

STRATEGIC PRIORITY	4TH QUARTER PROGRESS (OCTOBER-DECEMBER 2018)	ANTICIPATED 1ST QUARTER ACTIVITIES (JANUARY-MARCH 2019)	STATUS
COMMUNITY AMENITIES			
Comprehensive funding strategy for capital needs	<ul style="list-style-type: none"> The City Council considered and approved 33 budgets including the General Fund budget for 2019 and conceptual 2020 budget; the majority of these budgets included capital improvement needs. Compiled information from departments regarding City facilities for the 2019-2028 Capital Improvement Plan. Discussed community amenities including community center with City Council on several occasions. 	<ul style="list-style-type: none"> Prepare and present the draft 2019-2028 Capital Improvement Plan at the City Council study session in January. Present the draft 2019-2028 Capital Improvement Plan (CIP) to the Planning Commission in February and ask for a resolution that the CIP is in compliance with the Comprehensive Plan. Present the final draft of the 2019-2028 CIP to the City Council for approval in March 2019. 	On track
Community center decision	<ul style="list-style-type: none"> Completed phase 1 of the Civic Campus master plan in October with preference expressed by the City Council for siting a community center on the west side of Civic Plaza. Began engagement of property owners in a potential area of interest. Presented the YMCA's anticipated investment in the construction and operation of a new community center on October 25 and 29. Received direction from the City Council on November 5 to research additional opportunities and sent a letter to the YMCA indicating that the City did not wish to formally terminate its Memorandum of Understanding while it conducts this research. Conducted five town hall meetings in October to forecast facility needs including a new community center. 	<ul style="list-style-type: none"> Engage HGA and Ballard*King to update their the construction and operations cost estimates in the community needs assessment conducted in 2015. Determine the final menu of services, offerings, spaces and amenities in a community center. Define the sources and mix of funding and financing for a community center. Arrive at a City Council decision regarding a potential bond referendum for community amenities including a community center by end of first quarter 2019. 	On track

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

- Competed phase 1 of a master planning effort with Hoisington Koegler Group related to the Civic Campus and new community center.
- Submitted a Hennepin County Youth Sports Grant application requesting \$300,000 for improvements at the Ice Garden, with announcement on grant awards expected in mid-December.
- Received approval from the Planning Commission for final site and building plans for Fire Station #3.
- Ordered new audio-visual and lighting equipment for the Schneider Theater at the Center for the Arts.
- Received Council approval for the site of a veterans' memorial on the east side of the Civic Plaza campus.
- Completed park improvement projects at Westwood Park and Sunrise Park funded by charter bonds.
- Described the growing need for community investment in future community amenities in the October Town Hall Forums.

- Bidding for the Fire Station #3 project is anticipated in January 2019.
- Develop an RFP for a design consultant for playground equipment replacement at Poplar Bridge Elementary School.
- Execute a fundraising and naming rights agreement for Ice Garden improvements.
- Solicit construction bids for Ice Garden improvements.
- Commence design plans for a veterans' memorial at Civic Plaza.
- Replace the outdoor electronic sign at the Center for the Arts.
- Commence design plans for control building/restroom reconstruction at Dred Scott Playfield.

On track

COMMUNITY IMAGES

One Bloomington

- Conducted five town hall forums in each Council district in October to increase awareness of the City Council's strategic priorities; responses to the questions submitted at the forums are being posted to the City's website.
- Hosted one Welcome Meal in October in collaboration with the Human Rights Commission and various community organizations.
- The Human Rights Commission received a \$5,000 grant in November from the Bloomington Crime Prevention Association to support the organization and implementation of Welcome Meals in 2019.
- Celebrated a "branding success story" – the Sun Current featured wildlife photos on the cover of its November 28 issue that included the "One Bloomington" tagline in the title: "One Bloomington, many creatures."
- The One Bloomington Action Groups on Community Amenities and Inclusion and Equity present their input to the City Council December 10.

- Continue to feature examples of progress in each of the six strategic priorities in the Briefing and video throughout the year.
- Include a spotlight of Winter Fete on the cover of the January Briefing describing ways for people to enjoy Bloomington amenities in the winter.
- Publish an article about construction of the first phase of the Minnesota River Valley State Trail progress on the cover of the January Briefing.
- Craft a Mayor's Memo for the January Briefing about new ways the City Council is connecting with residents such as the town hall forums and debut a new feature – "Around B-Town" – that will provide Council meeting updates in a user-friendly format.

One Bloomington continued

- Produced a variety of community image, sustainability, amenities and high quality service articles in the October, November and December Briefings and on Bloomington Today.
 - Included an “At Your Service” article in each of the Q4 Briefings to put a spotlight on high-quality City services.
 - Wrote about the service evaluations in Public Health and Human Services in the December Briefing, highlighting the organizational changes designed to improve City services.
 - Included a community center update in the December Briefing to keep residents up to date on one of the City’s largest community amenity projects.
 - Wrote about the National Citizen Survey in the October Briefing that highlighted how positively residents and businesses view Bloomington’s community image and City services.
 - Included a Mayor’s Memo in the October Briefing about the importance of the people who volunteer for the City.
 - Included the interchange improvements at East Bush Lake Road and I-494 and the I-35W construction projects in the October and December Briefings as examples of focused renewal.
 - Covered the ribbon cutting at the MOA Transit Station, marking an important milestone in the improvement and focused renewal of a local amenity.
 - Featured the Wright’s Lake Park mural painting process in the October Briefing and completion in the December Briefing, showing focused renewal in HRA’s priority neighborhood.
 - Highlighted a resident as October’s Earth Action Hero who adopted a storm drain in support of the City’s environmental sustainability efforts.
 - Wrote about different volunteer groups working with Public Works staff to plant trees in Bloomington parks in the November Briefing as an example of environmental sustainability.
- Prepare for 2019 State of the City that will include the One Bloomington strategic priorities.
 - Produce another #OneBloomington segment on an author/illustrator and Bloomington resident.

On track

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

- Debuted the Notable Neighbors feature in the November Briefing – a new feature meant to showcase stories of people in Bloomington.
- Produced another segment in the #OneBloomington series that featured a tight-knit neighborhood group.
- Highlighted the importance of City volunteers in the October Briefing Mayor’s Memo.
- Covered the Wright’s Lake Park mural’s completion in the November Briefing.
- Promoted the town hall forums in the October Briefing and did a recap of the success of the events in the December Briefing.
- Continued to track media impressions through Google alerts to follow stories about Bloomington.
- Encouraged social media engagement by posting relevant news and information; added 136 Facebook followers, 69 Twitter followers and 152 YouTube subscribers and reached 14,272 members on Nextdoor.
- Marketed to underrepresented populations on social media by purchasing the City’s first Facebook ads in multiple languages.
- Launched a photo contest on social media asking residents for their favorite snapshots of autumn life in Bloomington; the three most popular photos have been featured as cover photos on the City’s Facebook page.
- Revamped the Briefing E-Subscribe to include pictures and summaries of featured stories.

Outcomes:

- Overall image of Bloomington held steady at 81% in the 2018 resident survey; the City Council’s strategic priority goal for community image is 85%.

- Continue with the Notable Neighbors series in the Briefing that highlights people in Bloomington telling their stories.
- 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**

- Wright’s Lake Park Mural: Installation was completed and a ribbon cutting celebration with Valley View Middle School students held on October 15.
- Creative Sparks Program: Worked with 4 selected applicants to fine-tune project, timeline and budget.
- Finalize and release the RFQ for “South Loop Sculpture,” a large-scale sculpture at the 24th Avenue entrance to South Loop.
- Fire Station #3 project: Conducted door knocking on houses immediately surrounding the site and an on-site engagement event in October followed by a Neighborhood Watch group meeting in November and continued engagement with small groups of stakeholders from the immediate area.
- Neighborhood renewal focus area: Selected the intersection of 86t St. and Nicollet Ave. for creative placemaking project efforts.
- Joined the Americans for the Arts Conference local host committee; started helping organize local “ArtVenture” tours during the conference, including South Loop.
- Promoted creative placemaking events/activities on social media, ads, press releases, websites, email blasts, postcards and fliers, the Briefing and Bloomington Today.
- Install two, possibly three, selected ARTBOX wraps in spring 2019.
- South Loop sculpture: Deadline is in February, panel review in April, select project by the end of May.
- Creative Sparks Program: Execute agreements with 4 applicants, coordinate marketing plan to promote selected projects.
- Fire Station #3: Continue engagement efforts, develop a small committee to work on selecting the final projects.
- Neighborhood renewal focus area: Continue research and engagement efforts to select projects.
- Begin discussing a mural project on the wall around the Xcel substation on American Boulevard.
- Start discussions on city-wide creative placemaking with a focus on the Lyndale Ave./98th St. and Knox Ave./American Boulevard areas.
- Continue to review and discuss an evaluation plan and implement recommendations.

Outcomes:

- Fire Station project: Engaged approximately 80 stakeholders to date, mostly neighborhood residents; top project ideas include native plantings, community garden, benches and firefighter memorial.
- Bloomington’s creative engagement activities and partnership with Springboard for the Arts was featured in an ARTPLACE/NEA article.
- Wright’s Lake mural: Several positive comments were received on social media and during the October celebration from attendees and neighbors.
- Facebook engagement: Posts about the Wright’s Lake mural celebration and fire station engagement reached approximately 15,000 people.
- The Parking Ramp Project received mentions in the Star Tribune, Pioneer Press, City Pages and MPR.

On track

<p>Joint marketing with the School District</p>	<ul style="list-style-type: none"> • Featured Normandale College’s 50th anniversary in the November Briefing Mayor’s Memo. • Created promotional videos to highlight the partnership of City staff, Artistry and Bloomington school students celebrating the unveiling of the Wright’s Lake Mural. 	<ul style="list-style-type: none"> • Continue promotion of BPS in the Briefing and through video. • Undertake planning and promotion of a Realtors Forum scheduled for April 17, 2019. • Partner with the School District to create a promotional video for recruiting bus drivers. • Look for opportunities to share stories and engage on social media. 	<p>On track</p>
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ENVIRONMENTAL SUSTAINABILITY

<p>Reduce citywide carbon footprint</p>	<ul style="list-style-type: none"> • Continued the Home Energy Squad social media campaign. • Completed the 3rd Business Energy tour at Donaldson. • Continued to participate in a regional cohort on electric vehicles. • Invited two major engineering firms to tour City facilities and make recommendations on energy improvements. • Developed the Sustainability Coordinator job description. 	<ul style="list-style-type: none"> • Complete website updates and training and submit for Gold SolSmart status. • 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. • Complete inventory of City meters, develop performance metrics for energy in City facilities and present at the December Sustainability Commission meeting. • Review requirements for GreenSteps, step 4, and begin preparing for evaluation in 2019. • Work on developing better data and metrics to set goals and measure success of future City facility energy upgrades. • Analyze recommendations received regarding City facility energy use and determine next steps. <p>Barriers/obstacles:</p> <ul style="list-style-type: none"> • The Bloomington Energy Plan includes a need for additional staff resources; this extra support will be requested in 2019 budget. • The Sustainability Commission work plan requested 1,400 staff hours; currently more than 2,000 staff hours have been recorded. 	<p>On track</p>
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Improve surface water quality

- Adopt-a-Drain program: Coordinated delivery of yard signs to new participants.
- 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. The project is now suspended for the winter.
- Penn-American Linear Stormwater Storage Project: Construction continued with the completion of the utility work on Knox and Penn Avenues; the City also issued its first Green Bond to fund the project.
- Excavated a portion of Victoria Pond to remove sediment that accumulated in the pond as part of a nearby development; the developer shared in the cost of clean-up.
- Maintenance crews completed the full city fall sweep and removed an estimated 2,600 tons of debris.
- Inspected 126 storm sewer inlets/outlets at city-receiving waters.
- Cleaned 246 sump manholes and rainwater garden inlet structures.
- Awarded a winter construction project to stabilize a bank along Nine Mile Creek near Creekbridge Circle and excavate sediment at the outfall to Normandale Lake.
- Hosted Smart Salting Roads Training Workshop.

Outcomes:

- 13 new households adopted 19 storm drains, bringing the total number of adopted drains to 310. This fall, 57 participating households reported removing more than 3,000 pounds of debris from the storm drains.

- Adopt-a-Drain program: Coordinate delivery of yard signs to new participants and continue to promote the program.
- Normandale Water Quality Improvement Project: Continue to work with the Nine Mile Creek Watershed District on construction and to promote and update the public. Ideal conditions for freezing out the curly leaf pondweed would be a cold winter with minimal snow.
- Continue construction on the Penn-American Linear Stormwater Storage Project to decrease flood levels and improve runoff water quality entering Penn Lake.
- Promote using de-icing salt sparingly to residents in order to protect local water bodies.
- Complete the annual Municipal Separate Storm Sewer System (MS4) report and update the Storm Water Pollution Prevention Program (SWPPP) as needed.
- Continue to implement salt reduction strategies in the maintenance crews' plowing operations including pavement temperature sensors, calibration of spreaders, anti-icing technology and use of treated salt.

On track

<p>Reduce volumes delivered to landfills/incinerators</p>	<ul style="list-style-type: none"> Reviewed the Curbside Cleanup Program with City Council with direction to proceed with the traditional program in 2019 and to detail usage, quantity and refuse type data that will be used by the Sustainability Commission to develop recommendations. <p>Outcomes:</p> <ul style="list-style-type: none"> The 2018 resident survey found that 79% of respondents had participated in Curbside Cleanup at least once in the past five years; 61% of those polled described the program's value as excellent or good. 	<ul style="list-style-type: none"> Hire new Solid Waste Coordinator. Scope a data collection project for the spring 2019 Curbside Cleanup Program. Report results of 2018 organics collection efforts. 	<p>On track</p>
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FOCUSED RENEWAL

<p>More affordable housing</p>	<ul style="list-style-type: none"> Worked with the West Hennepin Affordable Housing Land Trust for 2-4 more land trust home sales in 2018-19; a purchase agreement was signed in November for a home at 9101 Fremont. Continued work on a comprehensive affordable housing ordinance to be presented to the City Council for approval in early 2019. Held affordable housing stakeholder sessions with housing developers and advocates to discuss potential affordable housing ordinance approaches Met with several affordable housing developers actively looking in Bloomington to identify potential sites. Concluded a successful entitlement process for 108 Place Apts., 42 units of affordable housing near France Avenue and Old Shakopee Road; financing for the development was approved in October. 	<ul style="list-style-type: none"> Continue work on a comprehensive affordable housing ordinance and present to the City Council at a study meeting in January, the Planning Commission in February and a regular City Council meeting in March. Conduct entitlement review of Penn American III development with 50 units affordable at 50% of AMI. Continue to meet with affordable housing developers to identify potential sites. 	<p>On track</p>
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<p>Renew priority neighborhood commercial nodes</p>	<ul style="list-style-type: none"> • The HRA is working with the property owners group at Old Cedar/Old Shakopee Road to complete appraisals and enter into purchase agreements. • The HRA is in contact with the broker representing a property owner at 98th Street and Nicollet about obtaining site control on the subject property and adjacent properties. 	<ul style="list-style-type: none"> • Develop a commercial node project based on owner interest. • 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. • Encourage multi-family developers looking for sites to consider neighborhood commercial nodes. 	<p>On track</p>
<p>Successful neighborhood renewal innovation</p>	<ul style="list-style-type: none"> • Presentation made to the HRA Board regarding mid-year loan program production and budget. • HRA completed its first Housing Improvement Area rehabilitation financing for Sutton Place II homeowners association. • HRA will provide funding for 2-4 additional Curb Appeal Loan program applications. 	<ul style="list-style-type: none"> • HRA will research contracting options, budget and staffing capacity to consider completing more home improvement loans in 2019. 	

Financial sustainability of all funds

- Completed the internal service fund review with the Executive Leadership Team.
- Updated 2019 and 2020 projections for wages and benefits.
- Prepared and presented 33 fund budgets including the General Fund to the City Council for consideration and approval.
- City Council approved the issuance of debt for the PMP reconstruction activities and Green Bonds for the storm water improvements in underground water storage basins on November 5.
- Springsted and staff from Storm Water and Finance presented an overview on Green Bonds to the Sustainability Commission.
- The City received three AAA ratings from Fitch, Standard & Poor's and Moody's for the bonds to be sold and existing debt was reaffirmed as AAA.
- City Council reviewed and approved more than 30 budgets between October and December 2018 for 2019 and conceptual 2020.
- City Council held a public hearing on utility rate increases in November.
- The City Council hosted a public hearing on increases to the fee schedule in November-December.
- The City Council held a public hearing on the 2019 property tax levy on December 3.
- The City Council adopted the final 2019 General Fund budget and property tax levy and conceptual 2020 on December 17.
- Completed and distributed the appropriate budget and tax information to Hennepin County and the State of Minnesota.
- Filed unpaid special assessments at Hennepin County including the special assessment for the first HIA.
- Restructured the financial software Munis chart of accounts due to changes within the City's organizational chart.
- Draft the 2019 Budget Book with assistance from across departments and submit the book to the Government Finance Officers Association for the Distinguished Budget Award (the City has received this award for 22 years.)
- Send out W-2s and 1099s to employees and vendors for 2018 activities.
- Prepare and present the 2018 encumbrance roll-overs and requests for carry-overs to the City Council.
- Prepared the draft financial report for 2018 and provide that information to the City Council on or before February 28, 2019.
- Begin preparations for the annual Comprehensive Annual Financial Report for 2018.
- The public accounting firm of MMKR will start initial field work in mid-January for one week; the auditors will return in May.
- Increase utility rates in the Cogsdale financial software based on November 2018 Council-approved rates for 2019.

On track

<p>Meet customer expectations</p>	<ul style="list-style-type: none"> • Replaced the Information Systems Division with the new Information Technology Department; merged Public Works technical employees into IT with a supervisor for the Public Works IT team starting in December. • On target to complete the restructuring of the Human Services Division by December 31, with the launch of the new Office of Community Outreach and Engagement and transfer of Creekside Community Center to Parks and Recreation. • Filled the new Community Outreach and Engagement Manager position in October. • Hired the new Creekside Community Center Manager in November. • Hiring for the new Parks and Recreation Director is expected to be completed by the end of December. 	<ul style="list-style-type: none"> • Complete an agreement and hire a consultant in January 2019 to implement a best-practice framework for data governance to improve the City's business intelligence, document and records management, collaboration between departments and interaction with residents. • Issue an RFP for consulting services in 2019 to evaluate and catalog every software application used in the City to determine areas of consolidation and efficiency. • Plan for service assessments of Fleet Maintenance, Dispatch and Motor Vehicle scheduled for 2019. 	<p>On track</p>
<p>Improved customer service</p>	<ul style="list-style-type: none"> • Each Department Leadership Team presented two service improvement concepts at an assembly on November 14; ideas presented at the forum included: <ul style="list-style-type: none"> • Improved applicant fee awareness • Sexual assault response • Enhanced snow and ice removal on arterial routes • Supervisory development • Motor Vehicle communication • Citywide volunteer management • Drone technology for structure fires and wildfires • More options for utility bill payment • Conducted High-Performing Organization training with approximately 40 employees on November 27-29. 	<ul style="list-style-type: none"> • Implement the service improvement concepts presented on November 14 in each department. • Plan two more sessions of High-Performing Organization training in 2019. • Implement actions to embed the City vision, values and philosophy statements across the organization in 2019. 	<p>On track</p>

INCLUSION AND EQUITY

<p>More diverse advisory boards</p>	<ul style="list-style-type: none"> In an effort to improve the recruitment and selection process for City boards and commissions, the City Council approved an ordinance on November 5 amending the start date for board and commission terms from January 1 to March 1. 	<ul style="list-style-type: none"> Recruitment for board and commission applicants will begin in earnest in December and carry into January of 2019, using an expanded array of advertising and outreach mechanisms. Incorporate the BLLI program into next year's workplan of the Office of Community Outreach and Engagement and start preparations for the next cohort in 2019. 	<p>On track</p>
<p>More diverse workforce 1: Marketing to underrepresented populations</p>	<ul style="list-style-type: none"> Of the 30 new, full-time employees hired by the City in the 12 month-period from November 1, 2017 to October 31, 2018, thirteen (43%) 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"> The Police Department entered into its second year of participation in the Pathways to Policing Program. Two cadets were hired in late September and are currently enrolled in school full-time. Three Community Services Officers (CSO) were promoted to Police Officer in September; the CSO program has an emphasis on hiring in a diverse group of law enforcement students to do non-sworn duties while they attend school. 	<ul style="list-style-type: none"> Two Pathways to Policing cadets hired in September are expected to complete the education component in March 2019 and will return to the Police Department to begin field training at that time. 	<p>On track</p>
<p>More diverse program participation 1: Train staff on diversity</p>	<ul style="list-style-type: none"> The City is engaged in all-staff Racial Equity Training through a contract with the group Racial Equity MN. During the month of December, the Executive Management Team will be assessing the training's impact thus far and developing a plan for continuing this effort in 2019. 	<ul style="list-style-type: none"> Training is expected to continue throughout 2019, but the details regarding the topics and schedule are yet to be worked out. 	<p>On track</p>
<p>More diverse program participation 2: Equity toolkit</p>	<ul style="list-style-type: none"> Development of a Racial Equity Toolkit for use in evaluating the City's policies, programs and procedures has been put on hold while broader employee training and engagement takes place. Staff are trying to build the understanding and awareness necessary to do this work successfully. 	<ul style="list-style-type: none"> Continue employee training and engagement around racial equity. 	<p>Stalled</p>