



2017

Budget Goal Updates

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Public Comment

If you would like to submit a question, suggestion or concern about anything in this document, please fill out [this form](#) and we will be in touch. Mayor Hamilton believes in saying what you do and doing what you say, and we hope that you find that in this document.



**JOHN HAMILTON
MAYOR**

CITY OF BLOOMINGTON

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September 24, 2018

Dear Council Members,

It might be a truism to say that in order to move forward, we need to reflect on where we've been. But we both know how rarely the opportunity to reflect presents itself in the day-to-day work of running a dynamic city like ours. Yet, as we move into fiscal year 2019, it's imperative that we look back on 2017 and 2018, see where we succeeded and where we could improve, and use that knowledge to inform our decisions for 2019. So we've built the means for that reflection into our process.

Shortly after the fiscal year 2018 budget was approved, I directed my staff to put together a project management system that could track the status of goals included in our budget memos. Since then we have used Trello, a web-based project management application, to track our progress.

This document is a compilation of departmental Trello updates for 2017 and 2018 budget goals. You will see that the department heads have labeled projects with their status, assigned themselves due dates for the completion of each project, and highlighted action items to achieve their overall goals. In specifying goals and measuring progress toward them, our city departments are demonstrating a level of accountability to residents that will help ensure their tax dollars are being spent efficiently and effectively. I'm proud of our departments' accomplishments, and I think you'll agree that this budget review document is a great representation of what they've done.

If you have any questions, concerns, or suggestions about this document, please feel free to reach out to Mick, who can provide specifics about each department's report and explain the new system for tracking our budget goals.

Sincerely,

John Hamilton
Mayor, City of Bloomington

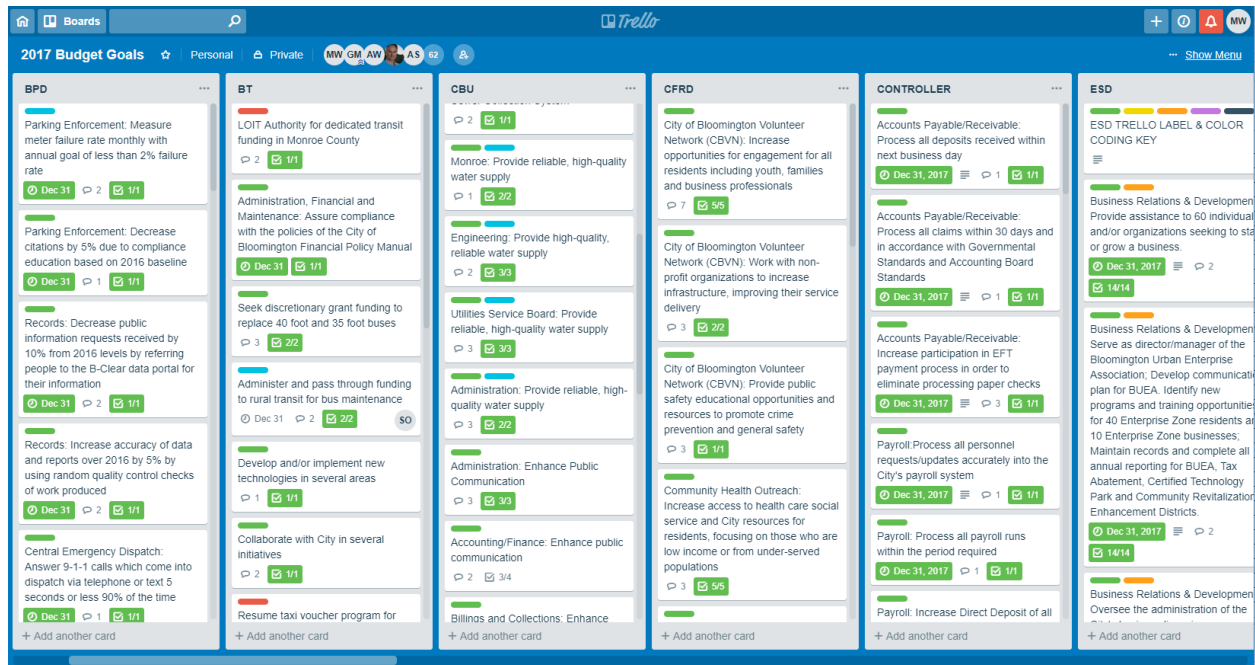


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Glossary of Terms

Trello: Trello is a web-based project management application that the City of Bloomington has used internally to monitor budget goal progress. You can see our internal board below.



Program/Activity: This is a service being delivered to the community by a specific department.

Status Terms

Accomplished: This term is used in the status update column to indicate that a budget goal was accomplished.

Substantially Accomplished: This term is used in the status update column of 2017 documents to indicate that a budget goal was accomplished by more than 50% of the stated goal.

Not Met: This term is used in the status update column of 2017 documents to indicate that a budget goal was not met by more than 50% of the stated goal.

In Progress: This term is used in the status update column of 2018 documents to indicate that staff currently are working towards accomplishing a budget goal.

Inactive: This term is used in the status update column of 2018 documents to indicate that staff are no longer pursuing a budget goal or that it has been pushed to a future date.

2017 Community and Family Resources Department Budget Goal Updates

Program / Activity	Goal	Update	Status
City of Bloomington Volunteer Network (CBVN)	Increase opportunities for engagement for all residents including youth, families and business professionals	<p>-Work closely with Monroe County United Ministries, Fairview School, Boys and Girls Club, Girls Inc. and South Central Community Action Program as part of the One Community Initiative. In 2017, a staff person from each of these organizations was videotaped while discussing some of the commonalities volunteers may experience while working with adults and children living in poverty.</p> <p>-The volunteer orientation video was completed and is being used as part of each One Community agency's volunteer orientation program.</p> <p>-All ages opportunities were hosted by 7 MLK sites: Bloomington Community Orchard, Lotus Education and Arts Foundation, Interfaith and Community Collaboration, American Legion Auxiliary, Monroe County Public Library, Mother Hubbard's Cupboard and the Indiana University Groups Scholars Program</p> <p>-Be More Award applications increased to 86. Attendance at event estimated at 400.</p> <p>-Pro bono volunteer pitches made at Solution Tree and Envisage.</p>	Accomplished
	Work with non-profit organizations to increase infrastructure, improving their service delivery	Shalom Community Center volunteer orientation manual complete.	Accomplished
	Provide public safety educational opportunities and resources to promote crime prevention and general safety	<p>-Serve on Monroe County Emergency Management team with the role of setting up a Volunteer Center and deploying volunteers in the case of a natural disaster.</p> <p>-Provided Bloomington Housing Authority with a list of items that go into a disaster preparedness kit and a list of potential sources for those items for their residents.</p>	Accomplished

2017 Community and Family Resources Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Community Health Outreach	Increase sense of well-being for community members with a focus on under-served or marginalized populations	<p>-Following their strategic planning meeting, the Commission on the Status of Children and Youth changed their focus and did not coordinate an anti-bullying campaign. The goals of the commission now include advocacy/legislation, research/reporting and partnerships/workshop.</p> <p>-Along with the Commission on the Status of Black Males and the Commission on the Status of Women, the Commission on the Status of Children and Youth was involved in advocating for the elimination of lunch shaming practices in Monroe County Community School Corporation.</p> <p>-SWAGGER Awards were presented to 4 students living or attending school in Monroe County on 9/11/17.</p>	Accomplished
	Provide public safety educational opportunities and resources to promote crime prevention and general safety	We did not receive the grant to do this program so we were unable to proceed.	Not Met
Latino Outreach Program	Increase opportunities for engagement for all residents, including youth, families and business professionals	<p>-Produced 11 monthly issues of the Boletin Comunitario. Total distribution for the year = 6,050.</p> <p>-Produced 42 live broadcasts of Holaj Bloomington in collaboration with WFHB Radio, utilizing 8 community volunteers as hosts and sound operators</p>	Accomplished

2017 Community and Family Resources Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Latino Outreach Program	Increase sense of welcome and well-being for community members with a focus on under-served or marginalized populations	<p>-Coordinated 4 workshops entitled KNOW YOUR RIGHTS at Monroe County Public Library between February and April 2017. Two sessions were bilingual (English/Spanish) and two sessions were in Spanish only. Workshop facilitators addressed questions about immigration reform, offered counseling and legal assistance that included: document preparation for change of guardianship; identifying local supports; information about proper procedures when engaging law enforcement officials which included local policing agencies and immigration and customs enforcement officials. Attendance of workshops ranged between 40-60 residents.</p> <p>-Commission on Hispanic and Latino affairs (CHLA) hosted “Bienvenidos a Bloomington” (“Welcome to Bloomington”), an opportunity for community members to meet CHLA Commissioners and learn what they do. Approximately 10 community members attended the event.</p> <p>- Cultural competency training to all BPD officers by Latino Outreach Coordinator and staff of El Centro Comunal Latino.</p> <p>- Fiesta del Otoño took place in conjunction with the Farmers' Market to kick off Hispanic Heritage Month and to showcase the diversity of Spanish speaking cultures that exist in Bloomington, with an estimated attendance of over 300.</p>	Accomplished
Safe and Civil City Program	Work with nonprofit organizations to increase infrastructure, improving service delivery	In partnership with Work One, 2 people worked with the Facilities Department's Downtown Specialist for 12 weeks.	Accomplished

2017 Community and Family Resources Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Safe and Civil City Program	Increase sense of well-being for community members with a focus on under-served or marginalized populations	-Black History Month: Essay contest - 180 essays received, 9 awards given; Kick off attendance - 90; Gala Attendance - 180 - IU chose to move AsianFest to the Buskirk-Chumley -Fiesta del Otoño attendance - 180 - not counting those who wandered through from Farmers' Market - Commission on the Status of Black Males awarded 2 Outstanding Black Male Leader of Tomorrow Awards.	Accomplished
	Provide public safety educational opportunities and resources to promote crime prevention and general safety	-Participated in new student orientations at IU through the Groups Program. -Provided information for new student packets to the Office of Student Affairs -Worked with CJAM to institute the Safety, Civility and Justice Initiative sessions to various constituencies.	Accomplished
Commissions/ Council	Increase opportunities for engagement for all residents, including youth, families and business professionals	The Commission on the Status of Black Males (CSBM) has 2 youth members affiliate members not appointed by the Council but who attend on their own and work with the Commission on various activities.	Accomplished
	Increase sense of welcome and well-being for community members with a focus on under-served or marginalized populations	-2017 Outstanding Black Male Leader of Tomorrow Awards presented to Caleb Poer (high school) and Brian Richardson, Jr. (adult) -Women's History Month Lunch attendance - 450; Awards presented to Cathy Fuentes-Rohwer (Emerging Leader); Dr. Judy DeMuth (Woman of the Year) and renamed the Lifetime Achievement Award in honor of Toby Strout. - 30 Accessibility decals awarded. Celebration of Accessibility held at businesses along Kirkwood Avenue. -SWAGGER Awards presented to Kara Turner, Samson Jones, Toby Thomassen and Jack Murer.	Accomplished

2017 Community and Family Resources Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Commissions/ Council	Increase access to healthcare, social service and City resources, especially to those who are low income or from under-served populations	<p>-At home colorectal cancer screening kits distributed to 100 residents through faith communities, CSBM contacts, and at health fairs. IU Health Olcott Center provided free readings for these individuals.</p> <p>-CSBM members recruited African-American males to attend the Public Health Week health fair by holding a competition in African-American churches to determine who could get the most men to attend. Attendees were provided free screenings for blood pressure, glucose, cholesterol, spinal health, and hearing. There were pre- and post-tests to determine if the attendees were more knowledgeable about their health after visiting the health fair.</p>	Accomplished
	Work with non-profits organizations to increase infrastructure, improving the service delivery	<p>-Amount of funding received was reduced to \$25,000 resulting in a reduction of service projects able to be funded.</p> <p>-MLK Day community celebration held at Buskirk-Chumley with approximately 400 people in attendance. Keynote speaker was Adam Foss.</p>	Accomplished
Administrative	Provide overall management, administration and customer service for the department	Coordinate the monthly presence of nonprofit organizations in the first floor display case. Increased to 2 per month because it is in such demand. Now able to publicize 1 city and 1 nonprofit program or initiative each month, or 24 per year.	Accomplished

Goal Count	Goals Met?	
	Accomplished	14 (93.33%)
	Substantially Accomplished	0 (0%)
	Not Met	1 (6.67%)
Total Goals		15

2017 Controller's Office Budget Goal Updates

Program / Activity	Goal	Update	Status
Accounts Payable / Receivable	Process all deposits received within next business day	We continue to process financial transactions on a timely basis. Deposits that are not processed by the next business day relate to not having sufficient information to deposit the funds into the correct fund and account. These represent a very small number in comparison to the total number of deposits. We process an average of 500 to 600 deposits a month and average less than 5 of these type deposits These deposits are made within the next business day from when the information necessary to account for the deposit has been determined.	Accomplished
	Process all claims within 30 days and in accordance with Governmental Standards and Accounting Board Standards	All claims processed within 30 days, with exception of a small number that were in dispute or incomplete during that time frame.	Accomplished
	Increase participation in EFT payment process in order to eliminate processing paper checks	Total EFT participation was 69.05%, 1st 6 months of 2016 vs 2017 increased EFT participation by 7%	Accomplished
Payroll	Process all personnel requests/updates accurately into the City's payroll system	All personnel requests and updates were completed accurately and prior to the next payroll date of the employee.	Accomplished
	Process all payroll runs within the period required	All biweekly payrolls were completed by the appropriate pay date.	Accomplished
	Increase Direct Deposit of all payroll to 100%	In 2017 97.02% of payments were made via EFT. We now only issue a check for special payments or for payroll corrections. We process approximately 32,000 transactions per year with an average of 950 of those paid via check or 2.98%	Substantially Accomplished
Cash Management	Create efficient and effective interactive cash management systems	Simplified banking account structure and implemented one for one accounting for deposit items.	Accomplished
	Reconcile all bank accounts within 30 days of the end of the period	All bank accounts were reconciled within 30 days of receipt.	Accomplished
	Maximize the City's return on investment	Increased rate of return from 0.8% to 1.01% in 2017	Accomplished

2017 Controller's Office Budget Goal Updates

Program / Activity	Goal	Update	Status
Cash Management	Comply with all State and Federal banking/investing regulations	Complied with all State and Federal banking/investing regulations. The State has adopted a very narrow list of available investments. All City funds are in Money Market interest bearing accounts.	Accomplished
	Develop a risk-based assessment of the proper level of reserves for each of the City's funds	In 2017 we conducted a risk-based assessment for the City General Operating account and Parks Operating account. These are the two largest accounts and therefore, we were unable to assess other small accounts. They will be assessed in 2018.	Substantially Accomplished
Budgeting	Develop revenue and expenditure estimates for use in creation of the annual budget	Budget was submitted and approved on schedule. We continued to make progress on transitioning to full program budgets.	Accomplished
	Process and submit the annual budget request within the period mandated by the State for approval by the Mayor, Common Council and Department of Local Government Finance	The annual budget was submitted on schedule and approved by the Mayor, Common Council and Department of Local Government Finance.	Accomplished
Research & Special Projects	Develop and provide advice, guidance and reports as needed to meet the requirements of each project	Consulted with with Departments on a number of special projects such as the Trades District, Food & Beverage Tax, Convention Center Expansion funding, Old & New Hospital sites, Switchyard Park, Capital Planning & Financing,	Accomplished

2017 Controller's Office Budget Goal Updates

Program / Activity	Goal	Update	Status
Research & Special Projects	Implement, as possible, the recommendations of the Fiscal Task Force	Of 16 total goals from FTF, as of end of 2017: -7 completed -8 in progress -1 pending	Accomplished
Financial Reporting	Develop, complete, and submit all reports and forms required by Federal and State authorities within the time period required	Implemented the Transparency Module on the City website. Received clean audits from the SBOA. Discussions continued with various Financial Advisors on the best process to obtain the CFR.	Accomplished
	Investigate the ability to file and receive the Government Finance Officers Association's (GFOA) Certificate for Financial Reporting	Received clean audits from the SBOA. Continued discussions with various Financial Advisors on the best process to obtain the CFR. Current roadblock is the need to have a timely audit completed in order to meet the July 1 application deadline. We are looking into the process and costs of outsourcing this from the SBOA.	Accomplished
Capital Finance & Accounting	Incorporate Governmental Accounting Standards Board (GASB) standards for capital asset accounting	Meeting GASB standards, we issued 4 new bond series and 2 refunding series. Updated City capital plan and have recently expanded it from a 5 year to a 10 year outlook. Reedy Financial is assisting with this effort. Worked with Otto Khron & Associates on both short term and refunding programs. We will now shift to the long term planning that will be an additional feature of the long term capital plan.	Accomplished

2017 Controller's Office Budget Goal Updates

Program / Activity	Goal	Update	Status
Capital Finance & Accounting	Develop a formal debt policy for the City of Bloomington	Capital plan was updated and expanded from a 5 year to a 10 year outlook. Reedy Financial is assisting with this effort. Worked with Otto Khron & Associates on both our short term and refunding programs. We will now shift to the long term planning that will be another feature of the long term capital plan.	Substantially Accomplished
Procurement	Develop and implement a comprehensive program that will assure compliance with State and Federal rules and regulations	<ul style="list-style-type: none"> -Developed a revised procurement policy and instituted electronic requisitions in our efforts to fully automate the procurement process -Engaged BDK to perform a segregation of duties and levels of control which will be completed in the 1st quarter of 2018 -Working to procure and implement a Document Management program -Complied with 2016 and 2017 SBOA audits 	Accomplished
	Develop a local purchasing cooperative with other local governmental and educational institutions	This project has been delayed until 2019.	Not Met

2017 Controller's Office Budget Goal Updates

Program / Activity	Goal	Update	Status
Procurement	Implement the appropriate levels of controls and segregation of duties to minimize the risk of theft or fraudulent use of city resources	Utilizing computerized systems from the beginning thru completion of a transaction provides the greatest level of protection against theft and/or fraud. We have reviewed the processes for both expenditures and revenues and have made adjustments as needed to minimize threats. An example of one change was on the revenue side. We have decoupled the process for the invoicing and collection of various revenue streams. The department that creates the invoice can no longer receive the payment. Those payments are now sent to the Controllers office for receipt and deposit. We are planning a review in the fall of 2018 of all subsidiary systems to assess the need or the program, whether or not the functionality exists in the City's ERP system and if not, integrate it with the ERP or replace it with a off the shelf system that provides better functionality and security. Audits by the State Board of Accounts for the 2015 & 2016 audits did not uncovered any thefts or fraud.	Accomplished
Internal Audit	Develop and implement a comprehensive program that will assure, within reason, compliance with State and Federal rules and regulations	We have made great progress in the implementation of appropriate controls and segregation of duties. This is a continuous process with changes to programs, processes and staff. We have contracted with BKD to perform a review of our processes and we will integrate their recommendations into our processes. We received clean audit reports from the SBOA for 2015 & 2016. We are planning to begin a review of our enterprise financial and HR software and that review will guide the integration of our subsidiary software programs.	Accomplished

2017 Controller's Office Budget Goal Updates

Program / Activity	Goal	Update	Status
Internal Audit	Implement the appropriate levels of controls and segregation of duties to minimize the risk of theft or fraudulent use of city resources	Developed and gained Council acceptance of Internal Controls and Materiality Policies. Successfully implemented and trained all appropriate City staff on the policy. We have made great progress in the implementation of appropriate controls and segregation of duties. This is a continuous process with changes to programs, processes and staff. We have contracted with BKD to perform a review of our processes and we will integrate their recommendations into our processes. We received clean audit reports from the SBOA for 2015 & 2016. We are planning to begin a review of our enterprise financial and HR software and that review will guide the integration of our subsidiary software programs.	Accomplished
	Develop an internal audit program to review selected transactions for compliance with City, State, and Federal requirements	We received clean audit reports from the SBOA for 2015 & 2016. We are planning to begin a review of our enterprise financial and HR software and that review will guide the integration of our subsidiary software programs.	Accomplished
	Develop a program for the integration of all subsidiary software systems with the City's enterprise financial program	This goal was pushed until fall 2018. We are planning a review for the integration of any and all subsidiary software programs with our enterprise financial and/or Human Resources software. In addition, we will be reviewing our primary enterprise financial system. That review will guide the us in determining if we will integrate the subsidiary software program, replace it, or use functionality available in our primary financial software system.	Not Met

2017 Controller's Office Budget Goal Updates

Program / Activity	Goal	Update	Status
Internal Audit	Develop a program to review and establish proper controls and segregation of duties for users of City software programs	We developed a program to review and establish proper controls and segregation of duties for users of City software programs. For each software program, the Controllers office reviews the defined roles utilized in the software to asses if there are any gaps or overlaps and takes any action necessary to make changes. Once complete the Department using the software issues a list of staff for the roles and then the IT department will assign staff to those roles with approval from the Controllers office. The review of user roles and their assignment is complete. This process will be utilized for new software and a review will be conducted annually of both roles and their assignments. We have made great progress in the implementation of appropriate controls and segregation of duties. This is a continuous process with changes to programs, processes and staff. We have contracted with BKD to perform a review of our processes and we will integrate their recommendations into our processes.	Accomplished

Goal Count	Goal Met?	
	Accomplished	22 (81.48%)
	Substantially Accomplished	3 (11.11%)
	Not Met	2 (7.41%)
Total Goals		27

2017 Department of Economic and Sustainable Development Budget Goal Updates

Program / Activity	Goal	Update	Status
Business Relations & Development	Provide assistance to 60 individuals and/or organizations seeking to start or grow a business.	Designed and implemented “Start A Business” end-to-end quick start guide on new City website, in partnership with Department of Innovation. Answered over 200 business startup/expansion inquiries via small business “ombudsperson.” Successfully leveraged \$300,000 in CRED funding to support job growth at Envisage Technologies, a key Bloomington employer.	Accomplished
	Serve as director/manager of the Bloomington Urban Enterprise Association. Develop communication plan for BUEA. Identify new programs and training opportunities for 40 Enterprise Zone residents and 10 Enterprise Zone businesses. Maintain records and complete all annual reporting for BUEA, Tax Abatement, Certified Technology Park and Community Revitalization Enhancement Districts (CRED).	Administered \$147,200 in community sheltering grants, over \$38,000 in education grants/scholarships, \$15,000 in BUEA Zone Arts grants, \$20,000 in historic facade grants, and leveraged \$75,000 in BUEA funding to support Community Development Financial Institution (CDFI) implementation, in partnership with the Community Foundation of Bloomington and Monroe County. In 2017, ESD dedicated approximately 35 hours per month of staff support time to BUEA. Successfully re-certified Bloomington’s Certified Technology Park (CTP) and submitted annual reporting for BUEA, CRED, and the CTP. We can say with confidence that at least 40 residents and well more than 10 businesses were impacted by the 2017 BUEA investments as detailed.	Accomplished
	Oversee the administration of the City's business licensing programs	ESD issued 23 mobile food vendor licenses, and also processed 4 pawn broker licenses, 16 secondhand dealer licenses, 19 solicitor’s permits, and 4 pushcart.	Accomplished
	Assess and identify 4 new business opportunities for Certified Technology Park and other designated areas.	Secured \$300K EPA Brownfield Assessment Grant to stimulate private investment. Reviewing 3 formal proposals for Trades District investment. Reviewing 2 proposals for potential Administration Building sale.	Accomplished

2017 Department of Economic and Sustainable Development Budget Goal Updates

Program / Activity	Goal	Checklist	Status
Primary Liasion with Business Community	Develop and implement plan for Dimension Mill including construction and occupancy	Engaged Pat East, a local entrepreneur and CEO, as Executive Director of the Dimension Mill in Summer 2017. Completed the Dimension Mill design, secured approval from the Historic Preservation Commission and a waiver to the Green Building Ordinance from Common Council. Released the Dimension Mill and Trades District construction projects for bid in Q4 2017. Supported formation of Dimension Mill Inc., a 501(c)(3) to operate the facility, which held its first board meeting in October 2017.	Accomplished
	Serve as the lead for the development of the Trades District, including infrastructure, marketing, incentives and business	Completed design and construction bid packet for Trades District infrastructure design project, bids to be received in Q1 2018. Worked with BEDC and architectural consultant to prepare marketing and sales documentation to pursue private investment in Trades District. Purchased 627 N Morton St, an adjacent site, to facilitate construction and future development.	Accomplished
	Market, identify and locate at least 3 new technology businesses and 3 entrepreneurial service providers in the Dimension Mill.	Promoted Dimension Mill via ongoing pre-activation startup/entrepreneurship programming, including the creation of several new startup support event series in advance of opening. Solicited and received commitments for Dimension Mill membership at opening.	Not Met
	Secure investment commitment from 3 companies in the Trades District	Evaluated 4 significant private development proposals in District. Tsuchiya Corporation (TASUS) committed to purchase 0.9 acre site in Trades District for the construction of their future North American research and Development headquarters. PedCor has committed to building affordable housing at the site.	Substantially Accomplished

2017 Department of Economic and Sustainable Development Budget Goal Updates

Program / Activity	Goal	Update	Status
Primary Liasion with Business Community	Provide leadership and assistance for the area plan developments around the current IU Health/Bloomington Hospital site, the downtown convention center site, and the area surrounding the Switchyard Park.	Pursued additional property acquisitions and overlay guidelines for properties surrounding Switchyard Park. Provided preliminary input to Hospital and Convention Center efforts.	Accomplished
Arts & Cultural Development	Manage, organize and administer 4 public art projects	5 public art projects: Vectren Fence Art on B-Line, 3rd Street Median, 7th Street Traffic Calmers, Pop! Toolkit pop-up place-making project and the Walnut/Morton Street Garage.	Accomplished
	Coordinate grant programs and serve as advisor to the Bloomington Arts Commission	-Received largest ever number of grant applications for BAC arts project grants totaling \$55,000 in requests -Increased outreach efforts for BUEA Zone Arts grants - expecting to double last year's application total of 11. -Developed and implemented strategic plans for BAC and BUEA for placemaking projects.	Accomplished
	Prepare, disseminate and solicit RFQs, RFPs, to announce 4 public art project opportunities	Completed and issued 5 RFQs for Public Art opportunities receiving over 30 submissions, including Peoples Park, 7th Street, and Washington Street murals.	Accomplished
	Research and develop presentations and messages to convey the role of arts, entertainment and cultural activities in the local and regional economy.	Strengthening BEAD: advisory meeting attendance has expanded to include service industry, music, and broader cultural activities in Bloomington. Over 20 attendees/meeting on average, up from 2010-2015 average of 10 attendees.	Accomplished

2017 Department of Economic and Sustainable Development Budget Goal Updates

Program / Activity	Goal	Update	Status
Arts & Cultural Development	Plan 3 regional collaborative events.	3 regional events including: -Lead panelist at the From the Group Up Place-Making Workshop -Serving as steering committee member and leading workshop for the Indiana Arts Commission's first statewide arts conference -Collaboration with IU Art and Humanities Council, BUEA and Arts Commission	Accomplished
	Initiate and complete 3 murals in downtown Bloomington	Completed 3 Murals - Intersection Mural (at Dodds/Fairview) by Keith Romane, 7th Street Underpass Mural by Justus Roe, 423 S Washington Waterways Mural by Emily Wilson.	Accomplished
	Identify 4 opportunities to integrate the arts and culture activities more broadly in the City and region	Identified 4 opportunities including: -Secured \$4,000 grant from the state (OCRA and IOTD) for the POP! Toolkit, a community engagement pop-up project; implementation in progress. -Supporting development of new cultural offerings in the community including Vonnegut Festival, Midway Music, Secretly Canadian 20th Year Celebration and participation in first Fridays, Hoagy Carmichael Musical, Eskenazi Art Museum, Mathers Museum. -Developing Arts Road 46 collaborations – e.g., Exhibit Columbus coordination -Fostering other regional and state exchanges with St. Louis, Louisville, Indianapolis, Cincinnati, and peer smaller cities such as Nashville, Columbus, New Harmony, Evansville and Madison.	Accomplished
	Develop 4 temporal art programs/installations	Over 4 programs and installations including: -Graduate Hotel Fence Project (during Construction) -Creative Time Flag Project (Monthly) -IU Public Art Grants - initiated and co-facilitated by the City of Bloomington.	Accomplished

2017 Department of Economic and Sustainable Development Budget Goal Updates

Program / Activity	Goal	Update	Status
Sustainable Development	Develop and maintain a vision for internal and external sustainability in coordination with the City's economic development strategy and Comprehensive Master Plan.	Administered the Monroe County Energy Challenge (MCEC). In 2017, this included 28 community events with 1,856 event attendees; 2,890 volunteer hours leveraged in support of the program; outreach to 1,081 school-aged youth with renewable energy education; a 30% homeowner engagement in post-energy assessment/upgrades; and contact with 55,000 MCEC Work Place Partner employees and clients via program outreach efforts.	Accomplished
	Develop a plan for sustainability as part of the City's Comprehensive Master Plan and in collaboration with Planning and Transportation and environmental program coordinator	Developed an RFP and selected a consultant to lead development of a sustainability plan in 2018.	Substantially Accomplished
	Identify and recommend City policy and organizational changes needed to advance 4 sustainability initiatives and develop/recommend incentives	4 projects focused on solar installations in 1H 2017 in response to Indiana Senate Bill 309 including: -Secured more than 130 community solar installation commitments totaling 1 megawatt of additional solar capacity via the Solarize Bloomington program. -Completed Bloomington Police Department and City Hall solar installations. -Implemented a Guaranteed Energy Savings Contract to identify and install solar PV systems at 30 City facilities, of which 24 were completed in 2017, and perform investment grade audits for energy efficiency projects.	Accomplished
	Expand Team Green	On hold in 2017 due to length of time sustainability position was vacant.	Not Met
	Identify/submit data for energy use	On hold in 2017 due to length of time sustainability position was vacant.	Not Met

2017 Department of Economic and Sustainable Development Budget Goal Updates

Program / Activity	Goal	Update	Status
Sustainable Development	Identify 5 new alliances, partnerships and/or coalitions with both internal and external constituencies	Established at least 5 new substantial partnerships, including: Solar Installation Renewable Energy Network to plan and implement the Solarize Bloomington initiative; Energy Services Group to evaluate City facilities and implement solar and recommend other upgrades; Duke Energy to evaluate battery/storage opportunities; Monroe County Energy Challenge phase 2 partnership to help guide the group's influence and programming past the original Georgetown Challenge Competition; "Sustainable Profits," a business-focused sustainability program aligning energy efficiency vendors with small business customers. Provided staff support to the Bloomington Commission on Sustainability.	Substantially Accomplished
	Initiate bike share program	Developed an RFP and selected a company, in coordination with IU, to launch bike share in 2018. The bike share program was launched June 2018.	Accomplished
	Investigate the City and region's potential of new markets and economic development related to sustainable, green, and clean, industries	On hold in 2017 due to length of time sustainability position was vacant.	Not Met
	Conduct peer research, current trends and opportunities	Attended conferences and webinars and reviewed academic and press information in an ongoing effort to enhance the City's awareness of sustainability issues and trends.	Accomplished
	Identify 5 clean industries and target for recruitment to Bloomington	On hold in 2017 due to length of time sustainability position was vacant.	Not Met

2017 Department of Economic and Sustainable Development Budget Goal Updates

Program / Activity	Goal	Update	Status
Major Economic Development Projects	Manage staff, programs, budgets, boards and commissions	Staffed 5 boards and commissions including the Bloomington Arts Commission, the Bloomington Entertainment and Arts District Advisory Board, the Economic Development Commission, The Bloomington Industrial Development Advisory Commission, and the Bloomington Commission on Sustainability. Additionally, provided significant staff support to the Monroe County Energy Challenge and Hoosier-2-Hoosier. Administered business licensing, facilitated community event approvals. Managed staff of 5 FTE.	Accomplished

Goal Count	Goal Met?	
	Accomplished	20 (71.43%)
	Substantially Accomplished	3 (10.71%)
	Not Met	5 (14.86%)
Total Goals		28

2017 Fire Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Emergency Operations	Conduct study to determine service delivery capabilities to develop a 5 year strategic plan.	Still waiting on automated connection between Computer Aided Dispatch (CAD) and Fire House Reporting. Until we can eliminate human error from reporting, this goal is not feasible. Will be reinstituting it after we can bridge the technology gap.	Not Met
	Design and implement an apparatus replacement program. Evaluate cost/benefit, depreciation schedule, and apparatus use to determine when apparatus should be replaced.	Plan has been built into our 10 year capital replacement program. Several apparatus for first replacement cycle had to be extended beyond 7 years to prevent multiple capital replacements in a single year. Goal is complete, just need to focus on following the plan.	Accomplished
	Increase firefighter safety by committing to the Occupational Safety and Health Administration (OSHA) and National Fire Protection Association (NFPA) 1500 compliance process.	Completed internal audit and made budget recommendations for 2018 budget year. Identified 167 minor violations. 72 violations were corrected without a budgetary impact, the rest were included in 2018 budget.	Accomplished
	Replace outdated and unreliable apparatus/equipment.	<ul style="list-style-type: none"> -Replaced 100% of Self Contained Breathing Apparatus (SCBA) -Purchased 1 fire engine (delivered April 2018) -Replaced 2 chief cars -Replaced 1 prevention vehicle -Have not replaced 2 prevention vehicles due to quartermaster costs 	Accomplished
	Test 1 hybrid service delivery model to evaluate feasibility.	Squad 1 (SUV) is completing the test, and initial results show a 35% reduction in medical emergency response times.	Accomplished

2017 Fire Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Fire Prevention	Ensure the department makes community contact with every commercial occupancy under our jurisdiction at least once per year.	Completed 2,813 out of 3,490 contacts (81%). Looking to add technology (paperless inspections) to reduce workload in order to meet goal without adding additional staff. Goal carried over as annual goal to 2018.	Substantially Accomplished
	Increase the number of safety programs by 1 program per year for 5 years.	Loss of Prevention Officer negated this goal. With new Prevention Officer hired, we will spend substantial time to build his certifications, experience, and education. It is also no longer viable to consider adding a new program every year until we complete a comprehensive risk analysis that will identify the targeted risks. We were able to add community CPR to our programming in 2017 which will pair with dispatch/EMS goals to implement Pulse Point (application that notifies CPR-trained citizens of emergencies requiring their skills).	Not Met
	Initiate and complete the studies necessary to develop a comprehensive community risk reduction plan within the next 2 years.	No progress made on this goal in 2017 due to underdeveloped staff and the loss of the Prevention Officer.	Not Met
Training / Education	Provide annual refresher/compliance EMS training that meets or exceeds the National Registry, American Heart, and Indiana State Standards (42,264 compliance hours).	Goal met. We finished with 50,989 compliance hours (121% of goal).	Accomplished
	Work with public safety partners (internal and external) to develop a comprehensive master plan for the public safety training site.	Unable to complete this goal. Pushed goal back to 2018. Cannot construct any new props until we have a master site plan for the training center. Still having conflicting views on its use and no actual master plan.	Not Met

2017 Fire Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Investigation	Increase inter-agency coordination in relation to conducting fire investigations.	Building county wide investigative task force to leverage local, state, and federal resources.	Accomplished
	Remove on call or provide compensation for investigators being on call.	Added on-call pay to compensate our fire prevention personnel. This has proved to be both effective and cost-efficient. Also, started a countywide investigative task force to help coordinate and share the burden of investigations.	Accomplished
	Provide annual refresher/compliance investigation training that meets or exceeds Occupational Safety and Health Administration (OSHA), National Fire Protection Association (NFPA) and International Organization for Standardization (ISO) standards.	Every inspector completed mandatory training requirements (40 hours each). In addition, they attended 2 conferences, monthly workshops, and have been established as provisional members of professional organizations within Indiana and the international level.	Accomplished
	Provide the proper equipment to investigation personnel to ensure safety and regulatory compliance.	All investigators have compliant personal protective equipment. They will be covered by the quartermaster system as well but their gear is projected to actually last the 10 year lifespan due to the minimal impact of use.	Accomplished
Goal Count	Goal Met?		
	Accomplished		9 (64.29%)
	Substantially Accomplished		1 (7.14)
	Not Met		4 (28.57%)
Total Goals			14

2017 Housing and Neighborhood Development Department Budget Goal Updates

Program/ Activity	Goal	Update	Status
Community Service	Provide funding assistance to social service agencies under the CDBG program. Provide housing counseling assistance to individuals and households in the areas of pre-purchase, default/delinquency, reverse mortgage, and rental assistance.	<ul style="list-style-type: none"> -All CDBG funds were disbursed -All Jack Hopkins funds were disbursed -46 clients have received counseling in the areas of pre-purchase, mortgage default/delinquency, home post purchase, and reverse mortgage. -60 households completed the Homebuyers class. -19 individuals completed the Rent 101 renters class. This goal will change from a class to an individual one-on-one counseling goal as the delivery model of providing this service has changed. 	Accomplished
Affordable Housing	Provide affordable housing opportunities for low/moderate income households through down payment assistance, construction of rental and home ownership housing, and provide rental assistance to households on the Section 8 waiting list.	<ul style="list-style-type: none"> -The department worked with several developers to provide HOME funded assistance. Due to developer delays, this goal does not have any accomplishments in 2017. -Although not HOME funded, the department assisted with the creation of 27 workforce housing units; 15 with Urban Station and 12 with the Adams Crossing development. -2 households received tenant-based rental assistance (TBRA). The TBRA program is administered through the Housing Authority and provides rental assistance for tenants on the Section 8 waiting list. The Housing Authority was able to provide vouchers to those on their list without needing much assistance this past year. -4 households received down payment and closing cost assistance. 	Accomplished

2017 Housing and Neighborhood Development Department Budget Goal Updates

Program/ Activity	Goal	Update	Status
Neighborhood Enhancement	Provide funding for public infrastructure improvements of roads, sidewalks, and sanitary sewers in low income neighborhoods.	<ul style="list-style-type: none"> -The 17th Street Project sidewalk project is complete. -The South Adams, Jackson and West 14th Street projects still need to be designed. It is anticipated that available funding will be put towards designing and constructing a sidewalk on South Adams between Patterson and 5th/3rd Streets prior to starting the other two projects. 	Accomplished
Housing Rehabilitation	Provide grants and loans for residential and public housing rehabilitation, home modification for the disabled and emergency home repair	<ul style="list-style-type: none"> -8 residents received emergency home repair assistance -5 residents received home modifications -1 housing rehab is currently under construction, one is out to bid, and 1 is in the application phase -4 public Housing Authority units have been renovated. 	Accomplished
Historic Preservation	Provide funding to preserve Bloomington's historic structures	<ul style="list-style-type: none"> -Monthly educational sessions were held which included walking tours and Strong Towns Editor Charles Marohn visiting Bloomington for a lecture series -Working with the owners of the Treasure Chest and Yanko's Zagreb for historic façade changes -13 demolition delays were reviewed -53 Certificate of Appropriateness applications for changes in historic structures were approved -Banneker Center retaining wall restoration is complete 	Accomplished

2017 Housing and Neighborhood Development Department Budget Goal Updates

Program/ Activity	Goal	Update	Status
Rental Inspection	Ensure all residential rental units within the corporate limits of the city are in compliance with Title 16 of the Bloomington Municipal Code.	<ul style="list-style-type: none"> -Changed from a letter to an email format for notification of an expiring rental occupancy permit followed by a phone call. This has not only saved in postage cost for the city, but provides the property owner instant notification and documentation regarding their expiring permits. -Completed 873 cycle inspections involving 3,205 units -Working with IT and the Innovation Department to identify an electronic rental file system. -The Innovation Department provided funding for iPads to move away from manually taking notes out in the field by pen and paper. 	Accomplished
Facility Improvements	Provide CDBG funding to nonprofit organizations to rehab, upgrade and modernize their facilities.	<p>CDBG funding provided:</p> <ul style="list-style-type: none"> -Boys & Girls Club project is complete. Project involved the restoration of the historic wall in front of the club on West Lincoln Street. -New Hope project is complete. This project included the renovation of 2 housing facilities. -Life Designs project is complete. This involved correcting a foundation problem and securing an existing porch at one of Life Designs group homes. -Middle Way House project was completed by Middle Way House prior to a funding agreement being executed with HAND. The CDBG program does not allow the disbursement of funds prior to the execution of funds so was not able to fund this project. 	Accomplished

2017 Housing and Neighborhood Development Department Budget Goal Updates

Program/ Activity	Goal	Update	Status
Neighborhood and Citizen Involvement	Coordinate and sponsor activities to promote neighborhood development through cooperation with Bloomington's various neighborhood associations, residents, and neighborhoods.	<p>-Graduated 30 citizens from HAND's Citizen's Academy. We have a waiting list of residents that want to take the class.</p> <p>-Held Blooming Neighborhoods to showcase city neighborhoods.</p> <p>-6 neighborhoods were provided technical assistance. We surveyed the neighborhoods to see how the funding could be improved. Recommended changes will be implemented in 2018.</p> <p>-3 neighborhood clean-ups were completed. Implemented a new neighborhood clean-up called, "Takin' It to the Streets." The clean-up took place in the Broadview Neighborhood and included various city departments and over 30 volunteers.</p> <p>-3 rounds of funding under the Small and Simple Grants have been completed to date. Projects funded include: items for a hygiene resource pantry for Crawford Apartments, back-to-school backpack items for the BHA resident association, and Gateway Space and Neighborhood Bulletin Board for Maple Heights.</p> <p>-Funding round for the Neighborhood Improvement Grant program was completed and included funding for a rain garden deck at Childs Elementary school which was a partnership with the school and the Sycamore Knolls neighborhood association. Funding for 2 additional projects was also awarded. Funds were awarded to Prospect Hill Neighborhood to complete a street mural and Broadview Neighborhood for completion of an entryway and arch on a sidepath near the neighborhood park. Both projects will be completed in 2018.</p>	Accomplished

2017 Housing and Neighborhood Development Department Budget Goal Updates

Program/ Activity	Goal	Update	Status
Neighborhood Compliance	Preserve neighborhood character by resolving citizen complaints as they relate to weeds, trash, over-occupancy and other nuisances.	-Received 917 complaints through uReport, in person or over the phone in 2017. -Due to other job responsibilities, it is not possible to investigate the complaints within 24 hours of receipt. -Staff continues to proactively look for Title 6 violations while conducting rental inspections.	Accomplished

Goal Count	Goal Met?	
	Accomplished	9 (100.00%)
	Substantially Accomplished	0 (0%)
	Not Met	0 (0%)
Total Goals		9

2017 Human Resources Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Workforce Maintenance	Improve Affirmative Action Program by focusing on selection tools, outreach and processes	Ongoing process focused on fair hiring practices.	Accomplished
	Revise employee orientation process for approximately 430 new part-time, full-time, and temporary employees	Eliminated individual employee binders and transitioned to PowerPoint presentation with limited handouts for the 72 regular full-time and 1 part-time employees who on-boarded in 2017.	Accomplished
	Formalize student internship program and establish senior (retirees) program	-Created supervisor's guide for internships -Implemented formalized student and senior (retirees) internship program	Accomplished
	Select and implement online job application software to reduce the number of printed resumes/applications by 60-75% and reduce the administrative workload associated with recruitment and selection of employees.	-Implemented online application tracking software during first quarter of 2018 -reduced paper applications by 80%	Accomplished
Personnel Policy	Evaluate and revise City policies	Awaiting final revisions upon completion of 2018 contract negotiations with AFSCME and FOP	Not Met
	Update City employee personnel manual	No updates were made. Awaiting final revisions upon completion of 2018 contract negotiations with AFSCME and FOP	Not Met
Employee Relations	Provide clear and consistent communication to employees	Clearly and consistently communicated all personnel policies including Harassment Policy, Drug Free Workplace Policy, Policy on Privacy of Health Information, and Ethics and Conflict of Interest Policy	Accomplished
	Publish quarterly employee newsletter	In coordination with the Office of the Mayor, sent 6 employee communications in 2017	Accomplished

2017 Human Resources Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Employee Relations	Conduct semi-annual employee recognition ceremony	<ul style="list-style-type: none"> -Recognized 85 employees in June of 2017 -Recognized 66 employees in December 2017 -Hosted employee cookout in August of 2017 -Hosted holiday luncheon in December of 2017 	Accomplished
	Administer employee commitment survey to set benchmarks	Commitment survey was precursor to 360 evaluations for supervisors. We chose to not do this	Not Met
Compensation & Benefits	Review of all employee benefits to contain costs	<ul style="list-style-type: none"> -Annual health insurance cost increases have stayed well below the medical trend of 10.5% (2015, 2016, 2017) for 4 consecutive years. -2017 health insurance increase through the IACT Medical Trust was 0.8%. -Our employees have not experienced a health insurance rate increase since 2014. -No rate increase for other benefits – dental, vision, disability, life 	Accomplished
	Improve online access and Web-based use for benefits administration	This goal was pushed due to software limitations. We will pursue this as a long-term goal.	Not Met
	Improve efficiency of open enrollment process without compromising quality.	<ul style="list-style-type: none"> -Eliminated duplication of open enrollment data collection from employees -Working to automate data transmission between our Enterprise Resource Planning (New World) software and 3rd party benefit vendors (Nyhart, Cigna, UHC) 	Accomplished

2017 Human Resources Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Compensation & Benefits	Conduct salary study to improve our ability to attract and retain good employees	Elected officials and non-union study was completed and recommendations were presented to Council. The study found that salaries were not comparable to market in numerous instances, and thus recommended new market-adjusted salary ranges for non-union positions. In December 2017, Council approved non-union pay grade ranges. Elected officials decided to hold off on implementing any salary adjustment recommendations until after the next Council election.	Accomplished
	Increase participation of our employees in our wellness program from 15% to 25%	Over 30% of benefit-eligible employees participated in 2017 wellness programs	Accomplished
Training & Development	Develop and implement new training programs for our 690 full-time and part-time employees.	1% of each department's budget is designated for employee training and professional development	Accomplished
	Conduct annual performance evaluations for approximately 290 non-union employees	-First time this has been done in 8 years -65% participation	Accomplished
	Implement 360 degree reviews for all employees	-Approximately 114 supervisors participated and were rated by 8-10 employees including direct reports, colleagues, and managers. -Custom results reviewed in group debrief sessions -Participants developed actions plans, which will be followed up with three 90-minute coaching sessions	Accomplished

2017 Human Resources Department Budget Goal Updates

Goal Count	Goal Met?	
	Accomplished	14 (77.78%)
	Substantially Accomplished	0 (0%)
	Not Met	4 (22.22%)
Total Goals		18

2017 Information Technology Services Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Innovation Management, Administration, Operations & Planning	Develop, coordinate and implement information technology and telecommunications strategies, plans and policies	Civic coding brigade was successfully launched and is an independent organization. Fiber-related items including digital equity plan are delayed pending selection of partner.	Accomplished
Office Management, Inventory, Purchasing, Bookkeeping and Payroll	Operate a modern office environment with business practices defined by the Controller's Office and HR	Full requisition based purchasing is pending Controller rollout.	Not Met
ITS Boards, Commission & Task Force Support	Provide support services for ITS boards, commissions and task forces. Engage with and support other boards, as needed.	Provided liaison support to the Bloomington Digital Underground Advisory Commission (BDUAC) meetings throughout the year. Provided information management and support with all City boards and commissions through onBoard system.	Accomplished
Government Meeting Coverage	Ensure provision of government meeting coverage and support community access programming, primarily through funding of CATS.	Community Access Television Services (CATS) provided recording, cablecasting and streaming services throughout 2017 for important public meetings and City events. CATS recorded nearly 500 meetings in 2017.	Accomplished

2017 Information Technology Services Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Technology Support and Helpdesk Services	Install, configure, manage, troubleshoot and repair hardware and software systems used by City employees	<p>Tech Support customer service rating was 4.92/5 for 2017.</p> <p>In 2017 we replaced the following computers:</p> <ul style="list-style-type: none"> -City Civil: 53 desktops - 53, 23 laptops, 3 MDT's (mobile data tablets) -BPD & BFD: 13 desktops, 4 laptops, 11 MDT's -Utilities: 21 desktops, 1 laptops -Transit: 21 desktops, 1 laptops 	Accomplished
Technology Training and Knowledgebase(KB) Maintenance	Provide training for incoming and current City staff to effectively use City IT resources to perform their work, maintains city knowledgebase.	We facilitated online training through Linda.com and through one-on-one engagement with our technology support staff and helpdesk call center.	Accomplished
Facilities Technology Planning, Maintenance and Support	Support facilities-based IT systems such as Council chambers, video, control room & meeting rooms, projectors, security cameras and door access	Supported all facilities based IT systems on a daily basis.	Accomplished
Enterprise Printing and Copying	Support enterprise printer/copier needs	<p>Printer/Copier Inventory at the end of 2017:</p> <ul style="list-style-type: none"> -City Civil: 28 copiers, 50 printers -BPD & BFD: 6 copiers, 14 printers -Utilities: 14 copiers, 39 printers -Transit: 1 copiers, 6 printers 	Accomplished
Enterprise Telephony	Support telephone systems used by City staff	We supported and maintained the phone system & handsets as well as assist departments with the maintenance of mobile phones and related contracts.	Accomplished

2017 Information Technology Services Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Emergency restoration, contingency and consulting resources	Engage consultants and retain resources to address emergency and contingent support needs	ITS retained fiber/line location, fiber restoration, and warrantee hardware replacement support to ensure the steady operations of City IT systems.	Accomplished
GIS & Spatial Systems & Data Production, Maintenance, Analysis & Cartography	Maintain and develop GIS Geographic Information Systems, services, and geospatial data for internal and public customers	In 2017 we ended with 25 geospatial data sets in the data portal, exceeding our goal of 20. We completed our back-end database transition to PostgreSQL, a database management system.	Accomplished
Systems analysis, User needs analysis & research	Evaluate needs of users, determine gaps in services and research and propose solutions	We evaluated funding and vendor options for storage, backup, virtual infrastructure and network infrastructure in tandem with the ESG (guaranteed energy savings contract) process. We purchased a disc backup system for deployment in 2018. Storage, compute, and network refresh proposal is in the 2019 budget.	Accomplished
Networks: Design, Maintenance and Connectivity	Manage city networking programs including the City's internal network (wired & Wi-Fi), the BDU Bloomington Digital Underground and gigabit fiber. ITS manages the City's network infrastructure including routers, switches, cabling and power	Maintained the City's network (wired and wireless) and attached hardware (routers, switches and firewall).	Accomplished

2017 Information Technology Services Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Systems, Server & Database Infrastructure	Support mission critical IT infrastructure systems and provide systems administration for server, storage and database systems	Installed some infrastructure and only a handful of systems remain to be connected.	Accomplished
Enterprise Applications Support & Maintenance	Deploy and administer 3rd party open source and proprietary software systems. ITS will manage user account creation, archiving and termination	There were significant system updates and upgrades in 2017 including the City's website, Firehouse, Rectrac, New World Systems (NWS) Transparency and more. Digital timekeeping transition is scheduled to be completed by the end 2018. Remaining staff are Utilities and CoB union employees. Document Management was delayed into 2018 by other projects. This is an umbrella for several different process digitization projects including Community Development, contracts and more.	Accomplished
Systems Integration, Application Development/Programming	Design and deploy software tools to integrate disparate systems to work effectively together. ITS will design, develop and maintain software applications to meet City needs using open source code and open standards	Improvements were made to our development and maintenance processes including virtualized/compartmentalized infrastructure and configuration management to automate system deployment. We deployed new open source software: Drupal-based website & Animal Shelter Manager. We completed systems integrations work to connect city information systems into the new Drupal city website including Google Calendar, onBoard, Animal Shelter Manager & Rectrack. We performed large and small updates to CKAN (B-Clear), onBoard, uReport, and many other applications. We also worked with IU ServeIT students on design and early development of a Walking Tours web application. City application source code is available on GitHub.	Accomplished

2017 Information Technology Services Department Budget Goal Updates

Goal Count	Goal Met?	
	Accomplished	13 (81.25%)
	Substantially Accomplished	0 (0%)
	Not Met	1 (6.25%)
Total Goals		16

2017 Legal Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Legal Counsel	Assist in preparing finance plan, developing list of costs and benefits, conducting any required public meetings for annexation	Legal assisted with preparing the fiscal plan and maps, developing materials to present the annexation plan, helped structure and staff the public meetings, researched annexation issues related to citizen questions, and introduced the ordinances.	Accomplished
	Handle negotiation and documentation of real estate transactions for Switchyard Park	<ul style="list-style-type: none"> -Assisted with numerous contracts for construction and related activities for Switchyard Park. -Managed purchase of Night Moves near the Park entryway. -Assisted with affordable housing project with South Central Indiana housing Opportunities (SCIHO) near the Park. 	Accomplished
	Help negotiate and draft all contracts and other documents related to the Trades District and provide advice, as needed	<p>Legal assisted with:</p> <ul style="list-style-type: none"> -drafting the Pedcor contract -negotiating and drafting a Tasus Letter of Intent to purchase a parcel in the Trades District -energy savings project to, among other things, install solar panels on City buildings -drafting and evaluating responses to RFP and drafting/reviewing contracts for Dimension Mill renovation -enlisting design consultants to help with a Trades District subarea plan and market survey -negotiated and closed on swap of parcels with Solution Tree in the Red lot (land required for installation of storm water infrastructure for the Trades District infrastructure project). 	Accomplished

2017 Legal Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Legal Counsel	Enforce the Municipal Code in a fair, transparent, efficient and legally responsible manner.	<ul style="list-style-type: none"> -314 demand letters issued on behalf of HAND for non-compliance with Bloomington Municipal Code (BMC) Title 16; 36 of these resulted in litigation. -8 appeals of excessive noise citations and 4 appeals of excessive growth went before the Board of Public Works (BPW). The Board upheld all 12 citations. -5 letters for notice of violation of various Title 10 pretreatment violations on behalf of the Utilities Department. All were amicably resolved. -3 letters for notice of violation of Title 8 of the BMC regarding historic preservation. All resulted in recipients coming into compliance. -2 citations for open burning were appealed. The Board of Public Safety upheld both citations. -Sought three Title 17 Unsafe Building orders from BPW (for entry and/or repair). BPW granted the orders. 	Accomplished
	Efficiently manage and document the legal aspects of City ownership and use of real property.	<p>Bloomington Redevelopment Commission (RDC) Transactions:</p> <ul style="list-style-type: none"> -Acquired 717 W. Howe Street adjacent to Building and Trades Park. Presented to the RDC on October 17, 2016; Closed on February 24, 2017 -Acquired 1730 S. Walnut. Presented to the RDC on August 15, 2016; Closed on April 12, 2017 -Johnson's Creamery property -627 N. Morton <p>City Transactions:</p> <ul style="list-style-type: none"> -9 Right of Way acquisitions completed -6 Right of Way dedications to the city -8 Right of Way acquisitions -2 sales of city property 	Accomplished

2017 Legal Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Legal and Policy Documents	Continue developing contract templates to keep contracts consistent in the department	Developed 7 new contract templates	Accomplished
	Update comprehensive Contract Database by inputting all current contracts and investigating New World with IT as a potential host	-Continuously entering new contracts into Contract Central database as they are fully executed; 103 contracts entered in 2017 -With ITS and Controller, evaluated options for document management systems	Accomplished
	Continually evaluate staffing to handle frequent and/or broad requests and develop a process for inputting the information	-Process is in place for asking requesters to narrow requests, if warranted, and refine IT search terms. -Developing a written process and putting responses on B-Clear were carried over into 2018.	Accomplished
	Update at least one major code section in the Municipal Code	-Updates to Title 14 (stink bombs; pond fencing) passed by Council -Amendment to the smoking ordinance to cover e-cigarettes passed by Council -Ordinance permitting pocket neighborhoods passed by Council -Accessory Dwelling Unit (ADU) ordinance -Updated Title 15 -Sexually Oriented Business ordinance	Accomplished
Litigation	Achieve the best legal results possible when the city is sued or initiates a suit and aim for efficient conclusion of suits via negotiation, settlement or court order within one year	-36 lawsuits for ordinance violations of Title 16 (HAND); 10 settled, 26 remain and most should settle in 2018 -1 Foreclosure action. City preparing property for marketability. -4 suits against the city involving personal injury; 3 closed, one remains into 2018. -4 workers' compensation cases. 3 resolved, one remains into 2018 -Indiana Family Institute, Inc. v. City of Carmel (challenge to human rights ordinance) -City of Bloomington v. Eric Holcomb (annexation lawsuit) *Note: Complex matters like the last two are extremely unlikely to be resolved within 1 year	Accomplished

2017 Legal Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Human Rights	Ensure that the City is compliant with Civil Rights laws and regulations that protect our residents, and maintains the highest ethics in conducting its business.	<p>HR Complaints: -5 HR complaints, 4 resolved; 1 pending a ruling in the court case simultaneously filed by complainant</p> <p>Title VI: -Reviewed and revised employee orientation information to include Title VI concerns -Reviewed and revised list of recipients of job notices -Helped HAND revise its website to more visibly address Title VI issues -Investigated 1 Title VI complaint</p>	Accomplished
Risk Management	Reduce the City's financial and physical risks as much as possible through responsible stewardship of insurance, provision of training, implementation of prevention measures, and providing professional assistance when incidents occur	<p>-137 training sessions and 381 audits from Jan. 1 through Dec. 31 -Implemented ongoing review of stored documents, reviewed state retention guidelines, developed review process, established periodic "destruction days" -Approximately 260 bankers boxes ready for destruction; another 118 boxes reviewed and slated for destruction in the future. -Worked with ITS and Controller on acquiring and implementing a records management system that includes retention and destruction processes. Project continued into 2018.</p>	Accomplished
Department Management	Improve the productivity and health of department staff through physical improvements and training opportunities that improve and inform their work.	<p>-All attorneys attended trainings in their areas of specialty. -3 standing desks in use</p>	Accomplished

2017 Legal Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Department Management	Improve provision of legal services based on city department responses to survey.	This goal has been included in 2018 goals due to changed priorities	Not Met
Goal Count	Goal Met?		
	Accomplished		13 (92.86%)
	Substantially Accomplished		0 (0%)
	Not Met		1 (7.14%)
Total Goals			

2017 Office of the Mayor Budget Goal Updates

Program / Activity	Goal	Update	Status
Policy and Administration	Provide open, transparent access about the delivery of City services to residents, businesses and all those who utilize City services	<ul style="list-style-type: none"> -Conducted biweekly meetings with department heads to manage progress on City initiatives and to provide efficient delivery of City services. -Conducted annual budget and strategic planning retreats to set goals and develop the City's annual budget. -Conducted a community-wide survey of City residents to obtain benchmark data about resident satisfaction with City services. -Added B-Clear feature to City website. -Deputy Mayor met weekly with City Council to coordinate legislative calendar. -Mayor held weekly open office hours to meet with residents 	Accomplished
	Establish a city-wide high-speed broadband network to enhance economic development for the community	Conducted multiple discussions with entities interested in providing a ubiquitous, affordable broadband network for the community. Ongoing efforts with other potential providers will continue in 2018.	Not Met
	Invest in the repair and replacement of existing City-owned assets by providing the necessary funding to all City departments responsible for City-owned assets. Invest in new City assets that respond to the needs of the community	Investments in infrastructure including vehicles and equipment have either been completed or are in various stages of purchase or completion by the affected departments. 2017 investments included a fire truck, modernized sanitation vehicles and infrastructure design for the Trades District.	Accomplished
	Provide feedback on development of Trades District	Infrastructure design was completed and bid documents for the infrastructure phase were completed.	Accomplished

2017 Office of the Mayor Budget Goal Updates

Program / Activity	Goal	Update	Status
Policy and Administration	Create a culture of efficiency and creativity by establishing a Director of Innovation position to lead efforts that improve operations in all City departments	The first Director of Innovation started work in January 2017. First year projects included building Bloomington Revealed, coordinating the first Fast Forward Bloomington program, working with HAND and BFD to purchase and use iPads to automate their processes and working with Public Works to fund the Transmap system for pavement condition and sign assessment.	Accomplished
	Develop Switchyard Park to enhance Bloomington as an attractive place to live, work and play	Successful project design completed and specifications created to bid the project for construction in 2018 with completion in late 2019.	Accomplished
	Update the Comprehensive Master Plan to reflect community input regarding the built environment and to accomplish balance in the type and affordability of housing product in Bloomington	The plan was adopted by Plan Commission in June and by City Council in August. This was an update to the previous Comprehensive Master Plan that was passed in 2002.	Accomplished
	Determine if areas outside the corporate boundaries should be annexed by assessing a cost/benefit analysis of service delivery to those areas	Cost/benefit analysis resulted in 7 potential areas for annexation. Public engagement process was initiated as prescribed by State law. Process halted by State legislative action in late 2017. Project currently on hold and pending litigation.	Accomplished

2017 Office of the Mayor Budget Goal Updates

Program / Activity	Goal	Update	Status
Policy and Administration	Collaborate with County to Expand Convention Center	Deputy Mayor participated in monthly meetings of County Commissioner-appointed Advisory Commission to forward a potential project to the County Council for vote on funding mechanism. Recommendation to Council was completed September 20th. The draft resolution for City Council support of a Food & Beverage Tax was sent October 18th and City Council subsequently approved the resolution. The County Council voted to approve the Food & Beverage Tax on December 6th.	Accomplished
Communications	Inform taxpayers how tax dollars are being spent by government functions by hosting quarterly press conferences	11 press conferences were held	Accomplished
	Engage a wide range of audiences about City services by releasing 50 news releases annually	Released 271 press releases	Accomplished
	Facilitate greater involvement between residents and their local government	<ul style="list-style-type: none"> -26 department head appearances as Mayor at the Market -Facilitated Town Hall meetings during annexation discussions -Provided daily social media updates in response to critical issues -Mayor held weekly meetings with residents in his office 	Accomplished

2017 Office of the Mayor Budget Goal Updates

Program / Activity	Goal	Update	Status
Communications	Expand and improve communication tools utilized to reach all audiences.	-Coordinated with ITS to successfully populate and launch new COB web site -Worked with new Director of Innovation on initiating use of Facebook Live for mayoral press conferences -Conducted Citywide, statistically valid, survey of residents with 561 responses. Also opened survey to all residents in a separate, non-scientific, response with 1,200 responses.	Accomplished
Goal Count	Goal Met?		
	Accomplished		12 (92.31%)
	Substantailly Accomplished		0 (0%)
	Not Met		1 (7.69%)
Total Goals			
			13

2017 Parks Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Administration	Provide customer service and process 9000 transactions for program registrations, shelter rentals, and refunds through RecTrac 3.1 software update.	9,839 transactions were completed in RecTrac during 2017.	Accomplished
	Collect customer service satisfaction surveys 4 times a year using participant contact information in RecTrac	Customer service satisfaction surveys were sent twice, using participant contact information from RecTrac. 34% of the surveys were returned, with 95% of the results being above average in customer service satisfaction. Difficulty finding time to distribute surveys.	Substantially Accomplished
Community Relations	Produce and distribute 40,000 program guides three times a year	Fall/Winter (Sept.-Dec.) 2017 - printed and distributed 35,000 program guides Summer (May-Aug.) 2017 - printed and distributed 35,000 program guides Winter/Spring (Jan.-April) 2017 - printed and distributed 35,000 program guides	Substantially Accomplished
	Generate a 15% increase in the Parks Partner advertising program to generate \$110,000 in sales.	Sports Park, Winslow Sports Complex, Frank Southern Ice Arena, Bryan Park Pool, and Mills Pool generated a total of \$67,240 in 2016. 2017 saw a total 17% decrease in advertising revenue (\$55,541) generated through the same facilities. The total number of advertising spaces at the Frank Southern Ice Arena was reduced by eliminating all dasherboard signs, due to the difficulty in maintaining quality signage throughout the ice season, and selling only wall space above the spectator seating area. One hundred percent of the wall spaces were sold in 2017.	Not Met
	Improve the program registration process through the RecTrac software upgrade	RecTrac, the Department's program registration system, was upgraded in September 2017. Although the upgrade improved the back-end functionality for administrative staff, surveys show customers continue to find WebTrac (RecTrac's online registration module) cumbersome and confusing. Currently about 63% of program registrations occur online. Registration for revenue-generating programs including Kid City summer camps and Twin Lakes Recreation Center memberships are not currently available online.	Accomplished

2017 Parks Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Community Relations	Recruit, track, and train 1780 volunteers for 9370 hours of service	<p>According to CERVIS (a cloud based volunteer management software), in 2017 the Department managed 1,435 volunteers who contributed a total of 9,011 hours of service.</p> <p>The Department purchased CERVIS in September 2017. Data from the old system, V-Works, was transferred to CERVIS but the difference in systems caused an incomplete transfer of data, especially for volunteers who contribute to the Department on an ongoing basis. It is important to account for a margin of error when calculating 2017 volunteer information.</p>	Substantially Accomplished
Health and Wellness	Implement the Girls on the Run Program at two elementary schools in the fall for 50 participants	Partnership was not executed due to South-Central Indiana Girls on the Run desired to run program independently in 3 Bloomington schools. After much deliberation it was determined that this partnership would be better suited with Monroe County School Corporation directly. The City played a big role in negotiating this agreement & finally turning it over to Monroe County School Corporation.	Not Met
	Reduce the percentage of obesity for children and adults in Monroe County from 21% to 20% due to the implementation of the Community Health Improvement Plan (nutrition and physical activity community partner intervention)	This goal was not met in 2017. The Chronic Disease Task Force, for the Community Health Improvement Plan, has put together goals and objectives to learn more about comorbidities surrounding obesity. The Chronic Disease Task Force did not complete the evaluation survey for preschools & daycares. Future plans are to work with an Indiana University class (Dr. Barnes) to create and distribute a survey that would determine their health & wellness needs.	Not Met
	Work in partnership with IU Health Bloomington, Monroe County YMCA, Riley Physicians Indiana University Health, IU School of Public Health, MCCSC and RBBC to facilitate the G.O.A.L. Program's (Get on Board with Active Listening) 3 cohorts with 15-20 youth participants and their families per cohort	<p>-The 20th cohort of Get on Board with Active Living held January - April 2017 had 10 youth participants complete the program along with their families.</p> <p>-The 21st cohort of Get on Board with Active Living held April - July 2017 had 9 youth participants complete the program along with their families.</p> <p>-The 22nd cohort of Get on Board with Active Living held August - November 2017 had 7 youth participants complete the program along with their families.</p>	Accomplished

2017 Parks Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Aquatics	Provide recreational swimming from Memorial Day to Labor Day for approximately 55,000 patrons at Bryan Pool and 21,000 at Mills Pool	There were 39,041 patrons at Bryan Pool and 15,000 at Mills Pool. The season was good we didn't reach the goals because it was the first year of estimating this goal and our data collection in the past was not as accurate.	Substantially Accomplished
	Provide swimming lessons for approximately 550 participants during the season	We achieved 312 participants. We originally planned to schedule another session but that plan did not happen because the school calendar influenced such a compressed season.	Substantially Accomplished
	Service at least 30 private pool rentals during the season	We had 32 and the private rental business is on the upward trend.	Accomplished
Health and Safety	Train 300 staff members in First Aid, CPR and AED's	311 staff members were trained in First Aid, CPR and AED's.	Accomplished
	Provide over 600 hours of aquatic training for our aquatic staff	We provided 625 hours of aquatic training for aquatic staff.	Accomplished
Frank Southern Center	Provide group skating lessons to over 600 participants	We achieved 617. Our reputation and word of mouth helps to build this slowly year to year.	Accomplished
	Sell and provide ice time to organizations in excess of 500 hours during the ice season	We sold 625 hours during the season.	Accomplished
	Provide house hockey for over 135 children in the community	We had 100 house hockey participants. Participation is flat and we are finding that the price point in Bloomington to be tough to increase this. We may try some payment plans or techniquet to stagger payments.	Substantially Accomplished
	Make available public skating times for community members for at least 300 hours seasonally	We had 525 hours of public sessions.	Accomplished

2017 Parks Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Golf Services	Increase the number of rounds from 23,000 to 24,500 while maintaining the most affordable green fees in the area	We maintained 23,000 rounds in 2017. IU course closed a little later than we hoped.	Not Met
	Increase sales of season pass holders from 321 to 340	We had 280 active season pass holders. The trend is moving away from loyal pass holders to more daily greens fees.	Not Met
	Increase the number of golf leagues from 8 to 10	We had 6 leagues; however, our number of participants increased so we changed this goal to individual participants for the future, not the number of leagues.	Not Met
	Increase use of practice facility by selling of over 3,500 buckets of balls. Sold 3,292 buckets in 2016	We sold 5,105 buckets and the closing of the IU driving range was the driving force.	Accomplished
Natural Resources	Facilitate environmental education programming for all MCCSC 4th and 6th grade students and for 500 local children during the summer	-Griffy Lake Nature Day: 826 fourth grade students for whole school year (467 in Fall 2017; 359 for spring 2018) -Leonard Springs Nature Day: 829 sixth grade students for whole school year (401 in Fall 2017; 428 for spring 2018) -Banneker Summer Nature Day: 584 students served.	Accomplished
	Provide boat rental opportunities for 5,000 boaters at Griffy Lake from April through October	106 personal boat permits, 829 personal boat launches, and 6,126 boat rentals.	Accomplished
	Conduct monthly water sampling at Griffy Lake to provide water quality reports and provide data for IU SPEA as a part of their research into the impacts of the extended draw down of the lake for the 2013 dam repairs	Data and samples were collected seven times from April through October.	Accomplished
	Install 2000 native plantings at Miller-Showers to improve habitat and curb appeal.	402 plants (294 plugs and 108 4" pots) have been planted at Miller-Showers	Not Met

2017 Parks Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Natural Resources	Establish pollinator habitat at the Goat Farm in the mowing reduction areas.	5 acre prairie planting at the Goat Farm is establishing well. Vegetation is being mowed at 8-10 inches to allow sprouting native plants to receive adequate sunlight.	Accomplished
Allison Jukebox Community Center/Youth Services	Manage four program partnerships and 50 hours of facility rentals	-There were a total of 55 hours of rentals in 2017. -Jazzercise has met 38 times. Rentals were limited to Jazzercise while the building was under construction for new restroom facilities. -Three partnerships received park board approval and were implemented using the facility.	Accomplished
	Offer full day programming to 40 elementary school age children when the public schools are not in session during the school year	Four separate break days were offered serving an average of 43 participants each time.	Accomplished
	Provide summer camp to 85 participants per week for 10 weeks that allows children to explore their community, develop leadership skills and develop healthy active lifestyles	An average of 80 campers were served each week through Kid City, Ivy Tech College for Kids and Ivy Arts for Kids.	Substantially Accomplished
Twin Lakes Recreation Center	Increase membership from 1,100 to 1,780 members to remain competitive in the local fitness membership arena	This goal was incorrectly written due to inaccurate data from RecTrac (point of sale software) by staff. We had 849 average active memberships during 2017 and will make future goals with this benchmark.	Not Met
	Plan and implement a three session youth basketball league for total of 800 participants	We had 797 participants in 2017. Being only three participants off from reaching the goal, we consider this accomplished.	Substantially Accomplished
	Provide fitness classes for 400 participants	We ended up with 384 participants. A little short of the goal and this remains a very competitive market with low barriers of entry for some of the competitors.	Substantially Accomplished
	Rent the artificial turf for over 950 hours to maximize its use for all types of activities	We ended with 469 total hours rented. The primary reason this was not achieved was because we categorized some of the department programs in the rented category and that is not accurate.	Not Met

2017 Parks Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Twin Lakes Recreation Center	Facilitate basketball tournaments for a \$655,600 economic impact in the community	The estimated economic impact was over \$1 million. One new single weekend tournament was the primary reason for the increased amount.	Accomplished
Community Events: Events	Reorganize the sponsorship program for the Performing Arts Series utilizing a tier approach enabling sponsors increased benefits by increasing exposure from one to 14 concerts	The development of a three tiered sponsorship program was implemented and a total of \$10,800 sponsorship dollars were collected.	Accomplished
	Create and implement two new community wide events for 500 participants in the first quarter of 2017	WinterFest and Spring Fling were created and had a total of 304 attendees. Weather had a significant adverse influence on attendance for WinterFest.	Substantially Accomplished
Community Events: Farmers' Market	Increase participation at Tuesday Market from 2300 to 2645	There were a total of 2976 participations in 2017.	Accomplished
	Increase prepared food vendors at the Saturday market from 10 to 13 by adding three food trucks	Three new food truck/push carts were added in 2017.	Accomplished
	Increase number of customers who use Market Bucks by 15%. 2016 brought in \$33,615	203 households to date; 2017 brought in \$34,084 for a 1% increase. We did not meet the goal to increase the number of customers who used Market Bucks by 15% because the amount of Federal Snap Dollars received decreased.	Not Met
	Increase the number of events at the Market by adding one new event	A new event was added by Utilities on September 2, 2017.	Accomplished
	Increase overall vendor capacity per week from an average of 84 vendors to an average of 90 vendors	There was an average of 93 vendors per week in 2017.	Accomplished

2017 Parks Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Community Events: Community Gardens	Sell out 170 garden plots at Willie Streeter Gardens leaving 10 spaces in remediation	139 plots were sold at Willie Streeter Gardens. Part way through the season price was cut ½ to attract additional gardeners, but we still did not sell out. Marketing is being reviewed for 2018.	Substantially Accomplished
	Replace four raised bed garden plots at Willie Streeter and add two to Butler Park	Three were added to Butler Gardens and seven were added to Willie Streeter Gardens. Three additional beds will be added to Willie Streeter in 2018.	Accomplished
	Increase garden class participation from 221 participants to 254 (15% increase) through the addition of three innovative topics including integrated pest management, and topics directly related to community gardening	A total of 7 classes were offered in 2017. There were a total of 104 participants. Garden classes did not increase by 15%. We believe this to be partially due to the number of garden classes offered elsewhere in the community. In addition, Mother Hubbard's Cupboard no longer offers classes through Bloomington Parks and Recreation.	Not Met
Adult Sports Services	Provide adult softball leagues for a minimum of 3,500 participants.	This goal was too ambitious. We landed at 2,310 as the overall market is still in a downward trend and we could not overcome it.	Not Met
	Provide girls fast pitch leagues for over 150 participants	Our program had 80. Girls Fast Pitch leagues have been declining due to participants joining travel teams and not playing in leagues..	Substantially Accomplished

2017 Parks Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Adult Sports Services	Provide fields for 310 practices and 2785 games	We had an estimated 265 practices. Our goal was off due to this being the first time that we were going to track games and we will refine it in the future. We had 1,200 games.	Not Met
	Host tournaments and competitions that have a \$2,000,000 economic impact on the community	The estimated impact, from VisitBloomington, is over \$2,250,000.	Accomplished
Youth Sports Services	Serve a minimum of 2,200 youth in the community	We served closer to 1,220 will all our facilities. Goals have been adjusted to reflect actual numbers.	Substantially Accomplished
	Maximize the use of multi-use fields for as many groups as possible including Jackson Creek Middle School Football, soccer practices and camp, and middle school lacrosse practices. Increase user groups from 6 to 10.	We reached 8 but were not able to secure 10 groups.	Substantially Accomplished
	Facilitate the youth basketball for 725 participants	We had 797 participants as we continue to be the market leader in youth basketball.	Accomplished
Benjamin Banneker Community Center	Increase the number of campers in the summer food service program from 80 to 90 targeting underserved areas in the community	Banneker Camp summer program averaged 86 participants per day. The number is up by 10% from 2016.	Substantially Accomplished
	Increase maximum number of after school program from 50 to maximum of 75	Average was 55 to keep with 1:10 staffing ratio.	Not Met
	Increase preschool/family programming including four new programs or 25% and additional opportunities for passive play	Four new family events were offered in 2017 for a 25% increase. The Family Resource Center hosted close to 2,160 visitors in 2017.	Accomplished
	Increase participation to an average of 30 teens in both after school and summer programs.	Two additional events increased the average for the monthly school program to 54 teens. The summer program saw an average of 25 teens.	Accomplished

2017 Parks Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Inclusive Recreation	Provide and promote inclusive recreation to a minimum of 15 participants with disabilities through the provision of accessible and inclusive programs and services for individuals with an without disabilities in cooperation with Parks and Recreation staff and community organizations	A total of 16 individuals were served in 2017.	Accomplished
Operations Services	Provide essential operative services, preventative maintenance, grounds maintenance and repair to all parks, facilities, structures and equipment.	<ul style="list-style-type: none"> -Implemented partnership agreement with Centerstone for contracted park maintenance crew, Operations Center back parking lot improvements, Repairs to split rail fencing at Schmalz, RCA & Upper Cascades Park -One camera installed on the west side of Dunn St, observing Peoples Park. March 2017. -Building Trades Park Restroom Renovation: 2015 TIF Capital Imp. Project \$68,261. Completed June 2017. -Memorial Bench purchase for Jackson Creek Trail. Installation completed March 2017. -Downtown Tree Campaign-Completed installation of last (8) downtown trees & grates -Broadview Park Taking It To The Streets -Replace umbrellas at Mills Pool: 2017-2020 Park Bond. 	Accomplished
	Represent the department on the newly formed Downtown Safety, Civility and Justice Task Force.	Barb Dunbar represents the Parks Department.	Accomplished

2017 Parks Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Operations Services	Maintain 2,343.5 acres of Department Property.	<ul style="list-style-type: none"> -Cleared out culvert for drainage at Sherwood Oaks -Wood deck/foot bridge repairs made at Butler, Lower Cascades playground, and Building & Trades park. -Repairs to B-Line shade sail, shade benches at Skate Park and Sherwood Oaks Park. -Lower Cascades-cleaned out ditchline & made drainage improvements. -Ferguson Dog Park-filled in holes in dog runs dropped (3) loads ¼-minus in dog runs -Peoples Park-Removed (6) mural panels from Bicycle Garage W wall -Goat Farm-Fabricated & installed steel door for silo -City Hall-Aerated & over seeded -Replaced drinking fountain at Bryan Park East by tennis courts -Installed little free library at Peoples Park -Pressure washed stage at 3rd Street Park for Lotus Fest -Replaced Roof at Olcott Park concession /maintenance building -Clean up homeless camp on Morton Street by IU printing press 	Accomplished
	Maintain 27 playgrounds.	<ul style="list-style-type: none"> -Playground repairs made at Building Trades, Olcott, Lower Cascades and Butler parks. -Refurbished playground surfacing at Lower Cascades, Park Ridge Park & Olcott arch swing -Repairs to lights at Lower Cascades Playground -Lower Cascade's Playground: Removed existing playhouse & sandbox and installed new playhouse & play table \$6,828 -Completed 15 Playground inspections -Completed 10 playground repairs/replacements 	Accomplished

2017 Parks Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Operations Services	Maintain 7.5 miles of paved mute-use accessible trails, 9.25 miles of paved fitness/hiking/biking trails and 13.85 miles of unpaved fitness/hiking/biking trails.	-B-line extension north to Fullerton Pike – in ongoing communication with County. -Brush removal for improved sight line on Clear Creek and Rail Trail. -Clear Creek Trail-power washed bridge	Accomplished
	Switchyard Park Property	-Completed 100% of Design Development phase. -Completed 75% of Construction Documents phase by November 2017.	Accomplished
Landscaping	Update the Landscaping Inventory to provide critical 'institutional' knowledge for City Landscaper to allow for accurate maintenance & purchasing estimates.	Hired Landscape Specialist in May to gather data and compile information. 100% of the information has been gathered. It was edited and compiled as of year end.	Accomplished
	Remove 25% of invasive plant species and replace with native at all locations throughout the City (facilities, medians, trails, parks) approximately 90% of the existing landscaping is not native and 25% of this includes invasive plants.	-Ongoing invasives removal has occurred at multiple locations: Building & Trades Park, B-Line Trail, Bryan Park, Butler Park, City Hall, Courthouse Square, Highland Village, Kirkwood Avenue medians and planters, Lower Cascades Park, Olcott Park, RCA Park, Rose Hill Cemetery and office, Third Street Park, Twin Lakes Recreation Center, TLRC Clubhouse, TLRC Sports Park, Winslow Sports Park. -Native/pollinator gardens have been installed at the Showers Plaza, Monroe County Government Center, Bloomington Banquet sculpture, Parks and Recreation Operations Center, Courthouse Square, Kirkwood Avenue, Rose Hill Cemetery Soldier's Monument and Office, WHB Park and numerous planters on the B Line and downtown	Accomplished

2017 Parks Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Landscaping	Build soil health in order to decrease fertilizer use and minimize pesticide usage. Base line soil health data will be measured economically by tracking maintenance costs and plant replacement costs. Biological measures will be tracked by testing nutrient levels, pH, root structure, plant conditions, organic matter and earthworms.	Ongoing- mulching with composted leaves (from Street Department 2016 leaf collection) at: People's Park, Olcott Park, Rose Hill Cemetery Office, Parks and Recreation Operations Center, and numerous planters downtown.	Accomplished
	Minimize the usage of annuals by 25% annually in order to focus on planting more perennials and shrubs.	May 2017. Decreased spending on annuals by 78%. This was accomplished by removing sixteen planters and including native perennials and shrubs in addition to annuals in the remaining planter.	Accomplished
Cemeteries	Rehab 30 of the original headstones out of 15,000 at both cemeteries	Pursell Monuments completed Rose Hill and White Oak restorations in May and October. Sixty headstones and two family pens were repaired.	Accomplished
	Certify one FT staff member as a certified Chemical Applicator Registered Technician	March 2017- Landscaping & Cemeteries Working Foreman is certified.	Accomplished
	Convert all invasive plantings to native to improve habitat and site appearance	-Convert Soldier's Monument bed to native installation. Completed June 2017. -Install butterfly garden at Rose Hill office. Completed October 2017. -Remove diseased Colorado Blue Spruces near Section F. Replaced with Eastern Red Cedar and Arborvitae.	Accomplished
	Rose Hill Mausoleum Repairs	-Replace mausoleum roof -Repair damaged limestone facade. (90% of repairs were completed in 2017.)	Substantially Accomplished

2017 Parks Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Urban Forestry	Maintain Tree City USA status for 33rd year	Application sent in December and the designation was awarded.	Accomplished
	Continue Emerald Ash Borer treatments for a fourth year on 65 trees	Treated 93 public Ash trees for Emerald Ash Borer.	Accomplished
	Provide urban forestry services at publicly owned to include 625 plantings (Parks 95, Street 530), pruning on 450 trees (Parks 30, Street 420) and 500 removals (Parks 75, Street 425)	-Pruned 395 public trees (202 park, 193 street). -Posted 392 public trees for removal. -Planted 279 public trees.	Not Met
Goal Count	Goal Met?		
	Accomplished		43 (58.11%)
	Substantially Accomplished		16 (21.62%)
	Not Met		15 (20.27%)
Total Goals			74

2017 Police Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Administration, Financial and Maintenance	Daily cleaning of Police headquarters, twice a week cleaning of dispatch and on an as-needed basis for the Training Center	-Cleaning of Headquarters was completed daily, other facilities were cleaned twice per week	Accomplished
Parking Enforcement	Measure meter failure rate monthly with annual goal of less than 2% failure rate	Failure rate on parking meters continues to exceed 2%. We are continuing to work with the vendor to get the percentage down. From Jan to Oct 2017 the failure rate averaged 11.3% monthly. Beginning in Oct 2017 the vendor, IPS, based a staff member in Bloomington to undertake repairs.	Not Met
	Decrease citations by 5% due to compliance education based on 2016 baseline	Parking citations decreased by 12% in 2017. While we cannot establish if the compliance education has played a major factor in this decrease it would stand to reason that education has at least assisted in gaining compliance	Accomplished
	Track safety measures around school crossings	No safety-related incidents were recorded at any of the 15 school crossings staffed by BPD personnel	Accomplished
Records	Decrease public information requests received by 10% from 2016 levels by referring people to the B-Clear data portal for their information	Public information requests decreased by 13%, with much of the data previously requested now available on the B-Clear portal	Accomplished
	Increase accuracy of data and reports over 2016 by 5% by using random quality control checks of work produced	Random quality control checks of data have shown that data entry mistakes/errors such as spelling and grammar decreased 7% during 2017	Accomplished
	Increase use of online reporting by 10% from 2016 levels, thereby decreasing the public's waiting time and freeing officers for other duties	Online reporting increased by 15% from 2016 level	Accomplished
Central Emergency Dispatch	Answer dispatch 9-1-1 calls via telephone or text within 5 seconds or less 90% of the time	9-1-1 calls were answered within 5 seconds or less 95% of the time and within 10 seconds or less 99% of the time	Accomplished

2017 Police Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Central Emergency Dispatch	Achieve emergency dispatch transaction time within 90 seconds 90% of the time and 120 seconds 99% of the time. This refers to the time the phone is first answered to the dispatch of the first unit	-Emergency dispatch transaction times for law enforcement calls for service were completed within 90 seconds 95% of the time and 120 seconds 99% of the time. This refers to the time the phone is first answered to the dispatch of the first unit -Emergency dispatch transaction times for Fire Department calls for service were completed in less than 92 seconds and for medical assistance in 102 seconds 99% of the time	Accomplished
Crime Analysis Data to Set Goals for Crime Reduction	Track and increase crime prevention efforts with additional neighborhood meetings and social media outreach by 10% over current levels	-Neighborhood Meetings did not increase due to a lack of available staffing -Social media contacts rose by 22%	Accomplished
	Use information taken from monthly surveys and an analysis of ongoing crime during regularly scheduled meetings in order to develop patrol and investigatory strategies toward solving and displacing ongoing criminal series or patterns	Weekly crime analysis meetings were held with senior members of all divisions and shifts in attendance. After the meetings each shift modified patrol patterns to assist in alleviating issues.	Accomplished

2017 Police Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Crime Analysis Data to Set Goals for Crime Reduction	Decrease Part 1 crimes including burglaries, robberies, and thefts as measured by the Uniform Crime Report by 5% from the previous year's totals	<p>The crime rate for the referenced property crimes decreased by 1.7%, mostly due to property crimes dropping; however, other Part 1 crime rates went up which prevented us from meeting our goal. We believe that our public relations campaign directed at encouraging victims of sexual assault to report has resulted in an increase in that category which caused Part 1 to rise across the board. Sexual assault is one of the most under-reported crimes and we have been attempting to address this through public education.</p> <p>Below are percentage changes between 2016 and 2017 for all Part 1 crimes:</p> <ul style="list-style-type: none"> -Homicide: 0.00% -Rape: 69.57% -Robbery: -25.71% -Aggravated Assault: 34.40% -Burglary: -12.45% -Larceny: -3.53% -Vehicle Theft: 12.92% -Arson: -13.33% -Total Part 1 Crimes: -1.52% 	Not Met

2017 Police Department Budget Goal Updates

Program / Activity	Goal	Update	Status
21st Century Police Report	Present a full summary of the 21st Century Police Report at 4 community meetings in the first and second quarter of 2017 to discuss report, seek feedback, and establish an implementation plan	A full summary of the report was given at 4 community meetings held in February and March to discuss report, seek feedback, and establish an implementation plan.	Accomplished
	Incorporate officer input and feedback into the final Board of Safety report by having meetings with a select group of officers from each shift and division to discuss each pillar of the 21st Century Document and solicit their input as to how the Department meets those standards	Monthly meetings were held with a representative group of officers who had great input on officer wellness in particular resulting in changes to the Department including a request to build a new weight room and physical training facility at the Bloomington Public Safety Training Center.	Accomplished
	Present a complete and comprehensive review to the Board of Safety by the end of 2017 as to the Department's compliance or efforts to comply with the 59 recommendations within the 21st Century Report	-Over the course of 3 monthly meetings the Department reported to the Board of Public Safety on the progress of the agency in implementing each of the pillars and all 59 recommendations of the report -The total report was delivered at the end of the meetings covering each pillar	Accomplished
Accreditation	Conduct on-site mock assessments using outside examiners from other agencies of CALEA compliance to track compliance progress	On-site mock assessment was conducted in March. Two minor deficiencies were noted and corrected.	Accomplished
	Conduct self-assessment in 2017 to track progress on standards completion and gauge any updates or changes that need to be made to come into compliance with the standards for accreditation	-Self assessment was completed in early January with some work continuing until early March when a mock assessment took place. -Several policies were modified to be in compliance with standards.	Accomplished

2017 Police Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Increasing the Community's Sense of Safety	Measure social media contacts including Facebook, Twitter and Instagram and increase by 10% over 2016 levels. Seek out new ways to get the Department message out and impact the community in a positive fashion.	Social Media contacts rose by 22% from 2016 levels	Accomplished
	Track and increase public engagement opportunities, such as neighborhood meetings and Coffee with a Cop, by 5% over 2016 levels	Public engagement opportunities and contacts rose by 22% from 2016 levels	Accomplished
	Conduct surveys to measure citizens' sense of safety in their neighborhood and other areas in the city, and establish a baseline of their responses so that patrol patterns can be adjusted to provide for more of a sense of safety where needed	-Conducted 3 neighborhood surveys using the NextDoor app to solicit information on concerns and areas of focus. -Conducted City-wide survey to measure sense of safety and establish a baseline.	Accomplished
	Increase education outreach opportunities centered around crime prevention, such as the Lock it or Lose It program using public meetings, press releases and social media programs, by 10% over 2016 levels	-Outreach opportunities centered around prevention increased by 15% from 2016 levels.	Accomplished
Goal Count	Goal Met?		
	Accomplished		19 (90.48%)
	Substantially Accomplished		0 (0%)
	Not Met		2 (9.52%)
Total Goals			21

2017 Planning and Transportation Department Budget Goal Updates

Program/ Activity	Goal	Update	Status
Permits and Development Review	Enforce the Zoning Code through violation notifications and fines, if needed	98 Notice of Violation letters were sent in 2017. 96 (98%) of these violations were resolved by the end of 2017. \$5,950 in fines were issued in 2017, \$600 collected by the end of the year (EOY).	Accomplished
	Staff the Plan Commission, Plat Committee, Board of Zoning Appeals, Hearing Officer, DRC and Board of Public Works to provide a comprehensive development review process	54 cases were filed and acted upon by the Plan Commission and Plat Committee in 2017. 48 cases were filed with the Board of Zoning Appeals. 41 were approved and 7 were denied. 696 total permits were issued in 2017.	Accomplished
Planning Documents	Complete the Comprehensive Master Plan update that will guide long-range plan for land use and development until 2040	The Plan Commission approved the new Comprehensive Plan on June 26, 2017. It was then forwarded to the Council. The Council voted to continue reviewing the Comprehensive Plan into 2018.	Accomplished
	Draft and/or update the MPO Metropolitan Plan, Master Thoroughfare Plan and Unified Development Ordinance (UDO) to provide structure for future planning in the city	The MPO Metropolitan Plan (Transform 2040) was completed and adopted by the MPO on December 15, 2017. The update of the Bicycle & Pedestrian Transportation & Greenways System Plan will occur as part of the Master Thoroughfare Plan update, and will be completed in late 2018.	Not Met
	Obtain Platinum Bicycle Friendly Community status and maintain our Gold Bicycle Friendly Community status from the League of American Bicyclists	<ul style="list-style-type: none"> -Maintained Gold Bicycle Friendly Community status -Planning & Transportation held two bicycle safety events in 2017, distributing bike lights and trail maps. -The Department began work on a shared bike program. -The anticipated update of the Master Thoroughfare Plan will identify additional connector routes to improve the bicycling and pedestrian experience in the city. 	Not Met

2017 Planning and Transportation Department Budget Goal Updates

Program/ Activity	Goal	Update	Status
Capital Improvement	Invest in capital improvements to make Bloomington more accessible to all	Intersection improvements to address Americans with Disabilities Act (ADA) compliance, safety issues and improvements to accessibility were made at 2nd & College, 3rd & Woodcrest, and 4th and Rogers. These projects were completed in 2017. The 17th Street reconstruction project is still underway at the end of 2017. Design and ROW purchase will be completed in 2018.	Accomplished
Policy	Draft and approve the Bloomington Environmental Action Plan (BEAP) to better establish environmental planning standards for future projects	The BEAP was adopted in November 2017. The focus on the BEAP is on greenhouse gas reduction through better planning, programs and policies. Several recommendations from BEAP will be incorporated into the new Comprehensive Master Plan. As part of the Unified Development Ordinance (UDO) update, incentives for best practice green build will be incorporated into new ordinances for the City. This process is anticipated to be completed in 2018.	Accomplished
	Develop long range plans, policies and strategies to better serve the community	P & T purchased 7 ArcGIS licenses to begin updating our baseline of data to assist with new measurements to be incorporated into the Comprehensive Master Plan. The Planning Services division of P & T was assigned the duty of staffing a new Parking Commission, and was also charged with soliciting, reviewing and implementing an extensive study of parking in the Downtown. This assignment will continue well into 2018.	Accomplished

2017 Planning and Transportation Department Budget Goal Updates

Goal Count	Goal Met?	
	Accomplished	6 (75.00%)
	Substantially Accomplished	0 (0%)
	Not Met	2 (25.00%)
Total Goals		8

2017 Public Works Department Administration Budget Goals

Program / Activity	Goal	Update	Status
Administration Program	If operational efficiencies can be gained by going through American Public Works Association (APWA) accreditation, determine appropriate timeline for application.	Under review. Public Works Administration staff are considering the big picture issues associated with pursuing APWA accreditation. Doing so may require a dedicated accreditation manager on staff to oversee the process. Other budget considerations would include: additional staff support hours, national conference attendance by multiple staff members, operational reviews, self-assessments, documentation review, best practices compliance and a peer review/site visit from APWA.	Accomplished
	Effectively manage the day-to-day operations of the department.	Public Works Administration and Division Heads meet as a group and individually on a bi-monthly basis to effectively manage upcoming projects and the day to day operations of the department.	Accomplished
Board Program	Provide efficient coordination with staff, public, and board in mandated approvals defined by State and City codes).	-413 agenda items -99 contracts approved -44special event approvals -22 approvals for use of ROW	Accomplished
Infrastructure Asset Management	Update overall condition indexes (OCI), or develop condition ratings for those that currently don't exist, by the 3rd Quarter of 2017.	-The Transmap field reconnaissance project provided OCI for sidewalks and streets. This was conducted between late 2017 through 2018 (with one more collection effort still to be obtained, scheduled for fall 2018). -Facilities Department currently developing condition ratings for City buildings. 1 temporary part time position to be filled in 2018, with the focus of collecting and recording building condition data. Plan to incorporate building condition ratings via the Lucity asset management system in 2019. -Vehicle Points Analysis is an area the Fleet Department would like to have folded into an asset management software system (vs. the current lengthy and labor intensive process needed now.) Goal to focus efforts conducting the Vehicle Points Analysis via more efficient electronic means in 2019.	Not Met

2017 Public Works Department Administration Budget Goals

Program / Activity	Goal	Update	Status
Infrastructure Asset Management	Include streets, sidewalks, facilities, street lights, traffic signals, vehicles and equipment OCI ratings in 2017.	<p>Updated condition ratings for segments within the City's entire 234 lane miles of streets have been obtained. The Transmap project also provided an analysis of sidewalk conditions: currently 35% of sidewalks (83 miles) have a Poor or Fair condition rating. These sidewalks are candidates for replacement. The remaining 65% of the City's sidewalks (152 miles) have a good rating and do not need replacement.</p> <p>For the first time, the City now has location and condition ratings for all 14,926 traffic signs.</p> <p>Vehicle and equipment condition data are areas that Fleet Maintenance is looking to incorporate into their asset management software next year. They are being currently collected via the Vehicle Points Analysis, which is very labor intensive. Utilizing an asset management software system would streamline and greatly simply this process.</p>	Accomplished
Constituent Services	Respond to all inquiries within 1 business day of submission, even though issues may not be resolved within that timeframe.	In 2017, the Department of Public Works received 303 ureports and 269 of them were responded to and resolved. We have 31 ongoing ureports pertaining to leased street lights issues through Duke Energy.	Substantially Accomplished

Goal Count	Goal Met?	
	Accomplished	4 (66.67%)
	Substantially Accomplished	1 (16.67%)
	Not Met	1 (16.67%)
Total Goals		6

2017 Public Works Department Animal Care Control Budget Goals

Program / Activity	Goal	Update	Status
Animal Shelter Operations	Improve the quality of animal care provided. Track the average hours provided by staff/volunteers to direct animal care	On average, 10 minutes of staff time available per animal per day for direct care. Continue to work on best way to figure addition of volunteer time.	Accomplished
	Implement Kennel Enrichment Programs to decrease stress and unwanted/unsafe behaviors in animal population resulting in decreased length of stay in the shelter for animals.	Increased access to kennel enrichment activities to 100% of in house dogs, through one intern and expansion of additional volunteer hours. New software program has greatly assisted in these tracking efforts. 115 dogs worked directly with an intern during the year.	Accomplished
	Reduce length of stay to maximum of 15 for dogs and maximum 30 for cats	2017 average length of stay: 14 days for dogs and 18 days for cats.	Accomplished
	Provide needed medical treatments to animals in-house and with veterinarians in the community.	Continue to work with a volunteer veterinarian to create appropriate in-house treatments. Work with 4 veterinary clinics in town for direct care of animals when treatment is outside of what can be accomplished in-house.	Accomplished
	Seek alternative funding sources and area trainers to offer reduced or free training costs for targeted canines to assist in the transition into a successful new home	Multiple area trainers have assisted in providing reduced or free training for shelter animals. Donations to shelter used in a few cases to assist in training needs. In these cases the animals remained in the adoptive homes.	Accomplished

2017 Public Works Department Animal Care Control Budget Goals

Program / Activity	Goal	Update	Status
Animal Shelter Operations	Implement new surrender paperwork and evaluations for canines in order to gain more information on their needs to better place them in homes	New canine surrender profile implemented. Provides increased information on canines upon time of surrender with no decrease in number of individuals providing information.	Accomplished
	Improve adoption retention and reduce adoption returns from 5% to 3-4%	Adoption returns at 5.8% in 2017. This is a slight increase from 5% in 2016. Adoption return rate continues to be on par with national averages. Behavior and outreach team continue to work at reducing this percentage.	Not Met
	Improve Adoption Program through Public Accessibility	Implemented Adoption Ambassador program to bring more animals available for adoption outside of the shelter. Barn cat program increased adoptions for individuals not looking for traditional pets.	Accomplished
Humane Education / Public Relations	Track the percentage of surrenders from the behaviors counseling inquiries and adoption follow-up communications	Unable to devote staff time to tracking these issues. Currently the counseling inquiries and adoption follow-up are in two separate systems.	Not Met
	Mail weekly adoption follow-up postcards or e-mails to new adopters to check-in and offer assistance during the critical transition period as animals adjust to their new homes	Adoption follow-ups were often delayed in 2017 due to a change in animal management software. However, we were able to move towards an increase in e-mail only contact this year, reducing the use of paper and postage.	Accomplished
	Select and transport dogs to weekly off-site adoption events tracking the number of adoptions resulting from these events	75 animals were adopted through off-site adoption events.	Accomplished

2017 Public Works Department Animal Care Control Budget Goals

Program / Activity	Goal	Update	Status
Humane Education / Public Relations	Utilize Pets Without Partners program to showcase available companion animals	Given response to the program and viewership levels, the Pets Without Partners program was modified to focus solely on adoptive animals and less on training issues. This allowed for increase staff time for in-shelter animal issues and responding to direct behavior requests from adopters and potential relinquishers.	Accomplished
	Promote adoptions via active Facebook presence and track viewership	Facebook viewership continues to slightly increase. This was our main site for promoting animals for adoption and adoption events throughout the year.	Accomplished
Volunteer Coordination	Recruit volunteers to serve as adoption counselors, dog walkers, cat care handlers for offsite adoption showcases, office assistants, enrichment providers, foster parents, photographers, adoption poster developers and routes	330 different active volunteers in 2017. Volunteers filled needed roles in shelter.	Accomplished
	Increase number of volunteer hours served from 10,000 in 2015 to 12,000 in 2017.	2017 had an increase in volunteer hours to 10,820. The lower than expected increase in hours due in part to volunteer coordinator's prolonged illness as well as space and timing constraints due to construction.	Not Met
	Participate in an intern program with IU with the goal of graduating 4 students from the program	Two unpaid volunteer interns participated in the behavior program and 3 unpaid volunteer interns assisted with the volunteer program throughout 2017.	Accomplished
	Maintain a minimum of 100 foster families	202 active foster homes throughout the year.	Accomplished

2017 Public Works Department Animal Care Control Budget Goals

Program / Activity	Goal	Update	Status
Animal Control / Field Operations	Track number of allegations of cruelty abuse, or neglect	Tracking time of complaint to resolution delayed due to need for further software training to provide accurate data. Comfort level with new software took longer than anticipated in 2017.	Not Met

Goal Count	Goal Met?	
	Accomplished	14 (77.78%)
	Substantially Accomplished	0 (0%)
	Not Met	4 (22.22%)
Total Goals		18

2017 Public Works Department Facilities Budget Goals

Program / Activity	Goal	Update	Status
Facilities Maintenance Operations	Maintain quality of facilities	The primary issue impacting many facilities is the age of HVAC systems. We are evaluating a proposal from a guaranteed energy savings contract that will finance the upgrade of HVAC systems, lighting systems, and building envelope issues throughout our all of our facilities.	Accomplished
	Purchase an additional maintenance vehicle and replace Bobcat	Maintenance Bobcat was purchased. A 3/4 ton pick up and large utility van were also purchased. The pick up vehicle has a snow plow which will relieve the Street Division from plowing City Hall parking lots. The purchase of the utility van has allowed Facilities Division staff to address multiple maintenance issues.	Accomplished
	Build new garage at the Police Department	This project is on hold pending long range public safety facility planning needs.	Not Met
	Build a new 50-foot by 100-foot storage/maintenance facility	This project is on hold pending long range public safety facility planning needs.	Not Met
	Seal and Stripe employee parking lots around City Hall	Project is scheduled to be completed by the end of September 2018.	Not Met
	Upgrade HVAC at Animal Care and Control	HVAC upgrades were addressed with the construction of the new facility for Animal Control.	Accomplished
	Complete the conversion over to LED lighting in the Council Chambers	Due to technical issues with dimming lights, and interface with the automated system that controls the Council Chambers, this project was pushed into 2018.	Not Met

2017 Public Works Department Facilities Budget Goals

Program / Activity	Goal	Update	Status
Facilities Maintenance Operations	Monitor and keep log/project books on all projects to monitor progress.	Details and milestones of all projects are documented. Large projects utilize progress meetings between consultants, contractors, and City staff.	Accomplished
	Review maintenance logs and report on findings	This goal was facilitated by a completion of an in depth inventory of Public Works facilities. The Lucity work order system will allow us to schedule and track preventative maintenance on all pieces of equipment.	Accomplished
	Respond to facility work orders and uReport assignments	In 2017, Facilities received 602 maintenance requests. Of these, 548 were resolved. 54 requests were considered outside the scope of Facilities, did not warrant action, or were carried over into 2018.	Accomplished
Graffiti Removal	Purchase a portable water tank and pump to service areas where no water source is available	Pressure washer was purchased and mounted on a trailer for field use.	Accomplished
	Educate community/business members about preventative measures to minimize graffiti	The City no longer removes graffiti from private property. Staff provides advice on measures that can be used to prevent and remove graffiti.	Accomplished
	Monitor uReport assignments to ensure assigned projects are completed in the time frames allowed	Open uReports receive high priority from Facilities staff. The list of open uReports is monitored on a constant basis and resolved within 2-3 business days.	Accomplished
	Compile yearly reports at the end of the program year	In 2017, there were 22 uReports for graffiti assigned to Facilities. All 22 tickets were resolved. In 6 of the 22 cases, the graffiti was not on City property and the person submitting the report was informed of this and the uReport was then closed.	Accomplished
Goal Count	Goal Met?		
	Accomplished		10 (71.43%)
	Substantially Accomplished		0 (0%)
	Not Met		4 (28.57%)
Total Goals			14

2017 Public Works Department Fleet Budget Goals

Program / Activity	Goal	Update	Status
Preventative Maintenance	Maintain vehicle points analysis (VPA) that will transition to overall condition index through our asset management program.	Completed the 2017 VPA report. Working on a new update of this report in 2018.	Accomplished
	Improve the percentage of vehicles in "Poor" condition from 35% to 25%	Achieved goal at 25%	Accomplished
	Improve participation in Preventative Maintenance program.	In 2017, 966 preventative maintenance work orders were completed on City vehicles. Each vehicle is on a 4 month rotation so fleet mechanics can perform preventative maintenance tasks and determine if any other repairs are warranted.	Accomplished
Routine Maintenance	Provide high quality maintenance services in a timely fashion	In 2017 the average time out of service for a vehicle or equipment in for repair was a week, longer if specialty parts or extensive repairs like engine overhaul or trans rebuild were necessary. This baseline will be used to set a new goal in 2018.	Not Met
	Reduce open work orders by 5% from 20% to 15%.	Achieved 5% reduction	Accomplished
Emergency Maintenance	Provide 24-hour emergency service to ensure City services continue uninterrupted.	Mechanics respond to emergencies during regular shifts. Staff responded to an average of 12.91 times per month to perform jump starts, repair flat tires or address other breakdowns. Mechanics are on call every weekend and all holidays to respond to after hours emergency break downs. They were called in after hours 18 times in 2017.	Accomplished

2017 Public Works Department Fleet Budget Goals

Program / Activity	Goal	Update	Status
Fuel Service	Provide convenient, economical fuel to City departments	The purchase and delivery of fuel for all City vehicles and equipment is bid out every two years for responsive and responsible bidders. Each qualified vendor is approved by the Board of Public Works. When the City needs fuel and email is sent to all qualified vendors with the fuel type, amount needed and when delivery is expected. The vendors who can meet these deadlines provides the the price per gallon and the City selects the vendor with the cheapest price per gallon.	Accomplished
Parts Inventory	Perform routine inventory counts for accuracy, work with vendors for best pricing and quality options, and add or remove inventory in exchange for newer inventory.	Vendors updated their inventory. Unused inventory was removed and the City was issued credit.	Accomplished
	Perform routine inventory counts for accuracy and stocking, so that parts in high demand are readily available. Secure the best pricing and quality options available.	Conducted an annual internal inventory on all parts. Local vendors installed a drop box in front of their businesses so Fleet Maintenance Staff could pick up requested parts after hours.	Accomplished

Goal Count	Goal Met?	
	Accomplished	8 (88.89%)
	Substantially Accomplished	0 (0%)
	Not Met	1 (11.11%)
Total Goals		9

2017 Public Works Department Parking Budget Goals

Program / Activity	Goal	Update	Status
Revenues	Manage parking facilities to accomplish a minimum of 80-85% occupancy during peak hours.	All three City owned garages operated within the 80-85% occupancy rate during peak hours.	Accomplished
Expenses / Supplies	Improve aesthetic of the Walnut and Morton Street Garages (Wall murals and lighting)	This project was completed with murals on both the Walnut Street and Morton Street exterior and interior of the facilities	Accomplished
	Replace 72 reserved signs in the 4th Street Garage	Replaced all 72 reserved signs	Accomplished
Expenses / Other Services and Charges	Stripe garage lines in the facility	Restriped all lines in garages	Accomplished
	Remodel the Sky-walk from 4th Street to Fountain Square Mall	Remodeled the Skywalk at the 4th Street Garage to improve access	Accomplished
	Enclose the Walnut Street Stairwell	Enclosure for this project is put on hold until 2019.	Not Met
	Conduct structural assessment of garage structures and equipment	All structural reports for Morton, Walnut and 4th Street Garage have been completed.	Accomplished
Expenses / Purchase of Equipment	Install Charging Stations in the Walnut and Morton Street Garages	Installed two charging stations in each garage in August of 2017. 2 Stations at Morton located on the 3rd level, 2 Stations at Walnut located on the 2nd floor.	Accomplished
	Purchase T20 Scrubber Sweeper to clean facility	Purchased T20 Scrubber Sweeper to clean garages	Accomplished

2017 Public Works Department Parking Budget Goals

Goal Count	Goal Met?	
	Accomplished	8 (88.89%)
	Substantially Accomplished	0 (0%)
	Not Met	1 (11.11%)
Total Goals	9	

2017 Public Works Department Sanitation Budget Goals

Program / Activity	Goal	Update	Status
Solid Waste Collection	Improve solid waste reduction initiatives by increasing curbside recycling	Curbside recycling in 2017 was 2938.77 tons which is a 7.2% increase over 2016.	Accomplished
	Increase the participation rate in solid waste collection	This data is not yet available due to new equipment being brought online over the first twelve months of the Sanitation Modernization efforts. All trucks providing Sanitation services are scheduled to be outfitted with the necessary hardware by November 1, 2018, which will then allow for all participation data to be collected on a City wide basis.	Not Met
	Pick up of collected roadside litter from new city-wide Adopt-A-Road Program	While the Adopt-a-Road campaign is still operating through coordination with the Monroe County Solid Waste Management District, Sanitation Modernization efforts limited our ability to further coordinate a more intense City-wide campaign.	Not Met
	Transition to full/semi automated collection	Every truck in our fleet is now automated with tippers. We have 4 side loaders with the arm and 11 rear loaders with tippers.	Accomplished
	Research alternatives for food waste	A composting program was researched to reduce food waste in the waste stream.	Accomplished
	Collect daily pickup statistics in order to verify efficiency of route collection.	-Jan-Sept 2017 monthly average under the sticker system was 449.14 tons -Oct-Dec 2017 monthly average under the modernized system was 546.96 tons	Accomplished
Recycling Collection	Maintain a recycling rate of 42% (National Average is 37%)	Due to an administrative error, prior reporting of the City's recycle rate was incorrect. In actuality, the National Average is 35% and the City's recycle rate is 25%. In 2018, we plan to run a campaign educating residents on the importance of clean recycling. Our goal is to increase the City's rate to 35% to match National Average.	Not Met

2017 Public Works Department Sanitation Budget Goals

Program / Activity	Goal	Update	Status
Recycling Collection	Increase and track participation rates by transitioning to weekly single stream recycling collection	-Jan-Sept monthly average of 204 tons under the sticker system -Oct-Dec monthly average of 300.16 tons under the modernized system	Accomplished
Yard Waste Collection	Divert 61 tons of yard waste from waste stream	-April-Sept 2017 we collected 66 tons of yard waste (stickers) -Oct-Dec 2017 we collected 31 tons of yard waste (modernization and leaf season) -Diverted a total of 97 tons	Accomplished
	Decrease loads to disposal facility by utilizing one truck for all yard waste	It is standard practice to utilize one truck for yard waste. We do not dump until the truck is completely full.	Accomplished
	Provide annual Christmas Tree curbside collection	Christmas tree pick up program was completed following the holiday.	Accomplished
Downtown Clean-Up	Collect trash from downtown cans and litter from streets and sidewalks	Collected trash from downtown. The tonnage is reflected in our overall tonnage.	Accomplished
	Provide daily collection of trash from City Parks	Trash was collected from the parks on a daily basis and the tonnage is reflected in our overall tonnage.	Accomplished
	Provide collection of refuse and litter from all municipal parking lots	Collected trash daily from all parking lots and the tonnage is reflected in our overall tonnage.	Accomplished
	Provide recycling containers along with refuse containers for special events and festivals	Trash/recycle containers were provided to the Strawberry Festival, 4th Street Art Festival, 4th of July parade, etc. The tonnage collected at special events is reflected in our overall tonnage.	Accomplished

Goal Count	Goal Met?	
	Accomplished	12 (80.00%)
	Substantially Accomplished	0 (0%)
	Not Met	3 (20.00%)
Total Goals		15

2017 Public Works Department Street Budget Goals

Program / Activity	Goal	Update	Status
Paving/Patching	Pave 6% of street inventory each year based on Overall Condition Index rating	16 lane miles were resurfaced (958,235 square ft.) on 27 streets equal to 12% of streets inventory.	Accomplished
	Complete 95% of pothole repairs within 48 hours	100% of potholes were repaired within 48 hours- 92% were within the first 24 hours and the remaining 8% were repaired within 48 hours	Accomplished
Leafing	Complete leaf collection in 6 weeks during fall/winter leafing season.	2017 leafing season was completed in 6 weeks. 262 loads of leaves removed. We also continued to use our leafing web map to keep citizens updated as to where our crews are.	Accomplished
	Decrease the time it takes to collect leaves by one week	Leafing was shortened by 3 days	Not Met
Manage Urban Forest	Reduce number of accidents caused by removing 190 damaged or dying trees.	-140 unsafe trees removed -33 trees trimmed	Substantially complete
	Respond to fallen tree/limb reports during weather events in 1 hour from notification	Response time during weather events is 1 hour and we met this goal 98% of the time.	Accomplished
	Increase tree pruning and maintenance program to improve quality of tree inventory	The City's Urban Forester manages the day to day operations of pruning City trees; the Street Department manages the emergency pruning. While efforts increased slightly, based on anecdotal evidence, tracking measures are not currently in place to determine a percentage increase. The overall health of the tree canopy due to disease and die-off from the Emerald Ash Bore, have resulted in more time spent on the removal of hazardous trees posing safety issues, limiting the amount of time that we would like to spend on tree pruning.	Accomplished
Sidewalk Maintenance	Improve the overall efficiency of the sidewalk repair program	Sidewalk repairs were contracted to outside vendors and this increased repairs of damaged sidewalks. The following repairs were made: 80 lin. ft. roll curb, 2 ADA ramps, 595 lin. ft. of sidewalks. This data is based upon the contractual sidewalk repair program initiated in 2017.	Accomplished

2017 Public Works Department Street Budget Goals

Program / Activity	Goal	Update	Status
Sidewalk Maintenance	Repair and construct sidewalks with annual improvement tracking through the Overall Condition Index (OCI)	Transmap will be conducting a rating of all sidewalks. We are in the process of analyzing all the data. The following repairs were made: 5,598 lin ft. of Sidewalk Repaired (includes curb, gutter) and 90 Handicap Ramps installed. This data is based upon repairs made by Street Division staff in 2017.	Accomplished
Snow Removal	Plow streets to make passable during snow/ice events	Plowed streets during 7 snow events in 2017	Accomplished
	Pre-treat streets in anticipation of snow/ice events	Pre-treated streets when necessary. There were 7 snow events using 2,329 tons of de-icing salt in 2017.	Accomplished
Alley Repairs	Improve conditions of city maintained alleys	Patched portions of city maintained alleys when necessary and resurfaced high traffic alleys as needed.	Accomplished
	Clean the downtown area alleys on a daily basis	1 employee in the downtown area is dedicated to this task on a daily basis.	Accomplished
Sweeping	Maintain clean and safe roadways for vehicular and bicycle traffic	Removed dirt, grime and debris buildups in vehicle and bicycle lanes. -45 Citizen requests for sweeping -170 total days sweepers were in operation	Accomplished
	Track tonnage of waste collected	Collected 630.14 tons	Accomplished
	Sweep downtown area at least six times a year	Downtown area was swept six times. We also worked with large events to sweep before and after to keep the downtown streets clean.	Accomplished
	Sweep residential areas at least once a year (with new equipment looking to expand that number)	All residential areas were swept at least once and some neighborhoods were swept more depending on needs.	Accomplished
	Notify homeowner associations of sweeping schedule by working with Housing & Neighborhood Department	Street Department worked with HAND to notify homeowners of schedule of sweeping. We also put out notification signs in neighborhoods.	Accomplished

2017 Public Works Department Street Budget Goals

Program / Activity	Goal	Update	Status
Traffic Signals	Monitor and upgrade traffic signal coordination timing utilizing wireless radio interconnect system	A citywide traffic signal retiming contract with American Structurepoint was completed in 2017. The project was conducted to benefit travelers with reduced travel times, travel costs and risk of vehicle crashes. Environmental and air quality impacts also improved with less vehicular idling at lights. While radio interconnect is being utilized as signals are replaced and upgraded, it is staff's desire to bring more signals into the interconnect system with large scale upgrades when more signals have cellular or broadband technologies available in close proximity.	Accomplished
	Replace LED bulbs at all 83 city maintained signals. Replace 1/3 each year.	A total of 28 were replaced in 2017.	Accomplished
	Maintain 21 city owned flashing beacons in school/hospital zones & flasher feedback	Beacons and flashers were maintained and kept operational throughout 2017.	Accomplished
	Maintain 2 High-Intensity Activated Crosswalk (HAWK) system flashers	General maintenance on both locations of 19th & Dunn and Country Club @ B-line was performed.	Accomplished
Traffic Signs	Update 10% of street signs that do not meet retro-reflective requirements	This project is scheduled to be completed by end of 2018.	Not Met
	Maintain & update signage per Manual on Uniform Traffic Control Devices (MUTCD) code	Of the 922 signs replaced or repaired in 2017, 20% were due to vandalism/accidents and 25% were replaced due to theft and 55% were replaced as part of normal maintenance operations.	Accomplished
Pavements Markings	Increase the quantity (10%) of detailed markings with use of recently purchased thermo equipment	Purchasing the thermo equipment has increased our productivity by 10% and it's decreased our crew for this project from 6 employees to 4, therefore making more time for other projects	Accomplished
	Maintain existing pavement markings to meet existing MUTCD standards	A contract was awarded to Indiana Traffic Services to maintain 741,923 linear feet pavement (LFP) of pavement markings.	Accomplished

2017 Public Works Department Street Budget Goals

Program / Activity	Goal	Update	Status
Pavements Markings	Track the overall linear feet of lane markings and bicycle lanes installed	741,923 LFT markings contracted out in 2017.	Accomplished
Street Lights/Traffic Signals	Install LED fixtures for all new street lighting and traffic signal systems within the public right of way	All 16 of the new Duke Energy leased street lights installed within the public right of way in 2017 were with LED technologies.	Accomplished
	Pay up-front equipment costs for new street lights leased through Duke Energy to reduce the overall system costs by 50% over a 10-year period	The overall system costs for the following 10 year period were reduced by 48% by electing to pay upfront.	Substantially Accomplished
	Reduce energy consumption by installing: LED traffic signals at 2nd & College and 2nd & Woodcrest; and flashers at 4th & Rogers & Allen & Walnut	LED traffic signals at 2nd & College and 2nd & Woodcrest; and flashers at 4th & Rogers & Allen & Walnut were installed.	Accomplished
	Replace inefficient city owned and maintained street lights in front of Walnut Street Parking Garage with LED pedestrian scale street lights which will reduce energy consumption by 50%	Replacement of the street lights for Walnut Street Garage was pushed to 2018.	Not Met
	Reduce down time for damaged lighting fixtures and traffic signals by investing in an inventory system to have replacement equipment available on site	In the one instance where the traffic signal components at S. Walnut Street and E. Rhorer Road were badly damaged by a vehicle accident, we had replacements parts in inventory. The signal was back in operation by the end of the day, reducing downtime from several weeks, to just one day. We also had success of reduced down time with City owned and maintained street lights located at 7th and Walnut being repaired in the same day as outages were reported due to have spare parts and wiring in inventory.	Accomplished
Line Locates	Provide locates for fiber optic/BDU traffic signal and street light wiring	9,121 Requests for line locates (838 required response = 10%)	Accomplished

2017 Public Works Department Street Budget Goals

Goal Count	Goal Met?	
	Accomplished	28 (84.85%)
	Substantially Accomplished	2 (6.06%)
	Not Met	3 (9.09%)
Total Goals		33

2017 Utilities Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Utilities Service Board	Complete \$4.6m combined Capital Improvement Program	CBU completed or contracted for over \$2M in projects, and deferred other projects to review alternative funding and to reserve cash for the unanticipated need for capacity expansion at Dillman Road and Blucher Poole Wastewater Treatment Plants. Projects include the South Central Sewer Interceptor and replacing valves at Dillman Wastewater Treatment Plant.	Not Met
	Complete design and engineering of southwest sewer interceptor project, to alleviate chronic Sanitary Sewer Overflow location	South Central Sewer Interceptor project engineering design completed, bids accepted and construction completed in 3 phases, the first being the infrastructure under the upcoming Switchyard Park completed in Dec. 2017.	Accomplished
Administration	Improve personnel safety at all Utilities sites	<ul style="list-style-type: none"> -Assembled annual date on On-the-Job injuries (OJI) for prior five years -Began weekly review of safety issues at staff meetings -Initiated Monthly Safety Topic that is posted at each facility -Prioritized replacement of faulty equipment (truck trailers) and safety equipment (harnesses, weatherproof neon jackets and bibs), tracking these investments with a new set of account numbers. -Facilitated relevant conference and training opportunities for personnel, more fully utilizing existing budget than in prior years -These efforts began mid-2016, and we ended 2017 with record lows for OJI's 	Accomplished

2017 Utilities Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Administration	Provide reliable, high-quality water supply within city limits	<p>The water system model has been completed by ARCADIS and staff training was conducted in November. We are now beginning to utilize the model for decision making.</p> <p>Our Water Treatment Intern has continued to work with Monroe Plant staff to improve coagulation and organics removal. We plan to continue trials of alternative coagulants. We also utilized particulate activated carbon this summer in order to manage organics, DBPs and taste and odor. While the PAC that we fed had been in storage for several years, the preliminary results were positive. We plan to continue that program in 2018.</p>	Accomplished
	Work collaboratively with businesses seeking to expand or relocate services in order to assure capacity for treatment (i.e., IU Health, West Side Economic Dev.)	Working with IU Health to redirect flow from the Tamarron lift station and the new hospital facility to the Blucher Poole plant. This will help to reduce overflows on College Mall Road. Negotiations and engineering began in 2017 with anticipated bid in 2018 and substantial completion in 2019.	Accomplished
	Expand Pretreatment Program with addition of one inspector to further develop regulatory program	We hired the pretreatment inspector in late 2017.	Accomplished

2017 Utilities Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Administration	Communicate with customers in event of boil orders, sanitary sewer overflows, and other events which impact customers	<ul style="list-style-type: none"> -Utilized customer bill to communicate to entire customer base routinely regarding rate changes, conservation measures, etc. -Issued press releases in event of boil orders, SSO's, and other public health and safety events (Dyer Tank soil contamination) -Monthly press releases regarding DBP levels -Held 3 meetings with our wholesale customers to share information on system-wide projects and rate increase -Trained four Control personnel in Everbridge Program, which is now set up to issue alerts electronically to customers who've signed up -Increased data sets on B Clear -Board Room AV project completed -Press releases, public event in conjunction with Farmer's Market, and display at City Hall related to 50th Anniversary of Monroe Water Treatment Plant. 	Accomplished
Accounting / Finance	Enhance public communication with customers about billing	<ul style="list-style-type: none"> -Increased data sets on B Clear and updated regularly. -Council approved non-recurring rates and fees in October. -Short-term and long-term objectives identified not identified for water affordability . -Implemented new sewer rate Jan. 1 2017. 	Accomplished
Purchasing	Implement routine review of aged documents, and properly dispose of outdated one, in order to assure sufficient storage space in facilities	Working on this as time allows, based on staff time limitations. We will continue in 2018. We will include relocation of the 423 S. Washington storage facility in our facilities planning effort. Purchasing had interviewed for a TPT employee to get up-to-date on records and design/implement a sustainable system, however, environmental testing found mold in Washington storage building.	Not Met

2017 Utilities Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Purchasing	Expand training opportunities for maintenance staff and provide safety equipment, to maximize safety awareness and increase versatility in managing HVAC, lighting, and other systems	-Safety equipment was given its own account and budget for to better track safety equipment purchases. -Training opportunities for maintenance staff were expanded to maximize safety awareness and increase versatility in managing HVAC, lighting, and other systems.	Accomplished
Customer Relations	Improve electronic forms and payment options, based on survey tool for customers, as well as internal review	Customer Service updated their 8 main paper forms to electronic forms and added AquaPay which is an auto-deducting payment option.	Accomplished
	Expand Customer Assistance Program by 14%, accommodating an additional 25-30 more households	Customer Service Expanded their Customer Assistance Program by 14% (\$40,000 total) to accommodate an additional 25-30 households.	Accomplished
	Distribute water conservation kits to customers, working with Energy & Conservation Coordinator to track their impact on accounts	In 2017, CBU distributed 207 water conservation kits to customers and the Energy & Conservation Coordinator is working with customers to track the impact on accounts.	Accomplished
Billings and Collections	Utilize customer bill to communicate updates on rates projects, etc.	Utilized customer bill 10 of 12 months to communicate to entire customer base routinely regarding rate changes, conservation measures, etc.	Accomplished
	Complete redesign of E-bill, to match paper bill redesign, and promote E-bill sign-ups, increasing them by 5%	Completed redesign of E-bill to match paper bill redesign and promoted E-bill sign-ups, increasing them by 2.85%.	Accomplished
	Implement integration of sanitation billing with water bills.	Began using Utilities billing system to bill sanitation customer in Fall of 2017.	Accomplished

2017 Utilities Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Blucher Poole WWTP	Initiate capital replacement projects which enhance energy efficiency, environmental stewardship, and personnel safety in plant operations	Backflow prevention system was installed for \$26,000, a new influent bar screen has been installed for \$320,000, and preliminary engineering work is ongoing for improved air bubble diffusers which will be installed in 2018.	Accomplished
Blucher Poole WWTP / Dillman Road WWTP / T&D	Improve personnel safety by expanding training programs at all Utilities sites and providing safe equipment	<ul style="list-style-type: none"> -Distributed monthly safety focus initiative to all staff. -Increased personnel safety training at CBU facilities by Risk personnel. -Encouraged operators to attend training at the Indiana Water Environment Association conference in Fall 2017. -Completed purchase of study material and began offering training for operators at the Monroe Water Treatment Plant to gain their Water Treatment 5 certification. -Offered Distribution System: Large (DSL) training starting Fall 2017. Participation was limited, largely owing to confusion about which staff members require DSL licenses. It appears that incoming employees have not been informed of the certification requirements for about 10 years. -Invited Indiana Department of Environmental Management for a site visit to conduct a review of which positions should require the DSL. We concluded that Transmission & Distribution (T&D) Assistant Superintendents, T&D Linemen (it's in the AFSCME contract as well) and Engineering Inspectors will need the DSL. -CBU plans a comprehensive effort in 2018 to make sure all employees that have a DSL requirement are properly licensed by 1/1/2019. -CBU spent \$700K in 2017 to replace vehicles and equipment in poor condition. 	Accomplished

2017 Utilities Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Dillman Road WWTP	Initiate \$2,205,000 in capital replacement projects which enhance energy efficiency, process optimization, and personnel and environmental safety in plant operations	Spent \$1.6M to upgrade for Dillman Road Wastewater Treatment plant filtration and non-potable water system has been engineered, contracted, and completed. Replacing air bubble diffusers and foaming sprayers was engineered and will be up for bid in Sept 2018.	Accomplished
Engineering	Complete repair work of pump at Monroe Plant	Completed repair work of pump at Monroe Water Treatment Plant.	Accomplished
	Complete design work for water main replacement program, to be funded by new construction bonds approved in rate case	CBU completed the 2017 portion on schedule, including creating a priority matrix and populating it according to historical data and new research.	Accomplished
	Complete partnered projects including improvements of distribution main at Gordon Pike/Rhorer Rd, in conjunction with Monroe County's Fullerton Pike Phase 1; continue to work on reimbursable utility projects with I-69 partners	Fullerton Pike Phase 1 (County project): CBU completed its 2017 portion on schedule, including plan review. I69 (Isolux, then INDOT project): CBU completed its 2017 portion on schedule, including plan review and negotiating relocations.	Accomplished
	Complete engineering work on southwest relief sewer project to reduce chronic sanitary sewer overflows at site of future Switchyard Park	South Central Sewer Interceptor project engineering design completed, bids accepted and construction completed in 3 phases, the first being the infrastructure under the upcoming Switchyard Park completed in Dec. 2017.	Accomplished

2017 Utilities Department Budget Goal Updates

Program / Activity	Goal	Update	Status
Engineering	Complete work on \$4.6m in targeted repairs and rehabilitation projects at plants and throughout collection system	Approximately \$2m in repairs were complete or are underway in 2017. Several projects were deferred to 2018 based on adjusted priorities from upcoming Dillman Rd Wastewater Treatment Plant expansion.	Not Met
	Undertake GIS system migration project	GIS migration was researched and engineered with bids for data conversion going out in 2018.	Accomplished
	Map all documented utility easements within CBU distribution system by 6sq miles per year.	Significant progress has been made on mapping easements by completing 6 sq miles in 2017. In the process, previously unrecorded easements are discovered and/or executed. A comprehensive study of CBU properties was published in Fall 2017.	Accomplished
Laboratory	Complete an evaluation of lab fees to better serve residents	A schedule of updated fees was approved by Council in October.	Accomplished
Monroe	Further reducing disinfectant byproducts levels via process optimization, including more rigorous in-house jar-testing	Our Water Treatment Intern has continued to work with Monroe Plant staff to improve coagulation and organics removal. We plan to continue trials of alternative coagulants. We also utilized particulate activated carbon to manage organics, DBPs and taste and odor. While the PAC that we fed had been in storage for several years, the preliminary results were positive. We plan to continue that program in 2018.	Accomplished
	Complete repair work of drive at low service pump #4 in order to assure capacity, as well as efficiency of operations	Repair completed on pump at Monroe Water Treatment Plant.	Accomplished

2017 Utilities Department Budget Goal Updates

Program / Activity	Goal	Update	Status
T & D	Initiate Advanced Metering (AMI) Transition	Identified AMI project goals and 2018-2019 goals, put a team together to implement AMI project (Brad Schroeder, Laura Pettit, Brandon Prince, Tom Axsom, and Vic Kelson). Successfully tested the technology with IU to remote read the B&B water meter near Griffy plant facility.	Accomplished
	Improve sewer collection and treatment at T&D	T&D rebuilt 10 lift station pumps in 2018 (lift stations move wastewater through the system from homes/businesses to the wastewater treatment plants)	Accomplished
Stormwater	Initiate \$693,000 in targeted capital projects, including neighborhood improvements dealing with drainage issues and storm inlet replacement program	Spent \$693,000 budget. Completed 7 city wide improvement projects, with 7 more designed for 2018. -Completed major repair at 3rd and Lincoln. -Completed numerous activities related to stormwater education with community groups such as Project School and Girls Scouts. -Completed design and contracting for Wiemer Dam removal, deconstruction, and wetland restoration will occur in 2018.	Accomplished
	Bid and award contract for a Stormwater Master Plan for the downtown area	Work for Stormwater Master Plan was deferred in lieu of accelerating design work on the Jordan tunnel.	Not Met
Goal Count	Goal Met?		
	Accomplished		29 (87.88%)
	Substantially Accomplished		0 (0%)
	Not Met		4 (12.12%)
Total Goals			33