

# City of Bloomington Common Council

## Legislative Packet – 2nd Addendum

(Issued on Wednesday, 16 June 2021)

Wednesday, 16 June 2021

Regular Session - 6:30 pm

*For a schedule of upcoming meetings of the Council and the City's boards and commissions, please consult the City's [Calendar](#).*



# Memorandum

**To:** Members of the Bloomington Common Council  
**From:** Devta Kidd, Director of Innovation  
**Date:** 6/16/21

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This memo contains details of work completed by or in conjunction with the Director of Innovation from June 2019 to present day for the City of Bloomington. Highlights from this memo will be presented to the Council on June 16, 2021.

## Background

In early 2016, Mayor John Hamilton established an Innovation Task Force that included members from City government, local stakeholders, and representatives from the City Council. The Task Force's mission was to identify steps the City could take to make City government more efficient, tackle innovative projects, and improve public engagement.

The final report included a number of recommendations and can be viewed here:  
<https://bloomington.in.gov/boards/innovation/report>

Actions taken from the report are documented here:  
<https://bloomington.in.gov/departments/office-of-the-mayor/projects/innovation-task-force/actions-taken>

In summary, ten of the top eleven recommendations were either implemented or are in progress.

With the change of Innovation Director in 2019, three objectives were established for the Office:

## Objectives

1. Increase organizational effectiveness
2. Nurture a culture of innovation
3. Prepare the organization for the future

Projects undertaken by this Office align with these three objectives.

## **Innovation Projects June 2019 - May 2021**

Projects undertaken by the Office of Innovation align with the three objectives of the Office. Examples of projects during the reporting period for this report are included below.

### **Increase Organizational Effectiveness**

Improving organizational effectiveness is rooted in how much we know about our current practices and workflows, how we evaluate the performance of those practices and workflows, and how much we share about what we know.

Projects and efforts in this area encourage the collection of data that describes performance and goals, the transfer of knowledge across departments, support for leadership best practices like effective meeting structure and accountability, and the examination of workflows for increased optimization.

Efforts in this timeframe included:

- Publication of 219 data sets to the City's BClear data portal.
- Development of a draft Climate Action Plan story map using data from the data portal. (in development)
- Development of surveys for the Farmers' Market and the Lower Cascades pilot; analysis and summary of their results, and publication of dashboards where possible (click here for the Lower Cascades "[experience](#)" survey dashboard and the Lower Cascades "[impact](#)" survey dashboard).
- Organization of three "Lunch-n-learn" opportunities on expanding the use of our Advanced Metering Initiative sensor network, the A3 Thinking Lean problem-solving framework, and on what we learned from the pandemic about successful virtual meetings and events.
- Collaboration with Community Access Television (CATS) to define a process for posting recordings to YouTube to activate automatic transcripts, and link to relevant meeting documents in the video description.
- Collaboration with Human Resources, Parks and Recreation, and Information and Technology Services to improve the employee onboarding process.
- Connection with IU Operations Management Workshop cohorts to work on process improvement projects with our departments. Recycling compliance and volume of calls at the Animal Shelter were explored in 2021 and the recommendations from the student groups are being implemented.
- Oversight of "Transparency in Local Government" IU capstone project - a summary of the results from the project is forthcoming; one of the recommendations was put forth by me for funding consideration using American Rescue Plan Act (ARPA) dollars.
- Facilitation of "Let's Get Visual" public involvement in data visualization "hackathon". Insights from 39 individuals and teams working on five different topics (animal control,

graffiti, neighborhood grants, citations, stormwater) were provided to appropriate department heads.

- Coordination of the City of Bloomington response to the Indiana Bond Bank's 2020 Flipping Finance Challenge. Teams from around the state worked on our "problems" and supplied solutions that were presented to department heads for consideration.

## **Nurture a Culture of Innovation**

Innovation has always been happening throughout the City, however, it has been dependent on a few individuals and has been siloed. Our first effort is to bring to light the innovation that is already happening and make that known both internally (to promote the idea that it is OK to challenge current ways of doing things and if there is something one department is doing that could be spread to others), and externally (to let residents know of the creativity and efficiency that already exist within our ranks). To that end, we collect stories of innovation throughout the organization and use the information to better understand where innovation is already happening, who is involved, and what factors contributed to the innovation being possible. To read more than 50 stories of innovation collected to date - including some innovations spurred by the COVID-19 pandemic - see: <https://bloomington.in.gov/success>.

When we identify where and how innovation is happening, we first acknowledge and celebrate those efforts. We do this by documenting the efforts of the innovators and posting them to the "success stories" page and feature them in our annual Innovation Celebration. Innovation Celebrations #1 and #2 highlighted employees at all levels of the organization whose ideas are changing the way we work. You can watch the 90-minute video of the second celebration on YouTube at: <https://youtu.be/62JoAvOCNI8>. The possibility of patents for some of the ideas presented at the second celebration are being explored by our City's Legal Counsel.

We leverage those employees who think differently by involving them in cohorts to work on re-imagining city services that matter the most to our residents. The first such effort began just before the pandemic and continued throughout 2020.

Innovation Training Cohort #1 included eleven employees from nine different departments. "Graduates" from the training learned the problem-solving framework used by Lean process improvement combined with design-thinking to co-create solution options with residents. The challenge explored by the cohort was how to keep leaves off of streets and sidewalks and out of storm drains in a way that is less costly and carbon-intensive and aligns better with resident schedules. You can read about their journey and the results here: <https://bloomington.in.gov/innovate/2020-leaves>.

The pilot implemented by Training Cohort #1 involved 22 resident households. To test whether the results from the 22 households will scale up to the rest of the City, the Office of Innovation is currently leading an expanded pilot involving up to 1,000 households. You can read more about this project (and how to help us promote it!) here: <https://bloomington.in.gov/innovate/2021-leaves>.

As a result of having participated in the first training cohort, the Neighborhood Services Program Manager for Housing and Neighborhood Development (HAND) is leading an innovation project

in conjunction with neighborhood associations, IU students, the IU Office of Student Affairs, and the IU Eskenazi School of Art, Architecture, and Design to explore how to better prepare students for being members of neighborhoods when they transition from dorm life.

The story of how the City of Bloomington Innovation Training Team worked in conjunction with residents to design solution options for the leaf management service is now a case study at the Kelley School's Operations Management Workshop and is being developed for inclusion in Accelerating Indiana Municipalities (AIM) innovation resources.

### **Prepare the Organization for the Future**

Preparing for the future requires that we understand the evolving needs of our residents and how we need to change to respond to them. The role of the Office of Innovation in this effort is to participate in benchmarking, evaluations, and cross-departmental discussions and normalize future trends by introducing them to our residents and employees now.

Efforts in this timeframe included:

- Conduct of an event at North Highschool called "Dronepalooza" featuring a multitude of different uses of drones. The event attracted approximately 200 residents. The goal was to introduce residents to the eventuality of their everyday intersection with drones and stimulate discussion about how they would like to see the City use drones. As a result of the event, the City is using drones for roof inspections when the properties are outside of restricted air space. One of the event partners - the Hoosier Hills Career Center - has co-opted the event and is leveraging all the contacts from the event for their annual "Manufacturing Day" at Ivy Tech.
- Compilation of a "What Works Cities" assessment of our use of data and innovation. Completing the assessment allowed us to gain access to training and resources offered through Bloomberg Philanthropies. We applied for and received assistance from them to launch our Innovation Training Cohort #1 in 2020.
- Active membership in the Climate Action Plan working groups, and the Stormwater Master Planning Team.
- Consultation with departments in the early stages of exploring whether technology will solve a current problem or improve our offerings. Examples include digital coins to encourage local spending, customer relationship management software, and electronic queueing systems.

### **Respond in a Crisis - the COVID-19 Pandemic**

It is no surprise that innovation is accelerated in times when the old way of doing things is suddenly no longer an option. We all experienced that reality during the COVID-19 pandemic of 2020. We were very fortunate to have professionals like our Fire Chief who is trained in disaster response to quickly catalog the operational and material needs of our departments and work with them to get them what they identified that they needed.

But what about the things that departments didn't know they needed? At the onset of the pandemic, the impact to Bloomington residents lagged behind European cities by a month or more and behind larger U.S. cities by only a few weeks. The main activity of the Innovation Director in those early days was to convene with Innovation Officers in those larger cities weekly to understand the pressures and challenges that would inevitably come to Bloomington, the variety of responses to those challenges, and flow that information to the various working groups established by the Mayor. Some quick projects that were attempted included:

- Exploration of a WPA-like mutual aid program for teens.
- Creation of a "kit" of signs and checklists for shopkeepers to reopen safely.
- A plan for virtual rental inspections.
- A map of businesses that are "open for business" coded with who provides contactless service, etc.

In addition to collecting and distributing information anticipating resident needs, the Office of Innovation also conducted five "pulse" surveys to city employees during the initial five months of the pandemic to get a sense of their challenges and worries, how to support them better, and the kind of information they were looking for from the Mayor. Results from the surveys informed the Continuity of City Government (COCG) protective measures guidance and some of the Mayor's messaging.

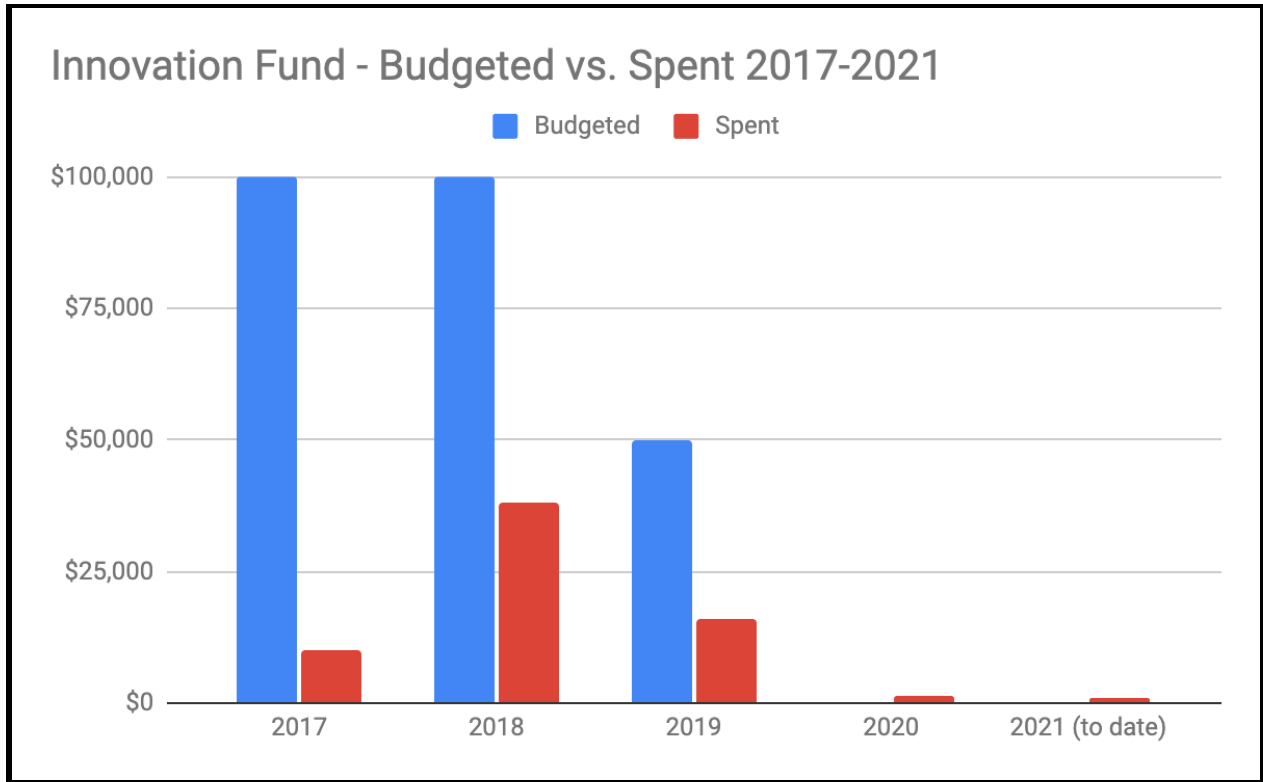
As departments began to understand how to conduct certain services and interactions safely, the Office of Innovation enlisted the help of the IU Operations Management Workshop to conduct multiple rounds of process improvements with Parks and Recreation staff as they kept the Farmers' Market open using online ordering and curbside delivery.

As sources of data about positivity rates became known, the Office of Innovation worked in partnership with the Information and Technology Services Department to develop the City of Bloomington COVID dashboard: <https://bloomington.data.socrata.com/stories/s/imrv-3jaa> .

Finally, after nine months of creating a "new normal", the Innovation Director facilitated an end-of-2020 discussion with the Cabinet about what we learned about our departments and about the organization and what policies or processes put in place during the pandemic we would like to see persist.

## **Innovation Fund and Expenses to Date**

One of the Task Force recommendations implemented was to establish an Innovation Fund to be used for internal projects as well as public-private partnerships. The budget for the Fund did not include the Director's salary and was initially set at \$100K for 2017 and 2018. In evaluating the 2018 expenses and the likely future expenses, the budget for the Fund was decreased to \$50K in 2019. In 2020 - prior to the pandemic - we were going to experiment with using reversion funds for innovation projects. As we now know, reversion funds were used for the Mayor's Recover Forward initiatives.



### Detailed Expenses by Year 2019-2021 to date

#### 2019 Expenses

EXPENSE DESCRIPTION	AMOUNT (\$)
Subscription to Medium Daily Digest	\$60.00
Facilitation supplies: butcher paper, post-its, sharpies, tape	\$239.59
Supplies: whiteboard	\$160.00
Innovation project: iPads for Facilities	\$1,800.00
GoPro camera and accessories	\$283.00
Combine Code Challenge Award	\$1,000.00
Participatory Budgeting - Virtual training for youth leaders	\$2,640.00
David Wild Consulting - Evaluation of dashboard software platforms	\$3,000.00
Travel - Oakland - Code for America	\$225.00
PowerBI subscription for BPD	\$54.00
Laptop, monitor, keyboard, mouse, PowerBI license for Innovation Fellow	\$2,052.96

Bloomington Fast Forward: Dronopalooza - Velocidrone simulation software, controllers, and cables	\$158
Bloomington Fast Forward: Dronopalooza - Obstacles; Launch & Landing pads	\$124
Bloomington Fast Forward: Dronopalooza - Print Needs	\$227
Books for MCCSC 4th Grade Maker's challenge	\$292
Travel - Harvard Innovators' Forum	\$3,455.00
Travel - CityLab	\$214.00
Travel - Louisville	\$29.00
Travel - South Bend	\$150.00
<b>TOTAL 2019 Expenses</b>	<b>\$16,164.38</b>

## 2020 Expenses

<b>EXPENSE DESCRIPTION</b>	<b>AMOUNT (\$)</b>
Subscription to Medium Daily Digest	\$60.00
Innovation @ Work Celebration - Food	\$78.44
Innovation @ Work Celebration - Roadmap Poster Boards	\$75.00
Flipping Finance Challenge - hotel room	\$149.00
Innovation Training - kickoff lunch	\$130.00
Innovation Bootcamp - coffee	\$100.00
Innovation Project - yard signs for community meetings	\$170.00
Innovation Project supplies - yard signs for pilot participants	\$667.00
Innovation Project supplies - reflective tape and paper yard waste bags	\$86.22
<b>TOTAL 2020 Expenses</b>	<b>\$1,515.66</b>

## 2021 Expenses (through May)

<b>EXPENSE DESCRIPTION</b>	<b>AMOUNT (\$)</b>
Subscription to Medium Daily Digest	\$60
Awards for "Innovation @ Work 2020" celebration	\$348
<b>TOTAL 2021 Expenses (through May)</b>	<b>\$408</b>



## **Innovation Focus June 2021 - May 2022**

An organizational assessment of the Office of the Mayor completed in the spring of 2021 had two main recommendations for the Innovation Director:

1. refocus the role primarily on internal process improvements, and
2. establish a core interdepartmental “Process Improvement Team” trained in both process improvement and design-thinking to be overseen by the Innovation Director.

These recommendations and their implications for the three established goals of the Office of Innovation are currently under consideration by the Mayor, Deputy Mayor, and Innovation Director.

Because departments are reluctant to volunteer and pay for a multi-month innovation project whose outcome is unknown, the topic of the Innovation Fund is also currently being reconsidered.

Goals for the coming year include:

- Work in conjunction with a space consultant to define space usage and future needs in City Hall in a reality where remote work persists to some degree.
- Strengthen the support and coaching structure for innovation by involving Department Directors in the same Innovation Training that their staff receives.
- Develop an Innovation Toolkit.
- Lead Innovation Training Cohort #2 consisting of representatives from 5 departments working together on one cross-departmental project that aligns with mayoral priorities, has high value to residents, and engages residents in the process.
- Coach “graduates” from Innovation Training Cohorts #1 on their spinoff projects.
- Nurture a culture of innovation by featuring a minimum of 25 new success stories of departmental innovation on the city website. Conduct an annual “Innovation @ Work” celebration of the newly documented innovations, and award innovative divisions with seed money for more innovation.
- Increase organizational effectiveness by creating internally-facing performance dashboards in 3 departments and structure quarterly Cabinet report-outs from these departments.
- Increase organizational effectiveness by evaluating existing public-facing dashboards created to determine what has been helpful to the public, what needs improvement, and which topics or departments should be targeted next.
- Create a change management plan to implement the recommendation from the 2021 expanded Leaf Management pilot.
- Manage a pilot project to implement wifi-connected interactive information kiosks in select areas of the city.
- Represent the City in the Uplands Lean Network and engage Innovation Bootcamp “graduate” Department Directors in continuous learning on Lean process improvement through active participation in this group.
- Structure agreements with MCCSC, Ivy Tech, and Indiana University that would formalize relationships whereby the City supplies projects and/or data to these entities in

exchange for their exploration of the data, and process improvements and alternate perspectives on challenges identified by departments.

- Continuously improve the Director's knowledge and network through one training and one conference annually.

\*\*\* Amendment Form \*\*\*

**Ordinance #:** 21-25  
**Amendment #:** Am 01  
**Submitted By:** Cm. Flaherty (at request of Legal Department)  
**Date:** June 16, 2021  
**Proposed Amendment:** Additions are shown in **bold**; deletions are shown in ~~strikethrough~~

1. The title of Ordinance 21-25 shall be amended by revising the name of the fund to be established from the “American Rescue Plan Act Fund” to the “ARP Coronavirus Local Fiscal Recovery Fund” as follows:

**TO ESTABLISH THE ARP CORONAVIRUS LOCAL FISCAL RECOVERY  
FUND ~~AMERICAN RESCUE PLAN ACT FUND (“ARPA FUND”)~~  
SUPPORTING THE CITY OF BLOOMINGTON’S RECOVERY FROM  
THE COVID-19 PANDEMIC**

2. Ordinance 21-25, Section 1 shall be amended by revising the name of the fund to be established in the Office of the Controller from “ARPA fund” to “ARP Coronavirus Local Fiscal Recovery Fund” as follows:

SECTION 1. Establishment of Fund. There is hereby established a fund to be known as the ARP Coronavirus Local Fiscal Recovery Fund ~~ARPA Fund (“ARPA Fund”)~~ in the Office of the Controller.

3. The synopsis of Ordinance 21-25 shall be amended by revising the reference to the “American Recovery Plan Act (ARPA) Fund” to instead refer to the “ARP Coronavirus Local Fiscal Recovery Fund”.

**Synopsis**

This amendment updates the name of the fund to be established to “ARP Coronavirus Local Fiscal Recovery Fund” to comport with accounting directives issued by the State Examiner.

**Committee Recommendation:** N/A  
**Regular Session Action (6/16/21):** Pending

\*\*\* Amendment Form \*\*\*

**Ordinance #:** 21-30  
**Amendment #:** Am 03  
**Submitted By:** Cms. Sims, Smith, and Rollo (at request of HAND department)  
**Date:** June 16, 2021  
**Proposed Amendment:** Additions are shown in **bold**; deletions are shown in ~~striketrough~~

[*Note: this amendment takes into account previous amendments to Ordinance 21-30 that were adopted by the Council*]

1. The first Whereas clause of Ordinance 21-30 shall be amended as follows:

WHEREAS, the City of Bloomington ~~has a demonstrated problem enforcing~~ **is in need of a resource to support identification and enforcement of** over-occupancy in residential rental units; and

2. The last Whereas clause of Ordinance 21-30 shall be deleted and the “; and” at the end of the preceding Whereas clause shall be amended to a period to reflect this change.

3. Ordinance 21-30, Section I shall be amended by revising the proposed new BMC Section 16.03.025 as follows:

16.03.025. OCCUPANCY AFFIDAVIT.

- (a) No owner of a residential rental unit containing up to four dwelling units per building shall let for occupancy or let any such dwelling unit without first ~~submitting~~ **completing and maintaining** a fully executed occupancy affidavit for said dwelling unit ~~to the HAND department~~ on the form so provided by the HAND department.
- (b) For each dwelling unit, each occupancy affidavit shall include the name of each occupant ~~and identify the familial relationships, if any, among the occupants~~. The owner or agent shall execute the occupancy affidavit based upon personal knowledge and only after ~~diligent~~ **reasonable** inquiry with respect to the information contained therein. Each tenant shall also sign the occupancy affidavit and affirm that information contained therein is true and accurate.
- (c) For each dwelling unit, the owner or agent shall ~~submit~~ **complete** an updated occupancy affidavit and each tenant shall sign the same, as set forth above, not less than once per calendar year ~~during the month of September~~, and also within 15 calendar days from the date of any change in the occupancy in the dwelling unit. **The owner of the residential rental unit shall retain completed occupancy affidavits for a period of two years. The owner of a residential rental unit shall produce and permit inspection of an occupancy affidavit during any HAND inspection, or upon request by the City.**

- (d) For residential rental properties containing more than four dwelling units, the requirement to ~~submit~~ **complete and maintain** a fully executed occupancy affidavit to the ~~HAND department~~ is waived unless a complaint is made about occupancy concerning the residential rental unit.
- (e) Any residential rental unit that is subject to this section but has received from the Board of Housing Quality Appeals a variance from having to obtain an occupancy permit under this Title must still fully comply with this section of this Title.

3. Ordinance 21-30, Section II shall be amended by revising the proposed addition to the table contained at BMC Section 16.10.030(b) as follows:

<del>Failure to timely submit and/or submission of an incorrect occupancy affidavit.</del>	Flat fine not to exceed \$500.00.
Failure to timely maintain and/or knowing, intentional, reckless, or negligent completion of an incorrect occupancy affidavit	

4. Ordinance 21-30 shall be amended by deleting Section III and renumbering subsequent sections accordingly.

### Synopsis

This amendment was prepared to reflect changes suggested by HAND staff. It makes several changes to Ordinance 21-30, as follows:

- requires property owners subject to the ordinance to complete and maintain occupancy affidavit forms after a reasonable inquiry as opposed to requiring submittal of each form to the HAND Department;
- states that property owners shall retain completed occupancy affidavit forms for a period of two years and shall be able to produce the forms upon request;
- removes the requirement to identify the familial relationship among occupants in the affidavit form;
- revises the proposed penalty to address a failure to timely maintain a required affidavit form;
- deletes Section III of the ordinance to remove the change proposed related to email notification of notices of violation; and
- revises Whereas clauses to better reflect the reason for the ordinance to reflect other changes proposed by the amendment.

**Committee Recommendation:**  
**Regular Session Action (6/16/21):**

**N/A**  
**Pending**

\*\*\* Amendment Form \*\*\*

**Ordinance #:** 21-30  
**Amendment #:** Am 04  
**Submitted By:** Cm. Flaherty  
**Date:** June 16, 2021  
**Proposed Amendment:** Additions are shown in **bold**; deletions are shown in ~~strikethrough~~

[*Note: this amendment takes into account Amendment 03 to Ordinance 21-30, which may be adopted by the Council*]

1. Ordinance 21-30, Section I shall be amended by revising the proposed new BMC Section 16.03.025(c) as follows:

16.03.025. OCCUPANCY AFFIDAVIT.

- (c) For each dwelling unit, the owner or agent shall complete an updated occupancy affidavit and each tenant shall sign the same, as set forth above, ~~not less than once per calendar year, and also~~ within 15 calendar days from the date of any change in the occupancy in the dwelling unit. The owner of the residential rental unit shall retain completed occupancy affidavits **until the date of any further change in the occupancy in the dwelling unit** ~~for a period of two years~~. The owner of a residential rental unit shall produce and permit inspection of an occupancy affidavit during any HAND inspection, or upon request by the City.

**Synopsis**

This amendment removes the requirement on property owners to complete an occupancy affidavit at least once per year. Instead, it requires owners or agents to complete such affidavits only when there is a change in the occupancy of the dwelling unit. The amendment also modifies the period during which such affidavits must be maintained.

**Committee Recommendation:**  
**Regular Session Action (6/16/21):**

**N/A**  
**Pending**