month of February:

- Black History Masterpieces, an art program held on Tuesdays; February 2, 9, 16, 23, 2021 at the Community Center. Participants were able to learn and draw prominent African Americans who made major contributions to society. In addition to the drawings, the pictures used to reference the drawings, were displayed at the Community Center for public viewing.
- Story Walk Event, featuring the book “The Color of Us” by Karen Katz was held on Saturday, February 20<sup>th</sup> at Sabal Pines Park.
- Black History Crossword Puzzle Senior Social, was held Thursday, February 25<sup>th</sup> at the Community Center. The crossword puzzle revolved around the honors and achievements of African Americans.
- National Women in History Month: Pictures of prominent women who positivity impacted society were hung at the Community Center on the second floor. Alongside the pictures, information

pertaining to their major contribution to society were posted. The pictures were able to be viewed throughout the month of March.

- National Women in History Month: On Monday, March 8<sup>th</sup> the Senior Center Members participated in an 'International Women Day Talk'. Members learned and discussed about the history of this day, and they also discussed some key women that helped make this day possible.
- St. Patty's Pajama Party, was held on Wednesday, March 17<sup>th</sup> at the Recreation Complex for children 5 to 11 years. Story time focused on the Irish culture, crafts and games followed by pre-package Leprechaun refreshment and treats.

**Q3 Status:** Staff scheduled several "Unity in Our Community" programs during the reporting period including those highlighted below:

- CULTURE OF ART & MEET THE MASTER ARTIST – Throughout month of April at Recreation Complex. Children ages 6 to 10 years learned about works of art crafted by well-known artists from around the world and their cultures. The children created inspired art pieces using a variety of materials relevant to the artist of the week. The program was in two sessions, one for the younger children and one for the older. Participant's artwork was displayed at the end of the sessions.
- 2021 CINCO DE MAYO FIESTA – May 5<sup>th</sup>, Recreation Complex. Children 5 to 11 years came dressed in their favorite traditional Mexican attire for the Cinco De Mayo Fiesta. The program consisted of Mexican stories and matching crafts. The children were treated with Mexican refreshments and treats.
- Chef Explorers – Storybook Snacks - May 6<sup>th</sup> through May 27<sup>th</sup>, Community Center. During each class, a story book is read while participants create a snack related to this story. A Broward County Librarian suggested The Stone Soup. Stone Soup is a European [folk story](#) in which hungry strangers convince the people of a town to each share a small amount of their food in order to make a meal that everyone enjoys, and exists as a [moral](#) regarding the value of sharing.
- ST. PATTY'S PAJAMA PARTY – May 17<sup>th</sup>, Recreation Complex. Children 5 to 11 years came dressed in their favorite comfortable pajamas and had an evening filled with fun activities about Irish heritage and traditions. Participants read related stories and then made matching crafts. Creative leprechaun treats and refreshments were served.

**Q4 Status:** Staff scheduled several "Unity in Our Community" programs during the reporting period including those highlighted below:

- HISPANIC HERITAGE MONTH CRAFTS
  - Participants ages 6 to 11 created a variety of Latin inspired works of art using different media and materials from September 8th through September 29th. Projects included: Puerto Rican Houses craft, Peruvian Alpaca acrylic art, Argentinian Yarn Trees and Mexican Mirrors
- FIESTA DE ZUMBA
  - The program was on Wednesday, September 15th in Creek Fit North. This was an outdoor Zumba Party Dance program where participants were asked to bring their best salsa and merengue moves.
- HAWAIIAN HISTORY MONTH
  - The month of September is Hawaiian History Month. The Community Center's 2nd floor had various pictures of Hawaiians who had an important impact on Hawaii's history.
- ARTS FEST
  - Was held on Saturday, September 25th from 11:00 a.m. to 4:00 p.m. with a "Brazilian" theme. The Parks and Recreation Department partnered with the Multi-Cultural Circle to organize the event. Activities included: art vendors, dancers, face painters, food trucks, craft vendors and crafts.

## **B. Purpose Driven Business**

The benefit of developing and supporting a diverse economy and the direct benefit to improvements in social equity and diversity were highlighted as part of the Town Hall Forum.

To further this effort, the City Manager's Office has participated in several training opportunities including:

### Q1 Status:

- November 18, 2020 – Leading with Values, Not Bias
- November 19, 2020 – NFBPA (National Forum for Black Public Administrators), 2 ½ hours
- November 19, 2020 – Broward County Crime Commission 6<sup>th</sup> Annual Juvenile Conference: Chaos, Disruption and Trauma in the Lives of Juveniles (4 CEU's)
- December 4<sup>th</sup>, 2020 – Equity and Inclusion, BCCMA Ethics Training

Q2 Status: A group of City staff is participating in a 7-week “Diversity, Equity, and Inclusion in the Workplace” certificate program through the University of Central Florida, March through May 2021.

- Modules include:
  - Emotional Intelligence
  - Stereotypes and Biases
  - Understand Your Organization
  - Future of Your Organization through Diversity and Inclusion
  - Recruitment and Retention
  - Community Outreach
  - Sustainable Business Model
- Participants include:
  - City Manager
  - Assistant to the City Manager
  - Director of Human Resources and Risk Management
  - Human Resources Manager
  - Risk Manager
  - Human Resources Generalists (x4)
  - City Clerk
  - Deputy City Attorney
  - Police Captain
  - Chief Technology Officer
  - Procurement Manager

Q3 Status: Staff has started applying what they have learned through this training program in various ways, further detailed in the “EEO Plan” status update section.

To further the mission of supporting purpose driven business, the following action steps are underway:

#### **1. Chamber Education Series – City Manager’s Office**

The Coconut Creek / Coral Springs Chamber will host a business training program (Biz Academy) which will include educational sessions over the next year that address diversity in hiring and building an inclusive organization. Content will include entrepreneurship and supporting minority owned businesses in our community.

Q1 Status: Coconut Creek is currently working with the Chamber to host a diversity summit. The first Diversity, Equity, and Inclusion Summit is schedule for February 26<sup>th</sup> from 9-11 a.m. Topics to be discussed include subtle discrimination, building an inclusive organizational culture, and how to increase equity in the community. The event is sponsored by Fiserv. The event will be marketed to all Coconut Creek Chamber members and Coconut Creek staff.

Q2 Status: February 26<sup>th</sup>, 2021 – Diversity, Equity and Inclusion Summit hosted by the Chamber. There were approximately 140 attendees. The Chamber plans to continue to work on additional DEI initiatives, with a focus on helping businesses put a plan in place to become more focused on handling diversity in the workplace. In addition, the Chamber is partnering with Broward College on several initiatives which will include mentoring and a speaker series.

Q3 Status: Coral Springs Coconut Creek Regional Chamber of Commerce is developing a strategic plan with specific priorities focused on increased diversity and equity. The City participates as a member of the Board and via regular engagement.

**Q4 Status:** Staff participated in the Coral Springs Coconut Creek Regional Chamber of Commerce ongoing series regarding implementation of diversity and inclusion strategies that advance productivity, innovation and economic growth.

Consultant Bob Norton was brought in to provide Leadership Development Training to the City Commission, the Directors, and the Administrative Officers. A large component of this training was related communication and working together.

## **2. Equal Employment Opportunity (EEO) Plan – Human Resources Department**

The City understands that we have an obligation to be leaders in the areas of social justice and purpose driven business. Coconut Creek has long been known as the “City of the Future with a Personal Touch”. As a major employer in the City, we are committed to completing an update of all of our personnel policies to assure that any opportunity to address bias is included. During the first quarter of 2021, the City of Coconut Creek commits to the completion of an EEO plan which identifies any disparities in our demographic profile and creates a plan to address those issues. The update will include the following:

- Underutilization Analysis (i.e., racial or gender categories that are underrepresented in our employee demographics as compared to local demographics)
- Objectives and Steps to remedy any underutilization, i.e., to have workforce that reflects the diversity of our community as it pertains to:
  - Recruitment & Hiring
  - Retention & Succession Planning
  - Job Descriptions & Qualification Standards
- Steps Already Take to Address Prior Underutilization Analysis
- Internal Audit and Reporting Systems
- Communication and Training plan
- Goals and Timetables

- Complaint and Investigation Procedures
- An update of all City human resource policies related to EEO

Q1 Status: Plan has been drafted and is under final review.

Q2 Status: The City's EEO plan was updated identifying job groups with underutilization of females and/or minorities and an action plan has been developed. The updated EEO Plan was approved and signed on February 9<sup>th</sup>, 2021.

Q3 Status: Staff has started applying what they have learned through this training program in various ways, further detailed in the "EEO Plan" status update section.

- The City is posting jobs in additional locations geared toward minority job seekers, such as Black Career Women's Network, Urban league of Broward County, Hispanic Unity of Florida, Latin Women Empowering Latin Women, Florida A&M University Foundation, and EEO & Education Journal. HR staff has started participating in more interview panels and encouraging as much diversity on the panels as possible. We are currently working with NeoGov (applicant portal) to develop more inclusive gender options for applicants (e.g., Male, Female, Non-binary, Not listed, Prefer not to answer). We recognized "Celebrate Diversity Month" in April by sharing resources staff could use in order to celebrate diversity, learn from each other, and practice inclusiveness.

**Q4 Status:** Staff has continued to post employment opportunities in locations geared toward underrepresented job seekers, encourage diverse interview panels, and continuously review recruitment and hiring practices to ensure they are conducive to attracting, hiring, and retaining a diverse workforce.

## **C. Police and Public Safety Relations**

Recognizing that we, as a country, are at a turning point in our history, it is vitally important that efforts related to community policing be the hallmark of our practice. Based on the discussion during the Town Hall Form, we commit to the following action steps:

### **1. Implicit Bias Training will be conducted with mandatory participation by all sworn and civilian personnel.**

Q1 Status: The police department is training all officers on the RITE (Racial Intelligence Training and Engagement) program. We have trained three officers in a "Train the Trainer" class and they have completed all requirements of the class. The training calendar has yet to be established.

Q2 Status: We sent three officers to the RITE (Racial Intelligence Training and Engagement) train the trainer class. They began training the department on March 16<sup>th</sup> in the first in-house training class. That class had eleven officers in it. We will continue training the rest of the officers during in-house. There is an in-house training class every month and we plan on having everyone trained by September at the latest.

Q3 Status: RITE (Racial Intelligence Training and Engagement) training for officers is continuing. In April seven (7) officers received the training and in June 15 officers were trained. The goal is have all personnel trained by the end of September.

**Q4 Status:** RITE training is continuing for the police department. Currently 114 police department employees have been through the training. Training for all members of the department will be completed by November.

**2. Co-Response Teams, wherein a mental health professional accompanies officers during response to certain calls, will be analyzed, and, as appropriate, reorganizations will be presented that address the findings of this study.**

Q1 Status: Draft analysis submitted and is currently being reviewed by Chief Arenal. No additional progress on this item.

Q2 Status: Work still in progress.

Q3 Status: Work is still in process. Staff is researching grant opportunities to fund all or portions of this program. Henderson Mental Health was considered as a partner agency, however, thus far they have been unable to participate.

**Q4 Status:** Currently researching options to provide members of the police department advanced training and partnering with a mental health facility. Henderson Mental Health has several options that are under consideration and funding is available via the City's ARPA funds.

**3. The Police Department Training Unit will expand and enhance de-escalation training and deliver this training over the course of the year. The training to be conducted will be designed to exceed the minimum standards required by the state.**

Q1 Status: This item has been added as part of the annual training required for each officer and will be rolled out over the 2021 calendar year.

Q2 Status: This has been completed.

#### **4. Public Safety Advisory Board**

In 2019, the City of Coconut Creek established a Public Safety Advisory Board. As part of board activities during the next year, the following items will be addressed:

Agenda discussion: opportunities for enhanced coordination and collaboration between our public safety agencies and our community. Currently scheduled is a presentation by special Agent in Charge Troy Walker, head of the southern region of the Florida Department of Law Enforcement (Palm Beach, Broward, Miami-Dade, and Monroe). Special Agent Walker supervises all officer-involved shootings in our region and will make a presentation related to misconceptions of officer shootings.

Q1 Status: Training related to Unity in Our Community was conducted.

Q2 Status: During the February 18<sup>th</sup> meeting of the Advisory Board, Special Agent Troy Walker presented related to officer involved shootings and common misconceptions.

Q3 Status: The next Public Safety Advisory Board meeting is July 29<sup>th</sup>. The agenda is in progress and is anticipated to include an update related to the opioid crisis and the impact on minority communities.

**Q4 Status:** The next Public Safety Advisory Board meeting is October 21<sup>st</sup>. There will be a presentation by Sgt. Davis from the Traffic Services Unit.

#### **5. Police Department Public Outreach Unit will convene a meeting of our Coconut Creek Faith Leaders to discuss opportunities for strengthening partnerships.**

Q1 Status: No progress

Q2 Status: During this quarter work with the faith leaders was focused on increasing access to vaccinations.

Q3 Status: There was a faith leaders meeting that Chief Arenal and Chief Gary attended via Zoom. A discussion began related to establishing a chaplaincy made up of volunteers from the faith community to assist both police and fire. Discussions will be ongoing.

**Q4 Status:** No meetings have been held since Q3. New meeting date will be set but at this time the date is to be determined.

## 6. Fire Department - Jeff Gary, Fire Chief

Implicit bias and sensitivity training program will address crisis intervention and other issues related to mental health.

Q1 Status: Because of the ongoing work to establish Coconut Creek Fire Rescue, it has been determined that this item will be developed as part of the training manual for all new employees. Manual development is underway.

Q2 Status: Staff is working with the Human Resources Department on draft policies. The actual training will occur in September.

Q3 Status: Training will occur in September and is being coordinated with police to take advantage of the existing training resources.

**Q4 Status:** Conducted new employee training which included implicit bias and sensitivity awareness. Additional mental health and peer support training being coordinated with the Police Department.

**\*Additional Initiative:** A new initiative was added to address the LGBTQ+ Community. Sargent Barbara Hendrickx has been designated as the representative on behalf of the Police Department. The following provides additional background related to this new initiative:

In 2019, Sheriff Gregory Tony established, for the first-time ever, a BSO LGBTQ+ committee comprised of more than 20 employees representing divisions across the agency. The committee was established to create an open dialogue with employees and Broward residents who identify as LGBTQ+ and the Sheriff. Since establishing the committee, members have identified several areas where the agency can improve and provided suggestions to the Sheriff for review.

Generally speaking, a LGBTQ+ liaison is someone help support employees within the department as well as address issues presented to them from the community the department serves.

“An LGBTQ liaison is any individual employed by an organization or institution as a point of contact, serving as both a spokesperson for the organization to a local LGBT demographics as well as a representative of LGBT interests to the leaders of the organization. LGBT liaisons typically play an advisory role to organizations or government branches.”

Staff has been actively engaged with the LGBTQ Liaison Group and their recently adopted mission and goals follow. Melinda Maloney and Cristina Santillan were designated as the Fire Department representatives.



## Broward County – LGBTQ Liaison Group 2021

### Mission:

*To serve as municipal liaisons and ambassadors to bring awareness to inclusivity and positive LGBTQ supportive environments; at work, at schools and within the community.*

### Goals:

1. To develop and facilitate the “Safe Place” program within the county and municipalities.
2. To provide an outreach focal point within the LGBTQ community through our participation at events and networking with LGBTQ organizations within the community.
3. To establish LGBTQ inclusive employment practices throughout all participating liaison municipalities.

The Fire Department participated in the Stonewall Jackson Parade in Wilton Manors on June 19<sup>th</sup>. The parade celebrated the historic Stonewall Riots and the beginning of the LGBT+ human rights movement.

## **D. Resident Involvement and Outreach**

The City has an opportunity to use the new City Advisory Boards to cultivate new leaders and should make social justice an area of required training during board orientation or shortly thereafter as a condition of serving.

### **1. Unity in our Community, City Commission / City Manager’s Department**

The City pledges to on-going conversations and implementing tangible action steps to address the issues raised, during the City’s Unity in Our Community Forum.

Q1 Status: Ongoing. See training completed.

Q2 Status: Training Complete

## 2. **Advisory Board Training, City Manager's Department**

Advisory Board training related to the City's policy commitment to improvements in social justice will be conducted at the first meeting of each Board.

Q1 Status: Completed as follows:

- September 15<sup>th</sup> - Environmental Advisory Board- Board Orientation and Discussion of Implicit Bias Policy. **Completed**
- September 16<sup>th</sup> - Parks and Recreation Advisory Board Meeting- Board Orientation and Discussion of Implicit Bias Training. **Completed**
- September 22<sup>nd</sup> - Education Advisory Board Meeting- Board Orientation and Discussion of Implicit Bias Policy. **Completed**
- October 14<sup>th</sup> - Planning and Zoning Board Meeting- Discussion of Implicit Bias Policy. **Completed**
- October 21<sup>st</sup> -Community Outreach Advisory Board - Board Orientation and Discussion of Implicit Bias Policy. **Completed**
- December 17<sup>th</sup> - Public Safety Advisory Board- Board Orientation and Discussion of Implicit Bias Training. **Completed**

Q2 Status: Education Advisory Board met and asked for a presentation from Broward County Public Schools on mentoring opportunities in Coconut Creek schools. Explained to them the City's Unity in Our Community efforts and Mr. Angel Gomez attended and shared initiatives the school system has in place such as Latinos in Action and how students and the community could get involved.

**Q3 Status: Completed**

## 3. **"Cultures Around the World"- Community Relations Division.**

Q1 Status: Ongoing

Q2 Status:

- January 21, 2021 6:30 PM  
Spanish Dance: Artistic Influences with Armando Droulers
- February 18, 2021  
Caribbean & South African Influence on Music with Shane LeMar
- March 18, 2021  
Cross Cultural Look at Marriage with Mirella Baker Bommel

Q3 Status:

- April 15, 2021  
Cultural Look at Marriages Part II
- June 17, 2021  
Latinx Authors

**Q4 Status:**

- September 30, 2021  
The Ancient and Modern Kingdom of Morocco

#### **4. Citizens Academy – Community Relations Division**

While self-selecting, participation in the Citizens Academy has included diversity in ethnicity, gender, and age over the years. As the community continues to grow, we anticipate broad participation. The Citizen's Academy is an opportunity to expose individuals to the City's programs and for the City leadership to reach out and learn from community members. The Citizen's Academy will be expanded to allow for an open and honest dialogue between City leadership and residents to identify issues related to social justice that the City can address.

Q1 Status: This program will be expanded to include one additional class specially related to implicit bias and how to improve our community via resident involvement. Class XVII runs from March 16<sup>th</sup> through May 18<sup>th</sup>. Due to Covid, the class is limited to 25.

Q2 Status: Citizen's Academy special session is scheduled for April 13<sup>th</sup> at 6:00 P.M. Sheila Rose to present work plan and special guest speaker Chevara Orrin (Diversity & Inclusion Strategist) is to address diversity, equity and inclusion.

Q3 Status: Citizen's Academy special session was attended by 25 residents. Participate feedback was extremely positive. The session was enlightening and educational, albeit the subject matter was difficult for some.

**Q4 Status:** Class graduated in May

#### **5. Special Events Reimbursement Program – Community Relations Division**

This program takes place twice a year, in March and September. This program ensures that all events are open to the general public and encourage engagement of a diverse population.

Q1 Status: Funds from this program were re-diverted to non-profit business assistance program.

Q2 Status: SOS Children Village (\$2,500), South Florida Academy of Learning (\$1,000), South Florida Chamber Ensemble (\$1,000), Women's Club of Coconut Creek (\$1,369.97).

Q3 Status: No activity this quarter.

**Q4 Status:** JA World (\$7,000 for 2 events)

## **6. Creek-TV Programming – Community Relations Division**

Creek-TV commits to more diverse programming inclusive of feature stories on more residents of color, cultural events that take place in Coconut Creek, and ceremonial and commemorative celebrations, such as Hispanic Heritage Month.

Q1 Status: Ongoing

Q2 Status: Residents Darnell Kimbrew and Maria Bashir encouraged residents to participate in Vision 2030 Community Input Meeting.

Q3 Status: Video included: Human Rights Council at Monarch HS, Harvest Church Grand Opening

**Q4 Status:** Rise as One Doorbell Campaign, Calvary Chapel Ribbon Cutting Ceremony, ArtsFest Brazil

## **7. Social Media/CocoGRAM**

Q1 Status: On-going

Q2 Status: Recognized and shared educational links for: Black History Month, Dominican Independence Day, St. Patrick's Day, and International Women's Day. Promoted Chamber's Diversity Summit.

Q3 Status: Celebratory months were highlighted with links for more information. Programming included features related to Easter, Autism Awareness Month, Holocaust Remembrance Day, Diversity Month, Caribbean American Heritage Month, Pride Month, Juneteenth, and African American Music Month.

**Q4 Status:** Promoted: Fiesta de Zumba Class, ArtsFest Brazil, Hispanic Heritage Month, Hispanic Heritage Month Craft Class, Special Needs Fun & Fitness, Highlighted Sierra Perez in Red Honor Series Promotions, Cultures Around the World, Rosh Hashanah, Art Around the World Workshop Series

## 8. Strategic Planning, Vision 2030 – City Commission & City Manager’s Department

The City will be conducting a comprehensive Strategic Planning process for the next ten (10) years, titled Vision 2030, beginning in January. As part of the strategic plan, social justice will be more fully explored. This document is intended to take this mission forward for the next 10 years. The current work plan provides measurable progress, however, the intent of the strategic plan is to weave all of these concepts into our everyday work.

Q1 Status: Final interview list is under review to assure diversity and geographic distribution.

Q2 Status: Finalized the design of the community survey, which was advertised and shared through social media, newsletters, the City website, and emails to the Chamber of Commerce, Homeowner Associations, Citizen Advisory members, and Coconut Creek businesses, utility customers, religious institutions, and Board and Committee members to share with their friends and neighbors. Held the first virtual Vision 2030 Community Meeting and first two virtual Vision 2030 Advisory Group Meetings to gather feedback from the community.

Q3 Status: Held third Vision 2030 Advisory Group meeting to finalize wording of Vision 2030 Vision Statement, Mission Statement, Values, Five Key Focus Areas, and associated Strategic Goals. Held second Community Meeting to share this information and continue to gather community feedback. The Vision 2030 document can be found at: <https://www.coconutcreek.net/community-relations/vision-2030>. Strategic goals found in this document include providing for equitable access to City services, amenities, and information for all neighborhoods, and encouraging an inclusive, equitable community that embraces diversity. Here are the new Vision, Mission, Values, and Key Areas of Focus:

- **Vision** - An innovative, inclusive and progressive community with a small-town personal touch.
- **Mission** - To provide exceptional, responsive and sustainable services for the Coconut Creek community.
- **Values:**
  - **Service Excellence** - We will go beyond customer expectations and deliver responsive and personalized experiences that directly meet the needs of our community.
  - **Innovation** - We will use innovation to drive new outcomes using original thinking, the passion to take on new challenges, and thoughtful consideration.

- **Continuous Improvement** - We will never be satisfied with the status quo, and we believe that we can always improve. We are committed to continual learning, adaptability, and process improvements. We will leave everything we touch better.
- **Ethics and Integrity** - We will communicate with unwavering honesty and respect and will measure ourselves against the highest standards of integrity.
- **Fiscal Accountability** - We will be efficient and effective to assure the stability of our finances while remaining flexible enough to address changing needs and future opportunities.
- Key Areas of Focus:
  - Adaptive and Progressive Mobility
  - High Performance Government
  - Safety and Quality of Life
  - Smart Growth
  - Sustainable Environment

**Q4 Status:** Staff is finalizing Implementation Plan to include developing Vision 2030 objectives, aligning with the budget process, and communicating with employees and the public. Success will be measured in part by the equity of City Programs.

As part of the Strategic Plan we adopted several adaptive strategies. To ensure we continue advancements in social justice issues we have committed to “use the lens of diversity and inclusion in all actions/programs/decisions.”