

Bloomington Common Council Departmental Budget Hearings Night 4 Addendum #1

Wednesday, July 29, 2026, at 5:30 p.m.

Council Chambers, City Hall, 401 North Morton Street, Bloomington, IN
47404

The meeting may also be accessed [remotely via Zoom](#)¹.

1. Office of the Clerk 2027 Budget Questions Memorandum

Bloomington City Council meetings can be watched on the following websites:

- [Community Access Television Services \(CATS\)](#)²
- [City's YouTube Channel](#)³

[Materials for this meeting](#)⁴ are available on Council's website.

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<https://bloomington.zoom.us/j/83641327703?pwd=eDmHejGNLM9KIAGV3DlO9vq1U88g4J.1> Meeting ID: 836 4132 7703 Passcode: 440958

2 <https://catstv.net/>

3 <https://www.youtube.com/@citybloomington>

4 <https://bloomington.in.gov/council/meetings/2026>

Posted: August 26, 2026

Office of the City Clerk 2027 Budget Questions Memorandum

TO: Members of the City of Bloomington Common Council

FROM: Clerk Nicole Bolden

DATE: August 26, 2026

RE: Written responses to Council questions 1 through 11 for the Office of the City Clerk

How to Read This Document:

Part 1 answers the questions that apply to the Office of the City Clerk as a whole. Part 2 answers the position-specific questions. Each position section opens with an overview, gives the cost, states the negative impacts if the position goes away, and with the job descriptions are listed in Appendix C.

There are six appendices with significant details. They are:

Appendix A - Common Council Meetings from 2024-2026

Appendix B - Common Council Committee Meetings from 2024-2026

Appendix C - Office of the City Clerk Job Descriptions

Appendix D - Five-Year Archives & Records Management Plan

Appendix E - Parking Citation Appeal Statistics

Appendix F - Responses to Councilmember Piedmont-Smith

PART 1: Office of the City Clerk Overview & Summary

Office of the City Clerk Overview

Bloomington, Indiana is a second-class city under Indiana law. As a second-class city, Bloomington has an elected City Clerk who is a statutory officer with responsibilities that are separate from the mayor and council. The Clerk's responsibilities include recording and preserving Council proceedings, maintaining minutes and other official records, recording ordinances and resolutions, handling official documents and certifications, administering oaths, and carrying out other duties established by state law and the Bloomington Municipal Code. The Clerk must also make all records available to the public. The Clerk also has responsibilities related to public notices, board and commission administration, parking citation appeals, voter registration, weddings, and other services related to the office.

Because these duties are established by statute, the Clerk's Office cannot simply be treated as another City department. Most of the work requires extensive knowledge of Indiana law, municipal code and procedures, public records, and the legal requirements surrounding Council actions. The Clerk also needs employees who can perform official duties when the Clerk is unavailable.

In addition to the statutorily required duties, , the Clerk's Office performs many activities that are fundamentally communications and public-outreach functions. These include writing press releases, preparing public notices and talking points, recruiting residents for boards and commissions,

producing presentations for events like Residents Academy and media, responding to general public inquiries, and distributing information through various communication channels.

The Office of the City Clerk's work is continuous rather than limited to discrete projects with defined start and end dates. Workload varies throughout the year based on the Council calendar, legislative activity, committee schedules, staffing, and other operational demands.

2027 Budget Request

The Office of the City Clerk requests \$633,288 for 2027. That is \$31,127 (5%) over the 2026 budget of \$602,161, and it is 100% General Fund.

The increase is two non-discretionary items:

- **Personnel, +\$27,026.** The COLA adjustment applied citywide.
- **Other Services, +\$4,101.** Liability and casualty premiums moved into this category. Account 53410 carried \$0 in 2026 and carries \$4,101 in 2027. Every other line in the category is flat.
- Supplies stay at \$7,500. No capital outlays. No new positions. No new programs.

2027 Budget by Category

Summary budget allocation	2024 actual	2025 actual	2026 budget	2027 proposed	Change (\$)	Change (%)
100 Personnel Services	372,236	511,534	548,226	575,252	27,026	5%
200 Supplies	5,033	12,119	7,500	7,500	0	0%
300 Other Services	30,776	22,561	46,435	50,536	4,101	9%
400 Capital Outlays	0	0	0	0	0	0%
Total	408,045	546,214	602,161	633,288	31,127	5%

2027 Account Detail

Account	Description	2024 actual	2025 actual	2026 adopted	2027 proposed	\$ +/-	% +/-
51110	Salaries and Wages, Regular	258,080	359,474	374,895	391,806	16,911	5%
51120	Salaries and Wages, Temporary	2,551	766	15,000	15,000	0	0%
51210	FICA	18,642	25,818	29,827	31,121	1,294	4%
51220	PERF	36,647	51,046	53,234	55,636	2,402	5%
51230	Health and Life Insurance	53,976	71,370	71,370	77,789	6,419	9%
51320	Other Personal Services, DC Match	2,340	3,060	3,900	3,900	0	0%
	Total Personnel Services	372,236	511,534	548,226	575,252	27,026	4.93%
52110	Office Supplies	1,438	661	1,800	1,800	0	0%
52410	Books	312	267	2,400	2,400	0	0%
52420	Other Supplies	3,284	11,192	3,300	3,300	0	0%
	Total Supplies	5,033	12,119	7,500	7,500	0	0%
53120	Special Legal Services	275	0	5,000	5,000	0	0%
53160	Instruction	3,470	1,666	5,000	5,000	0	0%

Account	Description	2024 actual	2025 actual	2026 adopted	2027 proposed	\$ +/-	% +/-
53170	Mgt. Fee, Consultants , Workshops	675	0	1,000	1,000	0	0%
53210	Telephone	1,969	1,230	1,900	1,900	0	0%
53220	Postage	0	0	25	25	0	0%
53230	Travel	7,828	4,696	9,500	9,500	0	0%
53310	Printing	12,018	8,174	18,000	18,000	0	0%
53320	Advertising	3,350	3,648	4,000	4,000	0	0%
53410	Liability / Casualty Premiums	0	0	0	4,101	4,101	New
53910	Dues and Subscriptio ns	1,191	1,318	1,910	1,910	0	0%
53990	Other Services and Charges	0	1,829	100	100	0	0%
	Total Other Services	30,776	22,561	46,435	50,536	4,101	8.83%
	Grand total	408,045	546,214	602,161	633,288	31,127	5%

Priority-Based Budgeting and Office of the City Clerk Programs

The City moved to priority-based budgeting, which asks departments to identify programs and services and to state the outcomes those programs produce. The Office of the City Clerk built its 2027 request that way because that is the format the process required. It is not a decision to hide position-level information or avoid transparency. In fact, this is a wonderful opportunity to convey information about the invaluable work of the Office of the City Clerk.

The three programs are:

1. **Boards and Commissions Administration.** Organizes and executes a communication plan for City boards and commissions. Professionalizes communication, trains new members and staff liaisons, increases engagement, and facilitates recruitment and retention of members. The goal is to have a dedicated position to centralize all charges of board and commission management for the city.
2. **Archives and Records Retention.** Evaluates current and historical records for retention, preservation, or disposition. Ensures compliance with public records, retention, and accessibility law. Resolves digital preservation, legislative documentation, and records access issues. Since the Office of the City Clerk is now fully staffed, records that have been stored for decades are being processed with a cautious lens for critical records and records of significant historical value.
3. **Finance and Compliance.** Analyzes citation appeal data, tracks outcomes and trends, communicates recommendations to the Clerk, internal departments, and external vendors. Due to clerk staff expertise, system-wide errors were identified and remedied within a reasonable time frame. Clerk staff also alerted appropriate city departments and divisions as needed. Manages claims, purchase orders, encumbrances and related expenditures.

Cross-Training for All Clerk Staff

Staff are purposefully and deliberately cross-trained on all clerk duties. Every statutory duty of the office has more than one person who can perform it. The extensive cross-training brings enormous value, and is why the office is able to keep operating during vacations, illnesses, leave, and vacancy. It is also why the Council will find overlap when it compares positions. All clerk staff can update the Bloomington Municipal Code as needed, clerk Council meetings, and adjudicate parking citation appeals. The overlap allows for a high performing government with minimal gaps in service, if any at all.

Personnel- 2024-2027

Personnel costs rose from \$372,236 (actual) in 2024 to \$575,252 (proposed for 2027). The cost of regular wages alone go from \$258,080 in 2024 to \$391,80 (proposed for 2027).

The Office was understaffed for multiple years and is now fully staffed. In 2024 the Office of the City Clerk operated with 4 filled positions. The Deputy Clerk for Communications and Outreach was added in 2025, which is why 2024 actual personnel is not comparable to the 2025 actual, 2026 budget, or 2027 proposed. The position-level table below shows the year each position was filled.

Partial-year employment in 2024. Several positions were filled for part of the year or at lower steps. 2024 actual reflects what was paid, not what a fully staffed office costs.

COLA and step adjustments. The remaining growth is citywide compensation adjustment, not new staff.

The Office of the City Clerk staff for 2027 is 5 full-time positions including the City Clerk, plus 2 interns funded from temporary wages. That is the same as 2026.

2025 and 2026 Accomplishments

The following is not an exhaustive list of general Office of the City Clerk services, program and position details will be outlined in Part 2.

- Processed, preserved and updated the Council's official legislative record.
- Kept the Bloomington Municipal Code current and publicly available, both online and in paper. The Office is the keeper of the Code and the Seal.
- Researched and began the process for updating the codifier, with the goal of speeding up the codification process and decreasing the number of errors in the BMC.
- Adopted a Code of Conduct for all board and commission members through Ordinance 2026-04, passed February 18, 2026.
- Obtained one Indiana Accredited Municipal Clerk certification from the Indiana League of Municipal Clerk Treasurers. Two additional certifications will be obtained by end of year 2026.
- Obtained one Certified Municipal Clerk certification from the International Institute of Municipal Clerks.
- Implemented Council liaisons for boards and commissions, completed January 2026.
- Held the first staff liaison training in the history of the program, May 11 and 20, 2026, followed by member training June 4 and 11, 2026.
- Adjudicated 6,780 parking citation appeals in 2025 and 3,772 from January 1 to August 12, 2026, cutting decision turnaround from 14 day median in 2023/2024 to 3 days in 2025/2026. Front facing Deputy Clerks, and all clerk staff serving as back up, handle calls from the public every day to assist with filing appeals, explaining city code as it pertains to parking citations, and rerouting callers to other inter department offices, the Monroe County Clerk, and other miscellaneous entities. The office meets with appellants who come to City Hall to file appeals in person. In 2025, the office processed 625 in person appeals, which averages out to be 52 in person interactions per month. In 2026 to date (August 20, 2026), that number is 365 in person appeals, averaging approximately 49 per month.
- Implemented archival management operations to process records dating back to the 1960s that previous councils and clerks left underprocessed due to systemic understaffing.
- Created a 5-year Archives & Records Management Plan [see Appendix D]
- Developed multiple guides and accessible templates for citywide use
- Provided ongoing training and resources to the new Council Administrator/Attorney
- Completed annual nepotism forms
- Continual improvement and organization to the clerk's I Drive and Google Drive
- Continuing preservation, indexing, and organization of historical legislative records
- Established and maintained quality-control processes for councilmember attendance, committee videos, website information, and OnBoard, and more

Overlap with the Council Office, Legal, and the Mayor's Office

The Office of the City Clerk is a separately elected office. That is a structural feature of Indiana municipal government, not an administrative preference, and it is the reason the office's records, communications, and adjudication functions are not housed under the executive.

Three specific points:

Communications. The Mayor's Office maintains a Communications Director appointed by the Mayor, responsible for communications across executive departments. Boards and commissions communication sits with the Clerk. Consolidating the Clerk's communications function into the executive's would put the record-keeper's public communications under the official who is responsible for making mayoral appointments.

Council support. During the period when Council did not have an Administrator/Attorney or a Deputy Administrator/Attorney, the Clerk's Office absorbed Council administrative work. That absorption is one reason certain Clerk programs were paused. The Office is not asking Council to reverse any of that, but the record should show it happened.

Parking appeals. Appeal adjudication is judicially assigned to the Clerk. It should not be reassigned to Parking Services, Legal, or the Mayor's Office without well-researched data showing that the benefits of reassigning the program outweigh the significant concerns of the courts and offer considerable benefits to the public good.

Measures the Office does not currently track

Council asked for several measures the Office does not collect today. Rather than estimate, the Office states what is missing and how it will be tracked.

Measure requested	Status	2027 plan
Records inventory volume and backlog age	Tracking this sort of records, in term of count and individual inventory, is not standard or best archival practice. Standard practice is to measure the collection by cubic feet. In City Hall alone, we have approximately 130 cubic feet of material. This includes 15 drawers of wide filing cabinets, 16 drawers of standard size filing cabinets, 29 boxes of varying size, a 7-foot bookshelf, and additional shelving.	See Appendix D. While there is no "one size fits all" timeframe for processing records, since timeline is based off processing ability, collection condition, and resources, this backlog approximately falls under the standard for 15-25 hours per cubic foot of processing time (https://guides.ou.edu/archivalprocessing/processingestimates)

Measure requested	Status	2027 plan
	Backlog age contains records back to the 1960s, but some years have more files than others.	
Applicant demographics for boards and commissions	Not collected yet. The current application does not ask.	The C&O would need to check with Legal on this and, if it can be tracked, to work with ITS to implement. Target goal by EOY 2027.
Board and commission member retention	Not currently tracked	Roughly 40% average members are reappointed
Quorum failures	Partially tracked through meeting cancellations	ITS recently implemented an attendance-tracking feature in OnBoard. The Office will use this new feature to track attendance and identify potential quorum issues. The Office has established a best practice for staff liaisons to notify the Clerk's Office when a member misses two consecutive meetings. The C&O Deputy contacts the member regarding the possibility of removal.
Claims, purchase orders, corrections, late payments, rejected transactions, audit findings, average processing time	We do not currently track average processing time. Some purchase orders, such as travel vouchers, require more time than others.	The Office of the City Clerk has not been notified of any late payments. Invoices and purchase orders are submitted in a timely manner via New World.
Public participation levels at board and commission meetings	Not tracked	Any OnBoard feature would need to be implemented with ITS, if it is a measure that would be feasible to track.

Good decisions are based on data, not assumptions. The Office of the City Clerk would rather tell Council what it does not have than to supply a number it cannot support.

Part 2: City Clerk, Chief Deputy Clerk, Deputy Clerk of Communications and Outreach, and Deputy Clerk Positions Summary

The positions are presented below in the order shown on the 2027 organizational chart. Job descriptions are reproduced from the [City's current classification records](#)¹ and are illustrative rather than exhaustive.

City Clerk Overview

Elected position. The Clerk is the official record keeper for the Common Council and the custodian of the Bloomington Municipal Code and the City Seal.

Statutory and assigned duties include preserving legislative history, maintaining public records, certifying official documents, attesting to signatures, administering oaths, officiating marriages, executing official deeds and documents, preparing public notices, operating a satellite Voter Registration Office for the State of Indiana, and maintaining and updating the Bloomington Municipal Code. The Office also holds a judicially assigned responsibility to hear and adjudicate parking ticket appeals for the City.

The Clerk sets office direction, delegates duties, supervises the Chief Deputy Clerk, and is accountable to voters rather than to an appointing authority. Since the position is established by statute, it cannot be eliminated.

Cost

Component	2024	2025	2026	2027
Salary	87,000.00	90,000.00	92,430.00	94,925.74
FICA/Medicare	6,655.50	6,885.00	7,070.90	7,261.82
PERF	12,354.00	12,780.00	13,125.06	13,479.46
Health Insurance	13,494.00	14,274.00	14,274.00	15,557.88
Fully loaded	119,503.50	123,939.00	126,899.96	131,224.89

Chief Deputy Clerk Overview

Current staff member start date: 2019.

The Chief Deputy Clerk serves as the second-in-command of the Office of the City Clerk. The position is distinct from both the elected City Clerk and the three Deputy Clerks because it combines statutory

¹ <https://www.governmentjobs.com/careers/bloomingtonindiana/classspecs?page=1>

continuity, administrative management, supervision, legislative and legal-policy research, records oversight, and the authority to serve as acting clerk. The Chief Deputy Clerk is the operational position that translates the Clerk's direction into day-to-day administration and ensures continuity when the elected Clerk is unavailable.

The Chief Deputy Clerk supervises three full-time employees and one intern and is responsible for ensuring that clerk processes are carried out accurately, consistently, and in accordance with applicable law and established procedures. The clerk office's statutory responsibilities are established by the Indiana Code and Bloomington Municipal Code and are incorporated into its regular operations.

Four duties are unique to this position and are not performed by any other Clerk employee:

1. **Acting Clerk authority, first in line.** When the Clerk is absent, this position holds it.
2. **Office finances.** Approve claims, payroll, and tracking Office finances.
3. **Intern program ownership.** Recruitment, hiring, training, and day-to-day supervision of the Office's interns, including job posting, applicant review, and interviewing. Interns report directly to this position.
4. **Assist Clerk with hiring.** In conjunction with the City Clerk, the Chief Deputy Clerk reviews applicants, conducts interviews, and assigns work to direct reports.

Within the broad objectives established by the City Clerk and applicable statutory requirements, the Chief Deputy Clerk is authorized to make day-to-day administrative and operational decisions necessary to run the office. These include:

- Assigning and prioritizing staff work;
- Establishing and maintaining internal procedures and quality-control processes;
- Reviewing staff work for accuracy, completeness, accessibility, and compliance;
- Coordinating legislative and records-processing;
- Determining when matters require escalation to the elected City Clerk, legal staff, Information and Technology Services, the codifier, Indiana Archives and Records Administration, or another department;
- Researching and analyzing legal and policy questions and providing recommendations to the City Clerk and at times, the Common Council;
- Researching key words for city staff and the public in order to gather minutes, legislation, and more on a particular topic;
- Coordinating with city departments and professional staff on behalf of the Clerk;
- Managing continuity of the Common Council meetings and Office of the City Clerk operations during staffing vacancies or absences; and
- Serving as Acting Clerk when the City Clerk is absent

The position also researches legislative history and past Council actions for Council members, residents, and internal and external governmental requests; maintains legislative records including ordinances and resolutions; assists with preparation and administration of the Clerk's annual budget;

and attends Common Council meetings, Council committee meetings, and Council/Staff briefings, preparing minutes and records for the same.

Cost

Component	2024	2025	2026	2027
Salary	60,107.82	76,745.94	78,818.00	80,946.06
FICA/Medicare	4,598.25	5,871.06	6,029.58	6,192.37
PERF	8,535.31	10,897.92	11,192.16	11,494.34
Health Insurance	13,494.00	14,274.00	14,274.00	15,557.88
Fully loaded	86,735.38	107,788.93	110,313.73	114,190.65

Summary of Workload and Duties

The Chief Deputy Clerk is required to take an oath of office and is empowered to serve as clerk in the clerk's absence. The position is responsible for ensuring that statutory and legally required clerk functions are performed accurately and continuously, including required filings and records, voter-registration-related duties, officiant paperwork, preservation and maintenance of legislative records, and codification-related processes.

The specific statutory duties of the Clerk are established by Indiana law and the Bloomington Municipal Code. The Chief Deputy Clerk serves as the second-in-command in the Office of the City Clerk. The position is distinct from both the elected City Clerk and the three Deputy Clerks because it combines statutory continuity, administrative management, supervision, legislative and legal-policy research, records oversight, and the authority to serve as acting clerk. The Chief Deputy Clerk is the operational position that translates the Clerk's direction into day-to-day administration and ensures continuity when the elected Clerk is unavailable.

The Chief Deputy Clerk currently has responsibility for the work of three full-time employees and one intern in the Clerk's Office. This includes recruitment, hiring, onboarding, training, work assignment, day-to-day supervision, quality control, approval of paid time off, and coordination of office priorities. The position also serves as the primary liaison between the City Clerk and professional staff and coordinates work across the office.

This supervisory responsibility is materially different from that of the Deputy Clerks. Deputy Clerks perform assigned legislative, records, administrative, and meeting-related functions; the Chief Deputy Clerk is responsible for overseeing the collective operation of those functions, resolving competing priorities, establishing procedures and internal controls, and ensuring that work is completed accurately and on time.

The Chief Deputy Clerk processes all legislation including gathering required signatures, printing and distributing legislation, transmitting documents to the codifier when necessary, posting legislation online, and filing documents with the appropriate county office, including the County Auditor, Clerk, or Recorder, when required. The office also drafts and sends correspondence to state and federal elected officials as requested. The office also maintains required copies of official documents, maintains copies of 180-day orders, processes annual nepotism forms, and handles other recurring statutory and administrative requirements.

The Chief Deputy Clerk has developed processes and internal controls designed to prevent errors and ensure the accuracy and completeness of records. Ongoing quality-control work includes meeting management primarily for committees, ensuring committee meeting videos are transmitted to Community Access Television Services (CATS), and identifying and reporting errors on the council website and OnBoard to Information and Technology Services (ITS).

Significant institutional knowledge and records-management work has also been undertaken. Since 2019, a comprehensive manual of Clerk's Office duties has been developed to document procedures and preserve institutional knowledge. Additional projects include maintaining the legislative index, consolidating meeting minutes by year and decade for searchability functions, and digitizing several hundred cassette tapes containing recordings of historical council meetings.

Research and documentation support has been provided to other city departments, the Historical Society, and the History Center. Statutory duties under the Bloomington Municipal Code and Indiana Code are continuously reviewed for compliance and for best practices. Together, these efforts have strengthened the institutional records, improved access to legislative information, preserved historical materials, and created more consistent tools and procedures for ongoing clerk and council operations.

During the interim period when the Common Council did not have an Administrator/Attorney or a Deputy Administrator/Attorney, clerk staff created five operational guides to support the Common Council. Two additional guides were prepared addressing council's administrative duties and Jack Hopkins Social Services Funding committee responsibilities. This work followed a comprehensive review that determined many existing council templates were not accessible and did not meet certain legal requirements. Errors and deficiencies identified during that review required several guides to be recreated from scratch by the Chief Deputy Clerk. Extensive testing and review was conducted by three deputy clerks.

Some examples include the delegation of current workload to deputy clerks, prioritization of backlogged workload, and approving paid time off requests. Additionally, many of the clerk's duties and services are ongoing with moving deadlines, so there is a careful balance to overseeing the general workload.

Ongoing services for the Chief Deputy Clerk include facilitating council committee meetings, responding to inquiries from city staff and the public, documenting and improving processes to

ensure future clerks and clerk staff are best positioned to perform duties, and continual auditing of current and recent records to ensure the public has full access to records.

- Supervision of three deputy clerks and two interns all of whom are direct reports. Manage and assign workload to clerk staff.
- Common Council committee meetings, see Appendix A and Appendix B listing Common Council committee meetings and full council meetings, and clerk staff work hours for 2024, 2025, and 2026.
- In 2025, 41 sets of memoranda and 41 sets of minutes were produced for Common Council Regular and Special Session as well as Executive Sessions.
- In 2025, processed thirty-five ordinances, resolutions, and appropriation ordinances excluding vetoed legislation.
- In 2026, processed 30 ordinances, resolutions, and appropriation ordinances
- Managed Office of the City Clerk services to the city staff, council, and public.

The consequence of eliminating or converting the Chief Deputy Clerk into a Deputy Clerk position would be more of a title change. It would remove the office's designated and established second-in-command. The immediate consequence would be the loss of dedicated supervisory and operational capacity. The clerk would have to delegate the duties across staff who would continue to have their own assigned workloads. Legislative research, records oversight, quality control, budget administration, staff management, and coordination with city professional staff would consequently compete with the elected Clerk's responsibilities or be fragmented among multiple employees without the lead of a project manager.

Deputy City Clerk, Communications and Outreach Overview

Current staff member start date: 2024 (previously Deputy Clerk start date: 2022)

This position exists because an external review identified specific gaps: no training for staff liaisons or commission members, and no single point of contact for the public on board and commission applications and inquiries. The recommendation placed the role in the Clerk's Office, because the Clerk is statutorily required to maintain the records those bodies generate, including the Code of Conduct adopted for all board and commission members.

On centralizing the communications portion into the Mayor's Office

The Deputy Clerk of Communications and Outreach position is the only one in City government solely responsible for boards and commissions. All communications such as appointments, reappointments, trainings, and public vacancy notices to the public are the responsibility of this position. It also coordinates interviews for all three interview committee teams that make appointment and reappointment recommendations. Eliminating it affects every department that staffs a board or commission, the general public, Legal, the Office of the Mayor, and Council.

On centralizing the communications portion into the Mayor's Office

The Communications Director is appointed by the Mayor and is responsible for communications across executive departments and the Office of the Mayor. Communications regarding boards and commissions are managed exclusively by the Office of the City Clerk.

It would separate the public notification of vacancies, which Code requires, from the office that maintains the appointment records.

Vacancy notification is issued by monthly press release or on an as-needed basis, as required by Code. (Bloomington Municipal Code 2.02.020)

Cost

Component	2024	2025	2026	2027
Salary	not filled	69,948.58	73,992.00	75,989.94
FICA/Medicare	not filled	5,351.07	5,660.39	5,813.23
PERF	not filled	9,932.70	10,506.86	10,790.57
Health Insurance	not filled	14,274.00	14,274.00	15,557.88
Fully loaded	not filled	99,506.34	104,433.25	108,151.62

Percentage of time devoted to communications and outreach: 20%, but the number will change with the 2027 goals

Results, 2025 and 2026 year to date:

Completed

- Code of Conduct for board and commission members implemented through Ordinance 2026-04, passed February 18, 2026.
- Council liaisons for boards and commissions implemented, January 2026.
- Title 2 Code changes moving board and commission language out of the executive article and into the boards and commissions article, completed February 2026.
- First staff liaison training in the program's history: May 11 and 20, 2026. Since then, 3 new employees assigned as liaisons have been trained individually.
- Member training sessions held in hybrid format, June 4 and 11, 2026. Additional sessions are scheduled for fall 2026 for members who could not attend. Training for staff and members will become an annual training session in 2027.

- Recruitment at Indiana University during the school year, which produced 2 current student commission members.

Underway:

- Title 2 changes opening membership on certain boards and commissions to county residents.
- Work with ITS to improve the Onboard application process, including an automatic acknowledgment to applicants explaining next steps.
- One-on-one meetings with staff liaisons, and attendance at board and commission meetings to keep bodies working within their stated missions.
- Boards and commissions open house at City Hall, fall 2026. An open call for community members to learn about boards and commissions and how to apply.
- Ongoing effort to hold down the number of pending Council appointments. A proposed merger of the Commission on Sustainability and Resilience with the Environmental Commission was raised with committee members in late 2024 or 2025; members were not interested.
 - It is important to note that staff liaisons for the Commission on Sustainability and Resilience and the Environmental Commission are interested in merging the two commissions (as the EC currently has 5 vacancies). This possible merger has been a topic of discussion at meetings of the Committee on Council Processes. To date, members of the committee have yet to seriously consider the possible merger of the commissions, as recommended in the Novak report.

Counts

Measure	2024	2025	2026 YTD
Boards and commissions served	55	51	52
Vacancies (mayoral, council, and other)	19	16	40
Interview committee meetings, total	24	26	13
Team A	5	9	5
Team B	10	7	3
Team C	9	10	5
Meetings canceled, total	2	4	1
Team A	0	1	0

Measure	2024	2025	2026 YTD
Team B	2	1	1
Team C	0	2	0
Training sessions held	0	0	4 plus 3 individual

2025 cancellations: 4 meetings canceled for lack of quorum. One body could not reach quorum until an appointment was made. 2026 cancellation: 1, rescheduled because interviews were scheduled the same day.

Authorized seats, vacancy duration, applications received, appointments made, attendance, member retention, and public participation levels: The current Onboard system does not provide a centralized method for tracking these measures. Doing so would require staff to manually review and regularly update information for each board and commission. Given current staffing and workload, this level of manual tracking is not currently feasible. Additional system functionality, if desired, would need to be evaluated through the City's ITS Department.

Applicant demographics: not collected. The application does not ask.

2027 targets: The goal for the Communications & Outreach Deputy Clerk in 2027 is to devote additional time to outreach activities. Since its inaugural creation at the end of 2024, a significant portion of this position's capacity has been dedicated to supporting Council needs related to appointments and filling vacancies. Meeting quorum requirements, changes to meeting schedules, and the timing of appointments affect the amount of time available for other responsibilities within the position. Continued coordination through the Council liaison process, consistent meeting participation, and timely appointments will help create additional capacity for the deputy clerk to focus on outreach priorities.

If the position were eliminated

No single individual in City government would be responsible for overseeing boards and commissions. As a result, training for both new and existing staff liaisons would not occur, leaving them to rely solely on their general knowledge of the department to support the commissions and facilitate their meetings. Furthermore, there would be no official training for new or existing board and commission members.

The coordination of interviews for all three committee teams would lack an assigned owner, leading to delays in appointments and disruption of business and quorum for those bodies. This has already been an issue in the past when interview committee members were unable to achieve a quorum.

Additionally, there would be no designated person available to address public inquiries regarding boards and commissions, such as application processes, which could lead to frustration among the public. This situation contradicts the recommendations of the Novak report.

All of this additional workload would fall on someone else, who may already have a full schedule due to other responsibilities, particularly if other positions are eliminated.

Savings would be the fully loaded position cost. The cost would be borne by every department that staffs a board or commission, by the public, by Legal, by the Office of the Mayor, and by Council.

Job Duty Area	Percentage of Time Spent
Coordinating Interview Committee Meetings	15% (but can vary depending on the time of year)
Support Staff for Boards and Commissions	75%
Memoranda	5%
Council Committee Meetings Support	5%

Deputy City Clerk (Position 1) Overview

Current staff member start date: 2020

Both Deputy City Clerk positions share one classification and one job description. They do not perform the same work in the same proportions.

Primary function: parking citation appeal adjudication. Appeal adjudication is judicially assigned to the Clerk and is exercised through this position. It also handles cemetery deeds, weddings, meeting coverage, records processing, and public-facing service at the counter and on the phone.

Cost

Component	2024	2025	2026	2027
Salary	54,879.64	68,356.75	70,203.00	72,098.52
FICA/Medicare	4,198.29	5,229.29	5,370.53	5,515.54
PERF	7,792.91	9,706.66	9,968.83	10,237.99
Health Insurance	13,494.00	14,274.00	14,274.00	15,557.88
Fully loaded	80,364.84	97,566.70	99,816.36	103,409.93

Documented duties

- Adjudicates parking citation appeals. Requires research into city code, state code, and occasionally relevant case law.
- Updates the paper City Code with supplements twice a year, jointly with the other Deputy City Clerk. Removes outdated pages and replaces them with pages reflecting changes made by adopted legislation.
- Attends the Transportation Commission meeting 7 to 10 times a year.
- Clerks 1 to 2 nights of budget meetings and 3 to 4 evening Council meetings annually, plus commission meetings as backup to other clerks as needed.
- Processes cemetery deeds.
- Answers phone calls and assists the public: troubleshoots appeal filing problems over the phone, files on behalf of members of the public with limited technology skills, explains parking violations and the reasons a citation was upheld, troubleshoots ParkMobile user errors, reports meter problems, de-escalates upset individuals, and educates the public about parking regulations.
- Conducts in-depth research on complex appeals: one specific example of in-depth research is identifying the chronological timing of each step of a neighborhood parking permit application as it relates to receiving a violation. There are many more miscellaneous examples of in depth research the Clerk's office takes to adjudicate appeals.
- Keeps the Parking Citation Appeal manual up to date. Changes to parking software processes, updates to parking spaces, such as new pay-by-phone zones or new loading zones, for example, are constant and ongoing.
- Tracks ParkMobile technical issues that Parking Services has not yet identified. An example was a major ParkMobile technical issue that came about before ParkMobile had even identified it. In this case, they had done something behind the scenes that caused ParkMobile users in Bloomington to have a license plate that did not belong to them all of a sudden appear in their app's history, it also changed the state of their license plates, and changed the vehicle that was defaulted in the app. Our office identified it before anyone else and had a hand in helping ParkMobile and Parking Services troubleshoot and fix the issue. In the meantime, appeals surged for this period of time, and our office had to spend a higher amount of administrative time investigating appeals of users who were affected.
- Manages purchase order entry and budgeting tasks, including annual blanket purchase orders and encumbrances.
- Manages decision letters returned in the mail. The Clerk's Office is required to deliver each decision letter by mail. When one is returned by the post office, we investigate if it is already paid and if it is not we either call the appellant or mail the letter again with a new due date to the owner of the vehicle. The administrative duties pertaining to this weekly task is not measured in time but is a task that involves research and administrative work.
- Keeps parking citation appeal statistics on an ongoing monthly and yearly basis. In 2025 and 2026, the Clerk's Office began keeping separate statistics on the number of dismissals made by our office that were attributed to user and officer error. This had never previously been broken out. These statistics are illustrative in explaining the details behind our dismissal rates.

- Covers Clerk meetings when other office staff are on vacation or other paid leave. This position is capped at 40 hours per week. When clerking a meeting in the evening hours, that extra time is time that will not be spent working in the office answering phone calls, interfacing with the public, adjudicating appeals, or otherwise assisting with duties of the office. It must then fall on the other Clerk's office staff.

High-Level overview of job functions

Job Duty Area	Percentage of Time Spent
Parking Citation Appeals (including public interactions and compiling statistics & data)	75%
Office Financial Management	10%
Triaging	5%
Minutes and Memoranda	5%
Council Meeting Support	5%

Percentage of time by function: 75-80% of the time is spent on adjudicating parking citation appeals and attending to all related tasks for this duty of the office. April, September, and October have been historically heavy in appeals due to many causes. In those months, two Deputy Clerks are required to handle the appeals workload in order to keep our turnaround on decisions timely.

Appeals heard, granted, denied, and pending: **See Appendix E** for additional data.

Average disposition time: less than 1 week, beginning in 2025. Historical turnaround was 2 to 3 weeks.

Year*	Median appeal resolution time (days)
2023	15
2024	13
2025**	3
2026	3

**Only 2023 + 2024 were included as prior years did not have nearly as many citations written due to low staffing and COVID; 2023-2026 had similar levels of citations written and appeals submitted and are the best comparison.*

***The second deputy clerk position began in January 2025*

Deputy City Clerk (Position 2) Overview

Current staff member start date: 2025

Primary function: appeal adjudication support, records, and meeting coverage. This position allocates roughly 25% of its hours to parking citation appeals and the balance to Code maintenance, archives and records management, meeting coverage, and public service.

Cost

Component	2024	2025	2026	2027
Salary	54,879.64	59,987.02	61,607.00	63,270.48
FICA/Medicare	4,198.29	4,589.01	4,712.94	4,840.19
PERF	7,792.91	8,518.16	8,748.19	8,984.41
Health Insurance	13,494.00	14,274.00	14,274.00	15,557.88
Fully loaded	80,364.84	87,368.18	89,342.13	92,652.96

Documented duties

- Adjudicates parking citation appeals.
- Administers archives & records program. Processes, catalogues, and preserves records, including the underprocessed material inherited from prior councils and clerks.
- Creates plans and guidelines for handling records projects.
- Evaluate records and make disposition decisions in accordance with Indiana retention schedules, public records laws, and operational needs.
- Develops and updates standard operating procedures and preservation plans for records.
- Uses relational databases and Airtable to operationalize efficiencies, including databases for legislative tracking, records retention, and data management.
- Conducts research for office initiatives and presents recommendations, including but not limited to archival processes, digitization, cassette tape preservation, accessibility, elected officials salaries, minutes in peer cities/state code, parking, council staff duties, Open Door Law, etc.
- Performs audits to ensure statutory requirements are met, including accessibility guidelines in past and current documents, website issues, CATS meeting recordings, and records retention.
- Updates the paper City Code with supplements twice a year, jointly with Position 1.
- Cross-trained to perform other statutory functions in the Clerk/Chief Deputy Clerk's absence, including legislative processing.
- Clerks Council, committee, and commission meetings. Post notices, reserve rooms, create and run zoom meetings, ensure statutory requirements are met.
- Drafts, edits, and reviews minutes/memos.
- Assists the public at the counter and by phone. Maintains awareness of city and county initiatives/happenings to better triage for mistaken phone calls, frequently for the county clerk, council office, state offices, and other county departments.

- Maintain knowledge of city code to accurately refer the public to the correct code section or city department.
- Serves as Acting Clerk when the Clerk and Chief Deputy Clerk are away.

High-Level overview of job functions

Job Duty Area	Percentage of Time Spent
Archives & Records Program Administration	30%
Parking Citation Appeals (including public interactions)	25%
Minutes & Memoranda	20%
Research projects/operational initiatives	15%
Council Meetings Support	5%
Triaging	5%

Coverage during peak periods, leave, and vacancy

Both deputies are cross-trained on appeals, Code supplements, meeting coverage, and counter service. During ordinary operations the work splits by primary assignment. During leave or vacancy the remaining deputy absorbs the statutory duties first and defers records processing and Code work.

That deferral is exactly what produced the records backlog. When the Office ran understaffed, and while it absorbed Council support during the period Council had no employees, records processing was not able to be supported.

Purpose for Two Deputy Clerks:

Why two deputy positions are necessary

If a single deputy clerk adjudicates all appeals, that deputy spends 100% of available time on adjudication in most months of the year, and every other duty in this list has no owner. There would be no dedicated capacity for the other functions currently assigned to the second position, including records management and archives.

Decision turnaround would return to 2 weeks or longer.

Faster service times have a direct public and operational benefit. Reducing the median appeal decision time from approximately two weeks to three days allows the City to respond to individual issues sooner while also identifying broader problems before they affect more members of the public.

1. **Allows drivers to correct behavior sooner.** When a driver receives a decision within a few days of appealing, they have timely information about their appeal decision and can correct the underlying parking behavior before receiving additional citations for the same issue.
2. **Allows the Office to identify systemic technological problems sooner.** Clerk staff have identified patterns in parking technology issues and brought them to Parking Services and ParkMobile's attention. On several occasions, staff identified and documented issues that were later confirmed to be nationwide ParkMobile problems, helping facilitate faster resolution.
3. **Reduces the impact of recurring problems.** Appeals can reveal issues involving parking technology, signage, payment processes, or public understanding of parking requirements. Faster review allows those issues to be identified and communicated to the appropriate department sooner.
4. **Reduces repeat contacts and appeals.** A timely decision gives drivers a clear answer sooner, reducing the likelihood that unresolved questions result in additional appeals or repeated contacts with City staff. A prime example of this would be when a driver has the wrong license plate (or their license plate entered with a typo) saved in the ParkMobile app and they continue to receive citations even though they are paying to park.

Each instance of user error requires staff to research the payment in ParkMobile, and when the appellant's information is vague, to request more information, search adjacent meters in the IPS meter software, or run a ParkMobile financial report to tie a payment to an appellant.

Loss of dedicated staff capacity for Archives & Records program

The Office of the City Clerk has a substantial backlog of records and archival material accumulated over decades of systemic understaffing, at approximately 130 cubic feet of records needing processing in City Hall alone, not including offsite storage. The second deputy clerk position has created capacity to begin addressing that backlog while establishing an ongoing records management program that was not previously able to be robustly supported.

This work includes:

- Organizing, cataloging, preserving, and providing access to official City records in physical and electronic formats.
- Coordinating records digitization and maintaining digital archives and records systems to support the long-term preservation, integrity, and accessibility of electronic records.
- Evaluating retention, disposition, transfer, and preservation of records in accordance with Indiana retention schedules, public records laws, and operational needs.
- Developing and maintaining records management procedures and standards.
- Coordinating accessibility compliance for online records and the municipal code and leading related remediation projects.
- Evaluating and implementing new technologies and processes to improve the City's records management and archival practices.

Records management requires ongoing administration, not a one-time effort to eliminate existing backlog. The nature of municipal records has changed substantially over the past 20 years. While

older records are largely paper-based, the vast majority of records being created today are born-digital. Digital records require different approaches to preservation, organization, retention, accessibility, security, migration, and long-term maintenance. Technology and standards also continue to evolve. Maintaining a functional records management and archives program requires dedicated staff capacity on an ongoing basis, in addition to addressing the historical backlog.

Other Impacts

Less flexibility for the council to meet. The Clerk’s Office is able to offer a high level of flexibility to support the council as a clerk must be present for the council to meet. Evening meetings result in staff needing to flex time, and daytime meetings take away from office coverage. The current staffing level gives the council ample flexibility to meet in its full body as well as in the committees, while still being accessible to the public.

Could the Office meet all statutory deadlines with one fewer deputy? No. One deputy spends 25% of their time on appeals while the other deputy spends 75% of their time. Losing a deputy would mean the remaining one would spend 100% of their time on appeals, and all of their statutory and other duties could not be maintained.

Maintaining records only after a backlog has accumulated is not sufficient for a modern records program. Records management must occur continuously to ensure that records are appropriately retained, preserved, accessible, and ultimately disposed of or permanently preserved according to applicable requirements. Without the second position, the Office would have to choose between maintaining its other statutory duties and performing its statutory records management and archival responsibilities.

Interns (2) Overview

Current Intern start date: June 2026.

The internship is a legal research program, not clerical coverage. Interns assist with specific projects producing deliverables. One example is the current digitization of archival records.

The Office runs the internship to a standard: interns produce real work products, receive real supervision, and leave with something they can incorporate into their resume. Communication, coachability, and curiosity are what the Clerk hires for. The Office does not use interns to cover statutory duties or regular city employment duties.

Cost

Item	Detail
Positions	2

Item	Detail
Hourly compensation	\$17.15
Hours	Flexible, 10 to 20 hours per week
Start date, 2026 cohort	May 26, 2026
Supervisor	Chief Deputy Clerk (direct report)
2024 actual, account 51120	\$2,551
2025 actual, account 51120	\$766
2026 budget, account 51120	\$15,000
2027 proposed, account 51120	\$15,000

At \$17.15 per hour, \$15,000 funds approximately 875 hours across both positions. In 2025, the Office of the City Clerk did not have a full year intern as a direct result of needing to focus on training and onboarding the new full time employee for the Clerk's office, in addition to the support of new Council staff members.

Appendix A - Full Council Meetings

The following information pertains to clerk staff hours during meetings and excludes assistance provided to council staff. It also excludes room set up and break down.

Year	Full Council Meetings	Meeting Types	Total Work Minutes	Total Work Hours
2026	28	Regular, special, executive, deliberative, and organizational	4388	73.25
2025	42	Regular, special, executive, deliberative, and organizational	6375	106.25
2024	67	Regular, special, executive, work session, consensus building activities, and ad hoc meetings (Hopewell Neighborhood Project Update)	7993	133.22

Minutes for Full Council Meetings - Certified by Clerk Nicole Bolden

The Office of the City Clerk inherited multiple meetings for which no minutes were drafted. Forty-six minutes were certified from 2002-2010 and posted to the website.

- 2002.02.20.Mins w Certification Signed
- 2003.02.19.mins.certificate.signed
- 2003.03.05.mins.certificate.signed
- 2003.03.26.mins.certificate.signed
- 2003.04.16.mins.certificate.signed
- 2003.05.07.mins.certificate.signed
- 2003.07.09.mins.certificate.signed
- 2003.08.06.mins.certificate.signed
- 2003.09.24.mins.cert.signed
- 2003.10.15.mins.cert.signed

- 2003.11.05.mins.certificate.signed
- 2003.12.17.mins.certificate.signed
- 2005.06.01.min.cert.signed.pdf
- 2005.06.15.min.cert.signed.pdf
- 2005.11.05.min.cert.signed.pdf
- 2005.11.16.min.cert.signed.pdf
- min 3-23-05.min.cert.signed
- min 9-21-05.min.cert.signed
- min 11-02-05.min.cert.signed
- min 06-07-06.min.cert.signed
- min 07-05-06.min.cert.signed
- min 7-19-06.min.cert.signed
- min 9-06-20.min.cert.signed
- min 9-13-06.min.cert.signed
- min 9-27-06.min.cert.signed
- min 12-06-06.min.cert.signed
- 2008.04.16.Mins w Certification Signed
- 2008.06.18.min.cert.signed.pdf
- 2008.07.02.min.cert.signed.pdf
- 2008.08.06.min.cert.signed.pdf
- 2008.09.03.min.cert.signed.pdf
- 2008.09.10.min.cert.signed.pdf
- 2008.09.17.Mins W Certification Signed
- 2008.11.05.Mins w Certification Signed
- 2008.11.19.min.cert.signed.pdf
- 2008.12.03.min.cert.signed.pdf
- 2008.12.17.min.cert.signed.pdf
- 2009.10.21.min.cert.signed.pdf
- 2009.11.04.min.cert.signed.pdf
- 2010.07.07.min.cert.signed
- 2010.09.15.min.cert.signed
- 2010.09.22.min.cert.signed
- 2010.10.06.min.cert.signed
- 2010.10.20.min.cert.signed
- 2010.11.03.min.cert.signed
- 2010.12.01.min.cert.signed

Appendix B Committee Meetings - 2024-2026

The following is a summary of the council committees per calendar year. This does not include one-offs, i.e., executive sessions to discuss litigation, Capital Improvement Board, etc.

The work hours for meeting preparation includes filling out scheduling polls, creating events on calendar, drafting and posting a public notice on OnBoard and at the front desk in the atrium, booking the room, scheduling Zoom link, sending the meeting link to cms, checking the kiosk for accuracy, and more. The work hours include arriving for room set up 10-15 minutes early.

2026 Committees	Total Meetings	Prep Hours	Canceled Meetings	Prep Hours-Canceled Meetings	Work Hours for Clerk Staff for Meetings
Hiring Committee	12	6	5	2.5	15
Fiscal Committee	10	5	2	1	15
Committee on Council Processes	5	2.5	0	0	8.75
Jack Hopkins Social Services Funding Committee	6	3	2	1	1.25
Public Safety Local Income Tax Committee	1	.75	1	.5	1.25
Total	34	17.25	10	5	41.25

2026 notes:

- **Hiring Committee:** 12 meetings total and include committee executive sessions. This does not include executive sessions where cms met with candidates; those are included in the full Council meeting tally.
- **JHSSF:** Meeting lengths varied.

2025 Committees	Total Meetings	Prep Hours	Canceled Meetings	Prep Hours-Canceled Meetings	Work Hours for Clerk Staff for Meetings

Hiring Committee	0	0	0	0	0
Fiscal Committee	12	5	2	1	15
Committee on Council Processes	10	5	4	2	17.5
Jack Hopkins Social Services Funding Committee	6	5	0	0	11.25
Budget Task Force	3	1.5	1	.5	3.75
Sidewalk Committee	2	1	0	0	2.5
Public Safety Local Income Tax Committee	2	1	1	.5	2.5
Total	35	18.5	8	4	52.5

2025 notes:

- **Fiscal Committee:** One canceled meeting did not have quorum and the clerk's office was not notified ahead of time.
- **Committee on Council Processes:** One meeting was canceled due to an issue with the Zoom link.
- **Budget Task Force:** None in 2025.
- **Sidewalk Committee:** One canceled meeting did not have quorum and the clerk's office was not notified ahead of time.

2024 Committee	Total Meetings	Prep Hours	Canceled Meetings	Prep Hours-Canceled Meetings	Work Hours for Clerk Staff for Meetings
Hiring Committee	10	5	0	0	10
Fiscal Committee	0	0	0	0	0
Committee on Council Processes	10	5	1	.5	13
Jack Hopkins Social Services	5	2	0	0	8

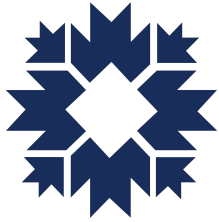
Funding Committee					
Sidewalk Committee	2	1	0	0	2.5
Public Safety Local Income Tax Committee	2	1	0	0	2
Climate Action and Resilience Committee	3	1.5	6	3	4.25
Ad Hoc Salary Committee	6	3	1	.5	9
Total	38	18.5	8	4	48.75

2024 notes:

- **Jack Hopkins:** One meeting did not have quorum and the clerk's office was not notified ahead of time.
- **Sidewalk Committee:** One meeting did not have quorum and the clerk's office was not notified ahead of time.
- **Public Safety Local Income Tax Committee:** One meeting did not have quorum and the clerk's office was not notified ahead of time.
- **Climate Action and Resilience:** One canceled meeting did not have quorum and the clerk's office was not notified ahead of time.
- **Ad Hoc Salary Committee:** Preparation may have been more than 3 hours because information on salaries from peer cities, etc., was compiled.

Yearly Totals

Year	Meetings	Prep Hours	Canceled	Prep Hours for Canceled Meetings	Meeting Hours	Total Work Hours
2026	33	16.5	10	5	41.25	56.5
2025	35	18.5	8	4	52.5	71
2024	38	18.5	8	4	48.75	67.25



City of Bloomington, Indiana
Chief Deputy Clerk

Appendix C

CLASS CODE	CLERK-1	SALARY	\$37.89 Hourly \$3,031.46 Biweekly \$6,568.17 Monthly \$78,818.00 Annually
ESTABLISHED DATE	November 20, 2023	REVISION DATE	November 20, 2023

Duties

This job description is illustrative only and is not a comprehensive listing of all job functions performed. The following are essential duties for this position, performed with or without reasonable accommodation:

Primary

Ensures the efficient operation of the Clerk Office. Serves as Acting Clerk when the Clerk is away.

Acts as a liaison between Council members and the City administration for appointments to the City's Boards and Commissions. Attends Common Council meetings, Council Committee meetings, and Council/Staff briefings and prepares minutes and other records for same.

Assists with preparation and administration of Clerk's annual budget.

Researches legislative history and past council actions for council members, citizens, internal and external governmental requests. Assists citizens and governmental personnel in legislative searches. Maintains legislative records including Ordinances, Resolutions, etc. passed by the Council. Researches and analyzes legal and policy questions related to Clerk/Council initiatives.

Responsible for the recruitment, hiring, training, and supervision of office intern(s). This includes job posting, applicant review, interviewing, and day-to-day supervision.

Produces professional-quality reports and memoranda, communicating complex policy in a clear and concise fashion.

Responsible for processing claims, payroll, and tracking Clerk Office finances.

Maintains close relationship with local media outlets by preparing and submitting announcements and providing background information for articles or stories.

Serves as a representative of the State of Indiana as satellite Voter Registration office, accepting completed voter registration forms and forwarding them to appropriate State office in accordance with statutory requirements.

Secondary

Attends various professional seminars, workshops, and conferences, as required.

Schedules, coordinates, and performs weddings when Deputy Clerk is not available.

Assists with prioritizing Clerk's schedule.

Performs related duties as assigned.

Job Requirements

Minimum knowledge equivalent to a bachelor's degree in public policy. Master's degree in public policy or equivalent knowledge, preferred.

Minimum experience equivalent of three years in like position.

Knowledge of municipal operations and of the legislative process.

Level of Supervision and Responsibility

Received

Work product is reviewed by the City Clerk.

Majority of work is performed according to general instructions and/or in conjunction with statutory and department policies and guidelines with work periodically reviewed for overall soundness and conformance with general goals and policy. Errors in judgment may result in substantial embarrassment to the city, loss of time in other city units, and possibly have legal or fiscal implications.

Exercised

Position exerts leadership over the office and staff in place of the Clerk when absent.

Errors in codification either on the part of the incumbent or the part of the codification company could result in serious legal consequences to the city if the Code is not totally accurate and readable.

Incumbent performs duties within general supervisory objectives and boundaries. Research and analysis, in particular, is performed with considerable autonomy within a framework of broad objectives. It requires considerable independent judgment, where incumbent applies a wide scope of knowledge of law and public policy to complex problems to accomplish Clerk objectives. Work product must be well written, well-reasoned and prudent and may result in significant consequences and contributions. Consequences of not filing paperwork for officiants or voter registration duties would violate state statutes and would be in violation of the incumbent's oath of office.

Position is highly visible in dealing with citizens and some material generated by the incumbent may experience wide public circulation. As such, incumbent's work may have a significant impact on the image of the City Clerk and City in general.

Difficulty of Work and Personal Relationships

Difficulty of Work

Position holder performs duties in a high profile, modern office environment, that of the office of an elected official. Position has no unusual physical demands, but is required to meet constant deadlines. Requires evening and occasional weekend work.

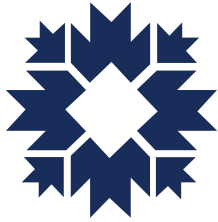
Precision, accuracy, attention to detail is essential. Record keeping must be impeccable.

Duties require legislative research skills and an ability to synthesize and analyze complex information. Incumbent must be able to translate complex ideas into plain language and with a balanced perspective.

Position must exercise discretion and maintain composure when handling citizens who may be upset at the actions of the city. Independent judgment is required in determining appropriate response to inquiries and complaints by citizens.

Personal Work Relationships

Position requires constant contact with City Clerk, Council members and staff, City department heads and staff, local organizations, media, and members of the general public. Contact occurs during varied situations and circumstances, often requiring tact and use of mediation skills to gain cooperation in the face of differences of opinion.



City of Bloomington, Indiana

Communications and Outreach - Deputy Clerk

CLASS CODE	CLERK-3	SALARY	\$35.57 Hourly \$2,845.85 Biweekly \$6,166.00 Monthly \$73,992.00 Annually
ESTABLISHED DATE	October 04, 2024	REVISION DATE	January 02, 2025

Summary

Incumbent serves as Communications and Outreach - Deputy Clerk for programs in the Office of the City Clerk in order to assist the Clerk in the completion of their duties. This position envisions, organizes, and executes a comprehensive communication plan focused on supporting City Boards and Commissions. The intent is to professionalize communication, develop and provide clearer training for new members, and overall increase citizen engagement on City Boards and Commissions. This position is required to take an oath of office and is empowered to serve as Clerk in his/her absence.

Duties

This job description is illustrative only and is not a comprehensive listing of all job functions performed. The following are essential duties for this position, performed with or without reasonable accommodation:

Primary

Develops and executes a comprehensive Training Program to professionalize the recruitment, onboarding, and maintenance for Boards and Commissions, support staff who work with these entities.

Actively seek to recruit new members for City Boards and Commissions. Creates new pathways to distribute information to the community and broader public through multiple channels regarding engagement opportunities.

Develops and executes a comprehensive Communication Strategy, which includes: Writing, editing, and directing the distribution of news releases, council materials, public notices, and other publicly available documents. Identifies and implements new opportunities for communicating messages to members of the public. Responds to official requests for information often independently, but at times in consultation with the Clerk and other departments. Builds consensus in standardizing policies and procedures, and must make the final decision where consensus can not be reached.

Serves as project manager to synthesize projects, plans, and actions of the Council.

Develops talking points for clerk appearances, and participates in drafting of speeches and other presentations. along with developing audio/visual presentations. Works with the Clerk to draft or review minutes, correspondence, press releases, and speeches.

Serves as a spokesperson for the Clerk.

Solicits and compiles collected information for the Office of the City Clerk to present to City Council and other staff. Develops a plan to assemble, catalog, and preserve council records of information across various formats by managing the entire collection into one comprehensive and accessible format.

Develops and maintains accessible, retrievable computer archives and databases, incorporating current advances in electric information storage technology.

Serves as a representative of the State of Indiana as satellite Voter Registration office, accepting completed voter registration forms and forwarding them to appropriate State office in accordance with statutory requirements.

Regularly reviews and interpret policies, as well as develop new policies to follow.

Secondary

Serves as Acting Clerk when the Clerk and Chief Deputy Clerk are away.

Attends various professional seminars, workshops, and conferences, as required. Earns state certification (Indiana Accredited Municipal Clerk or IAMC) within three (3) years of hiring.

Attends Common Council meetings, committee meetings, and Council/Staff briefings and prepares minutes and other records for the same.

Assists with parking ticket appeals. Being able to research the city code, state code, and occasionally relevant case law is frequently necessary.

Helps to schedule, coordinate, and perform weddings. Provides preliminary information regarding preparations, planning, ceremonies, requirements and other logistics.

Assists with preparation and administration of the Clerk's annual budget.

Assists in the recruitment, hiring, training, and supervision of office intern(s). This includes job posting, applicant review, interviewing, and supervision.

Performs related duties as assigned.

Job Requirements

Minimum knowledge equivalent to a Bachelor's Degree in Marketing, Communications, Public Relations, or related field. Masters degree or equivalent, preferred.

Minimum experience equivalent to three years in an office setting.

Experience working in partnership with local residents and community organizations.

Effective communication, both in person and in writing.

Ability to manage a wide array of tasks and projects, along with organization and planning skills.

Knowledge of municipal operations and of governmental processes, officials and roles.

Level of Supervision and Responsibility

Received

Incumbent performs duties within broad objectives and in conjunction with statutory guidelines that have a major impact on overall City projects and operations. Work is generally only reviewed occasionally and only for meeting the objectives by the City Clerk.

Reports to the City Clerk.

Exercised

Incumbent performs duties within general supervisory objectives and boundaries. It requires considerable independent judgment, where the incumbent applies a wide scope of knowledge of law and policy to problems to accomplish Clerk objectives. Work product, which must be well-written, well-reasoned, and prudent, may result in significant consequences and contributions.

Position is highly visible in dealing with community members and some material generated by the incumbent may experience wide public circulation. As such, the incumbent's work may have a significant impact on the image of the City Clerk and City in general.

Difficulty of Work and Personal Relationships

Difficulty of Work

Incumbent performs duties in a high profile, modern office environment, that of the office of an elected official. Regular evening work with unpredictable hours is regularly required. Much of the work is substantially complex and requires a good deal of analytic ability.

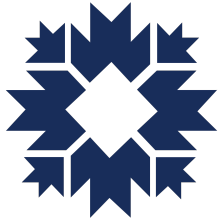
Precision, accuracy, and attention to detail is essential. Record keeping must be impeccable.

The incumbent must exercise discretion and maintain composure when handling community members who may be upset at the actions of the city. Independent judgment is required in determining appropriate response to inquiries and complaints by residents.

The incumbent is required to be available at times during the weekends and have the ability to adjust hours to accommodate the needs of the position.

Personal Work Relationships

Incumbent initiates and requires constant contact with City Council members, local organizations, media, and members of the general public. Contact occurs during varied situations and circumstances, often requiring tact and use of mediation skills to gain cooperation in the face of differences of opinion.



City of Bloomington, Indiana
Deputy Clerk

CLASS CODE	CLERK-2	SALARY	\$29.62 - \$33.75 Hourly \$2,369.50 - \$2,700.12 Biweekly \$5,133.92 - \$5,850.25 Monthly \$61,607.00 - \$70,203.00 Annually
ESTABLISHED DATE	November 20, 2023	REVISION DATE	January 02, 2025

Summary

Provides administrative, research duties for the programs in the Office of the City Clerk in order to assist the Clerk in the completion of his/her duties. This position is required to take an oath of office and is empowered to serve as Clerk in his/her absence.

Duties

This job description is illustrative only and is not a comprehensive listing of all job functions performed. The following are essential duties for this position, performed with or without reasonable accommodation:

Primary

Handles parking ticket appeals. Being able to research the city code, state code, and occasionally relevant case law is frequently necessary.

Relays problems found during the appeals process to Parking, Traffic, Planning, or Legal for their attention.

Schedules, coordinates, and performs weddings. Provides preliminary information regarding preparations, planning, ceremonies, requirements and other logistics.

Works as needed with the Clerk to draft or review minutes, correspondence, press releases, and speeches as needed.

Assembles, catalogues, and preserves council records of information across various formats by managing the entire collection into one comprehensive and accessible format.

Creates and maintains accessible, retrievable computer archives and databases, incorporating current advances in electric information storage technology.

Serves as a representative of the State of Indiana as satellite Voter Registration office, accepting completed voter registration forms and forwarding them to appropriate State office in accordance with statutory requirements.

Secondary

Serves as Acting Clerk when the Clerk and Chief Deputy Clerk are away.

Attends Common Council meetings, Committee meetings, and Council/Staff briefings and prepares minutes and other records for same.

Assists with preparation and administration of Clerk's annual budget.

Drafts or reviews correspondence, press releases, and speeches, as needed.

Researches legislative history and past council actions for council members, citizens, internal and external governmental requests. Assists citizens and governmental personnel in legislative searches.

Maintains legislative records including Ordinances, Resolutions, etc. passed by the Council.

Assists in the recruitment, hiring, training, and supervision of office intern(s). This includes job posting, applicant review, interviewing, and day-to-day supervision.

Attends various professional seminars, workshops, and conferences, as required.

Performs related duties as assigned.

Job Requirements

Minimum experience equivalent to at least one year in a like position.

Ability to perform research, synthesize information, and render conclusions regarding matters of law and policy. Able to compile, code, categorize, audit, and verify information.

Knowledge of legislative process, familiarity with local governmental processes, officials and roles. An interest in and awareness of history and the value of governmental documents.

Knowledge and skill in document preservation, cataloguing, and information technology.

Level of Supervision and Responsibility

Received

Majority of work is performed according to general instructions and/or in conjunction with statutory and department policies and guidelines with work periodically reviewed for overall soundness and conformance with general goals and policy. Errors in judgment may result in substantial embarrassment to the city, loss of time in other city units, and possibly have legal or fiscal implications.

Work product is reviewed by the City Clerk.

Exercised

Consequences of not filing paperwork for officiants or voter registration duties would violate state statutes and

would be in violation of the incumbent's oath of office.

Consequences of failure to work accurately will result in serious implications for the City of Bloomington. Certain records and documents to be preserved are not eligible by state law for destruction at any point. Records that are lost or mishandled may not be retrievable.

Incumbent performs duties within general supervisory objectives and boundaries. Appeal processing, in particular, is performed with considerable autonomy within a framework of broad objectives. It requires considerable independent judgment, where incumbent applies a wide scope of knowledge of law and policy to problems to accomplish Clerk objectives. Work product, which must be well-written, well-reasoned, and prudent, may result in significant consequences and contributions.

Position is highly visible in dealing with citizens and some material generated by the incumbent may experience wide public circulation. As such, incumbent's work may have a significant impact on the image of the City Clerk and City in general.

Difficulty of Work and Personal Relationships

Difficulty of Work

Position holder performs duties in a high profile, modern office environment, that of the office of an elected official. Position has no unusual physical demands, but is required to meet constant deadlines. Time schedule may vary for evening and occasional weekend work.

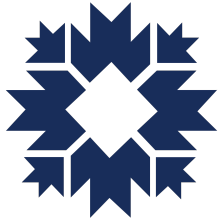
Precision, accuracy, attention to detail is essential. Record keeping must be impeccable.

Duties require legislative research skills and an ability to synthesize and analyze complex information. Incumbent must be able to translate complex ideas into plain language and with a balanced perspective.

Position must exercise discretion and maintain composure when handling citizens who may be upset at the actions of the city. Independent judgment is required in determining appropriate response to inquiries and complaints by citizens.

Personal Work Relationships

Position requires constant contact with City Clerk, City Council members and staff, City department heads and staff, local organizations, media, and members of the general public. Contact occurs during varied situations and circumstances, often requiring tact and use of mediation skills to gain cooperation in the face of differences of opinion.



City of Bloomington, Indiana
Intern, Office of the City Clerk

CLASS CODE	City-Clerk-INT-TSI-1	SALARY	\$17.15 Hourly
ESTABLISHED DATE	May 08, 2026	REVISION DATE	May 08, 2026

Summary

The City Clerk seeks an energetic and reliable intern who will assist with the ongoing legal research office needs of the City Clerk's Office.

Start date: May 26, 2026

Hours: Flexible - 10-20 hours per week.

Duties

The Legal Intern will assist with the ongoing legal research projects. Those projects include: federal, state, and municipal code review, planning and updating processes for compliance with federal laws, and planning and updating processes for compliance with state statutes.

Job Requirements

Strong communication and research skills

Detail-oriented, organized

Ability to work under minimal supervision

Ability to operate standard office equipment

Working knowledge of computer applications and proficiency with web templates

Must have an interest in local government.

Prefer applicants with leadership and/or organizational involvement.

Previous office experience and/or experience working with the public are also preferred.

Level of Supervision and Responsibility

Reports directly to the Chief Deputy Clerk

Difficulty of Work and Personal Relationships

The Intern will work closely with the City Clerk, the Chief Deputy Clerk, and other members of City staff.

Appendix D - Five-Year Office of the City Clerk Archives & Records Management Plan

Scope: There are approximately 130 cubic feet of City Clerk/Council records dating from the 1960s–2020. There are multiple sites across the city with aging records, some of which may be critical. This 5-year plan includes only the City Hall records, and the off-site storage records will necessitate further archival work and planning. The following represents an ideal five-year work plan that assumes the Clerk’s Office remains staffed at current levels and can dedicate sustained staff time to records management and archival work. Any reduction in staffing or competing operational demands would extend the timeline. The project follows the [County/Local retention schedule](https://www.in.gov/iara/files/county_general.pdf)¹ from the Indiana Archives and Records Administration, as statutorily required, and additionally considers administrative needs, public access, and historically valuable records. The immediate priority is to reduce records-management risk, establish control over the collection, preserve critical and permanent records, and create a system that can be maintained after the historical backlog has been addressed. Additionally, this work plan could be replicated across all city departments.

Year 1: Triage and Risk Reduction (in process)

- Identify records already digitized or publicly available online and document gaps and identify duplicates for appropriate disposition per the retention schedule.
- Identify critical records and verify appropriate physical and digital/backup copies.
- Begin audit of missing, inaccessible, or improperly maintained critical records
- Establish the master inventory/database and processing methodology.
- Begin digitization of permanent, critical, fragile, and high-demand records.

Planned Deliverables: preliminary inventory; documentation of confirmed problems; duplicate/disposition overview; project database and workflow.

Year 2: Inventory and Records Classification

- Complete the initial inventory.
- Separate permanent, temporary, critical, duplicate, restricted, and historically significant records.
- Begin systematic retention/disposition decisions and authorized destruction.
- Identify records requiring legal review and records held outside the Clerk’s ordinary custody.
- Continue digital-record accessibility and preservation assessment.

Planned Deliverables: Initial inventory; preservation and digitization plan; document records gaps; outreach with the History Center or other interested parties

Year 3: Processing, Preservation, and Digital Records

- Complete detailed processing of priority records series.

¹ https://www.in.gov/iara/files/county_general.pdf

- Continue to carry out retention/disposition decisions and destruction authorized under applicable schedules.
- Stabilize permanent paper records.
- Address obsolete, corrupted, and inaccessible electronic records.
- Establish a born-digital preservation best practices program.

Planned Deliverables: substantially processed permanent records; digital preservation workflow; documented disposition and preservation decisions.

Year 4: Public Access and Historical Collections

- Complete remaining processing and priority digitization.
- Develop a public finding aid (collections guides) identifying surviving records, date ranges, subjects, restrictions, and digitization status, including records that are not available online.
- Resolve public-access and restriction questions, including attorney-client/work-product review in consultation with the Council Administrator/Attorney.
- Investigate and document remaining unresolved missing-records issues.
- Develop topical historical collections around significant Bloomington issues, such as Deer Task Force, Bloomington Hospital merger, and other major civic successes and controversies.

Planned Deliverables: public finding aid(s); initial topical collections; continued documentation of records issues.

Year 5: Sustainable Program

- Complete remaining inventory, processing, retention, preservation, and digitization priorities to the extent resources permit.
- Finalize records-management, digitization, legal-review, public-access, and born-digital preservation standard operating procedures.
- Establish recurring audits of critical records, digital accessibility, backups, preservation condition, and retention compliance.
- Establish a sustainable workflow so that new records enter the archival/records-management system rather than creating a new backlog.
- Transition from a primarily backlog-focused project to ongoing records stewardship and historical preservation.

Planned Deliverables: mature archival program; finalized SOPs; completed finding aids and priority collections; recurring audit schedule; sustainable ongoing records-management process.

Major Issues So Far

- Digital documents saved only in old, proprietary formats or files that have become corrupted or otherwise inaccessible.

- Documents that are only in paper format, that were born-digital but presumably saved in inaccessible areas (ex: private folders of council attorney), but statutorily should be under the clerk's ownership and purview.
- Critical records that were not properly preserved. For example, during the summer, the deputy clerk and office intern found 170 instances of meetings from the mid-1990s to 2015 that did not have any accompanying memoranda. It is a statutory requirement to produce a memorandum for each meeting. Additionally, there are 207 instances of inconsistently preserved agendas, some of which are not digitized. These issues were found after reviewing only two boxes, and we are likely to continue to find more major issues throughout the project. Systemic understaffing results in inability to devote the significant amount of time required to prevent, discover, and rectify these issues.
- Lack of publicly accessible policy context docs.
- Critical records that were drafted via a typewriter or word processor for which there is no other copy of record.

Timeline and staffing note

This five-year schedule is not a guaranteed completion date nor an assertion that the entire 105 cubic-foot collection backlog can or must be completely processed within five years. It assumes the Clerk's Office continues to be staffed at its current levels, with the ability to devote substantial staff time to the project (20-25 hours per week) while maintaining its statutory and day-to-day responsibilities. The work includes inventorying, records classification, retention and destruction, legal review, missing-record research, paper preservation, digitization, born-digital preservation, public access, finding aids and accessible repository, and development of permanent procedures. Any reduction in current staffing, increased operational workload, federal accessibility guideline changes, or potential discovery of future document issues, would extend the timeline.

Appendix E - Parking Citation Appeal Statistics

The following information pertains to clerk staff hours spent on adjudicating parking citation appeals.

2025	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total	Ave
Dismissed	189	332	302	355	296	350	407	266	434	413	358	325	4027	336
Upheld	96	266	218	255	244	163	181	199	388	310	243	185	2748	229
Cancelled	0	0	0	1	0	1	0	0	0	2	1	0	5	N/A
Number of Citations appealed	285	598	520	611	540	514	588	465	822	725	602	510	6780	565
Number of Appeals	285	596	518	609	527	507	575	458	821	715	598	502	6711	559
Number of citations issued	2169	3949	3816	4302	4310	3653	3701	4352	5668	5353	4260	3537	49070	4089
Percentage appealed	13.14	15.14	13.63	14.20	12.53	14.07	15.89	10.68	14.5	13.54	14.13	14.42	N/A	13.82
Percentage dismissed all reasons	66.32	55.52	58.08	58.10	54.81	68.09	69.22	57.2	52.8	56.97	59.47	63.73	N/A	60.00
Number of appeals dismissed bc of user error	41	63	115	106	118	162	242	123	143	148	109	99	1469	122
Percentage of appeals dismissed bc of user error	21.69	18.98	38.08	29.86	39.86	46.29	59.46	46.24	32.95	35.84	30.45	30.46	N/A	35.8
Number of appeals dismissed bc of officer error	7	21	18	51	32	33	32	21	70	42	33	24	384	32

Number of appeals dismissed bc of both user and officer error	48	84	133	157	150	195	274	144	213	190	142	123	1853	154
Percentage upheld	33.68	44.48	41.92	41.73	45.19	31.71	30.78	42.8	47.2	42.76	40.37	36.27	N/A	40.0
Number of appeals filled out at the Clerk's office	12	56	30	46	53	65	83	48	58	75	40	59	625	52

2026	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total	Ave
Dismissed	262	299	360	357	252	349	227	-	-	-	-	-	2106	301
Upheld	208	246	280	336	230	179	111	-	-	-	-	-	1590	227
Cancelled	1	0	0	0	2	1	0	-	-	-	-	-	4	N/A
Number of Citations appealed	471	545	640	693	484	529	338	-	-	-	-	-	3700	529
Number of Appeals	467	535	637	691	481	522	333	-	-	-	-	-	3666	524
Number of citations issued	3170	4145	4603	5043	3992	3901	2877	-	-	-	-	-	27731	3962
Percentage appealed	14.86	13.15	13.9	13.74	12.12	13.56	11.75	-	-	-	-	-	N/A	13.30%
Percentage dismissed all reasons	55.63	54.86	56.25	51.52	52.07	65.97	67.16	-	-	-	-	-	N/A	57.64%
Number of appeals dismissed bc of user error	82	111	158	144	118	136	96	-	-	-	-	-	845	121

Percentage of appeals dismissed bc of user error	31.3	37.12	43.89	40.34	46.83	38.97	42.29	-	-	-	-	-	N/A	40.10%
Number of appeals dismissed officer error	17	20	37	26	20	32	18	-	-	-	-	-	171	24.4
Number of appeals dismissed bc of both user and officer error	99	131	195	170	138	168	115	-	-	-	-	-	1016	145
Percentage upheld	37.79	43.81	54.17	47.62	54.76	48.14	50.66	-	-	-	-	-	N/A	48.13%
Number of appeals filled out at the Clerk's office	12	56	30	46	53	65	83	-	-	-	-	-	345	49

Appendix F - Responses to Councilmember Piedmont-Smith

Question #1: In your memo, you say "The Office of the City Clerk serves as a cornerstone of transparent, accountable, and accessible local government," and yet your office door is locked and you refer people to call Public Works if they need assistance. This does not seem to be very transparent and accessible to people walking into City Hall. What is your reasoning for your office's physical interfacing with the public in this way?

Established Process

Over the past several years, the Office of the City Clerk staff observed that the community members who visit City Hall are typically interacting with the Planning and Transportation department, the Parks and Recreation department, and HAND. When the front desk in the atrium became staffed full-time, an effective process was established where the Public Works staff connects that member of the public with the exact city staff member that is needed to assist them. This includes the Office of the City Clerk.

The decision to keep City offices locked is consistent with the City's broader building security practice and direction from the Mayor's Office. City offices were locked after concerns with First Amendment Auditors. More importantly, it allows the Office of the City Clerk to maintain appropriate safety and working conditions while continuing to provide responsive customer service.

Our signage allows visitors who come to the Office of the City Clerk to immediately identify where they can receive that assistance. Clerk staff triage for members of the public who call for another office and assist individuals who come directly to our door rather than visiting Public Works.

The established process allows staff to provide better individual customer service. The Office of the City Clerk handles matters such as parking ticket appeals that can require lengthy conversations, local and state code research pertaining to parking regulations, and individualized attention. When people enter the office while staff are assisting someone in person or on the telephone, it can create distractions and make it difficult for staff and members of the public to hear one another. Assisting members of the public in the atrium allows clerk staff to provide better service to multiple people at the same time. Directing visitors who need another department to the appropriate centralized point of contact allows them to receive assistance quicker rather than waiting for clerk staff.

Effective and Consistent Service

The Office of the City Clerk believes accessibility is demonstrated through responsiveness, timely assistance, clear direction, and respectful treatment of the public—not simply through an unlocked door. The fact that the office door is kept locked does not prevent the public from receiving assistance. Clerk staff consistently answer phone calls, return all voicemail

the same day, and respond in person when someone comes to the office. When a member of the public comes to City Hall seeking assistance, Public Works, who has employees specifically trained and whose job it is to triage visitors, contacts the Office of the City Clerk, and a staff member comes out to assist them.

While the location of the Office of the City Clerk is one of the first offices visible in City Hall, our responsibility is to fulfill the statutory and operational duties assigned to the City Clerk while providing the public with responsive, accessible, and respectful service. Keeping the office door locked is not to restrict public access, but to allow for a centralized, consistent, and effective process for service to members of the public. The Office of the City Clerk remains fully committed to being accessible and responsive to the public.

Staffing levels are another consideration. There are times when only one clerk staff member is physically in the office because other staff are attending Council or committee meetings, taking leave, attending appointments, on lunch, or otherwise unavailable. A locked door and clear signage allow that employee to use the restroom, work in another area of the office, or assist someone by telephone without leaving the office unattended. When staff are unavailable because of meetings or other official duties, Public Works is notified and the Office of the City Clerk follows up with individuals who may have attempted to visit during that time.

Safety

Physical separation is an important component of employee safety and de-escalation. Clerk staff occasionally interact with individuals who are angry, verbally abusive, or otherwise confrontational. City staff have received de-escalation training emphasizing the importance of maintaining appropriate physical space, allowing the public a space to decompress and a secure location to which an employee can retreat if an interaction becomes unsafe. Meeting members of the public in the City Hall atrium when appropriate also provides the benefit of other City employees being nearby and able to observe or assist if necessary.

Finally, as municipal attorney Chou-il Lee noted at the Indiana League of Municipal Clerks and Treasurer's Institute & Academy, customer service is not determined by whether an office door is open; it is determined by how people are treated. "Customer service is not about doors or windows—it's about how you treat people. Times have changed and you need to think about employee safety as well."

Question #2: How do you measure success within your office? What are the metrics, and using these metrics where are you presently, and where do you plan to be by end 2027?

Please review our submitted general memorandum for further detail.