



**one**  
BLOOMINGTON

**STRATEGIC  
PERFORMANCE  
REPORT**

**FIRST QUARTER 2017**

 CITY OF  
BLOOMINGTON  
MINNESOTA

# PHILOSOPHY STATEMENTS



- We are invested in Bloomington and our shared contributions to being a great community. We are committed to engaging our coworkers, residents, businesses and visitors in order to provide the best possible services.
- We embrace our shared values and accomplish our vision and goals by encouraging creativity, innovation, continuous learning, clear communication, and employee empowerment.
- Better decisions are made using consultative and team-based participation.
- We believe in leadership at all levels. Everyone is heard and respected, so trust is generated across the organization.
- We are motivated by meaningful and challenging work and opportunities for growth, recognition and success.

## OUR VALUES

INDIVIDUAL BEHAVIOR	OPERATING SYSTEMS
Responsibility	Efficiency
Initiative	Dynamic/Flexible
Integrity	Excellence
Positive Attitude	Collaboration
Empathy	Equity
Respect	Accountability

## DEFINITIONS

**LEADERSHIP PHILOSOPHY** - Statements about the nature of our work and our attitudes toward that work; what motivates us; how creativity, information and knowledge are distributed throughout the organization; and, how decisions are made.

**INDIVIDUAL BEHAVIORAL VALUES** - A shared values set that helps establish the human side of the organization's work culture, provides a standard for judging interpersonal behavior, and defines how we treat each other and our stakeholders.

**OPERATING SYSTEM VALUES** - Values that define the technical side of the organization's culture; provides a standard for judging the organization's strategies, structures, and systems/processes; and guides our business/administrative operating systems and our technical work processes.



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# I.COMMUNITY AMENITIES



# COMMUNITY AMENITIES: COMPREHENSIVE FUNDING STRATEGY FOR CAPITAL NEEDS

## KEY OUTCOME INDICATOR

Executive summary project status; funding analyses.

## PERFORMANCE TARGET

Adopted Q2 2018.

## STRATEGIC INITIATIVE

**EXPAND CIP TO INCLUDE ALL CAPITAL NEEDS. THE CIP FINANCIAL REPORTS SHOULD ONLY INCLUDE THE PROJECT FINANCIAL PORTION OF THE CITY, PORT AND HRA.**



## PERFORMANCE UPDATE

- City-managed projects with multiple funding sources were identified in the 2017 – 2021 CIP and only the City’s share of funding was listed in the externally managed projects.
- Assigned the six strategic priorities to each of the projects listed within the CIP.
- Next step: Facilities Committee will review City facilities, prioritize projects and determine future funding.

## BUDGET/RESOURCES

Staff time and up to \$20,000 for municipal financial advisor assistance.

## TIMELINE





# COMMUNITY AMENITIES: COMMUNITY CENTER DECISION

## KEY OUTCOME INDICATOR

Community support analysis; task force feedback.

## PERFORMANCE TARGET

Following task force input, series of City Council decisions on whether to move forward, and if so, site options, funding strategies, etc., starting in January 2017.



## STRATEGIC INITIATIVE

**DEVELOP PLAN BASED ON RECOMMENDATIONS OF COMMUNITY CENTER TASK FORCE.**

## PERFORMANCE UPDATE

- The Community Center Task Force presented its recommendations for a new community center to the City Council in October 2016.
- Launched discussions with the YMCA of the Greater Twin Cities on a potential partnership. The YMCA and the City are looking at their current facilities and discussing how they might collaborate to better serve the community more effectively together than they can separately.
- Currently gathering data regarding the potential for a new community center from targeted focus groups (e.g., multi-cultural, millennials, people with disabilities, etc.) around the city.
- Next step: Develop a memorandum of understanding for formal discussions between the City and YMCA for discussion at the City Council study meeting on April 24.

## BUDGET/RESOURCES

Funding for potential studies on community needs and community center location.

## TIMELINE



# COMMUNITY AMENITIES: STRONG SUPPORT FOR CITY-OWNED AMENITIES AND PARK/RECREATION FACILITIES

## KEY OUTCOME INDICATOR

Feedback/survey.

## PERFORMANCE TARGET

Majority of survey responses indicate strong support for facilities and parks.

## STRATEGIC INITIATIVE

**CREATE CUSTOMIZED, COMMUNITY ENGAGEMENT STRATEGIES FOR CITY-OWNED AMENITIES AND PARK/RECREATION FACILITIES.**

## PERFORMANCE UPDATE

- Completed inspection and inventory of existing City facilities (buildings and structures) that included inspection and rating of all major building components (roofs, foundations, electrical, heating, finishes, etc.) as well as energy usage. Data was entered into a computer program that reports both facilities condition index and energy usage index. The program also provides an estimate of remaining service life for major components and helps identify long-term budget needs.
- An inventory of park assets beyond buildings and structures such as tennis courts, ballfields, benches, fencing, etc., is expected to be completed in 2018. The data will assist in developing park amenity maintenance and replacement schedules.
- Piloted a community engagement model for the Wright's Lake park improvement project utilizing techniques such as door-to-door visits, community open house, surveys, door hangers, etc.
- Next step: Undertake a process to engage a wide range of staff to identify and prioritize long-term facilities needs including existing structures, needed upgrades/expansions and anticipated new facilities (e.g., community center). An outcome of this process will be more accurate long-term cost estimates for the CIP. Work is anticipated to be completed in early fall 2017 when it will be shared with the City Council

## BUDGET/RESOURCES

Staff time, in-kind resources and consulting services.

## TIMELINE



**COMMUNITY AMENITIES-STRONG SUPPORT FOR CITY-OWNED AMENITIES AND PARK/RECREATION FACILITIES**



# II. COMMUNITY IMAGE



## COMMUNITY IMAGE: ONE BLOOMINGTON

### KEY OUTCOME INDICATOR

Surveys; feedback statements; social media posts.

### PERFORMANCE TARGET

One Bloomington marketing campaign adopted by Q3 2017.

### STRATEGIC INITIATIVE

CREATE A #ONEBLOOMINGTON BRANDING AND MARKETING CAMPAIGN.



### PERFORMANCE UPDATE

- Designed a One Bloomington logo and marketed the hashtag for social media.
- Began a branded One Bloomington series for the Briefing, that includes a themed Mayor's column and specific strategic planning-related article for each issue.
- Using One Bloomington as the theme for the City's financial documents, including the eight-page Corporate Report to the Community, Utilities annual report, the State of the City and Realtor education.
- Produced several videos around One Bloomington and a story about the Council's strategic plan for Bloomington Today that ran on the City's cable channels, YouTube and Facebook.
- Currently creating a onebloomington.com web page.

### BUDGET/RESOURCES

Staff time, in-kind resources, consulting and survey work estimated at \$20,000 – \$30,000.

### TIMELINE



# COMMUNITY IMAGE: POSITIVE IMAGE OF BLOOMINGTON (1)

## KEY OUTCOME INDICATOR

Stories – all media; survey/feedback.

## PERFORMANCE TARGET

85% of residents report favorable image.

## STRATEGIC INITIATIVE

**DEVELOP COMPREHENSIVE MEDIA STRATEGIES.**



## PERFORMANCE UPDATE

- Held a One Bloomington Summit on December 15, 2016, during which representatives from various stakeholder groups brainstormed ways to improve the community's image and ideas for next steps.
- As a result of the One Bloomington Summit, stakeholder action groups will be mobilized on three City Council priorities: Community Image, Inclusion and Equity and Community Image.
- Next step: Contract with a media impressions tracking service to track news stories about Bloomington.

## BUDGET/RESOURCES

Staff time, in-kind resources and survey work. Estimated budget is \$10,000 for media impressions tracking and social media campaign.

## TIMELINE





## COMMUNITY IMAGE: POSITIVE IMAGE OF BLOOMINGTON (2)

### KEY OUTCOME INDICATOR

Stories – all media; survey/feedback.

### PERFORMANCE TARGET

85% of residents report favorable image.



### STRATEGIC INITIATIVE

DEVELOP ART AND PLACEMAKING PLAN FOR ENTIRE CITY.

### PERFORMANCE UPDATE

- A placemaking plan for Bloomington will be addressed in 2019 when staff and the Placemaking Commission have more experience in South Loop and a funding source for placemaking in the rest of Bloomington has been identified.

### BUDGET/RESOURCES

A funding source will need to be identified for placemaking in the rest of Bloomington consistent with the draft plan.

### TIMELINE



COMMUNITY AMENITIES-POSITIVE IMAGE OF BLOOMINGTON

# COMMUNITY IMAGE: JOINT MARKETING WITH THE SCHOOL DISTRICT

## KEY OUTCOME INDICATOR

Annual report on joint marketing.

## PERFORMANCE TARGET

Three marketing activities with the School District.

## STRATEGIC INITIATIVE

**ESTABLISH A JOINT MARKETING STRATEGY WITH THE SCHOOL DISTRICT.**

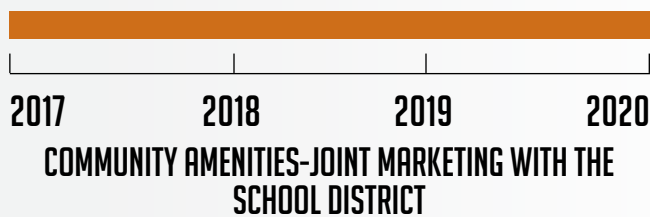
## PERFORMANCE UPDATE

- Conducted a Realtor forum in collaboration with the School District in October 2016; the next forum scheduled for April 2017.
- Promoted the School District's centennial year via the Briefing, State of the City and City Council proclamation.

## BUDGET/RESOURCES

Staff time, in-kind resources, printing, etc. Estimated budget: \$6,000 - \$10,000.

## TIMELINE







# III. ENVIRONMENTAL SUSTAINABILITY



# ENVIRONMENTAL SUSTAINABILITY: REDUCE CITYWIDE CARBON FOOTPRINT

## KEY OUTCOME INDICATOR

Total CHG per capita regional indicator index.

## PERFORMANCE TARGET

Reduce Bloomington's tons per capita every year.

## STRATEGIC INITIATIVE

**ESTABLISH AN ENVIRONMENTAL SUSTAINABILITY COMMISSION.**

## PERFORMANCE UPDATE

- Formed and appointed a Sustainability Commission.
- Conducted the Sustainability Commission's planning workshop on March 4 to agree on organizational issues (e.g., leadership, meeting schedule, etc.) and refine the draft work plan (prepared before the commission was formed) that will be presented to the City Council for approval.
- Hired the staff liaison to the commission (Deputy Director of Public Works) who will start in April.

## BUDGET/RESOURCES

Possible partnership with University of Minnesota's Resilient Communities project.

## TIMELINE



# ENVIRONMENTAL SUSTAINABILITY: IMPROVE SURFACE WATER

## KEY OUTCOME INDICATOR

List of compliance reports.

## PERFORMANCE TARGET

Meet adopted standard for each water body.

## STRATEGIC INITIATIVE

**MAINTAIN AND UPDATE WATER REPORTS.**



## PERFORMANCE UPDATE

- Completed water quality testing and reporting for 2016.
- Next step: Collect water quality data for 2017 in summer 2017.

## BUDGET/RESOURCES

None.

## TIMELINE





# ENVIRONMENTAL SUSTAINABILITY: REDUCE VOLUMES DELIVERED TO LANDFILLS/INCINERATORS

## KEY OUTCOME INDICATOR

Tonnage.

## PERFORMANCE TARGET

10% reduction in tonnage.

## STRATEGIC INITIATIVE

**CREATE A SOLID WASTE DIVERSION PLAN.**



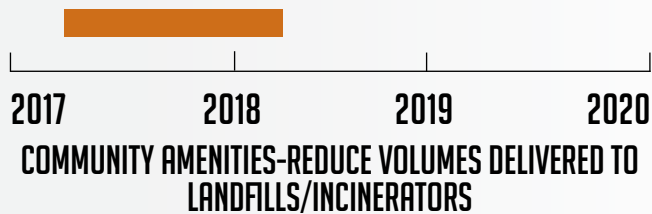
## PERFORMANCE UPDATE

- Solid waste plan will be prioritized with other issues by the Sustainability Commission.

## BUDGET/RESOURCES

None.

## TIMELINE



# IV. FOCUSED RENEWAL



# FOCUSED RENEWAL: MORE AFFORDABLE HOUSING

## KEY OUTCOME INDICATOR

Annual affordable housing report to City Council.

## PERFORMANCE TARGET

Meet Met Council's 2030 affordable housing target.

## STRATEGIC INITIATIVE

**CREATE A DEVELOPER AND STAKEHOLDER ENGAGEMENT PLAN, INCLUDING STRATEGIES TO MEET TARGETS.**



## PERFORMANCE UPDATE

- Provided HRA funding for affordable home ownership to Habitat for Humanity and West Hennepin Affordable Land Trust.
- Assembled a significant portion of the financing for Knox and American (the third phase of redevelopment in the Penn American District) in 2016. The City will apply for the remaining financing (Hennepin County and Minnesota Housing) in 2017. Knox and American is the redevelopment of three adjacent parcels into 248 units of mixed income rental housing (50 units affordable) and a 125 key hotel, with 80 1/2 Street constructed from Morgan Circle to Knox Avenue. It is consistent with the Penn American District Plan.
- Finish inventory of potential sites for multi-family affordable housing in March 2017.
- Facilitate multi-agency meetings to identify local strategies for preserving existing affordable housing.
- Contacted affordable housing property owners in February and March 2017. Assess property owner interest and scope of the improvements property owners want to implement.

## BUDGET/RESOURCES

City participation is estimated at \$1 to \$2 million per year for new, affordable housing.

## TIMELINE



# FOCUSED RENEWAL: RENEW PRIORITY NEIGHBORHOOD COMMERCIAL NODES

## KEY OUTCOME INDICATOR

Node renewal process reports.

## PERFORMANCE TARGET

Meet adopted schedule.

## STRATEGIC INITIATIVE

**ADOPT A STRATEGY AND FUNDING FOR  
NEIGHBORHOOD COMMERCIAL RENEWAL.**



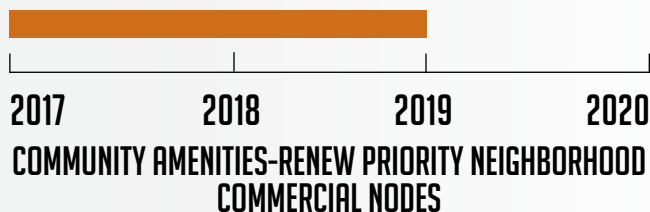
## PERFORMANCE UPDATE

- Council adopted neighborhood commercial center priorities in September 2016.
- Meet with priority center property owners to identify one or two feasible rehabilitation or redevelopment projects by end of 2017. Old Cedar and Old Shakopee a leading candidate due to future intersection project.
- Next steps: Contact property owners of priority centers. Develop a project based on owner interest in late 2017, or ask Council to move on to lower priority neighborhood centers if there is no owner interest.
- With Minnesota's condemnation restrictions, neighborhood commercial renewal depends on property owner interest and cooperation.

## BUDGET/RESOURCES

No funds budgeted yet because creating a budget depends on the type and scope of renewal that property owner(s) are interested in pursuing.

## TIMELINE





# FOCUSED RENEWAL: SUCCESSFUL NEIGHBORHOOD RENEWAL INNOVATION

## KEY OUTCOME INDICATOR

Renewal project reports.

## PERFORMANCE TARGET

Council and neighborhood agree on successful project innovation.

## STRATEGIC INITIATIVE

**ESTABLISH RESIDENT ENGAGEMENT ON NEIGHBORHOOD INNOVATION AND IMPROVEMENT.**

## PERFORMANCE UPDATE

- Approved neighborhood support area for 2016 and 2017.
- Created Curb Appeal loan program for neighborhood support:
  - \$300,000 City funding in 2016 and 2017.
  - 17 loans completed plus 7 out for bid.
- Enhanced Home Improvements Loan Program city-wide:
  - \$1.76 million in additional City and HRA funding in 2016 and 2017.
  - 90 loans completed plus 82 out for bid.
- Public Works identified projects and engaged property owners for the 2016 round of neighborhood improvements.
- Next steps: Conduct a neighborhood celebration event in a neighborhood support area's park in summer 2017.
- Initiate TH77 retaining wall mural project RFP in 2018. Include neighborhood in the mural design.

## BUDGET/RESOURCES

Continued Council and HRA financial support needed for neighborhood support initiative and accelerated home improvement loans. Sustaining the loan programs and public facilities improvements may require approximately \$1 million to \$2 million in HRA and City resources per year, assuming that the neighborhood emphasis investments are extended.

## TIMELINE



# V. HIGH QUALITY SERVICE DELIVERY



# HIGH QUALITY SERVICE DELIVERY: FINANCIAL SUSTAINABILITY OF ALL FUNDS

## KEY OUTCOME INDICATOR

All Council-approved budgets should have long-term financial plans (5 – 15 year projections.).

## PERFORMANCE TARGET

Each of the approved budgets should include working capital goals and actual/projected working capital balances. The actual/projected working capital balances should be at 80% or better of the working capital goal.

## STRATEGIC INITIATIVE

**ESTABLISH FINANCIAL SUSTAINABILITY TARGETS AND STANDARDS.**

## PERFORMANCE UPDATE

- Fund balance goals were established and approved by City Council in the 2017 budget.

## BUDGET/RESOURCES

Staff time and up to \$20,000 per year for municipal financial advisor assistance.

## TIMELINE



# HIGH QUALITY SERVICE DELIVERY: MEET CUSTOMER EXPECTATIONS

## KEY OUTCOME INDICATOR

Customer feedback – surveys; feedback using community engagement tools (focus groups, etc.).

## PERFORMANCE TARGET

85% satisfied customers.

## STRATEGIC INITIATIVE

**IMPLEMENT HIGH PERFORMING ORGANIZATION (HPO) TRAINING AND INCORPORATE FIVE SERVICE AREAS FOR TARGETED CUSTOMER SERVICE IMPROVEMENT.**

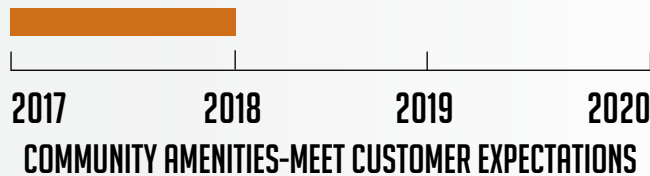
## PERFORMANCE UPDATE

- Sent more than 120 employees through HPO training in 2016.
- Three in-house HPO sessions are scheduled in 2017 involving more than 120 employees.
- All executive team members and 11 staff will be trained at the University of Virginia’s LEAD program by the end of 2017.
- Adopted leadership philosophy statements and values for the organization.
- HPO follow-up discussions are being conducted within individual departments and divisions.

## BUDGET/RESOURCES

Approximately \$40,000 – \$50,000 per year for on-site HPO training.

## TIMELINE





# HIGH QUALITY SERVICE DELIVERY: IMPROVED CUSTOMER SERVICE

## KEY OUTCOME INDICATOR

Tracking reports – five service areas.

## PERFORMANCE TARGET

Meet targeted improvement levels in five areas as determined by survey results, staff analysis and community/customer feedback.

## STRATEGIC INITIATIVE

**IMPLEMENT HIGH PERFORMING ORGANIZATION (HPO) TRAINING AND INCORPORATE FIVE SERVICE AREAS FOR TARGETED CUSTOMER SERVICE IMPROVEMENT.**



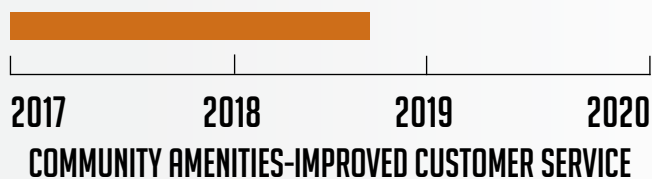
## PERFORMANCE UPDATE

- Conduct focus group conversations among a dozen targeted groups around in Bloomington on the resident survey questions in first quarter 2017.
- Next steps: Based on focus group feedback and 2017 resident survey results, identify five customer service areas for targeted improvement.

## BUDGET/RESOURCES

Budget to incentivize participation in focus groups might be beneficial.

## TIMELINE



# VI. INCLUSION AND EQUITY



# INCLUSION AND EQUITY: MORE DIVERSE ADVISORY BOARDS

## KEY OUTCOME INDICATOR

Board rosters.

## PERFORMANCE TARGET

Composition of boards is reflective of the community.

## STRATEGIC INITIATIVE

**CREATE A LEADERSHIP COHORT PROGRAM FOR UNDERREPRESENTED POPULATIONS.**

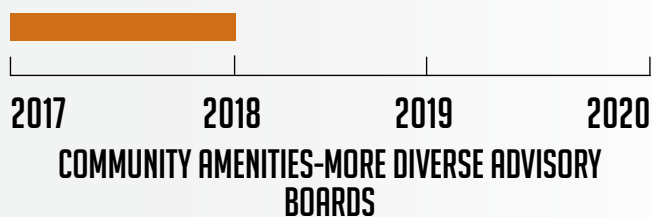
## PERFORMANCE UPDATE

- Promote the Bloomington Learning to Lead program to develop leadership among underrepresented groups in May-October 2017 (one Tuesday evening and one Saturday sessions per month).

## BUDGET/RESOURCES

Will need to tap into elected officials, department heads and community partners to conduct training on select dates/times. Estimated budget is \$15,000 for training materials, meals, etc. per cohort.

## TIMELINE



# INCLUSION AND EQUITY: MORE DIVERSE WORKFORCE (1)

## KEY OUTCOME INDICATOR

Annual reports; rosters.

## PERFORMANCE TARGET

Workforce is reflective of the community.

## STRATEGIC INITIATIVE

**EXPAND MARKETING AND OUTREACH PROGRAM TO UNDERREPRESENTED AND UNDERSERVED POPULATIONS.**



## PERFORMANCE UPDATE

- Expanded core recruiting outlets to include internal City staff, local colleges, community stakeholders, the Minnesota Workforce Centers and the City’s social media sites, which had previously been used only on a position-by-position basis.
- Advertised broadly and repeatedly for summer openings, whereas past years relied largely on recruiting by word of mouth and on rehiring past employees.
- Sent a posting for summer law clerk to the Hennepin County Bar Association 1L Minority Clerkship Program as well as to each law school’s multicultural office.

## BUDGET/RESOURCES

None.

## TIMELINE





## INCLUSION AND EQUITY: MORE DIVERSE WORKFORCE (2)

### KEY OUTCOME INDICATOR

Annual reports; rosters.

### PERFORMANCE TARGET

Workforce is reflective of the community.

### STRATEGIC INITIATIVE

**ADOPT PATHWAYS AND INTERNSHIP PROGRAMS THAT TARGET UNDERREPRESENTED POPULATIONS.**

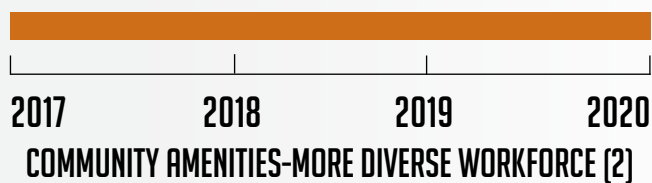
### PERFORMANCE UPDATE

- Met with Project for Pride in Living to discuss how the City can become an employer program in their training cohorts
- In discussion with School District, Hennepin County and other stakeholders on a career/employment pathways program in Bloomington.

### BUDGET/RESOURCES

Financial resources, stakeholder buy-in, leadership support, time, capacity and resources needed.

### TIMELINE



# INCLUSION AND EQUITY: MORE DIVERSE WORKFORCE (3)

## KEY OUTCOME INDICATOR

Annual reports; rosters.

## PERFORMANCE TARGET

Workforce is reflective of the community.

## STRATEGIC INITIATIVE

**CREATE A HIRING AND RETENTION STRATEGY FOR PEOPLE OF COLOR.**

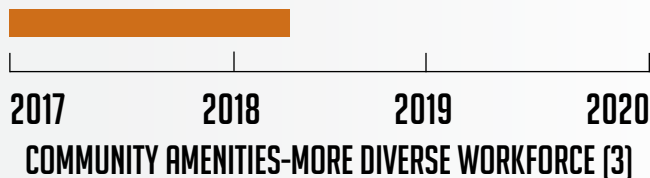
## PERFORMANCE UPDATE

- Became a leading partner in the Suburban Police Trainee program which seeks to diversify the workforce by removing barriers to a career in law enforcement.
- Received 482 applications for the Suburban Police Trainee program by the deadline of March 1. A total of 385 applicants met the minimum qualifications for the program and of those, 38% have self-identified as non-white and 18% as female.
- The Suburban Police Trainee program has proven to be time-consuming because it is a multi-city effort that necessitates more coordination and applicants are not as familiar with the public sector hiring process.

## BUDGET/RESOURCES

Financial resources, stakeholder buy-in, leadership support, time, capacity and resources.

## TIMELINE



# INCLUSION AND EQUITY: MORE DIVERSE PROGRAM PARTICIPATION (1)

## KEY OUTCOME INDICATOR

Program rosters.

## PERFORMANCE TARGET

Increase in share of program participants who identify as racial or ethnic minorities.

## STRATEGIC INITIATIVE

**TRAIN CITY STAFF ON DIVERSITY.**

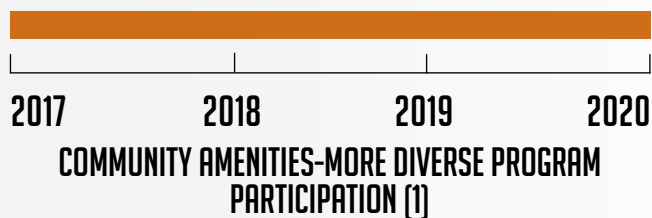
## PERFORMANCE UPDATE

- Sent executive team and City staff to “Beyond Diversity: Courageous Conversation” in February 2017.
- Enrolled 14 staff and community members in a second Advancing Racial Equity cohort (the original team is participating in the advanced implementation program)
- Launching D.I.G. (Diversity and Inclusion in Government) in second quarter 2017 to discuss more inclusive topics (immigration, religion, LGBTQIA, aging, disabilities, poverty, veterans, social justice, etc.) through peer-to-peer learning
- Lunch-n-learns and book clubs centered around race continue in 2017.
- Hiring a part-time community engagement coordinator in Parks and Recreation to increase usage of park facilities and recreation programs by underserved populations.

## BUDGET/RESOURCES

An estimated \$20,000 for training.

## TIMELINE



# INCLUSION AND EQUITY: MORE DIVERSE PROGRAM PARTICIPATION (2)

## KEY OUTCOME INDICATOR

Program rosters.

## PERFORMANCE TARGET

Increase in share of program participants who identify as racial or ethnic minorities.

## STRATEGIC INITIATIVE

CREATE AN EQUITY TOOLKIT.

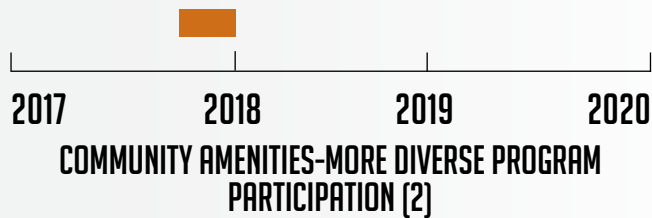
## PERFORMANCE UPDATE

- The Advancing Racial Equity 2 team will be working on an equity toolkit in 2017.

## BUDGET/RESOURCES

Leadership support and staff time.

## TIMELINE







# AT A GLANCE



**one**  
BLOOMINGTON

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MINNESOTA

# AT A GLANCE

## CITY OF BLOOMINGTON - STRATEGIC PLAN SUMMARY 2017

Strategic Priority	Desired Outcome	Key Outcome Indicator	Performance Target	Strategic Initiatives
Community Amenities-Maintain and Expand	Comprehensive funding strategy for capital needs	- Executive summary project status - Funding analyses	Adopted Q2 2018	a) Expand CIP to include all capital needs. The CIP financial reports should only include the project financial portion of the City, Port and HRA. b) Develop plan based on recommendations of community center task force c) Create customized, community engagement strategies for city-owned amenities and park/recreation facilities
	Community Center decision	- Community support analysis - Task force feedback	Following task force input, series of City Council decisions on whether to move forward, and if so, site options, funding strategies, etc., starting in January 2017	
	Strong support for city-owned amenities and park/recreation facilities	Feedback/survey	Majority of survey responses indicate strong support for facilities and parks	
Community Image	One Bloomington	- Surveys - Feedback statements - Social media posts	One Bloomington marketing campaign adopted by Q3 2017	a) Create a #OneBloomington branding and marketing campaign
	Positive image of Bloomington	- Stories – all media - Survey/feedback	85% of residents report favorable image	b) Develop comprehensive media strategies
	Joint marketing with the school district	Annual report on joint marketing	3 marketing activities with the school district	c) Establish joint marketing strategy with the school district d) Develop art and placemaking plan for entire city
Environmental Sustainability	Reduce citywide carbon footprint	Total CHG per capita regional indicator index	Reduce Bloomington's tons per capita every year	a) Establish an environmental sustainability commission b) Maintain and update water reports c) Create a solid waste diversion plan
	Improve surface water quality	List of compliance reports	Meet adopted standard for each water body	
	Reduce volumes delivered to landfills/incinerators	Tonnage	10% reduction in tonnage	

Strategic Priority	Desired Outcome	Key Outcome Indicator	Performance Target	Strategic Initiatives
<b>Focused Renewal</b>	More affordable housing	Annual affordable housing report to City Council	Meet Met Council 2030 affordable housing target	a) Create a developer and stakeholder engagement plan, including strategies to meet targets
	Renew priority neighborhood commercial nodes	Node renewal process reports	Meet adopted schedule	
	Successful neighborhood renewal innovation	Renewal project reports	Council and neighborhood agree on successful project innovation	c) Establish resident engagement on neighborhood innovation and improvement
<b>High Quality Service Delivery</b>	Financial sustainability of all funds	All Council approved budgets should have long-term financial plans (5-15 year projections)	Each of the approved budgets should include working capital goals and actual/projected working capital balances. The actual/projected working capital balances should be at 80% or better of the working capital goal.	a) Establish financial sustainability targets and standards b) Implement High Performing Organization (HPO) training and incorporate five service areas for targeted customer service improvement
	Meet customer expectations	- Customer feedback - Surveys - Feedback using community engagement tools (focus groups, etc.)	85% satisfied customers	
	Improved customer service	Tracking reports—five service areas	Meet targeted improvement levels in five areas as determined by survey results, staff analysis and community/customer feedback	

Strategic Priority	Desired Outcome	Key Outcome Indicator	Performance Target	Strategic Initiatives
<p><b>Inclusion and Equity</b></p>	<p>More diverse advisory boards</p>	<p>Board rosters</p>	<p>Composition of boards is reflective of the community</p>	<p>a) Create a leadership cohort program for underrepresented populations</p>
	<p>More diverse workforce</p>	<p>- Annual reports - Rosters</p>	<p>Workforce is reflective of the community</p>	<p>b) Expand marketing and outreach program to underrepresented and underserved populations</p>
	<p>More diverse program participation</p>	<p>Program rosters</p>	<p>Increase in share of program participants who identify as racial or ethnic minorities</p>	<p>c) Adopt pathways and internship programs that target underrepresented populations d) Create a hiring and retention strategy for people of color e) Train city staff on diversity f) Create an equity toolkit</p>







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