



STRATEGIC PERFORMANCE REPORT THIRD QUARTER 2019

STRATEGIC PRIORITY	3RD QUARTER PROGRESS (JULY–SEPTEMBER 2019)	ANTICIPATED 4TH QUARTER ACTIVITIES (OCTOBER–DECEMBER 2019)	STATUS
COMMUNITY AMENITIES			
Comprehensive funding strategy for capital needs	<ul style="list-style-type: none">• Council approved issuance of up to \$2,500,000 in General Obligation Charter Bonds, Series 2019B for Dred Scott and Poplar Bridge projects.• Council approved issuance of Series 53 General Obligation Permanent Improvement Revolving Bonds in the amount of \$4,740,000 for the annual pavement management road reconstruction amenity.• Identified capital improvement projects for inclusion in the 2020-2029 CIP as part of the 2020 budget preparation process.• Continued financial modeling of items in the CIP and community amenities with potential property tax impacts.	<ul style="list-style-type: none">• Prepare the preliminary Official Statement for bonding projects.• Hold credit rating calls with a goal of continuing to receive AAA/Aaa ratings.• Request Council to approve the bond sale results on October 20.• Work with departments to edit existing projects and create new projects for the 2020-2029 Capital Improvement Plan; provide a draft document to the City Manager in early December.• Continue financial modeling of items in the CIP and community amenities with potential bonding and property tax impacts.	On track

Community center decision

- Short-listed five architectural services firms from the request for qualifications process to submit proposals; interviewed the top three firms and selected the architectural team of MSR + MJMA for the community center design project.
- On September 23, City Council approved award of a contract to MSR Designs and for pre-design architectural services and community outreach including site selection discussions on a new community center in the amount of \$768,268, with a not-to-exceed of \$100,000, and directed staff to prepare and publish the necessary notice requirements to have the item come back before the City Council for a public hearing and subsequent action on the contract on November 18.
- Distributed information to the community about the proposed community center through emails, flyers, postcards, Briefing, posts to social media, and videos on YouTube, cable television and social media.
- Collected feedback and comments from community residents through numerous community meetings and engagement activities as well as through an online survey.
- Continue to gather community input regarding a new community center at Valley View Park through various outreach and engagement efforts as well as an online survey.
- Discuss community center and community amenities at the City Council study session on November 12.
- Host a community center input session on November 14 at Civic Plaza, during which the results of the survey and resident feedback will be shared.
- Conduct a public hearing at the City Council meeting on November 18.
- Reach a decision on the community center, including location of the facility.
- Determine whether the community center will include offices for Parks and Recreation and Public Health.
- Define the funding and financing approach for the proposed facility.

Needs attention

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

- Continued work on the Fire Station #3 project, with structural steel and walls nearly complete, and the roof installed on the western portion of the building; floors have been completed on the western portion (living and office areas) and exterior brick is being installed; the first floor underfloor utilities have been installed, and exterior brick work has begun.
 - Continued renovations on the Rinks 1 and 2 locker rooms, entry and lobby; installed ADA-accessible ramps and platforms in Rinks 1 and 2.
 - Awarded a construction contract for the Dred Scott concessions and restroom building project.
 - Completed design and awarded a contract for relocation and replacement of the playground structure at Poplar Bridge Elementary (costs are equally shared between the City and School District); removed the old playground container and installed a new one.
 - Selected a consultant and started project planning for a Park Master Plan to establish a vision for the Bloomington park system and provide a road map for future parks, trails and facilities investments as well as park maintenance and programming in the future.
- Outcomes:**
- The 2019 National Citizen Survey© of Bloomington residents found that 91% of respondents rated City parks as excellent or good, tying for highest score since the survey started in 2012.
 - Seventy-five percent of respondents to the National Citizen Survey© rated the City's recreation centers as excellent or good, down 8% from a high of 83% in 2014.
- Finish the rest of the roof on Fire Station #4 by the end of November; continue with exterior walls, first floor slabs, and windows and utility work; finish installation of the apparatus floor upon completion of the roof and walls; complete the curbing and first layer of driveway.
 - Mail the survey for the Park Master Plan needs assessment by the end of October with results expected by mid-December; conduct focus groups with community stakeholders in November.
 - Open the Ice Garden's renovated locker rooms in early November; complete construction on the Ice Garden's main entryway and lobby area the second week of November; and install new LED lighting by mid-December.
 - Demolish the Dred Scott wheelhouse, undertake electrical work and start construction, with project completion expected in April 2020.
 - Install the new playground structure at Poplar Bridge Elementary by November 15.
 - Complete the Fleet Maintenance operations analysis with recommendations for staffing and building sizes.
 - Begin analysis of the Fleet Maintenance facility location, size and budget.

On track

Strong support for City-owned amenities and park/recreation facilities (continued)

- Bloomington Remembers Veterans, Inc. will be making a donation to support the veterans' memorial RFP process; a request for qualifications will be issued November 1, with an architect/design team selection anticipated for March 2020.
- Launch demolition of the Western Maintenance building in October; on schedule to complete in early December.
- Seek bids for replacement of the roof at the Robinson Building at Gene Kelly Park; bids are due October 30; the roof will likely be replaced in spring 2020.
- Prepare construction plans and bid documents for the Civic Plaza restrooms upgrade, with bidding in November and construction in spring 2020.
- Prepare construction plans and bid documents for the Civic Plaza entry doors, with bidding in December and construction in spring 2020.
- Launch the Park Master Plan community engagement process with focus group interviews starting the first week of November to help identify issues and opportunities in the park system; conduct a community needs assessment survey to gain an understanding of residents' priorities to focus the future development, improvement and planning of programs, services and facilities.

On track

One Bloomington

- Featured a full page of sustainability news in the July, August and September Briefings; social media posts highlighted the electric vehicle fair, Master Water Steward Adopt-a-Drain program and Nine Mile Creek board openings.
- Posted an update on the Normandale Lake water quality project in the August Briefing. (Environmental Sustainability)
- Wrote about infrastructure (Dwan, BIG and Center for the Arts) improvements in the July, August and September Briefings, including a front-page Briefing spread and numerous social media posts about community center planning. (Community Amenities)
- Highlighted the new Gateway Development District in the September Briefing. (Focused Renewal)
- Continued featuring employees in At Your Service articles in the July, August and September Briefings. (High-Quality Service)
- Produced videos, Briefing content and social media posts about hiring a more diverse workforce, the new racial equity coordinator, Census 2020 planning, and a video informing residents how to approach police to report crimes or seek help. (Equity and Inclusion)

Outcomes:

- The 2019 National Citizen Survey© of Bloomington residents found that satisfaction with the overall image of Bloomington was 80%; the City Council's strategic priority goal for community image is 85%.

- Continue featuring examples of progress in each of the six strategic priorities in the Briefing and video throughout the year.

On track

Positive image of Bloomington
1: Develop comprehensive media strategies

- Showcased resident photos from the City's fall photo contest in the August Briefing that highlight the natural beauty and amenities in Bloomington.
- Continued featuring Bloomington firefighters in July, August and September Briefings to assist to highlight the Fire Department's work and assist with recruitment.
- Promoted the 2019 National Night Out in the August Briefing and followed up the event with an article and photo from the new chalk art contest in the September Briefing.
- Used Facebook to highlight various programs the BPD puts on or participates in, such as National Night Out visits, Coffee with a Cop, the new C.O.V.E.R. program, Senior Safety Academy, Citizen's Academy and Safe Summer Nights.
- Used social media to showcase the new Bloomington Engagement Vehicle (BEV).
- Utilized the Briefing and social media to showcase events numerous community events (Summer Fete, Heritage Days, River Rendezvous, Art Chat, Pop-up Splash-pads, Owl's Perspective sculpture, pop-up murals, Creative Happy Hour).

Outcomes:

- Added 333 Facebook followers, 188 YouTube subscribers and 111 Twitter followers.
- More than 800 people attended the Public Works open house due in part to promotional efforts.
- Recruited a few new residents to join Fire Department.

- Conduct a media training workshop on October 17 for staff led by Ken Stone, former radio and television reporter and news director.
- 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**

- Creative Sparks Program: Promoted three of the four temporary/event projects, supported coordination efforts; pop-up murals by Rocky Martinez were installed in August at BCS Park; the owl is in place at the Minnesota Valley Wildlife Refuge through the fall; promoted the Bloomington Cultural Festival and released a backstory/informational video.
- South Loop Sculpture: Finalized the sculpture site location and developed the contract with the selected artist; provided a tour to the artist during an onsite visit and introduced him to stakeholders.
- Installed one new ARTBOX design by Olivia Novotny on a utility box at 24th Avenue and Lindau Lane.
- Hosted a Creative Happy Hour event on August 15 at BCS Park featuring a food truck, ice cream, cash bar, live music, and art activities from Artistry.
- Worked with Blue Cross Blue Shield to identify and secure permission to use Rain Works on sidewalks in the City to promote their “Start Seeing Equity” campaign.
- Gateway District: Participated in the Suburban Retrofit consultant interviews; organized and promoted an artist input event, “Art Chat Open House,” in partnership with Artistry and Springboard for the Arts.
- Fire Station #3: Started planning and discussions for a creative placemaking project.
- Promoted creative placemaking events/activities on social media, website, email blasts, postcards and fliers, the Briefing and on Bloomington Today.

Outcomes:

- Several photos of South Loop projects were included on the cover and inside the program for the Americans for the Arts Conference.
- A total of 111 artists responded to the Art Chat survey and the video reached 5,226 on Facebook.
- The Creative Happy Hour event on Facebook garnered 901 responses and the event post had a reach of 20,400, with approximately 400 people attending; pre-registration for the ceramics workshop filled within two days (30 people.)

- Creative Spark: Participate in the Bloomington Cultural Festival on Saturday, October 12, at the Minnesota Valley Wildlife Refuge Visitor Center coordinated by Together Bloomington.
- Neighborhood focus area, creative projects at 86th/Nicollet: Held the first meeting with stakeholders on October 15 to introduce participants, review survey results and discuss next steps.
- Install signage and finalize lenses in October for the Augmented Reality (AR) Tour of Old Cedar Bridge by artists Nancy Musinguzi and AxS GRNTD.
- South Loop Sculpture: Refine the signage component, have the community vote on the bird, and secure approval from the Creative Placemaking Commission and Council approval on the updated final design.
- Continue discussing city-wide creative placemaking and participate in Gateway District planning.
- Continue discussing and planning a mural project on wall around the Xcel substation on American Blvd.
- Have a historian present an indigenous and Native American history overview to the Placemaking Commission over two meetings and provide a written report for future use.
- Participate in the mYALP Leadership Program in November and on the panel of the Metropolitan Regional Council engagement event in December
- Continue to review and discuss an evaluation plan and implement recommendations.
- Begin discussion on a wayfinding strategy for the Minnesota Valley Wildlife Refuge trails.

On track

<p>Positive image of Bloomington 2: Develop art and placemaking plan (continued)</p>		<ul style="list-style-type: none"> • Continue conversations on the 106th Street creative placemaking project. • Fire Station #3: Continue engagement efforts and develop a small committee to work on selecting final projects. • Begin engagement efforts for Old Cedar Bridge celebration taking place in spring 2020. 	
<p>Joint marketing with the School District</p>	<ul style="list-style-type: none"> • Wrote a feature story in the July Briefing about Public Health’s partnership with Success Academy on a whole-grain pancake breakfast following a class lesson on the science of making maple syrup and tapping trees. • Produced a video highlighting Joseph Moses and his volunteer efforts with Bloomington Public Schools. 	<ul style="list-style-type: none"> • Continue promotion of the School District in the Briefing and through video. • Look for opportunities to share stories and engage on social media. 	<p>On track</p>
<p>ENVIRONMENTAL SUSTAINABILITY</p>			
<p>Reduce citywide carbon footprint</p>	<ul style="list-style-type: none"> • Drafted electric vehicle (EV) charging standards. • Installed four EV chargers at Civic Plaza. • Purchased 4 electric vehicles for use by City staff. • Co-hosted the EV Expo with Oak Grove Presbyterian Church on September 14 to promote the use of electric vehicles and equipment. • Completed the Win-with-Wind Competition to encourage residents to sign up for Wind Source Program. 	<ul style="list-style-type: none"> • Hold public hearings on the draft EV charging standards on November 7 at the Planning Commission and December 2 at the City Council. • Hire a new Sustainability Coordinator to work with the Sustainability Commission on carbon reduction and other sustainability projects. • Commence the business energy Turn Key program with Xcel Energy to encourage full energy audits at 15 businesses. • Commence audit program for multi-family residences in partnership with Xcel Energy. 	<p>On track</p>

<p>Improve surface water quality</p>	<ul style="list-style-type: none"> • Adopt-a-Drain program: Sixty-six new drains were adopted for a total of 439 drains that are now adopted. • Normandale Water Quality Improvement Project: Continued to work with the Nine Mile Creek Watershed District on monitoring efforts. • Co-hosted a Sustainable Lawns workshop with Nine Mile Creek Watershed District to reduce water usage and promote use of smart controllers on June 5. • Completed reviews of the irrigation systems of five businesses several parks properties to identify water reduction opportunities. • Completed Met Council grant application seeking funds to complete more business irrigation reviews. • Worked on drafting code amendments to align the City's Bluff Protection Overlay Districts and related City Code with the Lower Minnesota River Watershed District's newly adopted standards in its Watershed Management Plan. <p>Outcomes:</p> <ul style="list-style-type: none"> • Preliminary data suggest an overall decline in invasive species and lake surface coverage at Lake Normandale. 	<ul style="list-style-type: none"> • Continue to promote smart irrigation controllers and explore options for cost sharing. • Normandale Water Quality Improvement Project: Continue to work with the Nine Mile Creek Watershed District to complete curlyleaf pondweed turion survey and analyze aquatic plant data from the 2019 growing season. • Continue to promote the Adopt-a-Drain program • Complete the 2019-901 Storm Sewer Maintenance Project. • Award a contract for 2019-902 Stormwater Pond Maintenance Project. • Work with a Green Corps member to create educational materials related to chloride reduction. 	<p>On track</p>
<p>Reduce volumes delivered to landfills/incinerators</p>	<ul style="list-style-type: none"> • Completed the waste analysis for the 2019 Curbside Cleanup Program. • Started reviewing the results of the Curbside Cleanup Program analysis to recommend potential program changes. 	<ul style="list-style-type: none"> • Consider a textile recycling program for the city. • Consider partnering with Hennepin County to conduct a construction and demolition material recycling event. • Consider a pilot of a curbside organics program. • Partner with Hennepin County to help provide education to business related to Ordinance 13 food waste diversion requirements. 	<p>On track</p>

More affordable housing

- Continued implementation of the Opportunity Housing Ordinance that was adopted by the City Council on February 25.
 - Met with developers and other interested parties to discuss the Opportunity Housing Ordinance.
 - Issued permits and finalized the development agreement for Penn American III development, with 248 units of rental housing including 50 units affordable at 50% AMI; the apartments will be named "The District."
 - Performed inspections as construction continued on 108 Place, which includes 42 units of workforce rental housing affordable at 60% AMI, near France/Old Shakopee Road; construction started in June.
 - Issued permits for Portland Commons, 166 units of senior independent, assisted and memory care with 20% of the units affordable at 50% AMI; grading and foundation work are underway.
 - Met with multiple affordable housing developers actively looking in Bloomington to identify potential sites; 15 residential projects are in discussion stages.
 - Completed a guidebook, sample pro forma and other materials to help implement the Opportunity Housing Ordinance.
 - Launched the new Opportunity Housing Ordinance on September 1 and adopted the first round of ordinance amendments.
 - Launched the Housing Trust Fund as part of the Opportunity Housing Ordinance to support the City's efforts to develop affordable housing.
 - Trained and on-boarded the new Housing and Redevelopment Analyst who started on July 15 to administer the Opportunity Housing Ordinance.
 - Changed the name of the NOAH work group to Bloomington Housing Action Team (B-HAT); established regular bi-monthly meetings and continued to work to implementing identified strategies to advance preservation and the creation of affordable housing.
 - Created a more robust web presence for the Opportunity Housing Ordinance.
 - Reviewed development application for Lyndale Flats (81 units affordable at 60% AMI) which was Approved 10/7/19 by the City Council.
- Continue to implement tools to assist developers in evaluating Opportunity Housing Ordinance incentives.
 - Continue to expand the web presence for the Opportunity Housing resources.
 - Finalize agreements and building permit approvals for Lyndale Flats.
 - Continue to meet with affordable housing developers to identify potential sites.

On track

Renew priority neighborhood commercial nodes	<ul style="list-style-type: none"> • Awarded a 2020 Congress Legacy Project from the Congress for New Urbanism to receive pro bono assistance from a national urban design team to transform an aging commercial area located on both sides of I-494 known as the Portland Gateway. • HRA began the process of securing options for two properties at W. 98th Street and Nicollet Avenue. • Selected the consultant – Stantec – for the Suburban Retrofit Strategy. • Issued the RFP for land near 82nd Street and Lyndale Avenue. 	<ul style="list-style-type: none"> • Launch work along the Lyndale corridor and adjacent areas on the Suburban Retrofit Strategy on October 16; work is expected to last for nine months with stakeholders, residents, City Council and commissions providing input and guidance in shaping the plan. • Review the RFP responses for land near 82nd Street and Lyndale Avenue. • Prepare for CNU Legacy Project effort at Portland and American. 	On track
Successful neighborhood renewal innovation	<ul style="list-style-type: none"> • The 2019 Neighborhood Focus Area initiative was underway in the 2018 neighborhood, with housing improvement loans in 2019 and full program (infrastructure, parks, placemaking, and housing loans) for a new neighborhood planned in 2020. • Broke ground on October 21 on the “Homes for Heroes” project at 94th Street and Penn Avenue, a collaboration of the HRA, BATC-Housing First Minnesota Foundation, and Minnesota Assistance Council for Veterans to provide housing to homeless veterans. 	<ul style="list-style-type: none"> • Conduct review, planning and analysis on the creation of a development subsidiary. • Work with Stantec on the Suburban Retrofit Strategy. 	On track

Financial sustainability of all funds

- Held multiple meetings with each department and the City Manager and Finance to discuss 2020 budget submissions.
- Each department presented its services and budget issues at the City Council’s budget workshops on July 30 and August 6.
- City Council approved the 2020 preliminary property tax levy at 6.00% and 2020 proposed General Fund budget in early September.
- Present over 30 fund budgets to Council at study sessions in October and November.
- Council will be requested to approve more than 30 budgets at regular council meetings.
- The City Council, City Manager and departments will continue to work on budget strategies to reduce the preliminary levy.
- Council will be requested to approve the 2020 fee schedule and fees related to the utility funds.
- Council will hold a public hearing on proposed property tax levy for 2020 on December 2.
- The City Council will be requested to approve the 2020 property tax levy and 2020 General Fund budget by December 16.
- Prepare the appropriate documentation for submitting the 2020 property tax information to Hennepin County before the end of December.

On track

Meet customer expectations

- Began work on the Fire Services assessment in July, with a substantial amount of data already transmitted to the consultant working on the analysis; an on-site visit by consultant CityGate and Associates LLC is scheduled for November 6.
- Completed data analysis and presented the findings from the National Citizen Survey© of Bloomington residents to the City Council in August.
- Continued the service assessment of the City's Motor Vehicle office and services.
- Launched efforts to build awareness around the City's three vision messages – *I am empowered. We are courageous. Bloomington is thriving*; activities included promotion at the employee picnic in September and a new Empowered – Courageous – Thriving section of the employee newsletter.
- Continued the service assessment of the City's Motor Vehicle office and services.
- The new IT Steering Committee reviewed and prioritized existing projects, developed criteria and a process for intake of new technology requests and recommended six technology projects for advancement.
- Issued a request for proposals in September for a consultant to establish 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; a committee is in the process of evaluating the nine proposals that were received.
- Executed an agreement with Project Consulting Group 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.
- Post the National Citizen Survey results to the website and include an article in the October Briefing.
- Sponsor Students in Government Day on October 28, with 17 students paired with City Council and staff advisors to help them learn about how to engagement with local government.
- Continue the service assessments of Fire and Motor Vehicle.
- Begin the inventory of the City's software applications and analyze application relationships and business processes to determine areas of consolidation and efficiency.

On track

**Meet customer expectations
(continued)**

- Developed a new charge-back system for IT based on the number of full-time and regular part-time employees and takes into account Councilmembers; the Executive Leadership Team agreed to pilot the new system for two years and re-evaluate.
- Hosted a float in the Bloomington Heritage Days parade and a booth at the festival on September 21.

Outcomes:

- The 2019 National Citizen Survey© of Bloomington residents found that 82% of respondents rated the City's customer service as excellent or good; the City Council's strategic priority goal for customer service is 85%.

On track

Improved customer service

- Continued to add departments for online Munis accounts payable approval and resolve issues as the process moves forward. As training occurred departments have implemented the online accounts payable approvals.
 - Created a script for cashiers to promote a digital experience for utility bill pay.
 - Launched an anonymous tip line called C.O.V.E.R. (Crisis or Violent Extremist Reporting) in Police for people to report a mental health crisis or violent extremist behavior, providing residents with an avenue to help someone get the resources they need.
 - Provided supervisor training sessions on effective teamwork in July and having difficult conversations in August.
 - Created a Citywide volunteer management team composed of staff who recruit, coordinate and supervise volunteers to support their efforts; the committee started reviewing the volunteer application and written materials.
 - Launched the Bloomington Engagement Vehicle (BEV) to help the City more connect with the community more effectively; the vehicle says “Hi Neighbor” in English and seven of Bloomington’s most commonly spoken foreign languages.
 - Installed a new podium in the Council Chambers that meets the Americans with Disabilities Act and provides greater accessibility and functionality for all.
- Continue to add departments for online Munis accounts payable approval and resolve issues as the process moves forward; it is anticipated that all departments will have received training by year-end 2019.
 - Continue to find ways to market the online utility billing services to increase utilization by property owners.
 - Conduct training for supervisors on employee discipline in September, the hiring process in October and performance evaluations in November.

On track

INCLUSION AND EQUITY

<p>More diverse advisory boards</p>	<ul style="list-style-type: none"> • Provided an overview of the Bloomington Leadership Program course objectives and curriculum to the City Council on July 8 followed by marketing and recruitment. • Received 45 applications from residents interested in attending the Bloomington Leadership Program. • A selection committee chose 25 residents to participate in the program; 20% of participants are people of color. • Launched the new cohort of the Bloomington Leadership Program on September 26. 	<ul style="list-style-type: none"> • Conduct eight sessions of the Bloomington Leadership Program on topics such as Government 101, civic engagement, boards and commissions and leading in the community. • Graduate the 2019 Bloomington Leadership Program cohort on December 12. 	<p>On track</p>
<p>More diverse workforce 1: Marketing to underrepresented populations</p>	<ul style="list-style-type: none"> • Of the 47 new, full-time employees hired by the City in the 12-month period from October 1, 2018 to September 30, 2019, 8 – or 17% – identify as persons of color. 	<ul style="list-style-type: none"> • Continue to think strategically about each and every posting and how to reach a wide audience of potentially eligible applicants. 	<p>Needs attention</p>
<p>More diverse workforce 2: Pathways and internship programs</p>	<ul style="list-style-type: none"> • Initiated the third year of the Pathways to Policing program, with informational sessions in July and August. • Accepted applications for the third year of the Pathways to Policing program; in addition to several returning partners, the City of Richfield also joined in this year. • Recruited seven applicants for the Pathways to Policing program (five were interviewed.) 	<ul style="list-style-type: none"> • Proceed with background packets for the Pathways to Policing candidates. • Given the number of participating cities/agencies and unique nature of the Pathways to Policing program, the selection process will last through the fourth quarter. • Partnering with five other agencies, expect to hire a total of 12-14 police trainees. • Anticipate hiring one or two applicants for the Pathways program in Bloomington. 	<p>On track</p>

<p>More diverse workforce 1: Train staff on diversity</p>	<ul style="list-style-type: none"> • Selected Faith Jackson to fill the new position of Racial Equity Coordinator from a total applicant pool of 177 candidates; Ms. Jackson is currently going through onboarding and training. • Conducted a Diversity in Government staff panel on Latino culture in July. • Hosted two Diversity in Government experiential learning exercises on building community in August and October. 	<ul style="list-style-type: none"> • The new Racial Equity Coordinator starts on October 7; she will spend much of the 4th quarter getting to know the City organization and developing a workplan for 2020 as it relates to: 1. employee education and development; and 2. embedding the principles of racial equity into the City's policies and services.. • Conduct a Diversity in Government staff panel on African culture in October. 	<p>Needs attention</p>
<p>More diverse program participation 2: Equity toolkit</p>	<ul style="list-style-type: none"> • Work on an equity toolkit has been on hold. • 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. 	<ul style="list-style-type: none"> • With the Racial Equity Coordinator position now filled, staff expects to restart this work, or similar efforts, in the coming months. 	<p>Stalled</p>