

2019 MID-YEAR BUDGET GOAL UPDATES

AS OF
JUNE 30,
2019



**CITY OF
BLOOMINGTON**
OFFICE OF THE MAYOR

Introduction & Summary

The City of Bloomington 2019 budget goals reflect a wide range of work undertaken to improve the quality of life for every Bloomingtonian. Everything we do involves working together to create an innovative, safe, and welcoming city for the residents of and visitors to Bloomington.

As embodied in the 2019 budget, these goals reflect priorities of this administration to support and maintain public safety and civility, help foster a vibrant and prosperous sector of jobs and enterprises, create affordable/workforce housing, enhance quality of place and active community engagement, steward our city-owned assets, and invest in innovative solutions, all in a community committed to sustainability, inclusion and opportunity.

The 2019 mid-year budget goal summary reflects fourteen city departments reporting on nineteen individual components of city functions and their corresponding goals. In total, 611 goals are identified for 2019. Of these goals, as of June 30, 23% have already been accomplished, 71% are in progress and 6% are determined to be inactive. All of us in the city administration will continue to work hard to accomplish the remaining goals and will provide a full end-of-year report after the end of 2019.

2019 Mid Year Budget Goal Totals, as of 6/30/19

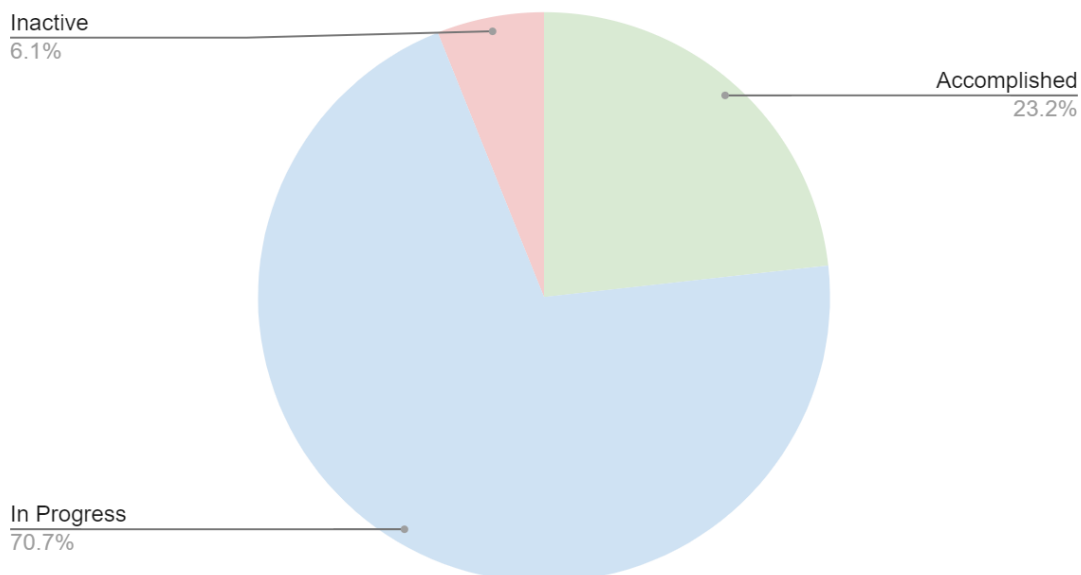
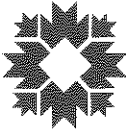


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PUBLIC COMMENT

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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OFFICE OF THE MAYOR

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September 30, 2019

Dear Council Members,

As we continue our hard work of ensuring Bloomington's bright future, it is valuable to look back to see how far we've come. We've done a lot of good work together for current Bloomingtonians and those to come, and we can always do more. The urgency of climate change is one reminder of our responsibility to our successors. We have built the opportunity for long-term thinking, goal-setting, and taking stock of progress into our budget process, so that public funds are allocated as wisely as possible.

Since the fiscal year 2018 budget was approved, we have used Trello, a web-based project management application, to track the status of goals included in our budget memos and our progress. As we move into fiscal year 2020, we look back on 2018 and 2019, to see where we succeeded and where we could improve, and use that knowledge to inform our decisions for 2020.

This document is a compilation of departmental Trello updates for 2018 and 2019 budget goals. Department heads have labeled projects with their status, assigned due dates for the completion of each project, and highlighted action items to achieve their overall goals. Our city administration is demonstrating a level of transparency and 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 an important representation of what has been done. At the same time, this document gives us the opportunity to notice where progress has been difficult, and to give greater attention to those issues.

In the midst of the daily business of running a dynamic city like ours, it's challenging, but essential to take the long view. It is the goal of this document to help offer that perspective. If you have any questions, concerns, or suggestions about this document, please feel free to reach out to Deputy Mayor, Mick Renneisen, who can provide specifics about each department's report and explain the system for tracking our budget goals.

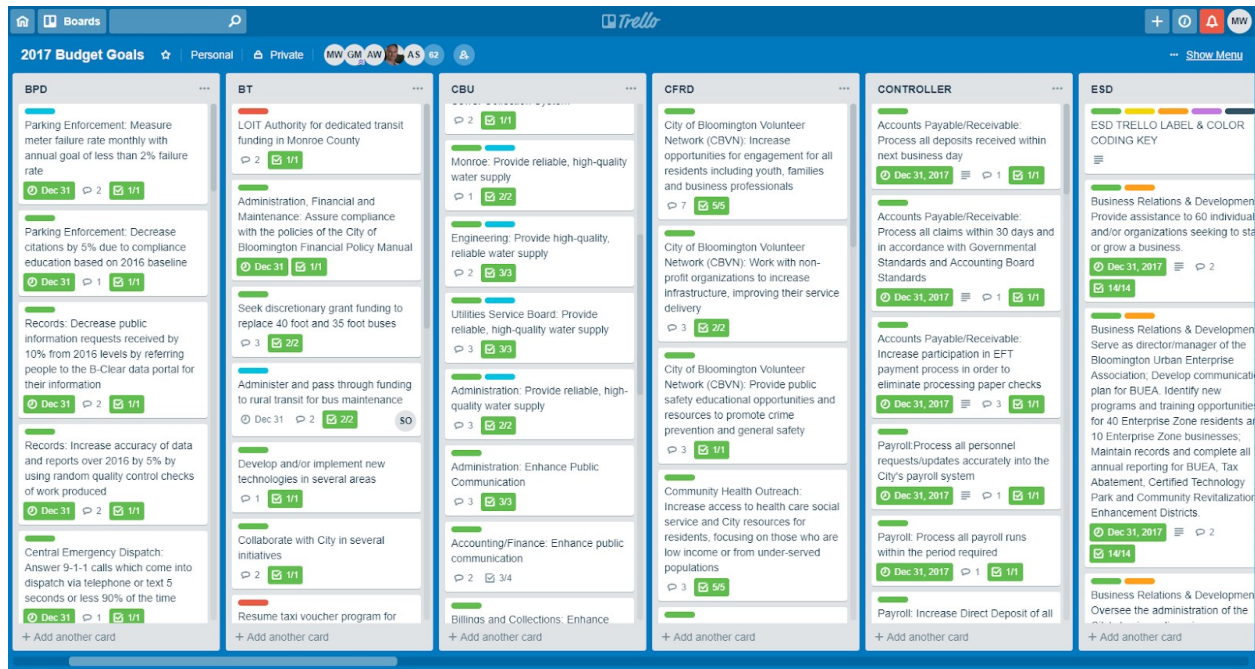
Sincerely,



John Hamilton
Mayor, City of Bloomington

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.

In Progress: This term is used in the status update column of 2019 documents to indicate that staff currently are working towards accomplishing a budget goal.

Inactive: This term is used in the status update column of 2019 documents to indicate that staff are no longer pursuing a budget goal or that it has been pushed to a future date.

2019 CFRD Mid Year Budget Goal Updates

Program/Activity	Goal	Update	Due Date	Status
Engagement	Develop and promote a 2019 campaign of monthly outreach focused on the material needs and engagement opportunities for non-profit organizations serving children and families impacted by the opioid crisis	Template developed and will be populated by October 30th.	12/31/2019	In Progress
Engagement	Engage 10 local businesses through skill-based and pro-bono volunteering presentations to increase the percentage of volunteers at each business by 10% in 2019	Developed list of businesses to contact. Beginning to set up meetings and make contacts.	12/31/2019	In Progress
Engagement	Increase nominations for the Be More Awards from 35 individuals/groups to 50 (43% increase) in 2019	Be More Awards received 53 applications - a 51% increase over 2018	12/31/2019	Accomplished
Engagement	Increase attendance of the Be More Awards from 450 to 500 (increase of 11%) in 2019	Be More Award attendance estimated at 480 for 2019.	12/31/2019	In Progress
Engagement	Collect written and online evaluations showing at least 70% of attendees at the Be More Awards feeling more informed, aware or knowledgeable after attending the event as evidenced by completed program evaluations	Collected written evaluations at event and online using a QR code, resulting in 80% of respondents indicating they were more informed, aware and knowledgeable about the work of area nonprofits and the role of volunteers.	12/31/2019	Accomplished
Engagement	Coordinate, promote and host a minimum of 2 all-ages, family-friendly engagement opportunities in 2019, including Volunteer on the Spot at the Community Volunteer Fair at Farmers' Market and Family Volunteer Day.	Community Volunteer Fair at Farmers' Market scheduled for September 7th.	12/31/2019	In Progress

2019 CFRD Mid Year Budget Goal Updates

Safety, Civility and Justice	Convene the Community Coordinating Council quarterly to provide oversight of the Safety, Civility and Justice (SCJ) Task Force recommendation implementation process, and provide quarterly updates to the community as the initiative progresses	CCC last met on January 22nd. Will meet again in September.	12/31/2019	In Progress
Safety, Civility and Justice	Pilot the After-Hours Ambassador Program by April to be the liaison between the administration and nightlife proprietors and patrons in the downtown area and beyond	After Hours Ambassador began working July 1st.	7/1/2019	Accomplished
Diversity	Develop and implement (with Human Resources) diversity and inclusion training to be required for all city employees in 2019	HR decided to engage BTCC (Building a Thriving Compassionate Community) to provide Implicit Bias training for staff and working directly with them.	12/31/2019	In Progress
Diversity	Coordinate a 4-5 week Youth Citizens' Academy for summer of 2019, with the target audience to be 60 middle school-aged students living in or attending school in Monroe County to increase youth knowledge of local government and government resources	This goal was a carry over from 2018 and another S&CCP Director. The plan to recruit students through existing summer camps did not work because they were not notified in time and had already developed their curriculum. Will try this again in 2020.	5/31/2019	Inactive/ Not Met

2019 CFRD Mid Year Budget Goal Updates

Diversity	Secure funding in the amount of \$10,000 by Q1 to produce eight episodes of Our Table Our Talk video series discussing the issues facing Bloomington's diverse community and designed to encourage further conversations in the community on topics of importance	Secured \$7,000 in funding. Will revamp series to fit budget.	3/31/2019	In Progress
Diversity	Produce 8 episodes of OurTable Our Talk video series in 2019 discussing the issues facing Bloomington's diverse community and designed to encourage further conversations in the community on topics of import	As of 6/30, 4 episodes have been produced and posted. Another episode filming is scheduled for September 22nd.	12/31/2019	In Progress
Health Outreach	Increase community knowledge of opioids and substance use disorder, helping to reduce stigma and provide resources for treatment options by utilizing the City's webpage, working the Monroe County Opioid Commission and publishing pamphlets focusing on middle and high school students, parents and caregivers in 2019	Attending monthly Monroe County Opioid Commission meetings Serving on the 3rd Annual Opioid Summit planning committee Coordinating Summit volunteers	12/31/2019	In Progress
Health Outreach	Provide health education for early detection, screening, resources and patient navigation for follow-up care to under-served Hispanic and Latino residents and begin measuring pre and post testing and follow-up care in 2019 to track impact	Health screenings will take place during Hispanic Heritage Month - September 15-October 15	12/31/2019	In Progress

2019 CFRD Mid Year Budget Goal Updates

Commission on Aging	Increase event participation of 4 annual community events by 20% through targeted marketing, social media and outreach efforts	WTIU Conference on Aging - Helping to recruit members for Endwright East - This is a new activity so there is no comparative data from 2018. Memberships: June 118; Daily Usage: June: 184	12/31/2019	In Progress
Commission on Aging	Host a minimum of 3 workshops or public events on the Lifetime Community concept by November 1 to educate the public	As of 6/30, no workshops were held. Upcoming workshops scheduled for August and September 2019.	11/1/2019	In Progress
Commission on the Status of Black Males	Survey 100 African-American men within the Bloomington community in collaboration with IU School of Nursing by July 1 to create a data set regarding healthcare access	Over 100 African American males surveyed regarding health access. IU School of Nursing has completed report and developed database.	7/1/2019	Accomplished
Commission on the Status of Black Males	Increase the number of men welcoming students on the first day of class as part of the national Million Father March from 10 to 30 in 2019	Million Father March scheduled for August 7, 2019.	12/31/2019	In Progress
Commission on the Status of Black Males	Create the Outstanding Black Woman Leader of Tomorrow Award to be presented in February	Commission developed criteria, received 8 nominations and selected Naomi Young as their inaugural Young Black Woman Leader of Tomorrow.	2/1/2019	Accomplished
Commission on the Status of Children and Youth	Recognize 4 area children and youth with SWAGGER (Student Who Act Generously, Grow and Earn Respect) awards in November	S.W.A.G.G.E.R. Awards will take place November 7th.	11/1/2019	In Progress

2019 CFRD Mid Year Budget Goal Updates

Commission on the Status of Children and Youth	Produce 2 educational resources on warning signs of drug use, treatment and prevention in collaboration with the Monroe County Opioid Commission in 2019 with the target audience of middle and high school youth and their parents	Planning to produce educational pamphlets to coincide with the South Central Opioid Summit. Second resource TBD.	12/31/2019	In Progress
Commission on the Status of Children and Youth	Recruit 10-15 students to serve on the Youth Participatory Budgeting (YPB) Steering Committee by Q2	The YPB Steering Committee has 11 members. There are 16 YPB delegates.	4/1/2019	Accomplished
Commission on the Status of Children and Youth	Promote Youth Participatory Budgeting (YPB) activities to all students ages 13-18 living or attending school in Monroe County to solicit ideas for proposals June-August, 2019	The steering committee and delegates went through training and met through the summer. Idea collection continues through August at which point the top ideas will be developed into proposals. Steering Committee will present to City Council on August 14.	8/31/2019	In Progress
Commission on the Status of Children and Youth	Develop Youth Participatory Budgeting (YPB) project proposals with voting taking place in September and October	Voting scheduled to take place in September.	10/31/2019	In Progress
Commission on the Status of Children and Youth	Create an implementation plan for winning Youth Participatory Budgeting (YPB) proposal(s) by December	Implementation plan scheduled after votes are tallied in October.	12/20/2019	In Progress
Commission on Hispanic and Latino Affairs	Recognize at least 10 Hispanic and Latino students moving from middle to high school, high school to college, and graduating from college at the Hispanic and Latino Awards Ceremony in October	Ceremony is scheduled for September 30th.	10/31/2019	In Progress

2019 CFRD Mid Year Budget Goal Updates

Commission on Hispanic and Latino Affairs	Commission on Hispanic and Latino Affairs: Recognize at least one organization that has provided outstanding support to the Hispanic/Latino community at the Hispanic and Latino Awards Ceremony in October	Ceremony is scheduled for September 30t.	10/31/2019	In Progress
Dr. Martin Luther King Jr. Birthday Celebration Commission	Secure \$7,000 in sponsorship funding by December to cover the expenses of the MLK Birthday Celebration and one major volunteer effort	Secured funding in the amount of \$ 8000+ for annual MLK Birthday Celebration, an increase of \$1000 or 14%.	12/31/2019	Accomplished
Dr. Martin Luther King Jr. Birthday Celebration Commission	Plan and coordinate the MLK Birthday Celebration in January which includes the Day of Service, Community Celebration and Legacy Awards, reaching 500 community members	MLK Day celebration took place on January 21st with an estimated 450 people in attendance. The Legacy Award was presented to Dr. Gladys Devane. Day of Service activities took place at 20 organizations.	1/31/2019	Accomplished
Dr. Martin Luther King Jr. Birthday Celebration Commission	Coordinate commemoration of the Dr. Martin Luther Kings, Jr's assassination on April 4th.	The MLK Commission penned an op ed for the Herald-Times to acknowledge the anniversary of the assassination of MLK, Jr.	12/31/2019	Accomplished
Commission on the Status of Women	Increase event revenue of the Women's History Month Lunch and Women of the Year Awards in March by 10% through sponsorships, reserved seating, donations and social media advertising	2019 Income - \$16,085 compared to \$19,130 in 2018 - a difference of \$3,045 or 15%. The loss is attributed to less sponsorship contributions in 2019. \$2,300 in sponsorship in 2019 compared to \$4,950 in 2018.	3/31/2019	Inactive
Commission on the Status of Women	Increase participation of Women's Leadership Development event in March by 10%	2018 attendance - 43 2019 attendance - 60 Difference of 17 or 40%	3/31/2019	Accomplished

2019 CFRD Mid Year Budget Goal Updates

Commission on the Status of Women	Increase diversity of Women's Leadership Development event by 10% in 2019 by soliciting and promoting to more diverse panelists and audience	Of the 60 people in attendance, about 1/3 or 20 were male and/or racial minorities. This is the first time in many years (if any) there has been a significant male presence at this event.	3/31/2019	Accomplished
Commission on the Status of Women	Increase the number of events sponsored by both the Bloomington Commission on the Status of Women and the Monroe County Women's Commission from 1 to 3 in 2019	The commissions have scheduled a meeting to plan a screening of the movie Harriet Tubman and one more event	12/31/2019	In Progress
Council for Community Accessibility	Award at least 30 decals to new businesses for ADA compliance in 2019 by surveying new and existing public facilities	This activity is ongoing. To date 17 new decals have been awarded.	12/31/2019	In Progress
Monroe County Domestic Violence Coalition	Publish 2 updates to domestic violence statistics in Monroe County in 2019	First update was published in March, 2019.	12/31/2019	In Progress
Monroe County Domestic Violence Coalition	Increase attendance of the Domestic Violence Conference from 75 to 100 (33% increase) in 2019	Conference will take place in October, 2019.	12/31/2019	In Progress
Safety, Civility and Justice	Convene and collaborate with Community Coordinating Council quarterly to provide oversight to the Safety, Civility and Justice (SCJ) Task Force recommendation implementation, and provide quarterly updates to the community as the initiative progresses.	CCC met in January and will meet again in September, 2019.	12/31/2019	In Progress

2019 CFRD Mid Year Budget Goal Updates

Safety, Civility and Justice	Add full-time position by June, 2019 to facilitate the implementation of the After Hours Ambassador Program. The position will act as the liaison between the administration and nightlife proprietors and patrons in the downtown sector.	Jenna Whiteaker, After Hours Ambassador began on July 1, 2019.	6/31/2019	Accomplished
Safety, Civility and Justice	Working with the Monroe County Opioid Commission and the planning commission for the Monroe County Opioid Summit in 2020, to increase community knowledge of substance use disorder, help to reduce stigma and provide resources for treatment options.	Meeting monthly with the Monroe County Opioid Commission and serving on the South Central Opioid Summit Planning Committee. Summit will take place on September 24th.	12/31/2019	In Progress

Goal Count	Goal Progress?
	Accomplished 12 (30.00%)
	In Progress 26 (65.00%)
	Inactive 2 (5.00%)
Total Goals	40

2019 Controller Mid Year Budget Goal Updates

Program/Activity	Goal	Update	Due Date	Status
Accounts Payable	Increase participation in Electronic Funds Transfer (EFT) payment process from 71% to 75% in order to reduce the processing paper checks by December 31, 2019	We have worked with our vendors and employees to encourage the use of EFT's as opposed to paper checks. As of June 30, we had issued 19,103 EFT's out of 21,208 total payments (90%).	12/31/2019	In Progress
Payroll	Reduce manual checks related to payroll corrections by 10% in 2019 as compared to 2018	Manual checks were limited to 4 through June 30, which is in line with 2018. We will continue to work to reduce this number in the 2nd half of 2019.	12/31/2019	In Progress
Cash Management	Increase our net rate of return from 0.8% to 1.45% in 2019 through a combination of monitoring interest rates, monitoring and negotiating compensating balances with the bank, and minimizing bank transaction fees to maximize the City's return on investment	The City of Bloomington's average net rate of return was 2.13% as of June 30. We will continue to work with our banks to maximize our rate of return and reduce the impact of fees and compensating balances.	12/31/2019	In Progress
Purchasing	Purchasing: Transition 100% of new vendors to the online "Vendor Registry" tool in 2019 to enable us to accept electronic vendor documents securely	We are currently working with the Vendor Registry provider to reconfigure input fields so that we can better manage the vendors that we add to New World. We will continue to work on this through the end of 2019.	12/31/2019	In Progress
Budgeting	Modify the budget timeline by April 30 to allow for work to be spread more evenly and reduce strain on resources	We successfully modified the budget timeline prior to April 30. This enabled us to coordinate with each department to get memos started earlier and therefore allow us to focus on the budget dollars as the process continues.	4/30/2019	Accomplished

2019 Controller Mid Year Budget Goal Updates

Budgeting	Update the budgeting process, allocating budget dollars by program, identifying the population being served as well as the number of FTE's supporting each program by Q3	We assisted each department in updating their budget dollar and FTE allocations by program and with the addition of population served by program. We have updated the tables that link into the budget memos to allow for the seamless capturing of any additional changes as the budget progresses.	7/31/2019	Accomplished
Research and Special Projects	Implement the remaining 3 recommendations of the Fiscal Task Force by December 31, 2019 (of 16 initial recommendations 13 are complete, 2 are in progress and 1 is pending)	As of June 30, 14 recommendations had been addressed and 2 remain in process. We will work to complete these by the end of 2019.	12/31/2019	In Progress
Cash Management	Hire a consultant by December 31 that will enable the City of Bloomington to implement a program to obtain the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting (CAFR) beginning with 2019 results	We have hired a consultant to assist in converting financials to USGAAP, which will facilitate obtaining the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial reporting once 2019 financials are finalized.	12/31/2019	Accomplished
Research and Special Projects	Develop reports necessary to collect data utilized in the application for the Certificate of Achievement for Excellence in Financial Reporting (CAFR) by December 31 for reporting of 2019 financial results	We are currently working with consultants to develop reports that will enable us to apply for the CAFR once 2019 financials are completed.	12/31/2019	In Progress

2019 Controller Mid Year Budget Goal Updates

Research and Special Projects	Document status of efforts assisting with identifying and addressing fiscal impacts from construction of new IU Health campus in Q2 and Q4	We have provided support for the IU Health campus project as required in the 1st half of 2019 and will continue to provide support as the project progresses.	12/31/2019	In Progress
Research and Special Projects	Monitor, report and make recommendations for uses of the Public Safety Local Income Tax in 2019	As of June 30, Public Safety Local Income Tax (PSLIT) revenue collections were \$2.7M while expenditures were \$3.3M. We will continue to work with Police, Fire and Dispatch on projects and capital outlays through the end of 2019.	12/31/2019	In Progress
Research and Special Projects	Complete implementation of 43 Energy Savings program projects by September and monitor results annually over the next 20 years	An additional 3 energy savings programs have been added bringing the total to 46 programs. Of these 41 have been completed and the remaining 5 are in progress. We will assist in completing these projects and initiate efforts to monitor savings during the 2nd half of 2019.	9/30/2019	In Progress
Research and Special Projects	Document status of support for Switchyard Park (opening November 1, 2019), the Trades District (scheduled for completion by June 1, 2019), the Convention Center Expansion (supported by the food & beverage tax), and the purchase and redevelopment of the existing Hospital Site in Q2 and Q4	We have provided financial support for the capital projects as required and will continue to provide support through the 2nd half of 2019.	12/31/2019	In Progress
Internal Audit	File audit to the State Auditor no later than December 31 for the audit covering 2018 results	We supported the State Auditor in performing their audit of the City of Bloomington's 2018 financials. They are in process of finalizing their review.	12/31/2019	In Progress

2019 Controller Mid Year Budget Goal Updates

Internal Audit	Provide report on review of appropriate levels of controls and segregation of duties to minimize the risk of theft or fraudulent use of city resources to City Administration by Q4	This process is ongoing and will be completed by the end of 2019.	12/31/2019	In Progress
Internal Audit	Conduct a minimum of 2 audits of cash funds (18 funds) in 2019 to comply with City, State and Federal requirements	This process is ongoing and will be completed by the end of 2019.	12/31/2019	In Progress
Internal Audit	Review transactions that will account for approximately 45% of total spending in 2019 to comply with City, State and Federal requirements	This process is ongoing and will be completed by the end of 2019.	12/31/2019	In Progress

Goal Count	Goal Progress?	
	Accomplished	3 (17.65%)
	In Progress	14 (82.35%)
	Inactive	0 (0%)
Total Goals		17

2019 ESD Mid Year Budget Goal Updates

Program/Activity	Goal	Update	Due Date	Status
Arts & Cultural Development	Adopt and begin implementation of the 2019-2021 Bloomington Entertainment and Arts District (BEAD) Strategic Plan by end of Q1	The Strategic Plan has been presented to both the Council and the Office of The Mayor. The new website was launched in 1st Quarter of 2019. We held a celebratory event at the BCT on June 20th, 2019 to celebrate the rebrand.	3/31/2019	Accomplished
Arts & Cultural Development	Update and publicize Bloomington Entertainment and Arts District (BEAD) brand/logo by end of Q3, considering new sponsorship opportunities and co-branding/marketing opportunities with Visit Bloomington	New Brand Rollout has been successful. Banners are up in the downtown/BEAD area.	9/30/2019	Accomplished
Arts & Cultural Development	Create Bloomington Entertainment and Arts District (BEAD) Annual Report and implement BEAD Summit by end of Q4	Currently Underway and in development. On track to be completed by Q4 2019.	12/31/2019	In Progress
Arts & Cultural Development	Create Arts and Economic Impact update study by end of Q4	On Track to be completed by Q4.	12/31/2019	In Progress
Arts & Cultural Development	Grow Bloomington Entertainment and Arts District (BEAD) advisory engagement with other sectors (i.e. business, service industry) by 25% in 2019	Currently overlapping efforts within our BEAD rebrand to increase advisory engagement.	12/31/2019	In Progress
Arts & Cultural Development	Assess and create a Strategic Maintenance Plan For Public Art with the departments of Public Works and Parks & Recreation by end of Q3	Currently underway - working with Parks, Public Works and the Controllers Office on appropriate structure and budget lines.	9/30/2019	In Progress
Arts & Cultural Development	Create the Arts Space Needs Assessment by end of Q4 in consideration of the Comprehensive Plan and Urban Land Institute (ULI) report	Joanna Worokowicz is under contract and this is on task to be completed by end of Q4 2019.	12/31/2019	In Progress

2019 ESD Mid Year Budget Goal Updates

Arts & Cultural Development	Provide salary study for nonprofits/arts groups by Q4 in conjunction with Bloomington Entertainment and Arts District (BEAD) annual report	Study is completed.	10/1/2019	Accomplished
Arts & Cultural Development	Launch the Arts Capital Investment Program for future public arts projects with Community Development Financial Institution (CDFI) by Q2	The partnership has been established between CDFI Friendly Bloomington and the City of Bloomington. No bites yet on the opportunity from selected/under contract artist.	4/1/2019	Accomplished
Arts & Cultural Development	Reduce City staff involvement in application, permitting, and staff support of festivals and cultural events by 25% in 2019 by working with newer community organizations to build capacity for event growth	Working with Public Works to transfer some responsibilities and permitting back to Public Works.	12/31/2019	In Progress
Arts & Cultural Development	Implement event permitting process by Q3 to increase organizer capacity and awareness of protocol, process and public safety	Ongoing and consistently occurring. Recent world events cause concerns with community event organizers. Working on a transition for Public Works to manage some smaller events to ease permitting and process.	7/1/2019	In Progress
Arts & Cultural Development	Secure a grant in partnership with a Bloomington or Indiana-based cultural organization to receive National Endowment for the Arts (NEA) funds or create local residency program in partnership with a small business by Q4	We have secured a collaborative and regional grant through the Columbus Museum of Art and Design. The project will kick off Q1 2020 and run through Q3 2020. This regional project will impact both Bloomington and Columbus with exhibitions focused on public art and local artists.	12/31/2019	Accomplished
Arts & Cultural Development	Increase request for qualification (RFQ) submissions from nationally-recognized artists by 25% in 2019	The Trades District Parking Garage RFQ will be released within this Quarter. For the 4th Street Garage due to timing had to select a prequalified artist.	12/31/2019	In Progress

2019 ESD Mid Year Budget Goal Updates

Arts & Cultural Development	Update the Bloomington Arts Commission (BAC) grants program by Q2	Updated. Provided annual report and 2019 BAC information at City Council on June 12th, 2019.	4/1/2019	Accomplished
Sustainable Development	Develop 2018 annual Sustainability Report by end of Q1 for community distribution	Annual sustainability report developed and circulated as called upon by the Sustainability Action Plan. Format designed for reuse in future reports.	3/31/2019	Accomplished
Sustainable Development	Join ICLEI - Local Governments for Sustainability by June 30 for access to ClearPath software to conduct greenhouse gas (GHG) emissions inventories for City operations and the community	Joined ICLEI (Local Governments for Sustainability) network and have access to ClearPath software.	6/30/2019	Accomplished
Sustainable Development	Begin greenhouse gas (GHG) emissions data collection for analysis and reporting using ClearPath software by June 30, as directed in the Sustainability Action Plan	Began greenhouse gas emissions data collection in June of this year, have inputted data into the software system.	6/30/2019	Accomplished
Sustainable Development	Register with and begin data collection for Leadership in Energy and Environmental Design (LEED) for Cities certification by April 30 with a goal of applying for certification by the end of 2020	Registered for LEED for Cities certification and began program in June 2019.	4/30/2019	Accomplished
Sustainable Development	Implement at least 1 community event/symposium in 2019 to increase awareness about sustainability topics	Held Wasted film screening to celebrate Year of Food in March 2019.	12/31/2019	Accomplished
Sustainable Development	Design and distribute a quarterly sustainability newsletter for the Bloomington community in 2019	One sustainability newsletter was designed and distributed this year. Need to create a new one for Q4.	12/31/2019	In Progress

2019 ESD Mid Year Budget Goal Updates

Sustainable Development	Expand and facilitate a City employee “sustainability team” meeting monthly in 2019 to address environmental, economic and equity topics for internal City operations	Holding monthly Green Team meetings. Have not addressed environment, economic and equity topics yet.	12/31/2019	Inactive
Sustainable Development	Conduct a waste characterization study of sample households in Bloomington by December 31 with an associated residential education campaign for improved recycling	The District has not conducted a residential education campaign for improved recycling, currently utilizing the waste characterization study provided by Adam Wason to determine next steps. Have developed a resource sheet for internal Green Team operations.	12/31/2019	Inactive
Sustainable Development	Expand composting opportunities to at least 2 additional City facilities by April 30	Now composting at City Hall, Bloomington Transit, Animal Shelter, and CBU	4/30/2019	Accomplished
Sustainable Development	Evaluate the potential to offer curbside composting for local residents with Public Works by December 31	The District is currently negotiating a contract with Green Camino to pilot composting drop off sites at District recycling centers- will evaluate success of that program. Not viable to do curbside composting via City Sanitation until have fully implemented current Sanitation waste modernization efforts. In the meantime, have started getting technical assistance from Natural Resource Defense Council to calculate food waste and evaluate private sector composting expansion. In active conversations with Public Works, potential date in 2020/ 2021	12/31/2019	In Progress

2019 ESD Mid Year Budget Goal Updates

Sustainable Development	Recruit at least 5% more volunteers for the 2019 Hoosier to Hoosier community sale than in 2018 (298 volunteers, 1,600 volunteer hours) by August 31	Sale date is August 24th- working with IU, Green Team, and Volunteer Network to recruit volunteers	8/31/2019	In Progress
Sustainable Development	Host at least 2 public information sessions in Round 4 of Solarize Bloomington by October 31	Seven Round 4 Solarize sessions hosted in 2019 through present, with a possible additional two more before the end of year. These were held on April 2, 18; May 7, 30; June 18; July 9; August 14.	10/31/2019	Accomplished
Sustainable Development	Develop and implement the work plan for the 2019 Monroe County Energy Challenge (MCEC) by July 31 in partnership with all MCEC participants	Work plan developed and in implementation, will finish up work plan by August 2019	7/31/2019	Accomplished
Sustainable Development	Develop and implement a work plan for a Value Chain Coordinator or other food/ agriculture stimulator program by December 31 to increase access to local food	Value Chain Coordinator work plan is developed and in implementation. 2019 work plan is focused in information gathering: grower & buyer surveys, food system & food safety research.	12/31/2019	Accomplished
Sustainable Development	Facilitate at least 1 community event quarterly in 2019 regarding food access, economic partnerships and education	1 film screening held, 1 scheduled for September 20th at 7 pm at Buskirk Chumley.	12/31/2019	In Progress
Sustainable Development	Contract and manage a consultant to conduct a climate change vulnerability assessment for the City of Bloomington by December 31	Climate change vulnerability assessment drafted, contract will begin in Q4 of 2019.	12/31/2019	In Progress
Sustainable Development	Partner with IU and car share providers to increase the utilization rate of car share vehicles in Bloomington by 4% (from 36% in 2017 to 40%) in 2019	Monitoring ZipCar utilization rates in partnership with IU	12/31/2019	In Progress

2019 ESD Mid Year Budget Goal Updates

Sustainable Development	Identify 2019 buildings relevant to the Green Building Program Ordinance, and outline steps and timelines needed to update the ordinance by September 30	Currently reviewing Green Building Program Ordinance with Sustainability Commission, submitting ordinance comments to Plan Commission in August 2019.	9/30/2019	In Progress
Sustainable Development	Identify City buildings for potential Leadership in Energy and Environmental Design (LEED) Building Operations and Maintenance (O&M) certification in 2019 and 2020, per the guidelines of the Green Building Program Ordinance, by June 30	Waiting for Green Building Program Ordinance to pass.	6/30/2019	Inactive
Sustainable Development	Partner with Bloomington Commission on Sustainability (BCOS) to develop criteria, outreach materials and recognition pathways for Bloomington businesses that take steps to conserve energy/water, reduce waste, support multi-modal transportation, and support the community (i.e. through employee volunteer programs, charitable giving, etc.) by December 31	Commission is undergoing strategic planning process in August 2019.	12/31/2019	In Progress
Business Relations and Development	Business Relations and Development: Implement a formal relationship management tool by October 31 to document and exceed the current pace of 500 documented business/organization interactions per year	Standalone departmental Customer Relationship Management (CRM) tool evaluation deferred to citywide document management system project. ESD needs will be met by that system, which is on track for 2019 selection.	10/31/2019	In Progress

2019 ESD Mid Year Budget Goal Updates

Business Relations and Development	Develop, support, and implement at least 5 new workshops for small and medium-sized businesses to take place at The Mill in 2019	5 workshops developed and implemented: Crossroads Pitch Competition, Nerdy Things, Bragbox, Community Day , and Defense Entrepreneurs Forum. Department will continue to evaluate merits of continuing "Small Business Power Hour" -- a gathering of business resources to help launch businesses, which was conceived and launched in 2018 with help from community economic development groups.	12/31/2019	Accomplished
Business Relations and Development	Implement at least 2 recommendations from Bloomington's formal business retention and expansion program (BR&E) modeled on best-in-class programs by December 31	Provided feedback to Bloomington Economic Development Corporation's (BEDC's) proposed Business Retention and Expansion (BR&E) proposal. Collaborating with BEDC to finalize and implement its program, which has been somewhat delayed by BEDC staff turnover	12/31/2019	In Progress
Business Relations and Development	Measure and improve Bloomington's perceived 'business-friendliness' among key stakeholders by 10% in City Survey or similar audit in 2019	Collaborated with Cook/Chamber/BEDC to execute business-friendliness survey in Q4 2018. Working with same to update survey for 2019 to evaluate progress on key metrics. City Survey lists "Small Business Support" as increasing 2019 vs. 2017 by ~10% (68% vs. 62% respectively).	7/1/2019	In Progress
Business Relations and Development	Increase the "Excellent" rating of Bloomington as a "place to work" by 10% in the 2019 city survey as compared to the 2017 City Survey	City Survey indicated a decrease in excellence rating for "Bloomington as a place to work" 2019 vs. 2017 (58% vs. 65%).	7/1/2019	Inactive/Not Met
Business Relations and Development	Increase the "Excellent" rating of Bloomington's "overall economic health" by 10% in the 2019 city survey as compared to the 2017 City Survey	City Survey yielded no movement on "Bloomington's economic health" 2019 vs. 2017 (61% vs. 61%).	7/1/2019	Inactive/Not Met

2019 ESD Mid Year Budget Goal Updates

Business Relations and Development	Increase the “Excellent” rating of Bloomington’s “employment opportunities” by 10% in the 2019 city survey as compared to the 2017 City Survey	City Survey listed "Bloomington's employment opportunities" as having risen by approximately 7% in 2019 vs. 2017 (46% vs. 43%).	7/1/2019	In Progress
Business Relations and Development	Connect at least 15 new residents to a job opportunity in 2019 by implementing networking initiatives	Supported ongoing use of Bloomington Connect, pilot networking Google Groups tool, which connected 10 specific individuals through Q2 to network of job opportunity providers. Will seek to augment effectiveness of tool in Q3 & Q4 to expand its reach.	12/31/2019	In Progress
Business Relations and Development	Facilitate the creation of an opportunity fund in Bloomington and attract at least 1 new capital investment through the opportunity fund in 1 of Bloomington’s three opportunity zones by December 31	Department was key player in establishing city's three Opportunity Zones, one of which was leveraged to facilitate the development of an opportunity fund by Birge & Held for its Urban Station II project. Department will continue to promote the city's three zones to stimulate additional investments, including in the Trades District.	12/31/2019	Accomplished
Business Relations and Development	Facilitate at least 1 program at The Mill to promote commercialization of IU and Crane intellectual property in 2019	Support & attend at least one Defense Entrepreneurship Forum event at the Mill (3 have occurred between January and August). The Defense Entrepreneurs Forum is a non-profit network of problem solvers in the military, government and private sector that work together to increase innovation and support disruptive thinkers in the national security space.	12/31/2019	Accomplished
Business Relations and Development	Reduce paper submissions of business licensing applications by 50% in 2019	Awaiting Organizational Assessment process to determine opportunities for process improvements in business licensing.	12/31/2019	Inactive

2019 ESD Mid Year Budget Goal Updates

Business Relations and Development	Create at least 1 new business license to accommodate new industry sectors (e.g. pedal pub, pop-up, new modes of transit) by the end of 2019	Department provided significant support to development of scooter ordinance, which passed Council on 7/31. This effort will revamp and formalize licensing guidelines for scooters, with implementation date scheduled for September 1, 2019.	12/31/2019	In Progress
Major Economic Development Projects	Finalize the 5-year Economic Development Plan for Bloomington and surrounding region by the end of 2019 in partnership with the Chamber, BEDC and community stakeholders	Supporting Bloomington Economic Development Corporation (BEDC) efforts to develop a Comprehensive Economic Development Strategy for Bloomington and Monroe County. Provided significant resources in Q2 to research plans and propose areas of focus. Department and BEDC working collaboratively with Chamber, DBI, VisitBloomington, Community Foundation, the Mill, IU, County, to stimulate development of plan.	12/31/2019	In Progress
Major Economic Development Projects	Negotiate affordability and incentives, as required, for the development of at least 2 new sites in 2019 to facilitate development goals as outlined in the Comprehensive Master Plan via a private investment by end of Q4	Co-Leading affordability contributions with Housing And Neighborhood Development department on two sites in current negotiations: CDC/Motel 6 Site (1800 North Walnut), which tentatively will contribute \$2.4 million to Housing Development Fund; Curry/Pete Ellis project which will tentatively contribute 52 workforce units to inventory of affordable housing units. Additional projects in progress.	12/31/2019	In Progress

2019 ESD Mid Year Budget Goal Updates

Major Economic Development Projects	Stimulate development of at least 1 acquired and other key properties in vicinity of Switchyard Park in 2019, including initiating development of Night Moves site	Completing Switchyard Massing Plan document, in collaboration with Planning & Transportation department. Awaiting completion before stimulating development of site at east entrance to park (current Night Moves property).	12/31/2019	Inactive
Major Economic Development Projects	Stimulate 200 additional units (or equivalent) of affordable and/or workforce housing in 2019 by leveraging incentives and other tools	Collaborating with Housing And Neighborhood Development to stimulate 175 additional units/equivalent contributions via CDC/Motel 6 site (123 equivalent units) and Curry/Pete Ellis project (52 workforce units).	12/31/2019	In Progress
Major Economic Development Projects	Market and sell Showers Admin Building to private developer by end of Q3 to stimulate use as tech/innovation focused office building in support of Trades District development	Administration Building listing posted 8/5 for sale via Colliers and other sales channels. Offer due date October 11. Project will exceed originally anticipated Q3 sale completion date, but seeking sale by end of 2019.	9/30/2019	In Progress
Major Economic Development Projects	Complete unfinished Trades District infrastructure construction rolling over to 2019 by end of Q2	Trades District infrastructure project completed in May 2019, formalized with ribbon cutting on 5/31. Add-on project of alley repair behind the Mill to be completed in Q3.	6/30/2019	Accomplished
Major Economic Development Projects	Develop and launch formal marketing materials promoting the Trades District in advance of sales efforts by end of Q2	Developed and completed formal Trades District Marketing materials, in collaboration with Colliers, and began distribution in Q2 in advance of Kiln and Administration Building listing.	6/30/2019	Accomplished
Major Economic Development Projects	Facilitate sale of at least 1 lot in the Trades District to private development by end of Q3	Negotiations in progress to facilitate sale of one lot in the Trades District. Continuing efforts to evaluate additional proposals and expressions of interest for additional lots.	9/30/2019	In Progress

2019 ESD Mid Year Budget Goal Updates

Major Economic Development Projects	Facilitate financial support package (master lease or other) to stimulate development of a spec office building in the Trades District by private developer by end of Q4	Pending evaluation of feasibility of spec building.	12/31/2019	In Progress
Major Economic Development Projects	Finalize plans for and launch parking structure development servicing Trades District by end of Q3	Trades District Garage structure design and construction planning well underway, with anticipated finalization of plan by end of Q3. Construction scheduled to begin in late 2019 with completion and opening of structure by end of 2020.	9/30/2019	In Progress
Major Economic Development Projects	Support Community Development Financial Institution (CDFI) "harbor master" access to at least 10 qualified deals for promotion to external CDFIs by end of year	Department has continued to provide interim 'harbor master' services to CDFI-Friendly Bloomington (CFB), pending establishment of CFB Executive Director, scheduled for September 3. Eight tentative deals in various stages of evaluation, including two that have formalized CDFI involvement (RAD Conversion; Southern Knoll).	12/31/2019	In Progress
Major Economic Development Projects	Develop and implement one Opportunity Zone community event, in partnership with BEDC, by end of Q2	Supported and presented at Opportunity Zone community event on April 30 at the Monroe Convention Center, hosted by BEDC. Attended by approximately 50 people. Co-presenter was accounting firm BKD.	6/30/2019	Accomplished
Major Economic Development Projects	Develop a formal strategy document by end of Q2 to fully leverage Opportunity Zones as regulations become available	Unable to accomplish development of document by end of Q2 with staff turnover at BEDC. Currently developing plans for Opportunity Zone promotion with BEDC staff for release by end of 2019.	6/30/2019	In Progress
Major Economic Development Projects	Support at least 1 Opportunity Zone investment by end of Q2, assuming regulations are promulgated	Opportunity Zone investment closed in Q2 by Birge & Held (Urban Station II project) in downtown zone.	6/30/2019	Accomplished

2019 ESD Mid Year Budget Goal Updates

Major Economic Development Projects	Increase capacity of high-quality childcare and Pre-K seats by 100 spots for low-income children by end of Q3	Working closely with Community Foundation to evaluate shared service model for Bloomington Pre-K providers. Providers have indicated that increasing capacity is not priority given staffing/efficiency challenges. Will seek solution to address their pressing issues.	9/30/2019	In Progress
Major Economic Development Projects	Implement branding strategies and development measurement guidelines for improvement of Bloomington brand identity by end of year	Awaiting development of BEDC's Comprehensive Economic Development Strategy document to determine branding strategy.	12/31/2019	Inactive/ Delayed
Major Economic Development Projects	Develop city website summary of existing local incentives by end of Q3	Preliminary document created to support Catalent's incentive process. Will finalize and publish web-friendly resource by end of Q3.	9/30/2019	In Progress
Major Economic Development Projects	Develop city website communications regarding end-to-end processes for development/investments by end of Q3	Department will prioritize effort for communication by end of Q3.	9/30/2019	Inactive
Major Economic Development Projects	Select and contract with development partner/owner's representative for current Hospital site by end of Q3	Negotiations actively underway with proposed finalist for 'owners representative' for Hospital site development.	9/30/2019	In Progress

Goal Count	Goal Progress?	
	Accomplished	22 (33.85%)
	In Progress	34 (52.31%)
	Inactive	9 (13.85%)
Total Goals		65

2019 BFD Mid Year Budget Goal Updates

Program/Activity	Goal	Update	Due Date	Status
Emergency Operations	Provide an appropriate response to all emergencies within the city by arriving within 4 minutes of dispatch 90% of the time and within 8 minutes of dispatch 98% of the time in 2019	As of June, 80% inside of 4 minutes and 97% inside of 8 minutes.	12/31/2019	In Progress
Emergency Operations	Replace Engine 3 (vehicle #335) by December to minimize equipment failures, enhance response efforts and ensure firefighter safety	Apparatus ordered and projected delivery date is September.	12/1/2019	In Progress
Emergency Operations	Replace 6 hand-held thermal imagers by April to minimize equipment failures, enhance response efforts, and ensure firefighter safety	Went with a slightly lower quality Thermal Imaging Camera (TIC) for the Engines. We were able to put two on every engine with a high quality TIC on Truck-1. Overall project is complete and came in way under budget!	4/1/2019	Accomplished
Emergency Operations	Formally adopt hybrid response (Quick Response Vehicle) methodology by July by procuring a vehicle that will meet the mission and purpose of the QRV	New F-150 interceptor has been placed in service. This project is officially fully implemented and will transition to an operational ongoing process.	7/1/2019	Accomplished
Emergency Operations	Invite external Occupational Safety and Health Administration (OSHA) compliance evaluation team by June to inspect fire facilities and subsequently develop a plan for correcting any deficiencies	Still working through the details with City Risk. Should be completed by the third quarter. Unless there are any large resource items, we have a contingency in the 2019 budget to correct deficiencies.	6/1/2019	In Progress
Emergency Operations	Begin National Fire Protection Association (NFPA) 1500 compliance self-assessment to develop a corrective action plan by September	Ordered copies of the NFPA 1500 standards. Will reconvene our safety committee to begin the self assessment by late August. Corrective action plan is on track to be completed on time.	9/1/2019	In Progress

2019 BFD Mid Year Budget Goal Updates

Emergency Operations	Add Logistics Officer position in Q1 to oversee the quartermaster system and change out Personal Protective Equipment (PPE) to prevent carcinogen re-exposure	We have transitioned an employee into the job functions of this new position.	3/31/2019	In Progress
Emergency Operations	Add a new administrative vehicle in Q1 for the new Logistics Officer position	New vehicle has been delivered and put into service. Requested reversion funds to purchase radios. Our radios can no longer be transferred from vehicle to vehicle as they are no longer supported by Motorola.	3/31/2019	Accomplished
Emergency Operations	Lease a storage unit in Q1 to house equipment for the quartermaster system until a permanent facility is constructed	The Office of the Mayor assisted with getting a lease extension to July 2020.	3/31/2019	Accomplished
Emergency Operations	Become an affiliate member of the Center for Public Safety Excellence (CPSE) by April to begin the self-assessment portion of the accreditation process	We are officially enrolled as an affiliate member, beginning work on our Standards of Coverage Documentation that will be our baseline to build from.	4/1/2019	Accomplished
Fire Prevention	Make community contact with every commercial occupancy (3,490 as of 2018) under our jurisdiction at least once by December	As of the end of June, we have made contact with 1,261 commercial occupancies for this year.	12/1/2019	In Progress
Fire Prevention	Evaluate the potential for self-inspections for low-risk or 100% compliant occupancies in 2019 to reduce staff workload without decreasing risk reduction to be implemented in 2020 if viable	Unable to work on this goal without pulling staff from inspection activities. With one of the two full time inspectors out, this may not be a viable goal for 2019.	12/31/2019	Inactive
Fire Prevention	Make at least one contact with every K-12 school in the city (34 as of 2018) in 2019 for fire prevention education	Waiting on final counts for school interactions to date. We are beginning our busy season for school interactions as students return.	12/31/2019	In Progress

2019 BFD Mid Year Budget Goal Updates

Fire Prevention	Improve public perception of the department and prevention programs by 5% in the southwest quadrant and 9% percent in the northwest quadrant in the 2019 citywide survey by increasing education and awareness activities	<p>2019 survey results:</p> <p>SW quadrant - Fire Department +4%, Fire Prevention +2% = 6% increase</p> <p>NW quadrant - Fire Department +8%, Fire Prevention +5% = 12% increase</p> <p>NE quadrant - Fire Department +7%, Fire Prevention +0% = 7% increase</p> <p>SE quadrant - Fire Department + 0%, Fire Prevention +2% = 2% increase</p> <p>Goal was exceeded without loss in other quadrants of the City!</p>	12/31/2019	Accomplished
Fire Prevention	Coordinate community assistance efforts sponsored by the American Red Cross to install 150 smoke detectors in areas identified by data analysis (Smoke Signals) by December	With multiple fire fatalities outside of the city this year, the Red Cross has shifted efforts to unincorporated areas of Monroe County. We have filled out a grant application in hopes of gaining the financial support to install more smoke detectors.	12/31/2019	In Progress
Fire Prevention	Reduce false alarm calls throughout the city by 3% in 2019 through aggressive prevention, education and enforcement activities	Still have not been able to focus efforts on updating our fire ordinances needed to accomplish this goal. We are unable to complete this goal, consider shifting it to late 2020 or 2021.	12/31/2019	In Progress

2019 BFD Mid Year Budget Goal Updates

Fire Prevention	Proactively evaluate and manage emergency call volume in 2019 to identify and correct preventable incidents so that annual emergencies are equal or below population growth percentage	We are currently trending an 11.7% increase in our total call volume. Emergency Medical Calls alone have increased 20.4%. This is well above the goal. Without fire protocols (delayed to 2020 budget) we cannot categorize and manage this rise. We will continue to report metrics but lost a major project that would have allowed us to manage the call volume.	12/31/2019	In Progress
Training / Education	Provide at least 420 hours of annual refresher / compliance fire and rescue training in 2019 for every firefighter to exceed National Fire Protection Association (NFPA), Occupational Safety and Health Administration (OSHA), and Insurance Service Office (ISO) standards	To stay on track overall, department goal is 3522 hours per month. This number has been met or exceeded every month January-June.	12/31/2019	In Progress
Training / Education	Provide at least 24 hours of annual refresher/compliance Emergency Medical Services (EMS) training in 2019 to every firefighter to exceed National Registry, American Heart Association and State requirements	Department goal is 200 hours per month to ensure we stay on track. Jan: 204 hours Feb: 293 hours March: 279 hours April: 151 hours May: 171 hours June: 112 hours	12/31/2019	In Progress

2019 BFD Mid Year Budget Goal Updates

Training / Education	Host a minimum of 2 classes taught by instructors outside the Southern Indiana region in 2019 to enhance operational knowledge and expose employees to alternate methodologies to enhance capabilities, improve efficiency, and increase the probability of saving lives, protecting property, and minimizing the impact to the environment	Scheduled Fire Officer 3 and 4 classes. Looking to add Mental Health First Aid and potential a diversity inclusion series by the end of 2019.	12/31/2019	In Progress
Training / Education	Provide instruction for 45 new certifications to various positions in the department to follow the 2019 Strategic Training Plan and 30 new certifications to various positions in the department to follow the Career Progression Plan	Completed this goal as of June 26th 2019. 46 new certifications have been obtained with several more certification classes scheduled in 2019.	12/31/2019	Accomplished
Investigations	Create and adopt operating guidelines and procedures with community partners to continue developing the Monroe County Fire Investigation Task Force in 2019	County Task Force has developed a budget but has not progressed on developing guidelines and procedures.	12/31/2019	In Progress
Investigations	Provide a minimum of 20 hours of continuing education and professional memberships to inspection/investigation personnel in 2019 to enhance the outcome of investigations, ensure compliance with national standards, and become expert witnesses to increase conviction rates of arson cases	Full time investigators are members of professional arson investigation organizations and scheduled to attend specialized training this quarter. On track to meet this goal.	12/31/2019	In Progress

2019 BFD Mid Year Budget Goal Updates

Investigations	Provide at least 20 hours of annual refresher/compliance investigation training per employee in 2019 to maintain proficiency and credibility for fire investigations	Full time investigators are members of professional arson investigation organizations and scheduled to attend specialized training this quarter. On track to meet this goal.	12/31/2019	In Progress
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Goal Count	Goal Progress?	
	Accomplished	7 (29.17%)
	In Progress	16 (66.67%)
	Inactive	1 (4.17%)
Total Goals		24

2019 HAND Mid Year Budget Goal Updates

Program/Activity	Goal	Update	Due Date	Status
Affordable Housing	Implement 2 of the affordable housing strategies found in the 2018 strategy update in 2019	Currently with Bloomington Housing Authority (BHA) to provide funding from both the HOME Program and the Housing Development Fund to assist in the conversion and rehabilitation of its public housing units. Providing funding to the BHA is implementing 1 of the affordable housing strategies which is "Preserve and improve public housing via the Bloomington Housing Authority". The BHA will be submitting an application for tax credits in August 2019.	12/31/2019	In Progress
Affordable Housing	Assist with the identification and creation of 100 beds of affordable housing in 2019 through new housing developments opportunities to create long-term affordability	Working with housing developers of proposed new housing projects to provide affordable/workforce units. Currently, this includes Bloomington Housing Authority, Centerstone, and Milestone Ventures Southern Knoll: 7 HOME, 31 Total, Final Document Execution June 2019. Kinser Flats: 7 HOME, 50 Total, Final Document Execution June 2019.	12/31/2019	In Progress
Affordable Housing	Affordable Housing: Conduct onsite monitoring of half of the City's dedicated workforce/affordable units by March 31	Monitoring completed. Urban Station had workforce vacancies, but subsequently filled. No unresolved findings.	3/31/2019	Accomplished
Affordable Housing	Monitor city's loan portfolio and provide annual report to the Mayor and City Council on status of housing development fund by June	There were no new loans processed through the Housing Development Fund to report on by June 1. This goal is delayed, however, with the award of funds to the BHA, a report can be issued before the end of the year.	6/1/2019	Inactive/ Delayed

2019 HAND Mid Year Budget Goal Updates

Affordable Housing	Recruit and collaborate with at least 1 developer to submit a Low Income Housing Tax Credit project to submit for funding consideration by July	Was not able to identify a developer to submit a 9% Low Income Housing Tax Credit application by the state's due date. However, working with housing authority to submit a 4% tax credit application.	7/1/2019	In Progress
Neighborhood & Citizen Involvement	Provide 30 Bloomington residents the opportunity to learn about local government through the Citizens Academy class in 2019	Scheduled August 29 through October 24.	12/31/2019	In Progress
Neighborhood & Citizen Involvement	Receive an overall rating of 4.5 out of 5 from Citizens Academy class participants in 2019	Scheduled August 29 through October 24.	12/31/2019	In Progress
Neighborhood & Citizen Involvement	Provide technical assistance to at least 2 neighborhoods to start a new neighborhood association or to be able to apply for and implement HAND grant opportunities in 2019	<p>So far worked with three neighborhoods to form a neighborhood association:</p> <ul style="list-style-type: none"> 1) Covenanter - completed 2) Winslow Farms - completed 3) Shadow Creek - initial meeting was held <p>Worked with six neighborhoods for neighborhood grants:</p> <p>Bloomington Housing Authority Resident Council, Park Ridge East Neighborhood Association, Prospect Hill Neighborhood Association.</p> <p>Two neighborhoods did not follow through on grant submission:</p> <p>Covenanter Neighborhood Association Broadview Neighborhood Association</p> <p>Small & Simple Grant- Covenanter Neighborhood Association</p>	12/31/2019	Accomplished

2019 HAND Mid Year Budget Goal Updates

Neighborhood & Citizen Involvement	Complete 3 neighborhood clean-ups in 2019	Eastern Heights, April 27 Park Ridge East, May 18	12/31/2019	In Progress
Neighborhood & Citizen Involvement	Collect at least 10 tons of trash at each neighborhood clean-up (30 tons total)	Eastern Heights - 4.41 tons of trash, 1.71 tons of metal, 16 tires Park Ridge East - 8.12 tons trash, 1.9 tons of metal, 14 tires	12/31/2019	In Progress
Neighborhood & Citizen Involvement	Conduct 3 rounds of funding for neighborhood associations in 2019 to apply for neighborhood improvement funds	Small and Simple Grants are now being accepted year round, instead of just during funding rounds. The larger neighborhood improvement grants is now one funding round, as well as neighborhood cleanups. We have had 3 rounds of funding as of 6/30.	12/31/2019	In Progress
Titl 16 - Rental Inspection Program	Complete automation of rental inspection process to allow the exclusive use of Ipads for conducting rental inspections and preparing the rental report by Q3	iPads exclusively being used. Further automation will occur with new Citywide software rollout.	7/1/2019	Accomplished
Historic Preservation	Host 1 historic preservation education/information seminar or workshop for interested parties in 2019	May 22 - Showers Classic Trivia Competition was held. May 31 - Randy Ship lectured on Gunnison Magic Homes.	12/31/2019	Accomplished
Historic Preservation	Locate and coordinate incentives for adaptive reuse of 1 historic property using the BUEA Façade Grant Program in 2019	Ivy Tech was awarded \$20,000 for restoration of the Walnut and 4th Street facades of the John Waldron Arts Center.	12/31/2019	Accomplished
Historic Preservation	Provide 1 board retreat by October 31, for board members as required for Certified Local Government (CLG) status through the National Park Service	Retreat planned for October. Workshop @ Monroe County History center on home research is planned for November 9. April 8 HPC and staff attended CAMP in Evansville, and April 9-12 Conor attended the Savings Historic Places Conference in Evansville.	10/31/2019	In Progress

2019 HAND Mid Year Budget Goal Updates

Historic Preservation	Host at least 2 public information sessions and send 1 mailing after the historical preservation survey is adopted to provide public education on the updated survey of local historic structures	Pertinent necessary language is in the new UDO. HPC is discussing this language during its August 8 meeting. Plan Commission is also set to review this language in August. Assuming such language moves forward, Conor will begin outreach to affected constituents.	12/31/2019	In Progress
Neighborhood Compliance (Title 6)	Decrease the amount of complaints that take an excess of 7 days to resolve by 10% in 2019	The amount of complaints that take an excess of 7 days to resolve has decreased by 13% as of 6/30. Average of 6.33 days from open to close for 2019 through June 30. Three staff members have averages in excess of 7 days, with follow-up occurring for any still open outliers July 1.	12/31/2019	In Progress
Neighborhood Compliance (Title 6)	Resolve 90% of the estimated 850 valid uReport complaints received annually in 2019	As of 6/30, 388 uReport cases were assigned to HAND. 83% of originated with HAND closed. But well over 90% as of June 30 assigned to HAND are closed; majority of remaining cases were more appropriately assigned to other Departments.	12/31/2019	In Progress
Community Development Block Grant (CDBG) Program- Social Service Funding	Social Service Funding: Provide CDBG funds to at least 5 social service agencies and monitor for no findings with all federal regulations by May	6 social service agencies received funding as of 5/31. All monitoring for those receiving funds last year has been completed, with no follow-up needed.	5/31/2019	Accomplished
Community Development Block Grant (CDBG) Program	Close-out 90% Jack Hopkins grant funding agreements by December 31	8.98% of Jack Hopkins funding drawn as of August 7, 2019. Two agencies (Community Kitchen and Hoosier Hills Food Bank) of 27 have submitted final reports.	12/31/2019	In Progress

2019 HAND Mid Year Budget Goal Updates

Community Development Block Grant (CDBG) Program - Physical Improvement Funding	Provide \$50,000 in funding to Centerstone to rehabilitate 1 of its transitional housing facilities that serves approximately 25 people annually by December 31	Centerstone retracted the project due to a lien for 5 years, but they were not certain of staying for 5 years at that physical location.	12/31/2019	Inactive
Community Development Block Grant (CDBG) Program - Physical Improvement Funding	Provide \$37,000 in funding to the Boys and Girls Club to provide sound-proofing for its Crestmont Club that serves approximately 300 persons annually by May 31	Bob Woolford is meeting with Club in July to discuss next steps.	9/30/2019	In Progress
Community Development Block Grant (CDBG) Program - Physical Improvement Funding	Provide \$11,926 in funding to Life Designs to rehabilitate 1 group home resident facility that benefits 10 people by May 31	Funding agreement has been increased, yet to be executed.	9/30/2019	In Progress
Community Development Block Grant (CDBG) Program - Physical Improvement Funding	Complete 12 emergency home repairs in 2019	7 emergency home repairs have been completed so far in calendar year 2019.	12/31/2019	In Progress

2019 HAND Mid Year Budget Goal Updates

Community Development Block Grant (CDBG) Program - Physical Improvement Funding	Complete 7 home modifications for accessibility in 2019	Two modifications were completed so far in 2019, both in May.	12/31/2019	In Progress
Community Development Block Grant (CDBG) Program - Physical Improvement Funding	Complete 1 housing rehab in 2019	None complete in present calendar year.	12/31/2019	In Progress
Community Development Block Grant (CDBG) Program - Physical Improvement Funding	Provide funds to renovate 5 public housing authority units by May 31	Changed to 2 units, of 4 bedrooms each. Close-out nearing.	5/31/2019	In Progress
Community Development Block Grant (CDBG) Program - Physical Improvement Funding	Provide \$126,564 to the Planning and Transportation Department by May 31 to assist in constructing an accessible sidewalk along the Adams/3rd/5th Street corridor to allow for safe pedestrian traffic	Will not start until 2020.	5/31/2019	Inactive/ Delayed

2019 HAND Mid Year Budget Goal Updates

Community Development Block Grant (CDBG) Program - Physical Improvement Funding	Provide \$170,563 in funding to the Utilities Department by May 31 for installation of sanitary sewers for 40 households on Ralston and Milton Streets in the Broadview Neighborhood	Amendment to funding agreement being completed. Work has begun.	5/31/2019	In Progress
Housing Counseling	Provide housing counseling services to 30 clients by October 31	The 32 clients can be households potentially, plus one predatory lending household.	10/31/2019	Accomplished
Housing Counseling	Graduate 50 individuals from Homebuyers classes in 2019	54 Home Buyers Club households so far.	12/31/2019	Accomplished
Housing Counseling	Receive an average survey score of at least 8 out of 10 satisfaction level from participants in the 4 Homebuyers Classes in 2019	93% average satisfaction score as of June 30.	12/31/2019	In Progress
Housing Counseling	Provide financial counseling and rental down payment assistance to 20 households in 2019	16 assisted, 19 counseled, as of June 30.	12/31/2019	In Progress
HOME Program Activities	Develop 2 affordable owner-occupied units in 2019 under the HOME Federal Housing Program by providing a developer subsidy of up to \$50,000 per unit	None as of June 30. One has applied. Program staff currently is limited to facilitate the program.	12/31/2019	In Progress
HOME Program Activities	Develop 6 affordable rental units in 2019 under the HOME Federal Housing Program by providing a developer subsidy of up to \$50,000 per unit	14 have been executed as of June 30 for HOME funding - 7 Kinser Flats, 7 Southern Knoll.	12/31/2019	Accomplished

2019 HAND Mid Year Budget Goal Updates

HOME Program Activities	Provide \$50,000 in tenant-based rental assistance to the Bloomington Housing Authority by May 31 to assist 4 households on their Section 8 waiting list with housing	Numbers started at 5 but decreased to 3 and now is down to 1. Numbers will need to increase to spend full allotment.	5/31/2020	In Progress
HOME Program Activities	Assist at least 1 household with down payment assistance to buy a home in 2019	One by June 30, one slated for July.	12/31/2019	Accomplished

Goal Count	Goal Progress?	
	Accomplished	10 (27.03%)
	In Progress	23 (62.16%)
	Inactive	4 (1.08%)
Total Goals		37

2019 Human Resources Mid Year Budget Goal Updates

Program/Activity	Goal	Update	Due Date	Status
Workforce Maintenance	Post all job vacancies within 5 days of receiving a completed requisition from the hiring manager 95% of the time in 2019	From January 1st to the beginning of June, we are taking an average of 7.6 business days to post a vacancy after receiving the request to do so. We have only posted 33% of jobs within 5 days or less of receiving the request.	12/31/2019	In Progress
Workforce Maintenance	Review all "request for hires" within 5 days of receiving the completed hiring request from the hiring manager 95% of the time in 2019	From January 1- early June, we have met this goal 58% of the time. On average it takes 6 business days for us to get back to a hiring manager after they have submitted their candidate selection.	12/31/2019	In Progress
Workforce Maintenance	Audit Fair Labor Standards Act classifications for over 250 unique positions in 2019	This is a much larger project than we can accomplish on our own. We would like this to be a part of a 2020 classification study.	12/31/2019	Inactive
Workforce Maintenance	Complete the EEO-4 report by September 1, which includes auditing New World data	This project will be completed in August.	9/1/2019	In Progress
Workforce Maintenance	Work with the Legal Department to implement a document retention and destruction plan, compliant with state and federal regulations, in 2019 to better organize files	We have digitized hiring documents and applications, and will continue to digitize selected categories of documents. Lists of document categories have been created for review with the Legal department. Documents and other materials have been sorted and assigned for destruction, but completing and submitting state required paperwork still needs to be completed.	12/31/2019	In Progress
Workforce Maintenance	Create a video to make orientation more efficient, engaging and consistent in 2019 to be implemented in 2020	By the end of third quarter, we will record our current orientation, create a script, and make plans to record that script over our existing Power Point Presentation in 4th quarter.	12/31/2019	In Progress

2019 Human Resources Mid Year Budget Goal Updates

Personnel Policy	Train all 700 full and part-time employees on city policy changes either through webinars or training sessions one month after publishing new personnel manual	HR and Legal will soon begin meeting weekly to update the personnel manual.	12/31/2019	In Progress
Employee Relations	Conduct year 2 of an organizational assessment (7 departments) in 2019 to assess department structure and positions, recommending ways to improve efficiency and maximize resources	Novak consultants are currently working on an assessment of Utilities. Other departments will be assessed in 4th quarter.	12/31/2019	In Progress
Employee Relations	Send 4 employee communications in coordination with the Mayor's office on a quarterly basis to all employees	We sent a notice of the City's policy against harassment in quarter one. The revised policy was sent in quarter two. Two broad benefits, related emails were sent-one in quarter one and the other in quarter two. Announcements for the employee picnic will also be sent in quarter two, along with an email reminder about Goals and Growth conversations.	12/31/2019	In Progress
Employee Relations	Organize 4 employee recognition events including biannual employee recognition ceremonies, a summer cookout and a holiday luncheon in 2019 to enhance employee morale	Our first Employee Recognition Ceremony is scheduled for July 18th. 106 employees were invited, which included new hires and those employees who met a milestone (5 yr, 10 yr, 15 yr, ect...) The Employee Picnic is scheduled for August, 14th.	12/31/2019	In Progress
Employee Relations	Visit all 27 city work sites at least twice in 2019 to increase Human Resources presence in the field and meet with employees and supervisors at their work sites	Our Worksite Log shows that we are 30% completed with this goal. We have visited 40% of our locations this year.	12/31/2019	In Progress
Employee Relations	Document the City's vision and values.	This will be done in quarter 4. We have asked the Innovation Director to help us accomplish this goal.	12/31/2019	In Progress

2019 Human Resources Mid Year Budget Goal Updates

Employee Relations	Administer annual internal service department satisfaction survey in 2019 to all department heads and employees to identify areas for improvement within HR	We are planning to administer this by the end of quarter 3	12/31/2019	In Progress
Compensation and Benefits	Evaluate outsourcing Family Medical Leave Act (FMLA) administration for 2020 which could reduce over 1000 hours spent annually on internal FMLA administration and allow for increased focus on much-needed data analysis	By the end of quarter three, we will schedule demonstrations and meetings with a short list of vendors.	12/31/2019	In Progress
Compensation and Benefits	Develop a 3-5 year strategic wellness plan in 2019 that moves from an activity-based to outcome-based approach to control the cost of rising health insurance claims	This has been discussed, but there's no progress as of yet. We will focus on this during quarter 4.	12/31/2019	In Progress
Compensation and Benefits	Increase employee annual physicals by 5% (currently 28%) and spouse physicals by 2% (currently 41%) in 2019 through promotion of annual physicals	Current rates are 35% for employees (up 7%), 21% for spouses (down 20%), and 45% for dependents (down 4%). At this time there's been no targeted promotion of preventive wellness. This will be highlighted during Open Enrollment presentations and related communications.	12/31/2019	In Progress
Compensation and Benefits	Improve online access and web-based use for benefits administration by developing automated communications between third-party benefit vendors and New World in 2019, reducing manual data entry by approximately 400 hours	We have discussed this with New World and ITS, but no solutions have been developed, yet. We are waiting on assistance from ITS.	12/31/2019	In Progress

2019 Human Resources Mid Year Budget Goal Updates

Compensation and Benefits	Reduce staff hours of benefit administration after open enrollment by 10% in 2019 by identifying process improvements, and developing systems to move from paper-based open enrollment to online enrollment	Planning for Open Enrollment will soon begin. During August, we will review last year's survey feedback and decide what to improve or implement. In September we will update our materials, and test any process improvements.	12/31/2019	In Progress
Compensation and Benefits	Conduct annual post-open enrollment survey of 700 employees in 2019 for feedback on process improvement	Open Enrollment will be sometime at the end of October into early November. The survey will be conducted after Open Enrollment ends.	12/31/2019	In Progress
Training and Development	Offer diversity and inclusiveness training for all 700 employees in 2019	Human Resources has participated in training with the BTCC. They will train our department heads on August 28th from 1-4 p.m. BTCC will continue to work with us to train all of our employees.	12/31/2019	In Progress
Training and Development	Finalize and implement a three year strategic supervisor training program in 2019 that will address training needs with a video orientation for new supervisors and subsequent, quarterly workshops	We are currently working on scripts for the video orientation video for new supervisors. We hope to have three videos completed by the end of quarter two (Approving Time, Leave Policies, and the Hiring Process). We are continuing to refine our three year strategic plan. City Vision and Values will need to be documented prior to finalizing supervisor training plan.	12/31/2019	In Progress
Training and Development	Create a library of materials and books for supervisors in 2019 to assist supervisors with personal skill development	We are going to implement a supervisor book club, first, and build our library off of books purchased for the book club. We are currently working on a list of leadership books, along with internal marketing materials for a book club.	12/31/2019	In Progress

2019 Human Resources Mid Year Budget Goal Updates

Training and Development	Organize and implement bi-monthly supervisor journal clubs in 2019 to further promote supervisor development	We are going to implement a supervisor book club, first, and build our library off of books purchased for the book club. We are currently working on a list of leadership books, along with internal marketing materials for a book club.	12/31/2019	In Progress
Training and Development	Support the administration's commitment to allocating at least 1.5% of each department's budget for employee training and development by conducting 2-3 focus groups and working with departments to identify training resources for their employees in 2019	By the end of quarter 3, we will identify the units and/or individuals that could benefit from training. We will categorize those needs and conduct focus groups to refine those needs in quarter 4.	12/31/2019	In Progress
Training and Development	Increase participation in performance reviews by 25% in 2019 by emailing quarterly reminders and sending quarterly status reports to the Mayor's office to hold department heads accountable	We did not do this for quarter one and two, but we plan on doing it by the end of quarter three.	12/31/2019	In Progress

Goal Count	Goal Progress?	
	Accomplished	0 (0.00%)
	In Progress	24 (96.00%)
	Inactive	1 (4.00%)
Total Goals		25

2019 Information Technology Services Mid Year Budget Goal Updates

Program/Activity	Goal	Update	Due Date	Status
Administration	Secure affordable city-wide fiber network and gigabit-class internet connectivity in 2019	Work on this initiative is ongoing. We continue to engage with potential partners and we are currently reviewing options less dependent on large 3rd party private investments.	12/31/2019	In Progress
Administration	Complete 3-5 year strategic IT plan implementation by end of 2nd quarter 2019	Strategic plan development is well underway. We hired BerryDunn group and have conducted surveys, onsite consultation and teleconferences assemble information for the plan. Deliverables are delayed due to a rescheduling of consultant onsite visits due to weather and time required to assemble information from Department partners. The plan will be finished by end of 3rd Quarter.	6/30/2019	In Progress/ Late
Administration	Develop community digital equity/inclusion strategic plan in 2019	Should the City move forward with a Digital Equity Strategic Plan, it would be completed in 2019. This is part of the larger community broadband discussion. Decision should be made by the end of August.	12/31/2019	In Progress
Administration	Develop data center capital plan in 2019	Planning is underway. We are currently reviewing opportunities in current garage projects to partially address our datacenter needs.	12/31/2019	In Progress
Administration	Update City IT Policy Manual in 2019	Preliminary work underway by IT Policy and Data Governance Intern. This project will be informed by ITS Strategic Plan as well.	12/31/2019	In Progress
Administration	Hire Office Manager by end of Q1	Office Manager started May 6, 2019.	3/31/2019	Accomplished /Late

2019 Information Technology Services Mid Year Budget Goal Updates

Program Evaluation & Project Management	Select Community Development Management system by end of Q2 to improve Planning & Transportation and HAND operations	Our team has developed and released an RFQu, selected respondents for short then day-long on-site demos, and requested cost estimates. Negotiations are beginning.	5/31/2019	In Progress/Late
Program Evaluation & Project Management	Manage project and vendor relationship to ensure successful update of file storage, virtual server and enterprise backup IT infrastructure by the end of Q1	ITS completed this upgrade to our file storage and virtual computing infrastructure in March. The system is operating as expected.	3/31/2019	Accomplished
Program Evaluation & Project Management	Hold 3 informal learning opportunities around project management themes in 2019 to expand IT project management capacity	We have partnered and held 2 events to date in 2019 on Process Mapping and Kanban/Lean project scheduling as used at IU's Global Research NOC.	12/31/2019	In Progress
Information, Data & Media Services	Exceed 60% "excellent/good" quality ratings for the City's website in the 2019 community survey	In 2019 the City conducted its second scientific Community Survey. 65% of respondents rated the quality of our City website as "excellent/good", an increase of 10% from the 2017 Community Survey rating of 59%.	5/31/2019	Accomplished
Information, Data & Media Services	Publish 200 datasets, including 50 geospatial datasets, on the B-Clear Open Data Portal by end of 2019	As of July 31 the City Open Data Portal (B-Clear) is hosting 189 datasets, of which 44 are geospatial datasets.	12/31/2019	In Progress
Information, Data & Media Services	Adopt unmanned aerial vehicle UAV policies and procedures by the end of Q2 to effectively capture useful data, imagery and media to improve City operations	UAV Policy has been approved. Draft procedures have been developed. Policy presented to Board of Public Works, Utilities Service Board, Board of Public Safety, and Board of Park Commissioners.	6/30/2019	In Progress/Late
Information, Data & Media Services	Update key digital services including uReport (Q1), Master Address (Q2), myBloomington (Q4) and Interactive Maps (Q4) in 2019	uReport and Master Address updates are completed.	12/31/2019	In Progress

2019 Information Technology Services Mid Year Budget Goal Updates

Information, Data & Media Services	Substantially complete GIS modernization (ESRI migration) project in 2019	The application database migration from Oracle to PostgreSQL used by GIS has been completed. ArcGIS Enterprise Server and Portal component have been set up. Our consultant Swova has delivered a Geodatabase maintenance scripts for ITS and a beta version of the General Utilities GIS Data Viewer web map. Data migration continues.	12/31/2019	In Progress
Enterprise Software and Systems Integration	Maintain 4.5 out of 5 service rating on internal customer service surveys in 2019	We will begin conducting surveys when System & Application Manager position is filled.	12/31/2019	In Progress
Enterprise Software and Systems Integration	Select Community Development Management toolkit by May 31 to improve Planning & Transportation and HAND operations	Our team has developed and released an RFQu, selected respondents for short then day-long on-site demos, and requested cost estimates. Negotiations are beginning.	5/31/2019	In Progress
Enterprise Software and Systems Integration	Develop 2 new system integrations in 2019 to automate data publishing from enterprise applications into the BClear open data portal	This is under review, but top prospects right now are to pull in Rental information directly from RentPro and to access Utilities data from the new AMI utility meter management system.	12/31/2019	In Progress
End-User Services & Technology Support	Maintain 4.5 out of 5 service rating on internal customer service surveys in 2019	As of 7/30, one month rolling average is 5 and one year rolling average is 4.93. https://bloomington.in.gov/performance/	12/31/2019	In Progress

2019 Information Technology Services Mid Year Budget Goal Updates

End-User Services & Technology Support	Organize and execute the annual capital replacement of ¼ of City desktop inventory in 2019 (84 PCs, 30 laptops, 73 monitors, 105 UPS units, and 16 printers and peripherals, not including Utilities)	Capital Replacement has been slightly delayed to allow for new model releases in May. All quotes have been received and equipment ordered. We are starting with Utilities' SCADA (supervisory control and data acquisition) PC's and working down the list of priority equipment for CityCivil, Police, Fire and Utilities concurrently.	12/31/2019	In Progress/ Late
End-User Services & Technology Support	Conduct annual internal survey on IT training needs by the end of Q2 to assess customer needs, customer satisfaction and to guide training strategy	Will be completed by the end the year due to delayed hiring of Accounts and Training Specialist. Planning is in progress.	6/30/2019	In Progress/ Late
End-User Services & Technology Support	Evaluate and determine if Knowledge Base KB upgrade or replacement is needed in 2019	To be evaluated later in the year.	12/31/2019	In Progress
End-User Services & Technology Support	Implement account creation / termination process improvements including revised Account Creation Form and Active Directory integrations in 2019	Work is underway on front end, middle layer and back end of this process.	12/31/2019	In Progress
Information Systems Infrastructure	Ensure 99.9% uptime of core storage, compute, backup and restoration services in 2019	Year to date uptime as of 6/30 is 99.9846%. Compute/Storage reliability and performance continues to improve as we make changes to our infrastructure. Backup & Restoration are part of the same availability group since they are virtual machines.	12/31/2019	In Progress
Information Systems Infrastructure	Ensure 99.9% uptime of city network and 99.5% uptime of external Internet connectivity in 2019	Network core availability is 100%, with all internal gateways report 100% uptime for the past 365 day period. Our ISP uptime is 100% from Jan 1 to date.	12/31/2019	In Progress

2019 Information Technology Services Mid Year Budget Goal Updates

Information Systems Infrastructure	Update file storage, virtual server and enterprise backup IT infrastructure by the end of Q1	ITS completed this upgrade to our file storage and virtual computing infrastructure in March. The system is operating as expected.	3/31/2019	Accomplished
Information Systems Infrastructure	Identify and plan additional fiber routes necessary to support wired and wireless network upgrades in 2019	Evaluation is in progress.	12/31/2019	In Progress

Goal Count	Goal Progress?	
	Accomplished	4 (15.38%)
	In Progress	22 (84.62%)
	Inactive	0 (0%)
Total Goals	26	

2019 Legal Mid Year Budget Goal Updates

Program/Activity	Goal	Update	Due Date	Status
Legal Counsel	Administer second client satisfaction survey through Human Resources in 2019 to assess whether steps taken after the first survey have been effective and whether department performance has improved, remained static or declined.	Survey is planned for third quarter.	12/31/2019	In Progress
Legal and Policy Documents	Increase employee and public access to database of all contracts by evaluating the option of uploading them to the city website, exploring vendor options and/or implementing new software for digitizing workflows and files in 2019 to be implemented in 2020	Legal met with ITS to work on creating a database of contracts to be uploaded to the city website for public access. The database has been created and Legal has been inputting the required information, beginning with contracts executed in 2018. Legal and ITS are tweaking the processes for inputting, access, etc. and we anticipate going live in the third quarter.	12/31/2019	In Progress

2019 Legal Mid Year Budget Goal Updates

Litigation	Conclude 10% of suits for routine and / or less complicated matters via negotiation, settlement or court order within one year in 2019	<p>As of June 30, the following litigation matters that existed as of January 1, 2019 or filed during the year were resolved:</p> <ul style="list-style-type: none"> 2 of 3 HAND lawsuits 3 of 6 Torts lawsuits 1 of 3 Planning lawsuits 23 of 27 Title 16 Ordinance Violation lawsuits <p>Remaining open lawsuits:</p> <ul style="list-style-type: none"> 1 HAND lawsuit against Jeffrey Jones 3 Torts lawsuits 2 Planning lawsuits 4 Title 16 lawsuits 1 IFI lawsuit 1 annexation lawsuit <p>Total: 29 of 41 cases resolved or 70.7%</p>	12/31/2019	In Progress
Human Rights	In collaboration with Human Resources, update City's Personnel Manual by December 31, 2019.	Legal and HR have both been working on proposed revisions to the personnel manual, and have instituted weekly meetings to review drafts and agree on necessary revisions. Plans are to have this update completed by December 31, 2019.	12/31/2019	In Progress

2019 Legal Mid Year Budget Goal Updates

Risk Management	Provide training on risk prevention, with an average of 4 risk training sessions per month and an average of 5 safety audits per week.	<p>Totals as of June 30, 2019: Trainings: 114 (4.38 per week) Audits: 246 (9.4 per week)</p> <p>1st Quarter: Trainings: 70 Audits: 86</p> <p>2nd Q Trainings - 44 Audits - 160</p>	12/31/2019	In Progress
Risk Management	Reduce injuries needing Occupational Safety and Health Administration (OSHA) recording by 10% in 2019	<p>OSHA No. of Injuries: 2017: 27 2018: 21 2019: 19</p> <p>This is a 9.5% reduction in number of injuries from 2018 to 2019 so we are essentially on track.</p>	12/31/2019	In Progress
Risk Management	Reduce workers' compensation costs by 10% in 2019	<p>Current totals constitute a 74.7% reduction in costs so we are on track to beat 10% goal. Comp costs year to date in 2019: \$59,940</p> <p>Note: There are several claims currently outstanding for 2019.</p> <p>This compares to the following for 2017 and 2018: 2017: \$432,844 2018: \$237,110</p> <p>Several ongoing claims may incur additional costs that would be added to the 2018 total.</p>	12/31/2019	In Progress

2019 Legal Mid Year Budget Goal Updates

Risk Management	Reduce insurance claims by 5% (internal denials and management) in 2019 to reduce the premium modifier	This is currently a 30% reduction from 2018 to 2019 so we are on track. Insurance No. of Claims 2017 35 2018 36 2019 25	12/31/2019	In Progress
Risk Management	Collaborate with IT to implement systematic records management and work flow processes citywide using a document management software in 2019	The team set up to evaluate is having meetings and discussing needs. Goal is on track to be met by the end of the year.	12/31/2019	In Progress

Goal Count	Goal Progress?	
	Accomplished	0 (0%)
	In Progress	9 (100%)
	Inactive	0 (0%)
Total Goals		9

2019 OOTM Mid Year Budget Goal Updates

Program/Activity	Goal	Update	Due Date	Status
Policy and Administration	Conduct monthly meetings with department heads to manage progress on City initiatives and provide efficient delivery of City services	We have monthly department head meetings and regularly scheduled 1:1 meetings. We also conduct group meetings for special topics such as affordable housing and transportation.	12/31/2019	In Progress
Policy and Administration	Conduct annual budget and/or strategic planning retreat with department heads by June to set goals and develop the City's annual budget	Retreat was held on May 24. Additional meetings with each department head were held in April and July to set priorities and review budget requests.	6/1/2019	Accomplished
Policy and Administration	Update Trello software quarterly within all departments as a management tool to accomplish the strategic plan and monitor progress regularly	Office of the Mayor staff checks in with department heads at regular intervals to make sure goals are updated.	12/31/2019	In Progress
Policy and Administration	Meet weekly with City Council leadership to coordinate legislation that goes before the City Council	Deputy Mayor meets with City Council leadership weekly to prioritize and schedule legislative initiatives.	12/31/2019	In Progress
Policy and Administration	Re-engage with companies who have expressed interest in establishing a city-wide broadband network by July 31	Currently no new progress on this initiative. Outreach with broadband consultant to recruit new potential partners in progress.	7/31/2019	In Progress
Policy and Administration	Meet with all prospective employers that are interested in locating in the Trades District in 2019	Meetings with several prospective employers who are considering locating in the Trades District have been held in the first 6 months.	12/31/2019	In Progress
Policy and Administration	Select a master developer to master plan the redevelopment for the current hospital site by July 31	Multiple negotiations with a preferred owners representative/master developer have been held, with the goal of finalizing an agreement by the end of August.	7/31/2019	In Progress
Policy and Administration	Create a schedule for public engagement for the master planning process of the current hospital site in 2019	This is contingent on the selection of our owners representative/partner. Will be carried over into the next two quarters.	12/31/2019	In Progress

2019 OOTM Mid Year Budget Goal Updates

Policy and Administration	Decide whether to demolish or keep the parking garage and admin building on the hospital site in 2019	Site tour was conducted in July. Environmental and Infrastructure reports were finalized and consulted on both projects. Staff recommendation to be presented to the hospital reuse steering committee in September.	12/31/2019	In Progress
Policy and Administration	Negotiate a Memorandum of Understanding (MOU) with the County by May 31 to initiate the next phase of design of the expansion of the Convention Center	Mayor met with county commissioners in May to discuss a new Memorandum of Understanding (MOU.) County published a letter with questions to the City on July 24. City responded with an MOU to the County on August 9.	5/31/2019	In Progress
Policy and Administration	Meet weekly with County colleagues to coordinate Convention Center expansion plans	Ongoing. A few meetings have been suspended during inactivity on the County side.	12/31/2019	In Progress
Policy and Administration	Meet monthly with jointly established Steering Committee to coordinate Convention Center expansion activities	Those meetings were held through May 23rd, with a steering committee recommendation for the site and for the location of the convention center expansion hotel and parking structure. County sought to disband Steering Committee at the conclusion of the meeting. Negotiations with the County continue on the MOU.	12/31/2019	In Progress
Policy and Administration	Meet weekly with architectural firm to serve as point of contact for Convention Center expansion project	Meetings held up until May 23rd when the project was suspended.	12/31/2019	In Progress
Policy and Administration	Conduct public stakeholder discussions for the Convention Center expansion project in Q1	Public design charettes were conducted by the architect. Stakeholder meetings were conducted prior and over 100 residents attended.	3/31/2019	Accomplished

2019 OOTM Mid Year Budget Goal Updates

Policy and Administration	Complete a conceptual site plan for the Convention Center expansion project by May 31	There was a consensus approval by the steering committee for the conceptual site plan on May 23rd.	5/31/2019	Accomplished
Policy and Administration	Complete 3 days of public outreach for the Convention Center expansion project by May 31	This was accomplished by conducting the design charrette over three days in April.	5/31/2019	Accomplished
Policy and Administration	Negotiate a Memorandum of Understanding (MOU) with IU Health for funding the improvements to and the acceptance of Range Rd. by end of Q2	MOU was negotiated with representatives of the Mayor's Office, Planning and Transportation, and Public Works. Range Road was approved on May 2nd.	6/30/2019	Accomplished
Policy and Administration	Publish semi-annual budget goal updates in 2019 to increase transparency and accountability	Mid year and End-of-year budget updates continue to be organized and published by OOTM staff on schedule.	12/31/2019	In Progress
Policy and Administration	Schedule quarterly reports from the Mayor to be presented to City Council in 2019	Reports from the Mayor's office and City departments were included in multiple City Council meetings throughout first two quarters. We do this more frequently than quarterly.	12/31/2019	In Progress
Policy and Administration	Complete construction of infrastructure in the Trades District by the end of Q2	The road, sidewalks, sidepaths, plaza, and other associated infrastructure were all completed on schedule. A ribbon-cutting ceremony was held on May 31st.	6/30/2019	Accomplished
Policy and Administration	Complete construction of Switchyard Park and host opening ceremony by November 4 to enhance Bloomington as an attractive place to live, work and play	Construction is underway and project is on schedule with anticipated opening date on November 1st.	11/4/2019	In Progress
Policy and Administration	Replace and repair infrastructure in the Police, Fire, Public Works, Planning & Transportation, Parks & Recreation, and Utilities departments following the city's approved 2019 Capital Plan	Each department appears on track for their respective projects. Our coordination and monitoring of these projects is ongoing.	12/31/2019	In Progress

2019 OOTM Mid Year Budget Goal Updates

Policy and Administration	Receive Plan Commission and Council approval of the Unified Development Ordinance (UDO) in 2019 to reflect community input regarding the built environment and sustainable development, and to accomplish balance in the type and affordability of housing product in Bloomington	The UDO is scheduled to be presented to City Council in September after the Plan Commission reviews it on September 9th.	12/31/2019	In Progress
Policy and Administration	Based on outcome of annexation lawsuit, consider next steps in the proposed annexation process	Still in litigation with the state. Awaiting next step in legal process.	12/31/2019	In Progress
Policy and Administration	Receive approval of public restrooms at new parking structure by Q3 to achieve one of the outstanding recommendations of the Downtown Safety, Civility and Justice Task Force	Both 4th Street and Trades garages will include public restrooms when constructed. Both projects are under design review and will begin construction in Dec 2019. Both facilities are expected to open by December 2020.	7/1/2019	Accomplished
Policy and Administration	Conduct a public safety report to the community in Q1 to measure success of ongoing public safety initiatives	The Public Safety report was delivered to the public on February 13.	3/31/2019	Accomplished
Communications	Write and edit at least 80 mayoral speeches, remarks, and internal communications	Wrote and edited 30 mayoral speeches, remarks and internal communications as of 6/30. Writing efforts are ongoing and on track to meet or exceed 80 sets of remarks, speeches, and internal communications.	12/31/2019	In Progress
Communications	Write at least 75 OOTM-generated press releases in 2019	Wrote 44 press releases as of 6/30.	12/31/2019	In Progress
Communications	Approve at least 125 department-generated press releases in 2019	Approved 83 department-generated press releases as of 6/30.	12/31/2019	In Progress

2019 OOTM Mid Year Budget Goal Updates

Communications	Arrange at least 30 press conferences and/or digital town halls in 2019	As of 6/30, 14 press conferences and 9 digital town halls were held. We have decreased our emphasis on live press conferences and the transitioning of the Digital Communications Coordinator position has resulted in a dip of our digital town halls and related communications. We are expecting digital town halls to pick up again now that we are fully staffed.	12/31/2019	In Progress
Communications	Create at least 5 guest editorials to communicate City's advocacy of or opposition to larger policy issues in 2019	4 guest editorials were published as of 6/30. This task also comprises editorials written by other department heads, who we support as well.	12/31/2019	In Progress
Communications	Produce at least 50 proclamations to honor local people and initiatives in 2019	We are on track to meet this goal with 32 proclamations written as of 6/30.	12/31/2019	In Progress
Communications	Post to Facebook at least 14 times a week in 2019 to grow social engagement	We have posted to Facebook 14 times per week about various City events and initiatives.	12/31/2019	Accomplished
Communications	Post to Twitter at least 20 times a week in 2019 to grow social engagement	We have posted to Twitter 14 times per week on average. This is another platform that experienced a dip during the transition of Digital Communications Coordinator, but has picked up again with the aid of Hootsuite and the front desk intern team. We are on track to meet this goal.	12/31/2019	In Progress
Communications	Increase average number of daily engagements (shares, emoticon reactions, comments) on Facebook from 57 to 70 (22.81% increase) in 2019	We have had 78 engagements per day as of 6/30. Goal is on track to be met by the end of the year.	12/31/2019	In Progress

2019 OOTM Mid Year Budget Goal Updates

Communications	Increase average number of daily engagements (mentions, retweets, likes) on Twitter from 42 to 60 (42.86% increase) in 2019	On average, we have had 8 engagements on Twitter per day as of 6/30.	12/31/2019	In Progress
Communications	Post at least 6 Facebook events every month in 2019 to better inform residents about what is happening in our community	We have posted 7 Facebook events monthly and continue to share both OOTM events and events from other City departments.	12/31/2019	In Progress
Communications	Collect Facebook and Twitter analytics monthly in 2019 to gather information about what residents want to see on our social media, to better craft future posts to reflect those wants	With our transition at Digital Communications Coordinator, this effort has been put on hold until 2020.	12/31/2019	Inactive
Communications	Monitor all City-affiliated social media accounts daily in 2019 to ensure accurate information of value, and to assist departments with increasing their social engagement	We are monitoring all social media accounts daily and are implementing new initiatives to streamline the process. We have renewed our efforts to get all City Public Information Officers (PIOs) on the same page and engage in social listening through Hootsuite.	12/31/2019	In Progress
Communications	Live stream City events on Facebook at least twice per month in 2019	This is a goal we have not had the staff support to pursue in 2019, but should have renewed efforts to begin in 2020.	12/31/2019	In Progress
Communications	Produce 3 series (9 total) of 30-60 second videos for social media in 2019 to educate residents about City initiatives	As of 6/30, few videos have been produced in Q1 and Q2, but we plan to renew our efforts in the second half of the year.	12/31/2019	In Progress
Communications	Collaborate with CATS to produce monthly 30-minute monthly programs in 2019 featuring the Mayor and department heads to inform residents about City initiatives and timely issues	We have produced 4 programs as of August 2019. Programs are produced on a roughly bimonthly basis. We plan to reassess the viability of this goal for 2020.	12/31/2019	In Progress

2019 OOTM Mid Year Budget Goal Updates

Communications	Design 10 graphics per month in 2019 for use on social media to increase engagement	With help from Public Works, we were able to use many graphics for our Sanitation and Recycling campaign on social media. We look to be on track for the rest of the year with our new Digital Communications coordinator and help of Canva, an online graphic design program.	12/31/2019	In Progress
Communications	Design 5 advertisements in 2019 for use in print media	We completed 5 advertisements; one for State of the City and 4 for the myBloomington campaign. We are on track to exceed our goal.	12/31/2019	In Progress
Communications	Design 5 print assets in 2019 to provide information about City events and initiatives to those who do not use social media	We did a print program for State of the City and also created a magnet for distribution at city events. Design efforts are ongoing.	12/31/2019	In Progress
Communications	Shoot photographs to use for 30 banners and 30 cards on website in 2019 to help site look more modern and dynamic	Photos and banners have been added to various places across the City website - photos have been added to all places possible within current website framework.	12/31/2019	in Progress
Communications	Add at least 20 videos to website in 2019 to help site look more modern and dynamic	Published a total of 23 videos as of 6/30. These include all Facebook Live Town Halls, all Dreamers, Doers, and Entrepreneurs videos plus Our Bloomington, SOTC address and Mayor's infrastructure investments presentation to Council.	12/31/2019	Accomplished

2019 OOTM Mid Year Budget Goal Updates

Communications	Create a Social Media 101 class by Q3 for City employees to increase public engagement across all City social accounts	This was a program proposed by the previous Digital Media Coordinator. However, our efforts to increase coordination with Public Information Officers have essentially met the same ends as the original goal.	7/1/2019	Inactive
Communications	Set up 10 training sessions in 2019 for City employees who manage a City-affiliated social media account	Similar to previous goal, this has been replaced with Public Information Officer coordination.	12/31/2019	Inactive
Public Engagement	Conduct 2019 Community Survey by end of Q2 to compare to 2017 survey results and track changes in perception of city service delivery	Completed. Results presented to Council and shared with city departments in June.	6/30/2019	Accomplished
Public Engagement	Post on new online community engagement platform (POLCO) biweekly in Q1 of 2019 and reevaluate tool based on results	Done. As of 6/30, continuing to explore new and improved product by Polco. Decision pending based on incoming information and a review of other available products.	12/31/2019	Accomplished
Public Engagement	Interact quarterly with IU Health public relations team, IU media teams and IU Dean of Students	Goal met and exceeded. Interactions occur regularly.	12/31/2019	Accomplished
Public Engagement	Maintain monthly contact with the Greater Bloomington Chamber of Commerce to manage underwriting budget and staff involvement	Established relationship with new Chamber Ambassador and meetings occur regularly. I have made underwriting decisions and we staff all sponsored events.	12/31/2019	In Progress
Public Engagement	Monitor cleanliness of City Hall weekly and coordinate with Facilities to resolve any issues identified	Coordination is ongoing.	12/31/2019	In Progress
Public Engagement	Identify whether or not a customer service best practices training is feasible using a train the trainer model by Q4	Delayed until 2020.	10/1/2019	Inactive

2019 OOTM Mid Year Budget Goal Updates

Public Engagement	Participate in diversity and inclusion training by end of Q2	I completed training and will serve on the Mayor's Diversity Advisory Council.	6/30/2019	Accomplished
Public Engagement	Use \$35,000 budget to sponsor at least 20 activities or events benefiting the community in 2019	Roughly 33% of the budget has been spent so far on 15 community events and activities.	12/31/2019	In Progress
Public Engagement	Coordinate with lobbying firm weekly during legislative session in 2019 to support community priorities and disseminate information to appropriate staff	All coordination completed and concluded.	12/31/2019	Accomplished
Public Engagement	Conduct outreach at at least 7 group/neighborhood meetings to improve transparency and address residents' ideas, questions and issues with City departments	36 group/neighborhood meetings were attended as of 6/30.	12/31/2019	Accomplished
Public Engagement	Ensure a vacancy rate below 5% throughout 2019 for mayoral board and commission appointments	Goal accomplished as of the end of Q2 and efforts to keep vacancy rate below 5% are ongoing.	12/31/2019	In Progress
Public Engagement	Increase participation in annual board and commission appreciation event by 10% in Q4	Event is slated to occur on schedule.	10/1/2019	In Progress
Public Engagement	Serve as higher level resource for resident concerns and respond to all concerns within a week in 2019	As of 6/30, all 80 resident concerns forwarded to me have been responded to within a week.	12/31/2019	In Progress

2019 OOTM Mid Year Budget Goal Updates

Innovation	Involve or train 25% of full-time City Employees in process mapping in 2019	To date, 22 full-time employees from 6 different departments have been involved in process mapping either through participating in a process efficiency project or via a lunch-n-learn on the SIPOC (suppliers, inputs, process, outputs, clients/customers) tool. We are not on target to reach as many individuals as we would have liked for this goal, but by the end of this year we will have exposed at least one staff member from more than 50% of all departments to process mapping.	12/31/2019	In Progress
Innovation	Feature 50 success stories of innovation across at least 10 departments on the city website in 2019	To date, we have identified 31 success stories from 7 departments and are working with Information and Technology Services to create a section of the City's website where they will be published.	12/31/2019	In Progress
Innovation	Identify at least 1 quantifiable metric of "what good looks like" in 100% of departments in 2019	Department Heads are being interviewed about their services and the data to describe them. No quantifiable metrics have been defined and approved by the Department Heads as yet.	12/31/2019	In Progress
Innovation	Identify at least 2 quantifiable metrics of "what good looks like" in 50% of departments in 2019	Department Heads are being interviewed about their services and the data to describe them. No quantifiable metrics have been defined and approved by the Department Heads as yet.	12/31/2019	In Progress

2019 OOTM Mid Year Budget Goal Updates

Innovation	Create a daily dashboard used to motivate and engage employees in continuous process improvement in 25% of departments in 2019	Department Heads are being interviewed about their services and the data to describe them. There is one process efficiency project underway with Human Resources, Information Technology Services, and Parks and Recreation, however this project will not require the use of a data dashboard to determine continual improvement. There is a second project in discussion that would involve Planning, Engineering, and Housing and Neighborhood Development. It is not known yet whether this project will leverage a daily dashboard for continuous improvement.	12/31/2019	In Progress
Innovation	Satisfy 30/45 criteria for “What Works Cities” Certification in 2019	Our internal audit shows that we are eligible for meeting up to 23 criteria. We are in the process of submitting the application for certification, so the certifying body (Bloomberg Philanthropies) cannot yet confirm whether we satisfy any criteria. We will submit the application in August.	12/31/2019	In Progress
Innovation	Involve at least three departments in one project that address the top four challenges facing our city (climate change, aging population, jobs displaced by automation, changes associated with driverless cars) in 2019	There are no active projects on any of these topic areas as yet. Relationships with departments are being built in order to find projects that align with departmental goals.	12/31/2019	In Progress

2019 OOTM Mid Year Budget Goal Updates

Innovation	Involve at least three departments in the use one of the top cutting-edge technologies (AI, IoT, Participatory Budgeting, autonomous vehicles)	I am in contact with Public Works, Parks and Recreation, and Public Utilities about Internet of Things (IoT) sensors that could leverage the communication backbone that services our smart water meters. The cost/benefit of the following projects is being explored: parking sensors to decrease carbon footprint and resident frustration; sensors to count trail and park use to better plan resources; and smart street light sensors to decrease light pollution and energy usage.	12/31/2019	In Progress
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Goal Count	Goal Progress?	
	Accomplished	16 (22.86%)
	In Progress	50 (71.43%)
	Inactive	4 (5.71%)
Total Goals	70	

2019 PARKS Mid Year Budget Goal Updates

Program/Activity	Goal	Update	Due Date	Status
Administration	Distribute 30 customer service surveys quarterly, with a completion rate of at least 18%.	30 customer service surveys were distributed at the end of the 2nd quarter.	12/31/2019	In Progress
Administration	Receive at least 80% of all returned surveys with rate of satisfaction with customer service as very positive or somewhat positive in 2019.	100% of all returned 1st quarter surveys received a rating of very positive.	12/31/2019	In Progress
Administration	Attend Vermont Systems RecTrac Training 3.1 in 2019 to learn the use of reporting, data collection and marketing tools.	Working with Vermont Systems and staff for a date.	12/31/2019	In Progress
Administration	Provide 60 hours of customer-service staff training in 2019.	From January through July, customer-service staff has received 37.75 hours of training.	12/31/2019	In Progress
Administration	Complete 2018 Commission for Accreditation of Park and Recreation Agencies (CAPRA) Accreditation documentation by December 30 in preparation for 2021 reaccreditation using PowerDMS software.	Staff meeting monthly to track updates to 2019 accreditation documents	12/30/2019	In Progress
Health and Wellness	Increase average weekly Bloomington Walking Club attendance from 8 to 15 participants in 2019 through increased marketing and community partnerships.	Brought on Purdue Extension of Monroe County as new co-hosts of walking club. Current average attendance is 13. Had to cancel 3 nights early in season due to inclement weather, hopeful that average will continue to increase.	12/31/2019	In Progress
Health and Wellness	Increase annual Kids Triathlon participants from 18 to 35 participants in 2019 by targeting marketing efforts through RecTrac and community partners such as IU Health and MCCSC.	We had 38 participants on July 20.	12/31/2019	Accomplished

2019 PARKS Mid Year Budget Goal Updates

Health and Wellness	Increase 2019 Veteran's Day 5K run/walk/ruck participants from 30 to 100 participants in November.	Currently working on a partnership agreement with IU Center for Veteran & Military Students to co-host event on IUB campus. With the hope that combining our efforts and offering one event for the holiday will increase attendance.	11/30/2019	In Progress
Health and Wellness	Showcase at least 5 local community resources for veterans at the 2019 Veteran's Day 5K run/walk/ruck.	Have contacted multiple organizations and received tentative confirmation from Team Red, White & Blue, VFW, and Team Rubicon that they will be present on 11/9.	11/30/2019	In Progress
Health and Wellness	Develop 3 nutrition programs (1 each for youth, teens and adults) in 2019 to increase wellness activities.	Connected Banneker staff with GOAL University staff. There will be nutrition & physical activity based education program as part of Banneker Summer Camp 2019.	12/31/2019	In Progress
Health and Wellness	Create a financial wellness program for adults in 2019 by partnering with the City's Human Resources Department and a financial advisor in the community.	In progress. Will have financial services present at Employee Health Fair in September. Researching options for additional program outside of that.	12/31/2019	In Progress
Health and Wellness	Coordinate 5 blood drives in 2019 in collaboration with the American Red Cross during the Farmers' Market utilizing the blood mobile with the goal of collecting a total of 100 pints of blood.	Blood drives schedule at City Hall for May 4, June 8, July 6, August 24, Sept. 21st. Will contact Red Cross for update on # of pints collected after August drive		In Progress

2019 PARKS Mid Year Budget Goal Updates

Community Relations	Increase Facebook followers by 25% (6,472 to 8,000 followers) in 2019.	City of Bloomington, IN - Parks and Recreation Facebook page showed 8,320 Followers as of June 30, 2019.	12/31/2019	Accomplished
Community Relations	Create an online program guide mailing add/removal form by January 31.	Online forms available on Parks and Recreation home page 2/14/19.	1/31/2019	Accomplished
Community Relations	Add 5 program guide distribution sites by June 1.	0 new distribution sites added as of June 30, 2019.	6/1/2019	Inactive
Community Relations	Generate at least \$1,000 in ad sale revenue per program guide season (\$3,000 total) in 2019.	\$2,500 in ad sales revenue generated by July 25, 2019.	12/31/2019	In Progress
Community Relations	Conduct facility user and non-user surveys via website and social media in June and December.	Currently formulating surveys for Twin Lakes Recreation Center users.	12/31/2019	In Progress
Community Relations	Generate a total of \$5,000 in annual advertising revenue in 2019 for the Twin Lakes Recreation Center (TLRC), both pools and Frank Southern Ice Arena.	As of June 30, TLRC has earned \$3,922, Frank Southern Ice Arena has earned \$600 and Bryan Park & Mills Pools has earned \$2,850	12/31/2019	Accomplished
Community Relations	Generate 20% new rental, membership and program registration business at revenue-generating facilities through usable, functional, and effective websites in 2019.	Twin Lakes Recreation Center website is currently in development.	12/31/2019	In Progress
Community Relations	Gain at least 94 new members, across all registration categories, at the Twin Lakes Recreation Center in 2019.	A total of 174 new members between the dates January 1st, 2019 to June 30th, 2019.	12/31/2019	Accomplished
Community Relations	Receive a very good or excellent experience with the golf course website and online registration response on at least 60% of customer service survey responses in 2019.	Survey under development with appropriate language and distribution strategy, for Fall/Winter 2019 program season.	12/31/2019	In Progress

2019 PARKS Mid Year Budget Goal Updates

Community Relations	Increase participation in midday (noon-2:30 p.m.) general admission ice skating sessions by 10% (by four participants per session) in 2019.	Midday skating lesson participation decreased by 5% between the 2018 and 2019 Winter/Spring session.	12/31/2019	In Progress
Community Relations	Recognize volunteers who make significant contributions on a monthly basis with the Bravo Award.	Bravo awards were presented in January, April, May, June and July.	12/31/2019	In Progress
Aquatics	Increase attendance at Mills Pool by 1% (7,144 to 7,200 participants) by the end of season in August.	Goal is in progress with figures available at the end of August.	8/31/2019	In Progress
Aquatics	Increase attendance at Bryan Park Pool by 2% (42,095 to 43,000 participants) by the end of season in August.	Goal is in progress with figures available at the end of August.	8/31/2019	In Progress
Aquatics	Increase private pool rentals by 7% (30 to 32) by the end of season in August.	Goal is in progress with figures available at the end of August.	8/31/2019	In Progress
Aquatics	Increase Learn to Swim lessons by 3% (312 to 321) by the end of season in August.	Goal is in progress with figures available at the end of August.	8/31/2019	In Progress
Frank Southern Center	Increase ice time rentals to outside groups by 1% (536 to 540 hours) in 2019.	Goal is in progress with figures available at the end of the year.	12/31/2019	In Progress
Frank Southern Center	Increase participants in public skating sessions from 10,637 to 10,650 (0.1% increase) in 2019.	Goal is in progress with figures available at the end of the year.	12/31/2019	In Progress
Frank Southern Center	Increase participants in Skating School by 4% (559 to 580) in 2019.	Goal is in progress with figures available at the end of the year.	12/31/2019	In Progress
Golf Services	Increase the amount of 18-hole rounds of golf sold by 4% (22,033 to 23,000) in 2019.	Goal is in progress with figures available at the end of the year.	12/31/2019	In Progress
Golf Services	Increase the amount of season passes sold by 7% (280 to 300) in 2019.	Goal is in progress with figures available at the end of the year.	12/31/2019	In Progress
Golf Services	Secure lease agreement for 75 new golf carts by April 1.	Lease was signed on May 25, 2019.	4/1/2019	Accomplished
Golf Services	Increase golf cart rentals by 1.5% (14,000 to 14,200) in 2019.	Goal is in progress with figures available at the end of the year.	12/31/2019	In Progress

2019 PARKS Mid Year Budget Goal Updates

Golf Services	Purchase a fairway mower for new Zoysia turf maintenance by June 1.	Mower was purchased on March 25th, 2019.	6/1/2019	Accomplished
Natural Resources	Facilitate environmental education programming for all MCCSC 4th and 6th grade students (1600 total) by November 15 and 500 local children during the summer months by August 1.	Griffy Lake Nature Days: 302 attendees Leonard Springs Nature Days: 311 attendees	11/30/2019	In Progress
Natural Resources	Rent to 5,000 boaters at Griffy Lake from April through October.	As of June there have been 1379 boat rentals.	10/31/2019	In Progress
Natural Resources	Update the Griffy Lake Master Plan by X.	Delayed until 2020.		Inactive
Natural Resources	Complete construction documents for Griffy Lake Nature Preserve accessible fishing pier by July 30.	The Griffy Pier has been designed by Mader Design. Waiting on the results of soil borings before the construction documents can be completed.	7/30/2019	In Progress
Natural Resources	Complete bid process for Griffy Lake Nature Preserve by October 30.	We have discussed the bidding process and it is in progress.	10/30/2019	In Progress
Allison Jukebox Community Center / Youth Services	Replacing flooring in 4 rooms of the Allison Jukebox Community Center (tile room, carpet room, offices, and first aid closet) by December to enhance rental appeal.	Project will proceed after summer camp is completed.	12/1/2019	In Progress
Allison Jukebox Community Center / Youth Services	Increase building rental of the Allison Jukebox Community Center by 33% (15 to 20) paid hours per month in 2019.	As of June 30, 2019, the monthly average of rentals is 19.6.	12/31/2019	In Progress
Allison Jukebox Community Center / Youth Services	Increase participation averages for camp by 19% (67 to 80 kids) and for break days by 15% (39 to 45 kids) in 2019 by working with ITS and Office Manager to utilize online registration.	Kid City Averages as of June 24, 2019: Break Days 32 Summer Camp 87	12/31/2019	In Progress

2019 PARKS Mid Year Budget Goal Updates

Inclusive Recreation	Increase the number of individuals with disabilities served by 12.5% (18)in 2019, with at least 100 participations.	As of September 3, 2019, there have been 18 individuals served with 331 participations. This indicates a 12.5% increase.	12/31/2019	Accomplished
Inclusive Recreation	Contact at least 3 community agencies, community members or other local groups relating to disability interests by May to promote Inclusion Services.	Completed. Contacts with About Special Kids, Indiana Center for Autism, and Montoe County Community School Corporation Special Education.	5/31/2019	Accomplished
Twin Lakes Recreation Center	Increase active memberships at the Twin Lakes Recreation Center by 5% (1,140 to 1200 active members) in 2019.	Goal in progress with data available at the end of the year.	12/31/2019	In Progress
Twin Lakes Recreation Center	Increase rental of artificial turf by 2% (945 to 960 hours) in 2019.	Goal in progress with data available at the end of the year.	12/31/2019	In Progress
Twin Lakes Recreation Center	Increase Twin Lakes facility rentals/events (basketball tournaments, gymnastics meets, etc) by 18% (17 to 20) in 2019.	Goal in progress with data available at the end of the year.	12/31/2019	In Progress
Community Events	Recover 100% of the cost of the Farmers' Market and all associated activities in 2019.	The market has completed 4 months of the season and has currently brought in 61% of the estimated revenue.	12/31/2019	In Progress
Community Events	Register a minimum of 60 organizations/individuals in 2019 to participate in the Farmers' Market's Info Alley.	After four months of the market season we have registered 54 organizations/individuals to participate in Info Alley.	12/31/2019	In Progress
Community Events	Reserve 8 spaces in Info Alley for the Farmers' Market season providing consistent revenue for the Market.	As of the end of July the market as reserved 7 spaced for the entire season.	5/3/2019	In Progress

2019 PARKS Mid Year Budget Goal Updates

Community Events	Attract at least 3 new garden plot renters at the Willie Streeter Garden open house in May.	We were not able to recruit any new garden rental plots from the ope house. It rained most of the day and throughout the ope house, so the attendance was not what we had hoped. We did get good feedback on the event and hope to try again in 2020.	5/31/2019	Inactive (Not Met)
Community Events	Hold 4 mini-classes during open hours at the Willie Streeter Garden in 2019.	There have been no mini-classes held during open hours as of the end of June, but we still plan to hold these classes during the fall open hours.	10/12/2019	In Progress
Community Events	Increase Performing Arts Series sponsorships by 12.5% (\$1,500) by March 1 to cover costs of upgrading the sound system.	Our 2019 sponsorship total is \$19,600 which is 57% higher than the \$12,500 we estimated for 2019 and 13% higher than we raised in 2018, which was \$17,000.	3/1/2019	Accomplished
Community Events	Create, develop and implement at least 1 new community event by October 31.	The Community Events staff created a new event during the summer program season. On June 8th and 9th we partnered with Code and Key Escape Room to hold the Bloomington Trail Outdoor Escape Adventure.	10/31/2019	Accomplished

2019 PARKS Mid Year Budget Goal Updates

Community Events	Increase pop up programs by 50% (2 additional programs) in 2019 and use them to complement other park service areas and/or market upcoming events.	There have been no pop up programs completed at this time. Due to a change in staffing this goal may not make completion. We will continue to plan pop up events for the fall/winter program season.	12/31/2019	In Progress
Community Events	Recruit at least 1 new external community partner and 1 new internal partner by December 31st to coordinate and support an existing event or a new event in 2019	The CE area partnered with Code and Key Escape Rooms for the Bloomington Trail Outdoor Escape Adventure. This was the first time we partnered with this community partner. We also partnered with the Aquatics staff to offer free swim time during the Summer Kick Off Event. This was the first time we partnered with this internal partner for this event.	12/31/2019	Accomplished
Community Events	Develop tracking system for sponsorships by April 1 to include the invoicing and depositing of funds in a coordinated effort.	The Community Events Manager met with the Community Relations staff in January to develop a plan and tracking system for sponsorship. One CE Coordinator has access to the sponsorship database and the CR Coordinator has created a google document for tracking purposes.	4/1/2019	Accomplished
Community Events	Develop, approve and make available permitting systems and pricing for the pavilion and stage at Switchyard Park by August 1.	Pricing Schedule approved by Parks Board in June. Permit application will go up for Parks Board approval in August.	8/1/2019	In Progress

2019 PARKS Mid Year Budget Goal Updates

Community Events	Assemble a 3-5 person review committee in 2019 to evaluate and update the current guidelines and jury system for 3 arts events (Performing Arts Series, A Fair of the Arts, and the Holiday Market).	The CE staff plan to do this as we move toward the end of the seasons for these events and as we move to jury events late 2019 and 2020.	12/31/2019	In Progress
Adult Sports Services	Host 250 teams for invitational or special event competition in 2019, maintaining the same average number of teams per year since 2017.	Goal is in progress and data will be made available at the end of the year.	12/31/2019	In Progress
Adult Sports Services	Maintain team league participation at 150 in 2019.	We did not achieve this. We ended up with 138 league teams.	12/31/2019	Inactive (Not Met)
Adult Sports Services	Host four pick-up types of play at the Twin Lake Sports Park in 2019.	Goal is in progress and data will be made available at the end of the year.	12/31/2019	In Progress
Adult Sports Services	Repair X pillars on Twin Lakes Sports Complex observation deck by September 30, 2019.	This is not able to be done. The project turns out to be too complicated and expensive at this time.		Inactive
Youth Sports Services	Increase ballfield rentals at the Winslow Sports Complex by 4% (1200 to 1250 hours) in 2019.	Goal is in progress and data will be made available at the end of the year.	12/31/2019	In Progress
Youth Sports Services	Recruit 1 new user group (soccer, kickball, or other multi-use group) that is a non-traditional ballfield user by August 30.	Goal is in progress and data will be made available at the end of the year.	8/30/2019	In Progress
Youth Sports Services	Host 4 outside rental tournaments at the Winslow Sports Complex with 25 teams or more by August 30 (an increase from 0 in 2017).	Goal is in progress and data will be made available at the end of the year.	8/30/2019	In Progress
Benjamin Banneker Community Center	Increase participation in Jump Start Sports by 74% (135 to 235 participants) by November.	We are currently waiting on final numbers/payment for Spring season to obtain this data.	11/1/2019	In Progress

2019 PARKS Mid Year Budget Goal Updates

Benjamin Banneker Community Center	Increase participation in family events by 56% (80 to 125 participants) in 2019 by increasing the age range of participants from 2-7 to 2-10.	We have one family event yet to come in October 2019, after which we will have data to provide.	11/1/2019	In Progress
Benjamin Banneker Community Center	Maintain at least 70 participants per day in the Banneker Camp between June - August.	We averaged 80 participants per day in June/July 2019.	8/31/2019	Accomplished
Benjamin Banneker Community Center	Maintain at least 12 participants per day in the Teen Summer Camp between June - August.	We averaged 12 participants per day in June/July 2019.	8/31/2019	Accomplished
Benjamin Banneker Community Center	Increase transportation radius from 1.5 to 3.5 miles from Banneker in 2019 by picking up participants at area middle/high schools for the after school program.	Working with MCCSC to assist in developing pick-up locations for BBCC vehicles for South/Jackson Creek students.	12/31/2019	In Progress
Benjamin Banneker Community Center	Increase participation in the Teen Leadership Program by 67% (15 to 25 teens) by December.	Increasing marketing and communication with participants from Summer 2019 to reach goal.	12/1/2019	In Progress
Benjamin Banneker Community Center	Increase support of non-revenue generating programs by December through grants, sponsorships and community partners by offering new marketing opportunities (i.e. closed circuit TVs) to meet the cost recovery goal of 20%.	Meeting with Banneker Advisory Council in July to discuss these strategies as well as internal department discussions.	12/1/2019	In Progress
Operations	Complete 3 inventory audits in 2019 on high dollar items to maintain inventory accuracy and cut back on unnecessary spending.	First and second inventory audits were completed on January 18 and April 26 respectively.	12/31/2019	In Progress
Operations	Replace 200 feet of split rail fencing sections throughout the park system by December 1.	Around 200 feet of split rail has been replaced. Another 140 feet has been repaired. Bryan Park Pool has been completed with Bryan Park and the Building & Trades Park still outstanding.	12/1/2019	In Progress
Operations	Replace 100 feet of fencing at the Operations Center by November 16.	This was completed in April. 130 feet of fencing was replaced.	11/16/2019	Accomplished

2019 PARKS Mid Year Budget Goal Updates

Operations	Install new security systems on Switchyard Park maintenance building by December 2020.	This will be completed with the construction of the park.	12/31/2019	In Progress
Operations	Replace 3 drinking fountains at Jackson Creek, Rail Trail and Ferguson Dog Park by November 16.	On track to meet this due date.	11/16/2019	In Progress
Operations	Conduct twice yearly park inspections at all parks (20 total) in 2019 to maintain park standards.	Ten parks have been inspected so far in 2019.	12/31/2019	In Progress
Operations	Remove Crestmont Park bridge by June 1.	This bridge was removed in 2018.	6/1/2019	Accomplished
Operations	Perform quarterly inspections of 3 Parks grounds equipment in 2019 to ensure a regular preventive maintenance plan is carried out	Grounds equipment from Winslow Sports, Twin Lakes Sports and Operations has all had preventative maintenance and service in July and August.	12/31/2019	Accomplished
Operations	Install new carpet at the Buskirk Chumley Theater by February 1.	Accomplished in January.	2/1/2019	Accomplished
Landscaping	Remove invasive plant species and replace with natives at several locations throughout the City (West 3rd Street Medians, BRT, Park Ridge East) by December 31.	All items complete as of July 2019.	12/31/2019	Accomplished
Landscaping	Minimize the use of annuals by 25% (-225 annuals) in 2019 in order to focus on planting more perennials and shrubs.	Decreased annual use by 52% (-455) in 2019.	12/31/2019	Accomplished
Landscaping	Maintain certification of at least 2 Regular Full Time staff members as Certified Chemical Applicators (Categories 3A, 5 and 6) by January 1, 2019.	There are two certified staff members: Joanna Sparks, City Landscaper- Category 3A Jon Behrman, Natural Areas Working Foreperson- Category 5 & 6	1/1/2019	Accomplished
Landscaping	Remove 3 acres of Asian Bush Honeysuckle at Upper Cascades Park by September 1.	Roughly 4 acres removed as of June 30.	11/1/2019	Accomplished

2019 PARKS Mid Year Budget Goal Updates

Landscaping	Provide volunteer opportunities for at least 300 community members to maintain natural spaces by December 31.	As of June 30 there were 266 community volunteers in the following programs: Adopt-an-Acre, Global Youth Service Day, Sherwood Oaks Tree Planting, First Saturdays, UIFL group invasive cleanups and miscellaneous invasive cleanups.	12/31/2019	In Progress
Cemeteries	Rehab at least 50 headstones in 2019.	As of June 30, 12 headstones had been repaired by volunteers at a neighborhood workshop.	9/1/2019	In Progress
Cemeteries	Complete initial invasive plant removal within Rose Hill and White Oak Cemeteries and the Rose Hill Office property in 2019	Contractual invasive plant removal is scheduled in White Oak for Fall 2019.	12/31/2019	In Progress
Cemeteries	Install 100 native roses (<i>Rosa setigera</i>) at Rose Hill Cemetery by May 31.	100 roses were planted in 2019, 25 in 2018, for a grand total of 125.	5/31/2019	Accomplished
Cemeteries	Maintain certification of 1 Regular Full Time staff member as Certified Chemical Registered Technician by January 1.	There is one certified technician: Curtis Gilstrap, Landscaping/Cemeteries Working Foreperson.	1/1/2019	Accomplished
Urban Forestry	Receive Tree City USA status for the 35th year by December 31.	This item is still on track for December.	12/31/2019	In Progress
Urban Forestry	Implement contractual services for public tree inventory.	Tree inventory has been completed. Awaiting contractor presentation of tree inventory by the beginning of October.	10/1/2019	In Progress

2019 PARKS Mid Year Budget Goal Updates

Urban Forestry	Contract at least 1,000 public street trees for pruning by September 1.	Pruned: 494 trees street trees (1/2 contractual, ½ by city crew). Urban Forestry was down one bucket truck this year (it was loaned to Streets at the beginning of the year to replace theirs which is having mechanical problems), so that total probably won't change much. Some of the funds for pruning were diverted into contractual removals of ash trees in natural areas due to Emerald Ash Borer infestation.	9/1/2019	In Progress
Urban Forestry	Update the Tree Ordinance to reflect 2 additional members of the Bloomington Tree Commission by October 4.	Goal delayed until further into 2020.	1/31/2020	Inactive
Urban Forestry	Update the 5-year Urban Forestry Master Plan by December 1.	The Bloomington Tree Commission has begun reviewing the Master Plan. Many of the changes will not be implemented until 2020. It will utilize data from the Tree Inventory, which will not be completed until August 2019.	12/1/2019	In Progress
Park Bond Projects 2018 – 2020	Complete the construction of the new Cascades Golf Course Clubhouse by August	Construction on the clubhouse is in final phase. Expect September 2019 ribbon cutting.	8/1/2019	In Progress
Park Bond Projects 2018 – 2020	Convert the Zoysia fairway on Quarry golf course in 2019.	Zoysia has been installed on 7 out of 9 holes on the Quarry course	12/31/2019	In Progress
Park Bond Projects 2018 – 2020	Rehab the Griffy Lake Nature Preserve restroom by May 3.	Rehab is 90% complete on June 12.	5/3/2019	In Progress
Park Bond Projects 2018 – 2020	Improve the lighting and seating at Peoples Park by December 31.	This project is still under development.	12/31/2019	In Progress

2019 PARKS Mid Year Budget Goal Updates

Park Bond Projects 2018 – 2020	Improve the mechanical rooms and bathhouses at Bryan Park Pool and Mills Pool by May.	These projects were contracted out and completed. \$359,000 of renovations for both pools' mechanical, electrical, and plumbing. This includes replaced valves, installed variable frequency drives, replaced bathroom fixtures, replaced lighting, replaced water heaters, replaced various pumps, and waterproofed the mechanical room.	5/31/2019	Accomplished
Bicentennial Bond Projects (Griffy Lake Loop Trail)	Select Project Consultant(s) for engineered structures (bridges, boardwalks) and route by July 30.	Staff researching engineered structures for the route.	7/30/2019	In Progress
Bicentennial Bond Projects (Griffy Lake Loop Trail)	Solicit public comment for trail route and volunteers assigned for basic trail construction (delineated pathways) by October 30.	Public input session with interested users had been held.	10/30/2019	In Progress
Bicentennial Bond Projects (Griffy Lake Loop Trail)	Complete Design by December 30.	On target to meet this deadline.	12/30/2019	In Progress
Bicentennial Bond Projects (Cascades Trail)	Complete route options study by July 20.	Reconnecting with consultant to explore suggested ideas for traffic route through park.	7/20/2019	In Progress (delayed)
Bicentennial Bond Projects (Cascades Trail)	Contract for consultant services for design of preferred option by September 30.	Pending plan approvals. On target to meet the deadline.	9/30/2019	In Progress

2019 PARKS Mid Year Budget Goal Updates

Bicentennial Bond Projects (Duke Energy Overhead Powerline Trail)	Select design consultant by May 30.	Will work towards this deadline on this trail during fall months.	5/30/2019	In Progress (delayed)
Bicentennial Bond Projects (City Entryway Beautification)	Evaluate and select entryway locations by April 30.	Four locations have been identified for REA consultants to begin evaluation on each site.	4/30/2019	Accomplished
Bicentennial Bond Projects (City Entryway Beautification)	Select design consultant for selected locations by October 30.	Consultant contract was approved by Parks Board on July 23.	10/30/2019	Accomplished
Bicentennial Bond Projects (Contracted Street Tree Planting)	Receive completed tree inventory data and vacant planting locations from Davey Trees by September 30.	Davies' Tree Service has completed the survey and will submit their report to the Parks Board at the September meeting.	9/30/2019	In Progress
Bicentennial Bond Projects (Contracted Street Tree Planting)	Place Phase I tree planting order by September 30.	The results of the tree inventory being presented to the Parks Board in September will determine the Phase I planting order.	9/30/2019	In Progress

Goal Count	Goal Progress?	
	Accomplished	28 (25%)
	In Progress	78 (69.64%)
	Inactive	6 (5.35%)
Total Goals		112

2019 Planning Transportation Mid Year Budget Goal Updates

Program/Activity	Goal	Update	Due Date	Status
Planning Services	Establish baseline data needs and analysis methods for 10 performance metrics detailed in the 2018 Comprehensive Plan in 2019	This goal is still a priority for Planning Services. Work has not begun due to the extra time in 2019 related to the adoption process of the Transportation Plan.	12/31/2019	In Progress
Planning Services	Post information about traffic counts and annual crash data on BClear quarterly in 2019. Q4 data will be posted by January 31, 2020.	Traffic counts and annual crash data for the 1st and 2nd quarters has been posted to BClear. This goal is on track to have the 4th quarter information posted by January 31, 2020.	12/31/2019	In Progress
Planning Services	Hold a minimum of 2 special events to encourage bicycle riding and increase the number of event participants by 10% based on 2018 event participation in 2019	A total of 5 events have taken place though July 2019. More are planned. Overall the rate of participation is about average or has slightly increased when compared to prior years. Below are the approximate attendance of these events: Terrible Horrible Ride: 55 riders Ride with the Mayor: 14 participants Bikes Month Social Hour: 12 participants Bike SWAP: 50 participants Bike to Work Day block party: 250 participants	12/31/2019	Accomplished
Planning Services	Develop a template and timeline for reporting Comprehensive Plan evaluation on performance metrics by October 31	No template has been developed. However staff has posted information about indexing the 2018 Comprehensive Plan with the UDO Adoption Draft. This may be useful to help templates for reporting.	10/31/2019	Inactive

2019 Planning Transportation Mid Year Budget Goal Updates

Master Thoroughfare / Transportation Plan	Develop implementation strategy for newly-adopted Master Thoroughfare/Transportation Plan by August 31 that encompasses and supports all modes of transportation and provides direction for the City's future design and investments in transportation infrastructure	The recently adopted transportation plan was the first step in this process.	8/31/2019	In Progress
Master Thoroughfare / Transportation Plan	Develop multi-year capital improvement plan by August 31	This goal is still a priority for Planning Services. Due to the extra time in 2019 related to the adoption process of the Transportation Plan more time is needed to fully develop a multi-year capital plan using the Plan's policy guidance. Capital projects in the 2020 budget request are consistent with the general policies of the Plan.	8/31/2019	Inactive
Development Services and Permits	Review 85% of development petitions filed in 2019 for compliance with the Comprehensive Plan and the Unified Development Ordinance (UDO) within 10 business days of receipt	To date 32 development petitions have been filed for the Plan Commission/Plat Committee and 32 petitions for the Board of Zoning Appeals/Hearing Officer in 2019. Staff will prepare a more detailed summary by the end of 2019 on the review of development petitions for Plan Commission, Board of Zoning Appeals, Hearing Officer, and Plat Committee.	12/31/2019	In Progress
Development Services and Permits	Review all permits in 2019 for compliance with the Unified Development Ordinance (UDO) within 10 business days of receipt	To date 430 permit applications have been submitted. Staff will prepare a more detailed summary by the end of 2019 on the review of permits and types of permits.	12/31/2019	In Progress

2019 Planning Transportation Mid Year Budget Goal Updates

Development Services and Permits	Evaluate development review process by July 31 to identify ways to educate and/or clarify types of information that is needed, respective deadlines, and other requirements necessary for an efficient process	Consultants were used to review our process in 2017. Recommendations have been used to help the existing review process. The UDO Update process also includes information and new processes that can address this goal once the UDO is adopted. Finally, Community Development Software is being considered. This software will vastly improve, modernize, and change the development review process.	7/31/2019	In Progress
Development Services and Permits	Generate annual development activity map by December 1 to illustrate the spatial distribution of development petitions by type	Staff is working on a template with Arc Pro GIS to generate maps. the Department's newsletter does have an activity map, however more work is needed to generate a map like this. Community Development Software is being considered and this new tool may be a future resource that can easily generate development activity maps.	12/1/2019	In Progress
Development Services and Permits	Evaluate Environmental Commission memos issued in 2016, 2017 and 2018 by August 31 to identify common issues that may be able to be resolved through outreach/education	No work has begun on this goal. It is still something that should start before the end of 2019.	8/31/2019	Inactive
Development Services and Permits	Investigate 98% of uReports received by Planning and Transportation within 10 business days of filing in 2019	One hundred percent of all uReports are investigated within 10 days of receipt. Resolution time varies on the particular report.	12/31/2019	In Progress
Development Services and Permits	Resolve 65% of uReports assigned to Planning and Transportation in 2019	63% of uReports have been resolved at this time. The department is on track to exceed the goal of 65% by Dec. 31st.	12/31/2019	In Progress

2019 Planning Transportation Mid Year Budget Goal Updates

Development Services and Permits	Provide analysis of new Unified Development Ordinance (UDO) 6-8 months after adoption to identify what works well and any issues.	Hearings for the proposed updated Unified Development Ordinance are scheduled for August 26th, 29th, and September 5th. Analysis will be provided after adoption.	12/31/2019	In Progress
Unified Development Ordinance Update (UDO)	Prepare Adoption Draft of the UDO for public review by May 20.	Public Draft was posted August 5th. First public hearing is on August 26th.	8/12/2019	In Progress
Unified Development Ordinance Update (UDO)	Facilitate Plan Commission special hearings to consider the adoption of the Adoption Draft of the UDO in June	Special hearings by the Plan Commission for the Adoption Draft of the UDO will be completed no later than September 10, 2019.	9/10/2019	In Progress
Unified Development Ordinance Update (UDO)	Receive City Council approval of Adoption Draft of UDO by September 30	Special Plan Commission hearings for the Unified Development Ordinance (UDO) are scheduled for August 26th, 29th, and September 5th. The City Council has three meetings after the last special hearing and before the Sept. 30th deadline and a decision to approve the UDO is scheduled to be made by then.	9/30/2019	In Progress
Unified Development Ordinance Update (UDO)	Adopt City land use zoning district map of existing district boundaries using the new respective district names when City Council approves the Adoption Draft of the UDO on September 30	The zoning map district names will change to new district names with the anticipated adoption of the UDO before the end of 2019. Updating the zoning district boundaries will commence after the adoption of the UDO.	9/30/2019	In Progress

2019 Planning Transportation Mid Year Budget Goal Updates

Unified Development Ordinance Update (UDO)	Adopt a new Unified Development Ordinance (UDO):	The Adoption Draft is complete and awaiting review for approval from the Plan Commission on August 26th, with subsequent hearings on August 29th and September 5th.	12/30/2019	In Progress
Affordable / Workforce Housing	Recommend a minimum of three alternative housing types be permitted in the new UDO in 2019 in order to help address the community's need for affordable housing	Duplex, Triplex, and Fourplex as well as affordable housing incentives are included in the draft. Three new housing districts are also included (R2, R4, and MS)	12/31/2019	Accomplished
Affordable / Workforce Housing	Generate reports in Q2 and Q4 on the numbers, locations, sizes and amount of investment for new affordable units in partnership with HAND and ESD in 2019	Reports have been posted on the project website through the 2nd quarter. Much more detailed information (number of units, number of affordable units, contributions, etc.) will be posted soon on each housing development	12/31/2019	In Progress
Transportation and Engineering Services and Permits	90% of all permits requested for right of way excavation and outdoor seating will be reviewed within 10 business days of receipt of complete applications in 2019	At least 90% of these permit requests are reviewed within 10 business days. Of the 254 permits applications submitted in 2019, 228 are active 15 have been reviewed but not started, and 4 are complete or closed.	12/31/2019	In Progress

2019 Planning Transportation Mid Year Budget Goal Updates

Transportation and Engineering Services and Permits	Execute engineering services contracts for at least 11 planned projects in 2019	Seven service contracts have been awarded in 2019: Crosswalk Improvement Project Design, Kirkwood Maintenance Design, On-Call Engineering Services, 17th Street Reconstruction Project Inspection, 17th Street (Monroe to Grant) Design, 3rd & Indiana Design, and Guardrail Assessment. Five service projects are awaiting award: Bridge Inspection, 14th/Walnut Design, Sara Road Inspection, Rogers/Henderson/Winslow Inspection, School Zones Inspection.	12/31/2019	In Progress
Transportation and Engineering Services and Permits	Award construction contracts for at least 11 planned projects in 2019	Four construction contracts have been awarded and an additional contract is pending award. Eight other contracts remain with four of those expected to be awarded in late 2019/early 2020. Engineering is close to meeting the goal of awarding 11 total contracts for 2019.	12/31/2019	In Progress
Transportation and Engineering Services and Permits	Ensure that 75% of awarded bids / contracts adhere to the agreed upon schedule in 2019	Transportation and Engineering are on track to complete this goal. This will be better evaluated later in the year.	12/31/2019	In Progress
Transportation and Engineering Services and Permits	Complete the right of way acquisition for the 17th Street reconstruction project and begin construction by July 31	Project has begun and is scheduled to be finished on time. Road/sidewalks expected to be open by end of year. It's likely there will be some smaller items that stretch into 2020.	7/31/2019	In Progress
Transportation and Engineering Services and Permits	Ensure that at least 75% of active construction projects fall within allowable costs and timelines in 2019	Transportation and Engineering are on track to complete this goal. This will be better evaluated later in the year.	12/31/2019	In Progress

2019 Planning Transportation Mid Year Budget Goal Updates

Transportation and Engineering Services and Permits	Award bids and sign contracts for all 2019 sidewalk construction projects initiated and approved by City Council by December 15	Moore's Pike construction has been bid and is awaiting award. 14th Street design is in consultant selection. Mitchell Street crosswalk needs to wait until after sidewalk construction and resurfacing are complete. Allen Street traffic calming is in public outreach/conceptual design.	12/15/2019	In Progress
Transportation and Engineering Services and Permits	Develop a long-term capital improvement plan by August 31	The recently adopted transportation plan was the first step of this process.	8/31/2019	In Progress
Metropolitan Planning Organization (MPO)	Adopt 2019 Complete Streets policy by February 20	2019 Complete Streets policy approved by Policy Committee on November 11, 2018.	2/20/2019	Accomplished
Metropolitan Planning Organization (MPO):	Attain at least 80% completion rate of planning activities in 2019, detailed in the annual fiscal year completion report, which details the progress for planning activities identified within the 2019 & 2020 Unified Planning Work Program	MPO staff is preparing the annual completion report. It is on schedule to be submitted to the State (INDOT) before the end of September for their review and subsequent approval.	12/31/2019	In Progress
Metropolitan Planning Organization (MPO)	Develop and adopt the next four-year Transportation Improvement Program (FY 2020-2023) by June 30	The MPO Staff completed development and adoption of a FY 2020-2024 Transportation Improvement Program. Completed April 12, 2019.	6/30/2019	Accomplished
Metropolitan Planning Organization (MPO)	Initiate the adoption process for the 2018 Metropolitan Transportation Plan (Transform 2040) by June 30	MPO staff will begin a update process of the 2018 MTP in the fall of 2019. This goal has been delayed with other priorities of the MPO.	6/30/2019	In Progress
Metropolitan Planning Organization (MPO)	Analyze annual crash data to document trends and report in annual crash reports by December 31	Staff is currently working on next crash report. It is on schedule to be completed before the end of the year.	12/31/2019	In Progress

2019 Planning Transportation Mid Year Budget Goal Updates

Metropolitan Planning Organization (MPO)	Review, revise and adopt an MPO-specific Environmental Justice Policy pursuant to Title VI of the Civil Rights Act of 1964 in 2019	Currently, other MPO goals have been the focus for MPO staff to accomplish. This goal may begin late in 2019.	12/31/2019	Inactive
Metropolitan Planning Organization (MPO):	Prepare and send a minimum of 50 packets with agendas, minutes and other support materials to members of the Plan Commission, Board of Zoning Appeals, Hearing Officer, Plat Committee, MPO Policy, Technical and Citizen Advisory Committees in 2019	The aforementioned boards and commissions have had a combined total of 47 meetings in 2019 and are slated to exceed the engagement goal of distributing 50 packets containing agenda, minutes, and other support materials before the end of 2019.	12/31/2019	In Progress
Community Engagement / Boards and Commissions	Present staff reports to a minimum of 50 boards and /or commissions in 2019	Staff have presented reports at 82 board or commission meetings in 2019, exceeding the engagement goal by 32 reports so far.	12/31/2019	Accomplished
ArcGIS Software Implementation	Utilize GIS Arc Pro (a Geographic Information Sensing software) to produce at least 35 customized maps to present to the Plan Commission, Board of Zoning Appeals, City Council, Administrative Meetings and / or at public events in 2019	Staff has been to Arc Pro training and continues to work with ITS on rollout of Arc Pro functions. Templates for map layouts that can be used for meetings and printing have been created.	12/31/2019	In Progress
ArcGIS Software Implementation	Train at least 5 staff members in GIS Arc Pro in 2019	Three new staff members have had GIS training and one staff member has taken advanced training.	12/31/2019	In Progress

2019 Planning Transportation Mid Year Budget Goal Updates

ArcGIS Software Implementation	Establish standard procedures for spatial analysis and data management by November 30	Work and coordination with staff and ITS Department continue to implement the software. Regular meetings are reviewing training needs, data needs, and other needs to transition to this new software. ITS has established some basic standard procedures, but P&T staff will need to further identify and develop for specific layers used in the new GIS.	11/30/2019	In Progress
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Goal Count	Goal Progress?	
	Accomplished	5 (12.5%)
	In Progress	31 (77.50%)
	Inactive	4 (10%)
Total Goals		40

2019 BPD Mid Year Budget Goal Updates

Program/Activity	Goal	Update	Due Date	Status
Increasing the Community's Sense of Safety	Reduce Part 1 crimes including burglaries, robberies and thefts by 3% in 2019 compared to 2018 levels by using enhanced technology and data-driven strategies to modify patrol patterns to address problems as they arise	Current trends and levels show these levels to be below 3% taken in total.	12/31/2019	In Progress
Increasing the Community's Sense of Safety	Increase contacts between BPD and neighborhood groups by 13% compared to 2018 levels in 2019	Rates are well above any other year. While definitive percentages will not be available until December we have already exceeded this goal.	12/31/2019	Accomplished
Increasing the Community's Sense of Safety	Hire 2 Neighborhood Resource Specialists by Q2 to increase contacts between BPD and neighborhood groups	Both NRS have completed training and are working daily.	4/1/2019	Accomplished
Increasing the Community's Sense of Safety	Develop custom mobile app to interface with public by Q3	Activity is still pending with ITS.	12/31/2019	In Progress
Increasing the Community's Sense of Safety	Coordinate quarterly crime prevention seminars for neighborhoods in 2019	Seminars are being planned but have not yet been started.	12/31/2019	In Progress
Increasing the Community's Sense of Safety	Hire 1 Police Social Worker by Q2 to assist in serving at-risk populations in concert with officers and social service agencies	Social worker has completed training and is working daily.	4/1/2019	Accomplished

2019 BPD Mid Year Budget Goal Updates

Increasing the Community's Sense of Safety	Work toward establishing an evidence-based, police lead diversion program to assist in rehabilitation or services as a preference over incarceration for non-violent offenders based upon baseline established in 2018	Meetings on this topic continue monthly.	12/31/2019	In Progress
Increasing the Community's Sense of Safety	Provide at least 16 hours of additional training programs in 2019 to all 103 officers in a diverse cross section of disciplines including de-escalation, implicit bias and officer wellness and safety	Training activities are planned but have not yet been implemented due to State mandated training taking place first.	12/31/2019	In Progress
Increasing the Community's Sense of Safety	Hire 1 new sworn Police Officer in Q1 2019, bringing the total number of sworn officers to 103	Officer has completed Academy and FTO program, now assigned to a shift and working	3/31/2019	Accomplished
Increasing the Community's Sense of Safety	Continue with the comprehensive commitment to hire and train a diverse workforce, reflective of the community, to enhance the sense of safety for all members of the community, including disenfranchised communities	Outreach has already occurred to various groups and recruitment efforts are ongoing.		Accomplished
Increasing the Community's Sense of Safety	Implement remaining SCJ task force recommendations applicable to BPD by August 2019	All Safety Civility, and Justice recommendations which BPD is capable of implementing are operational		Accomplished
Increasing the Community's Sense of Safety	Provide at least 4,700 hours of added patrols in the downtown and near downtown areas in 2019	3,450 hours of patrol time has been added to the downtown and downtown areas.	12/31/2019	In Progress
Increasing the Community's Sense of Safety	Provide a monthly report to the Board of Public Safety (BOPS) and the public regarding CIRT vehicle deployment and other requested data points in 2019	CIRT/ARV report being delivered to Board of Public Safety monthly.	12/31/2019	Accomplished

2019 BPD Mid Year Budget Goal Updates

Increasing the Community's Sense of Safety	Establish a protocol to add CIRT vehicle deployment reports to the Police Data Initiative (PDI) by Q1	ARV deployments have been added to PDI dataset, which is uploaded quarterly.	3/31/2019	Accomplished
Accreditation	Modify and update Department policies by Q4 to convert to the new Commission on Accreditation for Law Enforcement Agencies (CALEA) Tier 1 standards in preparation for future re-accreditations	Policies are under review with approximately 50% of the required standard already having been modified to Tier 1 standards.	10/1/2019	Accomplished
Accreditation	Compile a comprehensive annual accreditation report for distribution by end of Q4	We continue to compile statistics and gather data in anticipation of issuing this report	12/31/2019	In Progress
Crime Analysis Data to Set Goals for Crime Reduction	Provide quarterly information documenting police activity, including 14 different data sets, in 2019 to participate in the Police Data Initiative	14 data sets are being posted each quarter	12/31/2019	Accomplished
Central Emergency Dispatch	Answer 911 calls in less than 5 seconds on average in 2019	Currently meeting standard. Will await December to assure averages are met	12/31/2019	In Progress
Central Emergency Dispatch	Decrease average total dispatch transaction time by 3% in 2019	Total dispatch transaction time continues to be tracked and data gathered so that we can verify the total time average at the end of the year	12/31/2019	In Progress
Central Emergency Dispatch	Hire and train 3 new shift supervisors for Monroe County Central Dispatch by Q2	Due date has been pushed back due to the resignation of the Director of Monroe County Central Dispatch. New due date Oct 1, 2019	10/1/2019	In Progress
Central Emergency Dispatch	Move all county fire departments (8 total) to 800 MHz radios by July 1	All Departments have radios as per agreement and are using same.		Accomplished

2019 BPD Mid Year Budget Goal Updates

Central Emergency Dispatch	Install mobile data computers (MDCs) in all county fire apparatus by Sep 2019	Project is underway and on track to meet projected date with product being delivered currently.		In Progress
Central Emergency Dispatch	Standardize questions asked of all callers to dispatch by Q2 to assist with resource and personnel allocation	Standardized questions have formulated and are in use.	4/1/2019	Accomplished
Central Emergency Dispatch	Replace Computer Aided Dispatch and Records Management System servers by Q3	Servers have been replaced and are functional	9/30/2019	Accomplished
Records	Reduce data inaccuracies to < 5% in 2019 by using frequent quality control checks	Current rate is much less than 5%. Last month, (June) rate was less than 2%. Rate is tracked monthly but has yet to exceed 2.5% per month in 2019.	12/31/2019	Accomplished
Records	Provide first point of contact for visitors and central point of public access to BPD by serving as answering point for non-emergency telephone lines that provide public assistance 24 hours a day	On-going and operational daily.	12/31/2019	Accomplished
Records	Free up 5% of sworn personnel time spent on reports in 2019 by diverting minor incident reports from requiring the presence of an officer through an online reporting system	Data is not yet complete for year. It is being tracked.	12/31/2019	In Progress
Records	Convert to the National Incident Based Reporting System (NIBRS) by Q1 by training Records staff to process case reports per NIBRS guidelines	Goal met and in use daily.	3/31/2019	Accomplished
Parking Enforcement	Increase parking compliance by 5% in 2019 compared to 2018 baseline (31770 citations issued in 2018)	Data continues to be gathered to assist in determining if goal can be met	12/31/2019	In Progress

2019 BPD Mid Year Budget Goal Updates

Parking Enforcement	Decrease the monthly meter failure to 2% or less in 2019	Data continues to be gathered in order to determine if goal can be met	12/31/2019	In Progress
Parking Enforcement	Maintain 0 safety incidents around the 15 elementary school crossings in 2019 by upgrading warning equipment and signage where appropriate	No safety incidents reported in the Spring 2019 school year	12/31/2019	In Progress
Parking Enforcement	Increase social media postings by 5% compared to 2018 levels by use of differing platforms (Facebook, Instagram, Twitter)	Postings are up for 2019 by, at this point, an average of 8%.	12/31/2019	Accomplished
Administration, Financial and Maintenance	Add 'roll call' software to the Records Management System (Spillman) by Q1 to quantify the total time that officers and other employees spend on various tasks including answering calls for service completing reports, proactive patrol and other job functions	This has been purchased and is functional. Supervisors are running test program in second and third quarters to determine usefulness and any required 'tweaks' to the system	3/31/2019	Accomplished
Administration, Financial and Maintenance	Decrease overtime costs by 5% in 2019, i.e. non-IU reimbursed overtime costs	Unable to comply with this goal due to staffing shortage which necessitates use of overtime to fill shift staffing and other additional required staffing positions. As of August 31, \$571,000 has been paid out in overtime, which is \$90,000 more than this time last year.	12/31/2019	Inactive
Administration, Financial and Maintenance	Purchase all equipment in the 2019 replacement schedule in order to mitigate long-term costs	Replacement schedule was not fully funded in LIT budget. Unable to fully comply however goal is substantially met.	12/31/2019	Accomplished

2019 BPD Mid Year Budget Goal Updates

Goal Count	Goal Progress?	
	Accomplished	19 (54.29%)
	In Progress	15 (42.86%)
	Inactive	1 (2.86%)
Total Goals		35

2019 Public Works - Animal Control Mid Year Budget Goal Updates

Program/Activity	Goal	Update	Due Date	Status
Animal Shelter Operations	Reduce euthanasia rates to 5.5% in 2019 (2018 euthanasia rate was 6%)	Midyear euthanasia rate is 6%.	12/31/2019	In Progress
Animal Shelter Operations	Increase live release rates by 2% in 2019 (2018 live release rate was 87%)	Midyear live release rate is 75%. Rates traditionally low at this time of the year due to an increase in kittens under adoption age.	12/31/2019	In Progress
Animal Shelter Operations	Increase scheduled owner and stray surrenders from 0% to 30% in 2019 to gather needed information on animals and increase positive outcomes	The Scheduled Owner and Stray Surrender Program started in June and 5 individuals participated in this pilot program. Information on percentage will be available by December 31.	12/31/2019	In Progress
Volunteer Coordination	Increase volunteer involvement by 5% in 2019 (Total 2018 volunteer involvement in 2018 was 10,285 hours)	Midyear volunteer involvement total is 5,455 hours. Information on percentage will be available by December 31.	12/31/2019	In Progress
Volunteer Coordination	Begin monitoring volunteer turnover rates by May 31 to identify areas for improvement in our volunteer program	This goal is on hold due to staff time needed for more urgent tasks and day to day operations. Current software program is unable to track volunteer turnover rates efficiently and staff will be working with customer support to resolve the issue in the second half of 2019.		Inactive
Volunteer Coordination	Create a volunteer-to-volunteer training program by August 31 to assist in the training of new volunteers	Volunteer-to-volunteer training programs were created for one quarter of the volunteer positions.	8/31/2019	In Progress

2019 Public Works - Animal Control Mid Year Budget Goal Updates

Humane Education / Public Relations	Decrease the percentage of adoption returns by 10% in 2019 by expanding current behavioral counseling and adoption follow-up services with a pilot post-adoption behavior/ training advice drop-in program at the shelter	Midyear percentage of adoptions returned is 5.3%. This is a decrease of 11% in adoption returns as of 6/30. (6% of adoptions returned in 2018).	12/31/2019	In Progress
Humane Education / Public Relations	Decrease bite incidents and animal control service calls dealing with poor animal behavior by 3% in 2019	Bite incidents and aggressive animal service calls is 50 is as of 6/30. (141 total calls in 2018). Information of percentage will be available by December 31.	12/31/2019	In Progress
Humane Education / Public Relations	Implement an educational campaign to promote Canine Good Citizen/responsible dog ownership by April 30	Educational campaign began on April 30 with the release of 1 to 2 new informational sheets each month through social media.	12/31/2019	In Progress
Animal Control / Field Operations	Provide at least 1 continuing education training opportunity for each Animal Control Officer on topics such as chemical immobilization, case development and de-escalation techniques in 2019 to further their education in best practices	2 out of 3 Animal Control Officers have attended continuing education training events. One of the training events was through the National Animal Control Association and the other one was through the Ohio Veterinary Medical Association Annual Conference.	12/31/2019	In Progress
Animal Control / Field Operations	Decrease the amount of cruelty, abuse and neglect calls by 3% in 2019 through increased education and enforcement	Midyear abuse and neglect calls received is 76 (144 calls in 2018). Information on percentage will be available by December 31.	12/31/2019	In Progress

2019 Public Works - Animal Control Mid Year Budget Goal Updates

Animal Control / Field Operations	Determine animal control officer benchmark response times and case resolutions by compiling current and previous years data by June 30	Midyear number of cases closed within 24 hours is 67%. Benchmark determination will be available by December 31.	12/31/2019	In Progress
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Goal Count	Goal Progress?	
	Accomplished	0 (0%)
	In Progress	11 (91.67%)
	Inactive	1 (8.33%)
Total Goals	12	

2019 Public Works - Facilities Mid Year Budget Goal Updates

Program/Activity	Goal	Update	Due Date	Status
Facilities Maintenance Operations	Implement Fire Station 4 improvements by July 31.	This project is on hold while a comprehensive assessment of all fire station facilities is completed.		Inactive
Facilities Maintenance Operations	Implement Fire Station 5 improvements by December 31.	Quotes for the roof and HVAC system have been solicited and awaiting approval of funding source from Fire Department Administration.	12/31/2019	In Progress
Facilities Maintenance Operations	Use Overall Condition Index rating (OCI) to develop a 5 and 10 year comprehensive facilities maintenance plan in 2019.	Building inventory has been completed and data has been transferred into Lucity Asset Management Software. Engineering evaluations of roof and building envelopes are under contract and moving forward. All of these elements will be combined into one comprehensive facilities maintenance plan.	12/31/2019	In Progress
Facilities Maintenance Operations	Transition to paperless work order system by July 31.	iPads have been purchased to begin the transition from desk top to web based paperless version of the Lucity Asset Management Software Work Order System. iPads should be fully operational by the end of the year.	10/31/2019	In Progress
Graffiti Removal	Respond and address to all graffiti uReports within 3 business days in 2019.	All 49 uReports as of 6/30 for graffiti removal were addressed within 3 business days.	12/31/2019	In Progress

Goal Count	Goal Progress?	
	Accomplished	0 (0%)
	In Progress	4 (80%)
	Inactive	1 (20%)
Total Goals		5

2019 Public Works - Fleet Mid Year Budget Goal Updates

Program/Activity	Goal	Update	Due Date	Status
Preventative Maintenance	Complete 135 preventative maintenance services every month (10% increase) to address numerous overdue preventative maintenance (PM) services	As of 6/30, completed 402 preventative maintenance services. Preventative maintenance service such as oil changes sometimes become more complex repairs.	12/31/2019	In Progress
Routine Maintenance	Increase the number of vehicles and equipment serviced by 5% by December 31	Routine maintenance services on vehicles and equipment comparison of 2018 Jan to June (1271) and 2019 Jan to June (1340) - on target for an increase of services. Current percentage of increase 5.2%.	12/31/2019	In Progress
Emergency Maintenance	Ensure that 24 hour emergency services are available 100% of the time by having technicians be on call on a rotating basis	Provided 24 hour emergency services 100% by having technicians on call on a rotating basis. Completed 75 emergency call out services with 98% of the calls being responded to within 1 hour.	12/31/2019	In Progress
Fuel Service	Decrease fuel consumption for normal city operations by 5% in 2019	Fuel consumption has increased by 3%. Gallons used from Jan to June 2018 145,684.04 and Jan to June 2019 150,582.04. Division is scheduled to replace 5 dump trucks, 23 pick up trucks, 3 vans, and 1 specialty truck with fuel efficient models that meet EPA standards in 2019.	12/31/2019	In Progress
Shop / Parts Inventory	Maintain a shop / part inventory that has a 95% accuracy rate in 2019	10% of the inventory is spot checked on a monthly basis. Division is on target to achieve a 95% accuracy rate in 2019.	12/31/2019	In Progress
Misc.	Complete the Vehicle Points Analysis Report by March 31.	Vehicle points analysis was completed on August 8.	8/31/2019	Accomplished /Late

Goal Count	Goal Progress?
	Accomplished 1 (16.67%)

2019 Public Works - Fleet Mid Year Budget Goal Updates

	In Progress	5 (83.33%)
	Inactive	0 (0%)
	Total Goals	6

2019 Public Works - Parking Mid Year Budget Goal Updates

Program/Activity	Goal	Update	Due Date	Status
Parking Facilities (Revenues)	Operate garages at 85% occupancy during peak business hours (generally between 10:00 a.m. and 2:00 p.m. on weekdays) in 2019.	Garages are operating at industry standard of 85% occupancy during peak business hours. Occupancy counts are taken during the months of August, September, October, November, December, January, and February. Peak space counts for 2019 are higher than expectations due to the closure of 4th St Garage. Current Occupancy of Garages: -Walnut St Garage- Lowest Peak Space Count 65%, Highest 81% -Morton Street Garage-Lowest Peak Space Count 85%, Highest 92% -4th St Garage-Closed on 01/01/19	12/31/2019	In Progress
Parking Facilities (Expenses/Supplies/Purchase of Equipment)	Invest \$10,000 in artwork and lighting for the Walnut and Morton Street Garages by August 31 to improve the aesthetics of the garages.	Invested total amount (\$10,000) of allocated funds into the interior elevator cab upgrades which includes the installation of a new lighting system at the Morton Street Garage. \$10,000 was utilized for the Morton Street Elevator project due to expenditures in repairs of the Morton Street Garage Elevator beyond budgeted amount. \$24,000 was spent in repairs of this elevator this year to date; we utilized the \$10,000 in lighting and beautification to pay for the cab upgrades at Morton.	6/7/2019	Accomplished
Parking Facilities (Expenses/Supplies/Purchase of Equipment)	Re-sign the Walnut and Morton Street Garages with updated way finding signage by July 30.	The Morton Street Garage Wayfinding Sign Project has been completed.	7/30/2019	Accomplished

2019 Public Works - Parking Mid Year Budget Goal Updates

Parking Facilities (Expenses/Supplies/Purchase of Equipment)	Invest \$75,000 in the Morton and Walnut Street Garage elevators to complete cab and quality improvement upgrades by June 30.	Morton Street Garage Elevator Cab walls and lighting system have been completed. Total dollar amount invested in Morton Elevator upgrades only: \$56,000 Otis Elevator cab update \$3,600 in new flooring and subfloor for the elevator Total cost of elevator upgrade = \$59,600. Wall panel on order from Otis Elevator. Flooring of the elevator cab to be completed by the end of August 31.	8/31/2019	In Progress
Parking Facilities (Expenses/Supplies//Purchase of Equipment)	Complete repair of the Walnut Street Garage northeast stair tower, including glass enclosures, by July 30.	Prebid meeting for this project will take place on July 26 and bids are due by the second week in August. Bids will be open and awarded at a subsequent BPW meetings.	10/31/2019	In Progress
Parking Facilities (Expenses/Supplies/Purchase of Equipment)	Complete Phase 3 (\$125,000) of the deck membrane project at the Morton and Walnut Street garages by July 30.	Morton Street Garage Phase 3 Deck Membrane Project will be completed by July 31. Upon completion of the Morton Street Garage, the contractor will move to the Walnut Street Garage which is scheduled to be completed in 2020.	7/31/2019	In Progress
Parking Facilities (Expenses/Supplies/Purchase of Equipment)	Keep all garage structures and equipment open and operating at least 97% of the scheduled time in 2019.	Walnut Street Garage: 97% operational with a 3% failure rate due to equipment malfunctions. Morton Street Garage: 98% operational with a 2% failure rate due to equipment malfunctions. 4th Street Garage closed.	12/31/2019	In Progress
4th Street Garage	Begin demolition of 4th Street Garage by December 31.	Demolition is scheduled to start on September 3 and should be completed by December 31.	12/31/2019	In Progress

2019 Public Works - Parking Mid Year Budget Goal Updates

4th Street Garage	Decommission 4th Street Garage by May 30.	As of 6/30, the majority of the 4th Street Garage has been decommissioned except for the electrical power. Disconnection of the electrical service by Duke Energy is in progress and awaiting on a start date confirmation.	7/31/2019	In Progress
4th Street Garage	Complete design drawings of 4th Street Garage by July 30.	Final design specifications are scheduled to be completed by August 31.	8/31/2019	In Progress
4th Street Garage	Host a public visioning session for design of the 4th Street Garage by April 30.	Public Meeting for 4th Street Garage was hosted (Visioning Session) at the end of May.	5/31/2019	Accomplished/ Late
4th Street Garage	Begin construction of 4th Street Garage by September 30 (to be completed in 2020).	Construction is anticipated to start in December of 2019.	12/31/2019	In Progress/ Late

Goal Count	Goal Progress?	
	Accomplished	3 (23.08%)
	In Progress	10 (76.92%)
	Inactive	0 (0%)
Total Goals		13

2019 Public Works - Administration Mid Year Budget Goal Updates

Administration	Re-launch and implement a sidewalk rehabilitation cost-participation program for qualifying income-based residents by April 30	As of 4/30, Department of Public Works Administration Office relaunched and implemented the sidewalk rehabilitation cost-participation program. DPW has received 36 eligible applications to date. All documentation has been created, funding for this project in place and awaiting on partnerships with local contractors.	10/1/2019	In Progress
Administration	Complete a general pavement maintenance project on E. Kirkwood Avenue (between Walnut Street and Indiana Avenue) by the end of August to address aging infrastructure and accessible ramp and crosswalk deficiencies on this prominent downtown street	This project has been postponed until 2020 due to the high contracting costs. and funding shortfall. Also, this project is part of the 2019 INDOT Community Crossing Grant application.	8/31/2019	Delayed/ Inactive
Administration	Administration: Implement the Downtown Alley Activation Project between April 1st to October 31, 2019	The lighting portion of this project with an installation of 12 LED fixtures mounted on existing wooden poles will be installed by September 30, The remainder of this project has been postponed until 2020 due to high contracting costs. and funding shortfall.	9/30/2019	Delayed/In Progress
Board of Public Works	Facilitate 26 Board of Public Works (BPW) meetings in 2019 in a professional manner, making them inviting to the public	Facilitated 15 Board of Public Works Meetings & Work Sessions	12/31/2019	In Progress
Board of Public Works	Upload packet meeting materials onto the website 4 days prior to meetings in 2019 to increase transparency for the Board of Public Works' activities	Uploaded 14 packets to the City's website within 4 days prior to each meeting. Also, every meeting is recorded and archived on CATSTV.net, Meetings for the last two years, including meeting packets, minutes and agendas are available on the City's website.	12/31/2019	In Progress

2019 Public Works - Administration Mid Year Budget Goal Updates

Infrastructure Asset Management	Obtain a mapping capability for pavement conditions by adding the ESRI Geographic Information System (GIS) to the Department's current Lucity asset management portfolio in 2019	This project is on hold due to pending ongoing implementation of Lucity Asset Management Software at Fleet Division. Coordinating internally on ESRI (GIS) roll out city wide and current GIS staffing levels.	12/31/2019	Late/Inactive
Infrastructure Asset Management	Uploading 2018 field data by end of September to fully integrate the Transmap condition assessment reconnaissance results into the Lucity asset management system	Transmap Field Reconnaissance data has been uploaded into Lucity including sign and sign post, traffic signal mast arm, and updated street segments. We also just received night MUTCD retro reflectivity results, work orders will be generated through updated in Lucity Assessment Software, and failed signs will be replaced.	7/16/2019	Accomplished
Infrastructure Asset Management	Collect and analyze sanitation data fields associated with the sanitation modernization program on a monthly basis to evaluate a future "pay-as-you-throw" program	The prior sanitation software vendor is no longer associated with the City. Staff is currently researching and exploring new vendor for sanitation software solution.		Late/Inactive
Constituent Services	Send at least 1 staff member to attend a national municipal government conference and a national Lucity professional development event in 2019	Director attended Solid Waste Association of North American annual conference in February and plans on attending American Public Works Conference in September. Travel request has been submitted for Public Works Administration, Street, Facilities and Fleet staff members to attend the Lucity National Conference in late September/early October. Michael is scheduled to attend the International City/County Management Association National Conference in October.	12/31/2019	In Progress

2019 Public Works - Administration Mid Year Budget Goal Updates

Constituent Services	Respond to and address all uReports within 3 business days in 2019	All 149 uReports were responded to within 3 business days. As of 6/30, 142 were resolved and 7 are ongoing.	12/31/2019	In Progress
Constituent Services	Respond to and address all street light uReport cases within 2 business days in 2019	63 uReports regarding street light outages were received. 60 have been reported to Duke Energy and repaired. There are 3 pending outages to be resolved.	12/31/2019	In Progress

Goal Count	Goal Progress?	
	Accomplished	1 (9.09%)
	In Progress	7 (63.63%)
	Inactive	3 (27.27%)
Total Goals	11	

2019 Public Works - Sanitation Mid Year Budget Goal Updates

Program/Activity	Goal	Update	Due Date	Status
Solid Waste Collection	Analyze solid waste and recycling participation rates quarterly to evaluate the potential for a future pay-as-you throw option.	In the process of selecting a new vendor for the sanitation collection software. Analysis of participation rates for solid waste and recycling will be generated once the selected software is fully operational.	12/31/2019	In Progress
Recycling Collection	Reach a recycling diversion rate of 40% in 2019 to exceed the Environmental Protection Agency's (EPA) recorded national diversion rate of 35%.	As of 6/30/19, Recycling diversion rate is at 32% (2018 diversion rate was 28%)	12/31/2019	In Progress
Recycling Collection	Increase recycling participation by 10% in 2019 through a recycling education campaign in coordination with the Department of Economic and Sustainable Development (ESD).	Division has utilized social media as a educational campaign resource regarding clean recycling processes to eliminate contamination. Percentage information will be available by December 31.	12/31/2019	In Progress
Yard Waste Collection	Collect 85 tons of yard waste between April and December, increasing collection by at least 5%.	Yard waste collection is currently at 27 tons (from April to June 30). A new option for 2019 is a dedicated yard waste cart option for residents. A total of 334 yard waste carts have been purchased by residents. Percentage information will be available by December 31.	12/31/2019	In Progress
Downtown Clean-up	Replace all 16 Big Belly trash/recycling containers in the downtown area by May 31 due to their age and significant disrepair.	The installation of all new downtown trash and recycling containers was completed by May 5.	5/31/2019	Accomplished

Goal Count	Goal Progress?
	Accomplished
	In Progress

2019 Public Works - Sanitation Mid Year Budget Goal Updates

	Inactive	0 (0%)
Total Goals		5

2019 Public Works - Street Mid Year Budget Goal Updates

Program/Activity	Goal	Update	Due Date	Status
Paving/Patching	Patch 100% of reported potholes in city limits within 24 hours in 2019.	As of 6/30, the division repaired a total of 14,262 potholes and 93% were repaired within 24 hours.	12/31/2019	In Progress
Paving/Patching	Resurface 10% of street inventory, approximately 20 street lane miles based on Overall Condition Index rating (OCI), in 2019.	Division resurfaced 6 street lane miles based on the Overall Condition Index rating (OCI) to date that used 3,769 tons of asphalt materials. Percentage information will be available by December 31.	12/31/2019	In Progress
Paving/Patching	Crack seal at least 10 street lane miles in order to be proactive with pavement maintenance by October 31.	Division to date has completed 13 lane miles to be proactive with pavement maintenance.	10/31/2019	Accomplished
Paving/Patching	Mill at least 15 street lane miles that are on the 2019 paving list to prevent drainage issues and retain curb heights.	Division has milled 3 lane miles as of 6/30 from the 2019 paving list to maintain proper drainage and curb heights prior to resurfacing.	12/31/2019	In Progress
Paving/Patching	Implement pavement maintenance project for East Kirkwood Avenue from North Walnut Street to North Indiana Avenue, including 20 sidewalks Americans with Disabilities Act (ADA) compliant ramps, 4 brick crosswalks and resurface 1.75 street lane miles of road, by August 31.	This project has been postponed until 2020 due to high contracting costs. and funding shortfall. Also, this project is part of the 2019 INDOT Community Crossing Grant application.	8/31/2019	Late/Inactive
Snow Removal	Ensure main thoroughfares remain passable during winter storm events 100% of the time in 2019.	The main thoroughfares remained passable during winter storm events 100% of the time. In the first part of the 2019 snow season there were 9 snow and ice events that required a total of 2,958 tons of de-icing material.	12/31/2019	In Progress

2019 Public Works - Street Mid Year Budget Goal Updates

Snow Removal	Decrease labor and material costs 5% during winter storm events by utilizing 8 trucks outfitted with liquid tanks filled with cost-effective and efficient salt brine mixture for pretreatment of public streets	Division anticipates utilizing 11 trucks with liquid tanks filled with cost-effective and efficient salt brine mixture for pre-treatment services during last part of the 2019 snow season. Information on percentage will be available by December 31.	12/31/2019	In Progress
Leafing	Complete leafing service for 234 street miles by December 31 (dependent on weather and equipment).	Division has 2 new leafers on order for a total of 9 leafers for this fall's leaf collection services. This extra equipment should result in the completion of leafing services by December 31.	12/31/2019	In Progress
Sidewalk Maintenance	Repair 20% of sidewalks (approximately 1,500 linear feet) on the "worst 100" list by December 31.	Division has completed 1627 linear feet of sidewalk repairs. Groomer Construction has completed 768 linear feet of sidewalk repairs to date. The percentage information will be available by December 31.	12/31/2019	Accomplished
Sidewalk Maintenance	Install 121 Americans with Disabilities Act (ADA) compliant ramps on intersections on the paving list by October 3.	Division crews installed 36 American with Disabilities Act (ADA) ramps while contractor, Groomer Construction has completed 14 ADA ramps.	10/3/2019	In Progress
Traffic Signals	Complete final 32 (84 total) Light Emitting Diode (LED) traffic signal replacements by December 31.	Division on target to complete the Light Emitting Diode (LED) Bulb Replacement Project on the final 32 traffic signals by December 31.	12/31/2019	In Progress
Traffic Signals	Complete overhead and cabinet inspection of all signals (84 total) as required by the United States Department of Transportation's Manual of Uniform Traffic Control Devices (MUTCD) Code by December 31.	Division on target to complete the inspection of all traffic signal equipment by December 31.	12/31/2019	In Progress

2019 Public Works - Street Mid Year Budget Goal Updates

Manage Urban Forest	Safely remove 300 hazardous trees on North Walnut Street with the City's Urban Forester by December 31.	Working with the City's Urban Forester, divisional crews have removed 129 hazardous trees and 136 stumps to date.	12/31/2019	In Progress
Traffic Signs	Replace traffic signs that do not meet the night time Manual of Uniform Traffic Control Devices (MUTCD) reflectivity test.	Division replaced 41 signs that failed MUTCD reflectivity test from data received by Transmap in July.	12/31/2019	In Progress
Traffic Signs	Replace or repair street signs maintenance due to accidents, ordinance, inspection or requests by December 31.	To date the following sign maintenance services have been completed: 24 Repairs, 1 Relocate, 35 Removals, 12 Trims (trimming back vegetation from the signs), 240 Replacements, 120 New Installs, 118 Other requests (ordinance changes and special requests)	12/31/2019	In Progress
Pavement Markings	Refresh core downtown area pavement markings (approximately 97,700 linear feet) by August 31.	Division will refresh the downtown core area pavement markings (approximately 97,000 linear feet) by October 31.	10/31/2019	In Progress
Pavement Markings	Refresh all long line markings and bike lanes (approximately 740,000 linear feet or 140 miles, of double yellow and white lines) by October 31.	Pavement marking contract was approved by the Board of Public Works at the July 9th meeting to Airmarking Company, and the work will be completed by October 31.	10/31/2019	In Progress
Street Sweeping	Sweep all city roads at least 2 times and downtown 6 times in 2019.	Division has completed street sweeping on all city roads 1 time and downtown area 6 times as of 6/30.	10/31/2019	In Progress
Street Sweeping	Develop a new interactive map for public street sweeping schedules and weekly updates by December 31.	Division anticipates going live with the new interactive map by September 2.	12/31/2019	In Progress
Alley Repairs	Perform a comprehensive cleaning and improvement project for downtown alleys (approximately 9.44 lane miles) in 2019.	This project is on hold until 2020 due to the high contracting costs. and funding shortfall.		Late/Inactive

2019 Public Works - Street Mid Year Budget Goal Updates

Street Lights / Traffic Signals	Reduce equipment costs by 40% on 2019 outdoor lighting service agreements by electing to pay a one-time lump sum instead of spreading equipment costs over a 10-year period.	5 Outdoor Lighting Service Agreements have been approved by Board of Public Works (BPW) to date and the overall average equipment cost reductions is 37%.	12/31/2019	In Progress
Street Lights / Traffic Signals	Allocate 10% of the overall 2019 Local Roads and Streets (LRS) budget to purchase lighting and signal equipment to replace onsite inventory stock by December 31.	\$64,021.00 is 10% of the overall 2019 Adopted Local Roads and Street Budget is targeted to purchase lighting and signal equipment. Purchases typically take place during the 4th quarter of year and percentage information will be available by December 31.	12/31/2019	In Progress
Street Lights / Traffic Signals	Reduce energy consumption by 40% by converting the 7 existing street lights around Walnut Street Garage in 2019.	Installation of street lights is currently in progress with an estimated completion date of August 15th. The percentage of reduction information will be available by December 31.	12/31/2019	In Progress
Line Locates	Ensure 100% of line locates involving signals are accurately completed within 2 working days of the request in 2019.	Divisional staff ensured that 100% of the locates were accurately located within 2 working days. The division has received a total of 3,837 line location requests to date. 1,069 of those requests required traffic signal equipment to be located.	12/31/2019	In Progress

Goal Count	Goal Progress?	
	Accomplished	2 (8.33%)
	In Progress	20 (83.33%)
	Inactive	2 (8.33%)
Total Goals		24

2019 Utilities Mid Year Budget Goal Updates

Program/Activity	Goal	Update	Due Date	Status
Personnel Safety and Training	Review the personnel training budget (1.5% of total budget) on a quarterly basis to ensure the funds are properly spent.	To date, CBU has used 35% of its budgeted training dollars and expects to spend the balance of those funds by the end of the year. There are several large conferences that employees will attend this summer and fall. CBU also plans to purchase training materials for in-house training by the end of the year.	12/31/2019	In Progress
Personnel Safety and Training	Dedicate 1 hour per week to safety training and planning for all plant and T&D staff in 2019	Plants and T&D continue to attend trainings hosted by Risk. Dillman plant maintenance holds "tailgate" safety meetings each Friday, in which an employee presents a safety topic he or she has researched. CBU will encourage other workgroups to try this method. In T&D, safety is mentioned at each payday Friday all-staff meeting. We are presently planning to replace the retired Payroll Administrator, and we plan to assign time and other tracking related to safety to that position.	12/31/2019	In Progress
Personnel Safety and Training	Form an Incident Review Committee by July 1 to investigate Accident Reports	Accident review committee is comprised of the five Assistant Directors, supplemented as needed by Superintendents or other subject-matter experts. Meetings of the IRC will be staffed by the Administrative Assistant to the Director, and the Committee will report findings to the Director and to Risk.	7/1/2019	Accomplished

2019 Utilities Mid Year Budget Goal Updates

Personnel Safety and Training	Begin investigating Accident Reports within 5 working days of incidents by August 1 through the Incident Review Committee	Developing procedures now, and will implement the policy on August 1.	8/1/2019	In Progress
Personnel Safety and Training	Ensure that every CBU work team (15 total) has at least 1 person who is CPR-certified by June 1	Employees with expired or non-existent CPR certifications have been notified. Classes are scheduled for August.	6/1/2019	In Progress
Personnel Safety and Training	Assemble a safety and training library (books, written materials, presentations) by September 1 with both physical and electronic resources so staff can check out topics of interest	CBU has library of books and DVDs available for staff to check out and free study material, including flash cards, quizzes, and handouts from previous classes. Topics include safety, water treatment, collections, and more.	9/1/2019	Accomplished
Personnel Safety and Training	Personnel Safety and Training: License all employees whose require licenses within 1 year of being hired in 2019	As of 6/30, 2 employees were hired in 2019 that require licensure. One employee completed the required exam and obtained a current license. The 2nd employee has not yet completed the required exam but has until July 2020 to complete it. Employees are notified upon hire that the position requires licensure within one year.	12/31/2019	In Progress
Energy and Conservation	Hire an intern by June 1 to work on data gathering and analysis efforts of the Water Fund Team	Our intern has completed the collection of data for the Water Fund work. The intern began work in March, 2018 and finished the data gathering process in July, 2018.	6/1/2019	Accomplished

2019 Utilities Mid Year Budget Goal Updates

Energy and Conservation	Reduce CBU electricity consumption by 2% (587,890 kilowatt hours) in 2019 as compared to 2018	Looking at data from CBU's 7 largest electric accounts (which makes up approximately 95% of CBU's electricity purchases) our energy consumption in the first 6 months of 2019 compared to the first 6 months of 2018 dropped by 0.5%. This occurred during a time when there was a 14% increase in influent at Dillman, a 4% decrease in influent at Blucher Poole, and about the same amount of raw and finished water at Monroe.	12/31/2019	In Progress
Energy and Conservation	Develop a standardized K-12 water conservation curricula by Q4 for CBU to implement in the local school system	Employees in the environmental division are collaborating to develop education and outreach curricula for the 2019-2020 school year.	10/1/2019	In Progress
Energy and Conservation	Energy and Conservation: Generate over 12% of electricity consumed by CBU on site by solar panels in 2019	In June 2019 CBU generated approximately 3% of the total energy consumed via solar generation. A significant amount of solar capacity has yet to go online at Dillman, Monroe, and Blucher. Solar at Service Center is complete.	12/31/2019	In Progress
Finance - Long Term Financial Planning	Complete cost-of-service study for wastewater collection and treatment by September 1 for 2020 implementation	CBU is currently participating in a Cost of Service Study and Rate Review for its Sewer utility. CBU is on schedule for this study to be completed in August 2019 and will be brought to city council when their calendar permits.	9/1/2019	In Progress
Finance - Long Term Financial Planning	Implement first rate increase by July 1	CBU has implemented the first of two phases of its stormwater rate increase as of July 1, 2019 and will implement the second phase on January 1, 2020 as approved by City Council.	7/1/2019	Accomplished

2019 Utilities Mid Year Budget Goal Updates

Finance - Long Term Financial Planning	Begin a cost-of-service study for the water utility in Q3, to be completed in 2020	This activity will begin once the current rate review and cost of service study for the sewer utility has concluded. It is anticipated that this task will stay on schedule.	9/30/2019	In Progress
Finance - Billing and Customer Service	Implement training program on advanced metering initiative (AMI) for accounting, customer service, billings and collections staff in Q1	This task has been scheduled to begin the first week of September to coincide with the billing integration portion of the AMI project. The Customer Service portal portion of the project will not be accessible until September so we decided to push the training until it is available. We have done some training on the AMI project for the accounting and the billings and collections staff.	9/30/2019	In Progress/ Late
Finance - Billing and Customer Service	Implement data management module for advanced metering initiative (AMI) data analytics in Q2	This task is still in progress as there have been delays with the integration process. CBU is working with ITS staff, our contractors at UMS, and with New World/Tyler Systems to work through issues and it is anticipated this will be completed by September 2019.	9/30/2019	In Progress/ Late
Finance - Billing and Customer Service	Install at least 90% of advanced metering initiative (AMI) meters in 2019	Smart water meter installation will begin 7/24/2019 and is anticipated to conclude July 2020.	12/31/2019	In Progress/ Late
Finance - Billing and Customer Service	Conduct an organizational assessment for all of CBU by June 30, assigning positions in meter services that will be affected by the advanced metering initiative (AMI) to maintenance positions	CBU has begun working with a consultant to perform an organizational assessment which will be completed in August. The consultant has been on site multiple times conducting interviews and is currently writing the first draft of their report.	7/31/2019	In Progress/ Late

2019 Utilities Mid Year Budget Goal Updates

Finance - Billing and Customer Service	Decrease time spent preparing monthly bills by 10% in 2019	The preparation of bills requires approximately 25% more time per month now because there are more steps associated with the billing process. With the implementation of AMI, we expect to see more efficiency in this area.	12/31/2019	In Progress
Water Utility - Treatment	Keep the average of each category of disinfection byproduct at or below 60% of the regulatory limit at the Monroe Water Treatment Plant in 2019	We had a difficult time with DBPs through the latter part of 2018 and early 2019 owing to the conditions in the lake. We have continued our work to reduce the annual average concentrations.	12/31/2019	In Progress
Water Utility - Treatment	Conduct analysis of algicide vs ultrasonic for algae control in basin by July 1 and install preferred method by December 1	Tried ultrasonic; did not kill broad range of algae species, allowing certain species to proliferate. Based on the engineer's recommendation, CBU is currently testing algaecide.	12/1/2019	In Progress
Water Utility - Water Distribution and Quality	Eliminate the hydrant meter rental program by Q4 to reduce the potential for backflow incidents	We will bring this to USB when the Bulk Water Station is in service. We expect to bring the water station online in 3Q 2019.	10/1/2019	In Progress

2019 Utilities Mid Year Budget Goal Updates

Water Utility - Water Distribution and Quality	Complete 2.5 miles of 420 miles of water main replacement by in 2019	<p>Jan - June CBU has completed these water main replacement projects: 1,525 ft (.289 miles) - Fullerton Pike Phase II (this is a relocation project along with some water main replacement) 765 ft (.145 miles) - Mitchell St 800 ft (.152 miles) - Jordan Ave</p> <p>Planned for July - Dec: 7,070 ft (1.34 miles) - Old 37 1,800 ft (.341 miles) - Linden Hill 225 ft (.043 miles) - Sheridan</p> <p>CBU will complete water main replacement projects totaling 1.724 miles in 2019. CBU will continue replacing water mains in the future.</p>	12/31/2019	In Progress
Sewer Utility - Treatment	Complete design phase of Dillman Road WWTP equipment update, process modernization and capacity expansion in 2019	Greeley and Hanson construction firm has been hired to complete this project. It is on schedule.	12/31/2019	In Progress
Sewer Utility - Treatment	Implement Phosphorus Removal at the Blucher Poole WWTP by the end of Q3	Black & Veatch engineering firm has been hired to complete this project. It is on schedule.	9/30/2019	In Progress
Sewer Utility - Treatment	Upgrade aeration diffusers at the Blucher Poole WWTP in 2019	Mitchell & Stark has been hired to complete this project. It is on schedule.	12/31/2019	In Progress
Sewer Utility - Collection system	Reduce chronic sanitary sewer overflows (SSOs) in CBU service area by 50% in 2019 as compared to 2018	In 2018, there were 7 locations designated as chronic SSO locations. The completion of one project in particular has resulted in the elimination of 4 of these sites. The number of chronic SSOs have decreased by 55%.	12/31/2019	In Progress

2019 Utilities Mid Year Budget Goal Updates

Sewer Utility - Collection system	Construct lift station and force main to support the eastside IU Health facility by Q4	Crider and Crider has been hired to complete this project. It is on schedule.	10/1/2019	In Progress
Sewer Utility - Collection system	Complete re-routing of the Tamarron lift station to the Blucher Poole basin by Q4	Crider and Crider has been hired to complete this project. It is on schedule.	10/1/2019	In Progress
Sewer Utility - Collection system	Increase the size of the northern interceptor sewer by Q4	Crider and Crider has been hired to complete this project. It is on schedule.	10/1/2019	In Progress
Sewer Utility - Collection system	Line 2.5 miles of sewer in 2019 to reduce operational costs at the plants and improve the department's ability to manage wet weather	Zero miles completed Jan-Jun 2019. CBU has engineer completing cost estimates which will determine schedule Jul-Dec 2019.	12/31/2019	In Progress
Stormwater Utility	Establish a dedicated Municipal Separate Storm Sewer System (MS4) Coordinator position within the Environmental Division by January 1 to enhance and improve stormwater management and education programs	Kelsey Thetonia has filled this position.	1/1/2019	Accomplished
Stormwater Utility	Develop program procedures of neighborhood grant program by June 1 to increase CBU's responsiveness to neighborhood stormwater efforts	Grant procedures were written and approved. CBU created a review board. Public meetings were held. Letters of intent were received. MS4 coordinator conducted inspections of potential grant recipient sites. The applications have been received, reviewed, and projects have been selected. 11 grants were awarded.	6/1/2019	Accomplished

2019 Utilities Mid Year Budget Goal Updates

Stormwater Utility	Advertise neighborhood grant program to the community by July 1 to increase CBU's responsiveness to neighborhood stormwater efforts	CBU notified the public of this program via Facebook, public meetings, press releases, and CBU Director attended 14 neighborhood association meetings. MS4 Coordinator worked with potential applications to understand and develop plans for the application. 11 grants were awarded.	7/1/2019	Accomplished
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Goal Count	Goal Progress?	
	Accomplished	7 (20.59%)
	In Progress	27 (79.41%)
	Inactive	0 (0%)
Total Goals		34



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