



# STRATEGIC PERFORMANCE REPORT FIRST QUARTER 2019

STRATEGIC PRIORITY	1ST QUARTER PROGRESS (JANUARY–MARCH 2019)	ANTICIPATED 2ND QUARTER ACTIVITIES (APRIL–JUNE 2019)	STATUS
<b>COMMUNITY AMENITIES</b>			
<b>Comprehensive funding strategy for capital needs</b>	<ul style="list-style-type: none"> <li>• Prepared and presented the draft 2019-2028 Capital Improvement Plan at the City Council study session in January.</li> <li>• Presented the draft 2019-2028 Capital Improvement Plan (CIP) to the Planning Commission in March; they approved a resolution that the CIP is in compliance with the Comprehensive Plan.</li> <li>• Council approved issuing Charter Bonds up to \$2 million for Bloomington Ice Garden improvements.</li> </ul>	<ul style="list-style-type: none"> <li>• Hold a public hearing and present the final draft of the 2019-2028 CIP to City Council in early April; request Council’s approval of the CIP.</li> <li>• Charter Bonds are scheduled to be issued May 6; the amount issued will be based on the actual bids received in April plus cost of issuance.</li> <li>• Financial modeling of items within the CIP and community amenities with potential impacts will continue to occur in second quarter.</li> </ul>	<b>On track</b>
<b>Community center decision</b>	<ul style="list-style-type: none"> <li>• Narrowed down the scope of desired amenities in a new community center with the City Council.</li> <li>• Worked with HGA and Ballard*King on the construction and operating cost estimates for the facility.</li> <li>• Started work on a survey of residents on community amenities including community center conducted by The Morris Leatherman Company.</li> <li>• Analyzed potential funding options for a new community center.</li> </ul>	<ul style="list-style-type: none"> <li>• Discuss potential sources and mix of funding and financing options for a community center at the City Council study meeting on April 8.</li> <li>• Secure approval in concept for a large or small community center from City Council.</li> <li>• Determine whether Creekside or Valley View Park will be the site for a new community center.</li> <li>• Determine whether the community center will include offices for Parks and Recreation and Public Health.</li> </ul>	<b>Needs attention</b>

**Strong support for City-owned amenities and park/recreation facilities**

- Opened bids for the Fire Station #3 project on March 21; bid approval will go to the City Council on April 1.
- Received award of a Hennepin County Youth Sports Grant application in the amount of \$300,000 for improvements at Bloomington Ice Garden.
- Selected a design consultant for control building/restroom reconstruction at Dred Scott Playfield.
- Installed new audio-visual and lighting equipment in the Schneider Theater at the Center for the Arts.
- Solicited construction bids for Ice Garden improvements.
- Chose a design consultant for playground equipment replacement at Poplar Bridge Elementary School.
- Complete field work and provide the results of the Morris Leatherman survey on community amenities to the City Council.
- Open construction bids for the Ice Garden remodeling project on April 9.
- Undertake tree removal for the Fire Station #3 project in April, with construction slated to begin in May. Planned completion is spring 2020.
- Update the park facility donation and naming policy.
- Conduct stakeholder and resident engagement activities for the Dred Scott control building/restroom reconstruction project; design will take place over the summer with construction to begin in the fall and expected completion in spring 2020.
- Advance design plans for a veterans' memorial at Civic Plaza.
- Replace the outdoor electronic sign at the Center for the Arts.
- Undertake updates at Western Maintenance and the Robinson Building (Gene Kelly Park) including new restroom facilities, doors, windows and roof for the Robinson building; work will take place through the summer and into fall 2019.

On track

One Bloomington

- Produced a variety of community image, sustainability, amenities and high-quality service articles in the January, February and March Briefings and on Bloomington Today.
- Featured the Bloomington Ice Garden improvements in the January Briefing, highlighting an important example of the renewal of one of the City's community amenities.
- Continued answering resident questions from the 2018 Town Hall Forums in print in the January, February and March Briefings and through videos on Facebook and cable television.
- Wrote about the City's new SolSmart Gold designation in the March Briefing and on social media.
- Created the State of the City presentation highlighting all six strategic priorities of One Bloomington and provided examples of progress in each of these areas.
- Produced videos that highlighted several of the strategic priorities: Businesses partnering with the Sustainability Commission to learn how to better conserve energy; the Heart in Health series that profiled why Public Health employees are passionate about serving the community; Get to Know Your BPD series that highlighted the work officers do; the Year in Review video that played at State of the City recapping progress throughout Bloomington and a feature story about residents who make Bloomington a great place to live.
- Continue featuring examples of progress in each of the six strategic priorities in the Briefing and video throughout the year.
- Incorporate the "Bloomington in Focus" theme and strategic priorities in the June Corporate Report to the Community.

**Positive image of Bloomington  
1: Develop comprehensive media  
strategies**

- Continued featuring Bloomington firefighters in the January, February and March Briefings; the articles have helped recruit a few new residents to join BFD.
- Spread the word about continued financial excellence with the achievement of the City's three AAA credit ratings.
- Promoted the upcoming 2019 Town Hall Forums in the March Briefing as an opportunity for residents to connect with the City.
- Continued to track media impressions through Google alerts to follow stories about Bloomington.
- Launched a photo contest on social media asking residents for their favorite snapshots of winter life in Bloomington; the most popular photo is currently featured on the City's Facebook page and in the Briefing.
- Held the 2019 State of the City address with the theme "Bloomington in Focus" that was centered around photos submitted by residents.
- Live-streamed the State of the City address on Facebook and live-tweeted on Twitter.
- Highlighted success stories of the Sustainability Commission on social media.
- Showcased Bloomington firefighters saving a dog from a house fire on Facebook.
- Continued to advertise Coffee with a Cop engagement events on Facebook.
- Met with local media, distributed a news release, posted to social media and created a video regarding the City's new Opportunity Housing Ordinance; the efforts lead to two positive Star Tribune articles about the ordinance.

**Outcomes:**

- Social media: Added 269 Facebook followers, 485 Twitter followers and 179 YouTube subscribers and reached 15,522 members on Nextdoor.
- State of the City: There were 498 Facebook followers reached during the live event and 1,518 people have viewed the video since launch; on Twitter, the tweet thread received 10 shares and 33 likes.
- Bloomington Fire dog rescue: The post reached 25K people and drew 2.3K reactions/comments/shares and 3.3K clicks

- Launch the new Around B-Town video series to highlight significant Council decisions.
- Continue to develop better relationships with the media and pitch stories that will enhance community image.
- Continue to monitor positive story results through weekly media mentions.
- Continue to leverage social media to spread positive messages and look for opportunities to better engage online.

On track

**Positive image of Bloomington 2:  
Develop art and placemaking plan**

- Hosted a Chamber forum on the economic impact of the arts.
- Creative Sparks Program: Worked with four selected applicants to fine-tune projects, timelines and budgets and developed contracts.
- Distributed RFQ for “South Loop Sculpture,” a large-scale sculpture at the 24th Avenue entrance to South Loop; selected three finalists to present proposals to the panel.
- Neighborhood renewal focus area: Created and distributed a survey to gather initial input on what creative projects should be pursued at the intersection of 86th and Nicollet.
- Promoted creative placemaking events/activities on social media, website, email blasts, postcards and fliers, the Briefing and on Bloomington Today.

**Outcomes:**

- Parking Ramp Project: Named the “top dance scene” of 2018 by the Star Tribune.
- South Loop Sculpture: Attracted 151 applications from across the nation.
- Wright’s Lake Park Mural: Voted one of five finalists for best public art in City Pages’ “Best of” issue.

- Install two, possibly three, selected ARTBOX wraps in June/July 2019.
- South Loop sculpture: Panel review in May; select artist by the end of June.
- Host an “ArtVenture” tour for the American for the Arts Conference in South Loop in June.
- Creative Sparks Program: Coordinate a marketing plan to help promote selected projects.
- Fire Station #3: Continue engagement efforts, develop a small committee to work on selecting the final projects and discuss future grant opportunities with Public Health.
- Neighborhood renewal focus area: Continue research and engagement efforts to select projects.
- Continue discussing a mural project on the wall around the Xcel substation on American Boulevard.
- Continue discussions on city-wide creative placemaking with a focus on the Lyndale Ave./98th Street areas; host an onsite artist input event in May or June in partnership with Springboard for the Arts.
- Begin engagement efforts for the Old Cedar Avenue Bridge celebration, taking place in spring 2020.
- Continue to review and discuss an evaluation plan and implement recommendations.

On track

<p><b>Joint marketing with the School District</b></p>	<ul style="list-style-type: none"> <li>Featured several stories in the BUZZ on partnerships with the schools: Public Health and the Bloomington School District improve kindergarten readiness; Artistry and the Bloomington School District create two murals; an art exhibit put together by students from Bloomington Schools and Izumi City, Japan; Oak Grove middle schoolers and their Wizard of Oz production; and Angelica Cantanti’s Treble Singers heading to Kansas City.</li> <li>Featured several of Bloomington schools prominently in the State of the City: Normandale Community College, Northwestern Health Sciences University, Bloomington Public Schools and the Kennedy High School Con Brio Choir performance.</li> </ul>	<ul style="list-style-type: none"> <li>Host a continuing education workshop on April 17 for Realtors designed to highlight City and school programs and provide helpful information for Realtors who list and sell homes in Bloomington; this is the third workshop co-hosted by the City and School District as a strategy to showcase amenities that make Bloomington an attractive community for families.</li> <li>Continue promotion of the School District in the Briefing and through video.</li> <li>Look for opportunities to share stories and engage on social media.</li> <li>Write an article about the Advisory Board of Health’s 2019 Health and Wellness Award winners – the Health Services Department from Bloomington Public Schools – for the May Briefing.</li> </ul>	<p>On track</p>
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**ENVIRONMENTAL SUSTAINABILITY**

<p><b>Reduce citywide carbon footprint</b></p>	<ul style="list-style-type: none"> <li>Continued the Home Energy Squad social media campaign.</li> <li>Received Gold SolSmart status and publicized the achievement.</li> <li>Began discussions on buying down energy audits for businesses.</li> <li>Continued to participate in a regional cohort on electric vehicles.</li> <li>Began inventory of City meters and developing performance metrics for energy in City facilities; results will be presented at a future Sustainability Commission meeting.</li> </ul>	<ul style="list-style-type: none"> <li>Host a Business Energy tour at HealthPartners headquarters.</li> <li>Host an Earth Day event with the League of Women Voters.</li> <li>Install an EV charger for City and public vehicles in the Civic Plaza parking lot; work may be delayed due to the City’s electric contractor going bankrupt.</li> <li>Hire a new Deputy Director of Public Works to serve as staff liaison to the Sustainability Commission.</li> </ul> <p><b>Barriers/obstacles:</b></p> <ul style="list-style-type: none"> <li>Staff turnover will impact the Sustainability Commission’s level of success, but it is too early to tell the impacts to the work plan schedule.</li> </ul>	<p>On track</p>
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<p><b>Improve surface water quality</b></p>	<ul style="list-style-type: none"> <li>• Adopt-a-Drain program: Coordinated delivery of yard signs to new participants.</li> <li>• Passed a resolution in support of state law providing limited liability to commercial salt applicators who are certified through an established voluntary salt applicator certification program.</li> <li>• Normandale Lake Water Quality Improvement Project: Continued to work cooperatively with Nine Mile Creek Watershed District and successfully lowered the water level of Normandale Lake to freeze out the curly leaf pondweed and installed a new bypass pipe.</li> <li>• Penn-American Linear Stormwater Storage Project: Construction continued with the completion of the utility work on Knox and Penn Avenues</li> <li>• Hosted two Smart Salting Roads Training Workshops.</li> </ul> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>• 13 new households adopted 19 storm drains, bringing the total number of adopted drains to 310. Last fall, 57 participating households reported removing more than 3,000 pounds of debris from the storm drains.</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt-a-Drain Program: Coordinate delivery of yard signs to new participants and continue to promote the program.</li> <li>• Normandale Water Quality Improvement Project: Continue to work with the Nine Mile Creek Watershed District to promote and update the public on monitoring efforts and significant findings.</li> <li>• Penn-American Linear Stormwater Storage Project: Continue construction to decrease flood levels and improve runoff water quality entering Penn Lake.</li> <li>• Complete the annual Municipal Separate Storm Sewer System report and update the Storm Water Pollution Prevention Program as needed.</li> <li>• Co-host a Sustainable Lawns Workshop to encourage ways to reduce water usage and promote use of smart controllers with the Nine Mile Creek and Riley Purgatory Bluff Creek Watershed Districts and Carver County WMO.</li> <li>• Continue to promote smart irrigation controllers and explore options for cost-sharing.</li> </ul>	<p>On track</p>
<p><b>Reduce volumes delivered to landfills/incinerators</b></p>	<ul style="list-style-type: none"> <li>• Hired a new solid waste coordinator, Laura Horner.</li> <li>• Hired a consultant, developed a workplan and conducted staff/volunteer training for a waste analysis project to be conducted during the 2019 Curbside Cleanup Program.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete field data collection for the waste analysis project associated with the 2019 Curbside Cleanup.</li> <li>• Report results of the 2018 organics collection efforts.</li> </ul>	<p>On track</p>

**FOCUSED RENEWAL**

<p><b>More affordable housing</b></p>	<ul style="list-style-type: none"> <li>• Adopted a well-received Opportunity Housing Ordinance at the City Council meeting on February 25; the ordinance requires that new housing developments of 20 units or greater include at least nine percent affordable units.</li> <li>• Held numerous meetings with the City Council, advisory boards and commissions and other stakeholders throughout the development of the Opportunity Housing Ordinance.</li> <li>• Approved an agreement with West Hennepin Affordable Housing Land Trust for two more land trust sales in 2019.</li> <li>• Submitted a development application for Penn American III development (248 units of rental housing, with 50 units affordable.)</li> <li>• Prepared for the April/May closing for 108 Place, which includes 42 units of affordable workforce rental housing near France/Old Shakopee Road.</li> <li>• Approved a development agreement for Portland Commons, 166 units of senior independent, assisted and memory care with 20% of the units affordable; construction to start in June/July.</li> <li>• Met with several affordable housing developers actively looking in Bloomington to identify potential sites.</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare guidelines to accompany the Opportunity Housing Ordinance</li> <li>• Hire a staff person to administer the Opportunity Housing Ordinance</li> <li>• Review of development application for Penn American III by Planning Commission and City Council.</li> <li>• Work with owner of a neighborhood commercial center regarding a redevelopment plan with affordable housing.</li> <li>• Continue to meet with affordable housing developers to identify potential sites.</li> </ul>	<p>On track</p>
<p><b>Renew priority neighborhood commercial nodes</b></p>	<ul style="list-style-type: none"> <li>• Negotiated with property owners at Old Cedar/Old Shakopee Road to enter into purchase agreements; the Cedar Center ownership will sell while the Eagles are not prepared to sell their site at this point.</li> <li>• The HRA is in contact with the broker representing a property owner at 98th Street and Nicollet regarding the terms of an option; another property is considering selling while a third property will not sell at this point.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a commercial node project based on owner interest.</li> <li>• Determine a redevelopment zone in which multiple nodes could be considered for redevelopment and bring a proposal for the City Council to consider at its September study meeting.</li> <li>• Work with the owner of a major neighborhood commercial center regarding redevelopment plans.</li> </ul>	<p>On track</p>



<p><b>Successful neighborhood renewal innovation</b></p>	<ul style="list-style-type: none"> <li>• Made a presentation to the City Council on January 23 regarding the potential 2019 Neighborhood Focus Area initiative.</li> <li>• Worked with a new Housing Improvement Area applicant to determine program eligibility for their homeowners association.</li> </ul>	<ul style="list-style-type: none"> <li>• HRA will continue to research contracting options, budget and staffing capacity to consider completing more home improvement loans in 2019.</li> <li>• Conduct review, planning and analysis on the creation of a development subsidiary.</li> </ul>	<p>On track</p>
<p style="text-align: center;"><b>HIGH QUALITY SERVICE DELIVERY</b></p>			
<p><b>Financial sustainability of all funds</b></p>	<ul style="list-style-type: none"> <li>• Completed the 2019 Budget Book with assistance from across departments; posted the Budget Book on the City's website.</li> <li>• Submitted the Budget Book to the Government Finance Officers Association for the Distinguished Budget Award (the City has received this award for 22 years.)</li> <li>• Prepared and presented the 2018 encumbrance roll-overs and sent carry-overs to the City Council for approval.</li> <li>• Prepared the draft financial report for 2018 and provided that information to the City Council by February 28.</li> <li>• Began preparations for the annual Comprehensive Annual Financial Report for 2018.</li> <li>• The public accounting firm of MMKR started initial field work in mid-January for one week; the auditors will return in May.</li> <li>• Increased utility rates in the Cogsdale financial software based on November 2018 Council-approved rates for 2019.</li> <li>• Finance staff met with the Mayor and Council to discuss improvements to the 2020 budget process.</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare unaudited financial reports and supporting documents for MMKR.</li> <li>• MMKR will present draft audit opinion and reports to Council on June 10 and official audit opinion results to Council on June 24.</li> <li>• Finance will submit the Comprehensive Annual Financial Report to the Government Finance Officers Association on or before June 30, 2019.</li> <li>• The Capital Improvement Plan will be presented to Council in April.</li> <li>• The Popular Report will be prepared by Finance and Communications and inserted in the June Briefing; Finance will submit the report to the Government Finance Officers Association's awards program.</li> <li>• City Council and department leadership will meet on April 29 to discuss the Strategic Priorities and 2020 budget process improvements.</li> <li>• Kick off the 2020 budget process to departments in May; most departments will be required to submit their 2020 budgets in June.</li> </ul>	<p>On track</p>

**Meet customer expectations**

- Finalized revisions to the City’s vision statement.
- Hired consultant BerryDunn to assist the City with implementing a data governance framework to improve the organization’s business intelligence, document and records management, collaboration between departments and interaction with residents.
- Launched the new Community Outreach and Engagement Division on January 1, and filled an opening for Community Outreach and Engagement Coordinator.
- Debuted the new Parks and Recreation Department, with new Director Ann Kattreh starting on January 14.
- Presented the scope of the Fire Department service assessment to the City Council on March 18.
- Reviewed the draft scope of services for the Fleet operations evaluation with City Council on February 11; issued a Request for Proposals for a consultant to assist with the evaluation, with proposals due on March 8.
- An in-house team has begun a service assessment of the City’s Motor Vehicle office and services.
- Conduct three forms of town halls for Council to engage with residents in the first half of 2019:
  - April 23: State of the City Forum
  - May 18: Welcome Meal
  - June 15: Food for Thought @ Farmers Market
- Finalize and release a Request for Qualifications for a consultant to conduct the service assessment of the Fire Department, with responses due the third week of April.
- Implement plans to activate the City’s vision, values and leadership philosophy across the organization in 2019.
- Develop a framework such as a Project Management Institute/Project Management Body of Knowledge to follow best practices for the management of all City technology projects and activities to ensure that a project leader, effort estimates, project timelines, resources and dependencies are identified for each project.
- Issue a RFP for consulting services to conduct an inventory of every software application in the City and analyze application relationships and business processes to determine areas for consolidation and efficiency.
- Complete consultant BerryDunn’s work toward implementing a data government framework at the City by June.

On track

## Improved customer service

- Conducted High-Performing Organization training with approximately 40 employees on February 4-6.
- Made progress on implementing the following service improvement concepts first presented at the Department Leadership Team Assembly in November 2018:
  - More options for utility bill payment: Continued to promote digital option vs. checks for bill payment with 2,300 households currently on electronic payments; Utility Billing utilized several types of media to keep residents informed of utility fee increases, Curbside Clean-up, garbage services, holiday tree pick-up and yard waste.
  - Improved snow and ice removal on arterial routes: Expanded main arterial routes from 9 to 10 and achieved faster completion of snow removal on those routes.
  - Drone technology for structure fires and wildfires: Put the unmanned aerial vehicle initiative in motion but not quite airborne; the letter to apply for a Certificate of Authorization from the FAA is being reviewed and finalized prior to submission.
  - Decreased early voting wait times: Made the decision to move early voting into the Council Chambers to decrease voter wait times and provide a better customer experience.
  - Rightsizing the City's fleet: Staff have been encouraged to use shared, or "pool," cars to reduce cost to the City.
  - Electronic invoice approvals: Continued to add departments to online workflow approvals on Munis accounts payable.
  - Paperless files in Legal: Made significant progress to increase paper filekeeping on the criminal side of the department.
- Add a script for cashiers to promote digital experience for utility bill pay.
- Launch a series of training sessions for City supervisors in April to provide them with the tools and knowledge to effectively manage their employees.
- Conduct High-Performing Organization training with approximately 40 employees on June 24-26.
- Create a schedule to implement a process for online Munis accounts payable approval for remaining departments.
- Perform training on the unmanned aerial vehicle (UAV) technology in April.
- Improve the Fire Department's community engagement by utilizing existing personnel during training times and duty crew hours to distribute smoke detection, deliver training classes and provide fire prevention and safety education.
- Launch a Citywide centralized volunteer management system in May with a new volunteer handbook and user training.

On track

INCLUSION AND EQUITY

<p><b>More diverse advisory boards</b></p>	<ul style="list-style-type: none"> <li>Conducted a focused conversation on February 26 with the City Council on components of the Bloomington Learn to Lead Initiative (BLLI); launched a survey with 2017 participants to find out what worked and didn't work for the first cohort.</li> <li>Expanded efforts to advertise for boards and commissions applicants that included display advertising in the Sun Current, paid Facebook advertisements, and greater use of social media.</li> </ul> <p><b>Outcomes:</b></p> <ul style="list-style-type: none"> <li>Applicants for boards and commissions provided the following racial/ethnic data:</li> </ul> <table border="1" data-bbox="577 576 1239 901"> <tr> <td>44</td> <td>67%</td> <td>White</td> </tr> <tr> <td>3</td> <td>5%</td> <td>Hispanic</td> </tr> <tr> <td>3</td> <td>5%</td> <td>Black/African American</td> </tr> <tr> <td>3</td> <td>5%</td> <td>Asian/Pacific Islander</td> </tr> <tr> <td>2</td> <td>3%</td> <td>African</td> </tr> <tr> <td>11</td> <td>17%</td> <td>Did not provide a response</td> </tr> <tr> <td><b>66</b></td> <td><b>100%</b></td> <td></td> </tr> </table>	44	67%	White	3	5%	Hispanic	3	5%	Black/African American	3	5%	Asian/Pacific Islander	2	3%	African	11	17%	Did not provide a response	<b>66</b>	<b>100%</b>		<ul style="list-style-type: none"> <li>Conduct meetings with community members about participating in BLLI in April and May; develop the curriculum and bring it back to the City Council by June with the next cohort to start in fall 2019.</li> </ul>	<p>On track</p>
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<p><b>More diverse workforce 1: Marketing to underrepresented populations</b></p>	<ul style="list-style-type: none"> <li>Of the 49 new, full-time employees hired by the City in the 12 month-period from April 1, 2018 to March 31, 2019, nineteen – or 33% – identify as persons of color.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to think strategically about each and every posting and how to reach a wide audience of potentially eligible applicants.</li> </ul>	<p>Needs attention</p>																					
<p><b>More diverse workforce 2: Pathways and internship programs</b></p>	<ul style="list-style-type: none"> <li>Completed the second year of the Pathways to Policing program.</li> <li>Both cadets in the second class of Pathways to Policing successfully completed their academic requirements through Hennepin Technical College and were sworn in as police officers on March 4.</li> <li>The City's involvement in Pathways to Policing was featured in an article in the March-April issue of Minnesota Cities magazine.</li> </ul>	<ul style="list-style-type: none"> <li>A Pathways to Policing debrief meeting with all participating agencies is scheduled in April; this meeting will determine interest in future programming.</li> <li>Efforts are currently underway to hire summer interns in several departments and to kick off the hiring process for a third class of the Pathways to Policing program.</li> </ul>	<p>On track</p>																					

<p><b>More diverse workforce 1: Train staff on diversity</b></p>	<ul style="list-style-type: none"> <li>The City Council provided direction on next steps related to the City’s equity and inclusion work on March 18, particularly as it relates to developing staff awareness and competency on identifying and incorporating equity issues in their work.</li> </ul>	<ul style="list-style-type: none"> <li>Pending final Council approval, staff hope to proceed with hiring a full-time, in-house Equity Coordinator to provide training, resources and coordination on an ongoing basis.</li> </ul>	<p>Needs attention</p>
<p><b>More diverse program participation 2: Equity toolkit</b></p>	<ul style="list-style-type: none"> <li>Work on an equity toolkit has been put on hold.</li> <li>Less formal and more department-specific efforts have remained underway with guidance from groups such as the Human Rights Commission and Police Multi-Cultural Advisory Committee.</li> </ul>	<ul style="list-style-type: none"> <li>Development of an equity toolkit and/or other formal means of evaluating the City’s policies and services through a lens of equity is awaiting the hiring of an Equity Coordinator.</li> </ul>	<p>Stalled</p>