2022

ANNUAL CITY GOALS
YEAR-END UPDATE

CITY OF
BLOOMINGTON
OFFICE OF THE MAYOR

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PUBLIC COMMENT

If you would like to submit a question, suggestion, or concern about anything in this document, send an email to mayor@bloomington.in.gov or call 812-349-3406.

May 31, 2023

Dear Council Members,

City employees are at work every hour of every day maintaining and improving the quality of lives for all our residents and visitors. The vital services and forward-thinking innovations that serve current and future Bloomingtonians are complex and enormously varied. Evaluating our progress, successes, and areas for improvement is a critical part of ensuring high quality public services and responsible public investments.

Since 2017 we have set and tracked transparent, detailed, and specific goals for every city department, including in our annual budget proposals and regular public updates and reports. As we look back on 2022 in this report, we see where we succeeded and where we could improve, and we will use that knowledge to inform our ongoing decisions for 2023 operations and to help shape the 2024 budget.

This document compiles performance measures for more than 550 specific 2022 budget goals of 15 departments, sharing the status of each goal as of the end of 2022. Through this process and the publication of the budget updates, our city administration embodies a level of transparency and accountability to the Council and residents that helps ensure tax dollars are being invested to implement our values efficiently and effectively.

We continue to recover from long-lasting impacts of a multi-year pandemic and economic downturn. We welcome unprecedented local and federal investments in that recovery as we move toward a better and more resilient and equitable city. The goals reported here reflect efforts to keep our residents healthy and safe, well housed amid a robust economy, enjoying a flourishing arts community and beautiful natural spaces, while advancing climate resilience and social and racial justice.

Goals are ambitions, and we ask departments to aim high. I'm very proud of the efforts and accomplishments of our departments and all our employees. I hope you'll agree that this report is an important representation of what has been done on our behalf. At the same time, circumstances can change and alter our path and priorities – the pandemic certainly showed that dramatically. Resources sometimes must be redirected or programs face obstacles. We can learn from this report areas where we did not reach our goals and thereby inform future goals and plans.

No matter the goals or the many factors that may affect them, City government belongs to the people and this process helps us see what we own together, and what is happening. I am very grateful to all our city employees for the incredible work that is reflected . We are all blessed to have more than 800 public servants so dedicated to their skills, their professions, and to their community - which is all of us.

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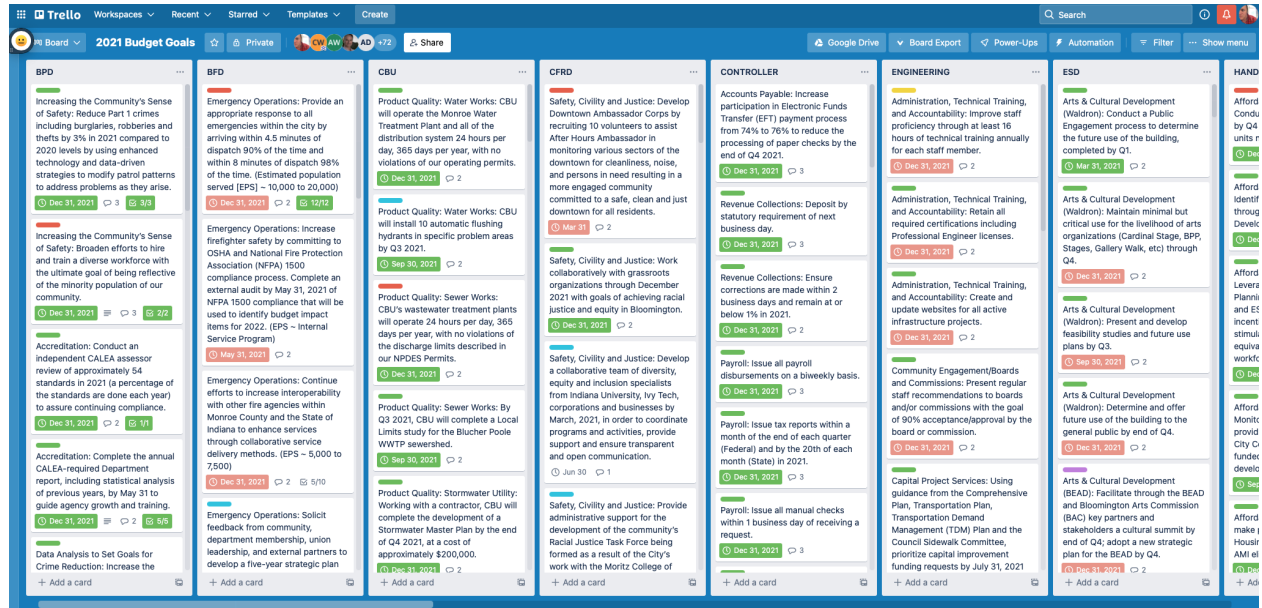
Sincerely,

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 a snapshot of our 2021 budget goals board below.

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

Terms used in the "Status Update" Column:

Accomplished: The budget goal was accomplished.

Substantially Accomplished: The budget goal was at least 50% accomplished.

Not Met: The budget goal was less than 50% accomplished.

Not Met Due to COVID: The budget goal was less than 50% accomplished due to constraints of the pandemic.

YEAR-END ANNUAL CITY GOALS PROGRESS

Total Goals: 566

Not Met Due to COVID-19
4.1%

Not Met
19.3%

23

109

308

Accomplished
54.4%

Substantially
Accomplished
22.3%

126

Program/Activity	Goal	Update	Status
Engagement	Develop a strategy to increase usage of Helping Bloomington Monroe (HBM) by community "helpers" and users, resulting in enhanced service to residents in need: Coordinate quarterly HBM training sessions for organization and nonprofit agency staff.	Held four training sessions for non-profit and organization staff ("helpers").	Accomplished
Engagement	Provide opportunity for 24 area nonprofits/City programs to publicize promote agencies and events using the City Hall Display Case.	24 area nonprofits/City programs (12 nonprofit organizations and 12 City programs) promoted programs and projects in City Hall display case.	Accomplished
Engagement	Develop a strategy to increase usage of Helping Bloomington Monroe (HBM) by community "helpers" and users, resulting in enhanced service to residents in need: Provide monthly Spanish language training opportunities to increase usage by agencies serving Spanish-speaking residents.	Held a total of 3 trainings in Spanish for helpers and users (25% of goal). Additionally, many of the agencies attending English language training also serve Spanish speaking clients.	Not Met
Engagement	Develop a strategy to increase usage of Helping Bloomington Monroe (HBM) by community "helpers" and users, resulting in enhanced service to residents in need: Stand up kiosks at 3 high-use agencies to increase public access to this resource.	Project delayed, but progress continuing in 2023.	Not Met
Engagement	Recognize area volunteers with annual Be More Awards.	Be More Awards ceremony was held May 5th, recognizing 9 community volunteers; an interactive display at the John Waldron Arts Center highlighted award recipients.	Accomplished
Engagement	Increase Be More Award nominations to 77 individuals and/or groups vying for the awards presented during the ceremony. This is a 10% increase over the 70 nominations received in 2020.	Received 80 nominations for 2022 Be More Awards (104% of goal).	Accomplished
Engagement	Coordinate, promote and host a minimum of 2 all-ages, family-friendly engagement opportunities.	Held 2 family-friendly volunteer events: Black y Brown Arts festival in September and the Winter Wonderland program in December.	Accomplished

Safety, Civility and Justice	Develop Downtown Ambassador Volunteer Corps to assist After Hours Ambassador monitor various sectors of the downtown for cleanliness, noise, and persons in need.	Job description and work plans for Ambassador Corps have been developed, and implementation is in progress.	Not Met
Safety, Civility and Justice	Divided Community Project: Provide coordination and support to the team of 7 community members overseeing recommendations as a part of the Divided Community Project participation.	Met monthly with 7 Task Force members who conducted research and provided initial recommendations to Mayor. Final recommendations pending.	Accomplished
Safety, Civility and Justice	Divided Community Project: Continue the implementation of Plan to Advance Racial Equity developed including resourcing the Racial Equity Task Force.	Resourced the implementation of the Plan to Advance Racial Equity including: Future of Policing Task Force met for 10 months and submitted initial recommendations; department heads and elected officials completed year-long anti-racism training, while other staff participated in Diversity Training; Crisis Communication Plan is in development.	Accomplished
Safety, Civility and Justice	Divided Community Project: Provide the Future of Policing Task Force with administrative support and resources needed as they work to develop a 3-5 year vision for policing in Bloomington.	Provided administrative support to the Future of Policing Task Force: held focus groups and public forums, created community surveys, and researched a number of other cities. Initial report was submitted to the Mayor in May 2022.	Accomplished
Safety, Civility and Justice	Housing Insecurity Group: Provide leadership and support to the community-led Housing Insecurity group working to increase shelter and housing options for vulnerable residents.	Served on search and hiring team for Director of Housing Security for Heading Home of South Central Indiana and continue to serve on the Housing Security Advisory Group.	Accomplished
Diversity	Coordinate a Young Women's Leadership Summit in the fall focused on African American and Latina middle- and high-school aged females.	Due to COVID, the two sessions of the Young Women's Leadership Summit were held in 2022 in local high schools, thus middle school students were unable to attend. 95 students participated.	Accomplished

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Diversity	Coordinate annual Juneteenth event to commemorate the emancipation of African American slaves and celebration of African American culture and Fiesta del Otono, a celebration of the various Latinx communities in Bloomington.	Juneteenth was held on June 18th with an estimated 450 in attendance; Fiesta del Otono was held on September 17th with approximately 300 in attendance.	Accomplished
Diversity	Coordinate multi-generational celebrations for African American History Month, Latinx Heritage Month, and Asian American and Pacific Heritage Month.	Black History Month was celebrated in February; Asian American Pacific Islander Month was celebrated in April; Latinx Heritage Month was celebrated in September/October.	Accomplished
Diversity	Along with ESD, coordinate Black y Brown Arts Festival to highlight the works of artists of color in the visual and performing arts.	The Black y Brown Arts Festival was held September 10th with 40 artists and approximately 300 attendees.	Accomplished
Commissions	Commission on Aging: Provide listening sessions for agencies serving the senior population to identify challenges and gaps in services, promotional opportunities, and rising needs for community members 50 and over.	The Commission on Aging (COA) held two virtual listening sessions for agencies serving seniors to determine most critical needs or gaps in service for residents over 50.	Accomplished
Commissions	Commission on Aging: Coordinate Senior Focus recognition of community members 65 and over. Recognition will highlight individuals for their accomplishments, resilience in the face of challenge and presence as a role model for others in the community.	Commission on Aging discontinued this initiative due to lack of participation. Area 10 on Aging and the Bloomington Volunteer Network also recognize senior volunteers.	Not Met
Commissions	Commission on the Status of Black Males: Increase the number of men welcoming students on the first day of class as part of the Million Father March from 30 to 55. The welcome was provided in a virtual format in 2020.	Million Father March took place August 3 with 40 community members present to welcome students back to school at Fairview Elementary (73% of goal).	Substantially Accomplished
Commissions	Commission on the Status of Black Males: Present 2 Outstanding Black Woman Leader of Tomorrow and 2 Black Male Leader of Tomorrow Awards in February.	All four awards were presented in February.	Accomplished

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Commissions	Commission on the Status of Black Males: Coordinate Black Male Summit for middle- and high-school males in Q2. The summit centers around African American and Latino males, however all middle and high school males are eligible and welcome to attend.	The Black Male Summits took place in September, with 22 attendees at Bloomington High School North and 39 attendees at Bloomington High School South.	Accomplished
Commissions	Commission on the Status of Black Males: Provide a representative to the Future of Policing Task Force.	The Commission on the Status of Black Males (CSBM) has a representative on the Future of Policing Task Force.	Accomplished
Commissions	Commission on the Status of Children and Youth: Recognize 4 area children and youth with SWAGGER (Students Who Act Generously, Grow and Earn Respect) awards in November.	The SWAGGER Awards recognized 3 area students and 1 student group on November 15th.	Accomplished
Commissions	Commission on the Status of Children and Youth: Recruit 10-15 students to serve on the Youth Participatory Budgeting (YPB) Steering Committee by Q2.	Thirteen middle and high school students were recruited to participate on the Youth Participatory Budgeting (YPB) Steering Committee. They began meeting bi-weekly in Q1.	Accomplished
Commissions	Commission on the Status of Children and Youth: Promote Youth Participatory Budgeting activities to all students ages 13-18 living or attending school in Monroe County to solicit ideas for proposals from June-August.	The steering committee solicited ideas from MCCSC middle and high schools students by promoting this project within MCCSC schools. Outreach was also conducted from staff to non-MCCSC schools in Monroe County.	Accomplished
Commissions	Commission on the Status of Children and Youth: Develop Youth Participatory Budgeting project proposals with voting taking place in September and October.	Students developed a rule book, put out a call for delegates, and began collecting ideas, but project was put on hold due to student attendance and staffing levels.	Not Met
Commissions	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 and at least one organization at the Hispanic and Latino Awards in October.	The Commission opted out of student recognition this year because of difficulty accessing information from MCCSC.	Not Met

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Commissions	Commission on Hispanic and Latino Affairs: Provide 400 issues of the Boletin Communtario monthly to area businesses and households.	400 issues of the Boletin Communtario Spanish language newsletter were sent monthly to local Spanish speaking households and local businesses (100% of goal).	Accomplished
Commissions	Commission on Hispanic and Latino Affairs: Provide income tax preparation assistance to Spanish-speaking residents.	Provided volunteer recruitment and leadership for income tax preparation assistance for 30 Spanish-speaking residents during the 2021 tax season.	Accomplished
Commissions	Commission on Hispanic and Latino Affairs: Connect members of the Latino/Hispanic community to resources in the areas of healthcare, educational, legal, etc.	Provided four outreach sessions to members of the Latinx community on topics including traffic laws and interactions with law enforcement, preparation for school, and COVID-19. Conducted Spanish language tax preparation sessions, connected Spanish-speaking service providers with Helping Bloomington Monroe, and produced the radio program "Hola Bloomington."	Accomplished
Commissions	Dr. Martin Luther King Jr. Birthday Celebration Commission: Secure $7,000 in sponsorship funding by end of Q4 to cover expenses of the 2023 MLK Birthday Celebration and one major volunteer effort.	The Dr. Martin Luther King, Jr. Birthday Celebration Commission secured $9,500 in sponsorships for the 2023 MLK Birthday Celebration (136% of goal).	Accomplished
Commissions	Dr. Martin Luther King Jr. Birthday Celebration Commission: Plan and coordinate MLK Birthday Celebration in January 2022, which includes Day of Service, Community Celebration and the MLK Legacy Award, reaching 500 community members.	MLK Day Celebration took place January 17th and reached 300 community members in person and an unknown number on the live-stream and CATS-TV. The Legacy Award was presented and Day of Service opportunities were available through the Bloomington Volunteer Network.	Substantially Accomplished

Commissions	Dr. Martin Luther King Jr. Birthday Celebration Commission: Coordinate commemoration of Dr. Martin Luther King, Jr's assassination on or about April 4.	The MLK Commission partnered with the Monroe County Branch NAACP for the MLK Day of Remembrance on April 7th.	Accomplished
Commissions	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.	Women's History Month luncheon did not take place due to Covid restricted size gatherings. Women's Achievement event took place August 19th: no fundraising was necessary for this event.	Not Met due to COVID
Commissions	Commission on the Status of Women: Increase attendance at Women's Leadership Development Event in March by 10% over the 2020 in-person event.	Women's Achievement event took place in August, but no separate Women's Leadership Development event was held due to COVID-related concerns.	Not Met due to COVID
Commissions	Commission on the Status of Women: Advocate for changes in the Shackle Law which requires incarcerated women to be shackled during childbirth.	Commission on the Status of Women members provided information to the community about the practice that forced imprisoned mothers to give birth while shackled and advocated to State legislators to abolish this practice. In March 2022, House Enrolled Act 1294 was signed into law, banning the shackling of pregnant inmates during labor and delivery and for a period of time after the baby is born. The law went into effect July 1, 2022.	Accomplished
Commissions	Commission on the Status of Women: Provide a representative to the Future of Policing Task Force.	Commission on the Status of Women has a representative on the Future of Policing Task Force.	Accomplished
Commissions	Council for Community Accessibility: Award at least 30 decals to new businesses for ADA compliance by surveying new and existing public facilities by Q4.	12 decals were awarded (40% of goal). Both volunteers and businesses were reluctant to have surveys done earlier in the year due to COVID.	Not Met due to COVID

Commissions	Council for Community Accessibility: Coordinate 32nd year celebration of the Americans with Disabilities Act.	The ADA Celebration took place on July 30 on the City Hall Plaza with 15 information tables and approximately 210 people in attendance.	Accomplished
Commissions	Council for Community Accessibility: Increase participation at "Gather 'round the Table" event by 10% to 70.	Gather 'round the Table for an Accessible Journey took place on November 7th with 60 people in attendance (86% of goal).	Substantially Accomplished
Commissions	Monroe County Domestic Violence Coalition: Publish 2 updates to domestic violence statistics in Monroe County by Q4.	Published domestic violence statistics updates in March and October.	Accomplished
Commissions	Monroe County Domestic Violence Coalition: Increase average attendance at MCDVC meetings to 20 with every agency represented.	Monroe County Domestic Violence Coalition attendance has increased to 25-30 people per month (125%+ of goal). All agencies with services for domestic violence survivors and perpetrators are represented.	Accomplished

Goal Progress?		Goal Count
Accomplished		30
Substantially Accomplished		3
Not Met		6
Not Met due to COVID		3
Total Goals		42

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Program/Activity	Goal	Update	Status
Accounts Payable	Increase participation in Electronic Funds Transfer (EFT) payment process from 73% to 75% to reduce the processing of paper checks by the end of Q4.	Participation in Electronic Funds Transfers (EFT) increased from 73% to 77% (103% of goal).	Accomplished
Revenue Collections	Deposit by statutory requirement of next business day.	Deposits have been made in accordance with the statutory requirement of the next business day.	Accomplished
Revenue Collections	Ensure corrections are made within 2 business days and remain at or below 1% in 2022.	Revenue collection corrections were made within 2 business days and were at 0.74%.	Accomplished
Payroll	Issue all payroll disbursements on a biweekly basis.	All payroll disbursements were issued on a bi-weekly basis and by the due date.	Accomplished
Payroll	Issue tax reports within a month of the end of each quarter (Federal) and by the 20th of each month (State) in 2022.	All Federal tax reports were submitted within a month of each quarter, and all State tax reports were submitted by the 20th of each month.	Accomplished
Payroll	Issue all manual checks within 1 business day of receiving a request.	Payroll issued all manual checks within 1 business day of receiving the request.	Accomplished
Cash Management	Maximize the City's rate of return to ensure that it is in line with prevailing interest rates.	The City's rate of return is monitored quarterly to ensure that it is in line with prevailing interest rates. On June 30th, the City received an Interest rate of 0.80%, a change from 0.19%. On December 31st, the Interest rate increased to 3.30%.	Accomplished
Cash Management	Monitor and minimize compensating balances and banking fees with the City's banking partner in 2022.	Monitoring and minimizing compensating balances is reviewed monthly. The full package of the City's banking partner is reviewed quarterly.	Accomplished
Cash Management	Upload the required reports to the State Board of Accounts (SBOA) website within 45 days of month end.	All required reports were uploaded to the State Board of Accounts (SBOA) website within 45 days of month end.	Accomplished

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Cash Management	Work with banking partners to provide a positive local impact and satisfactory or excellent rating in regards to their Community Reinvestment Act Performance Evaluation.	The City of Bloomington banking partner continuously demonstrated a positive local impact during 2022. The bank partner received an Outstanding Community Reinvestment Act Performance (CRA) rating during their last exam.	Accomplished
Purchasing	Decrease staff time associated with the purchase order process by training new employees who will be involved in the purchasing process within the New World system.	COVID has further delayed this goal, as in-person training is best but is not currently feasible. Purchasing manager is working with HR to identify new employees who will be involved in the purchasing process within New World, and adding this training to new employee orientation is being explored.	Not Met due to COVID
Purchasing	Decrease costs of items purchased by reorganizing vendor categories and commodity item number assignments.	The process of identifying the vendor category assignments began, including a review of the currently approved vendors and the categories they were assigned and creation of new categories. Review of current industry codes (NIGP and NAICS) is underway by the purchasing group, which is considering creating City specific internal codes. A decrease to item costs is expected in 2023.	Not Met
Purchasing	Work to provide opportunities for local businesses and to measure the impact of those opportunities.	Local businesses have been incorporated into the Amazon purchasing platform. Language has also been incorporated into solicitations regarding preferences for local materials, when applicable. Additional options for providing opportunities for local businesses will be explored. The impact has not yet been measured.	Not Met

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Budgeting	Coordinate with City departments to ensure that documentation is completed and distributed prior to initial budget presentations in August 2022.	Coordinated with all City departments to provide support and to ensure that documentation was completed for the 2023 budget cycle. Documentation was distributed on time for the August presentations.	Accomplished
Budgeting	Issue an announcement at least 10 days before public hearings.	Announcements for the budget and other budget-related public meetings were all made 10 days prior to the public hearings.	Accomplished
Budgeting	Issue the budget package for the Council budget hearings by the Friday before the budget presentations to City Council.	The budget package for the Council Budget hearings was provided by the Friday before the budget presentations.	Accomplished
Budgeting	Submit the proposed budget to the Department of Local Government Finance (DLGF) within the required timeframe (currently within 5 days of Council approval).	The proposed 2023 budget was submitted to the Department of Local Government Finance (DLGF) within five days of Council approval.	Accomplished
Research and Special Projects	Obtain the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting (CAFR) for 2021 results.	The 2021 Application for the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting could not be submitted, as it is dependent on the completed 2021 audit and the outsourced auditor is running at least a year behind with the City of Bloomington audit process.	Not Met
Research and Special Projects	Monitor, report and make recommendations by Q3 for uses of the Public Safety Local Income Tax in 2023, including Dispatch, Bloomington Police, and Bloomington Fire requirements.	The Public Safety Local Income Tax (PS-LIT) is being monitored and reported, and recommendations for the uses of the PS-LIT in 2023 have been provided. The results were included in the 2023 budget.	Accomplished
Research and Special Projects	Provide ongoing support for the Convention Center expansion (supported by the Food & Beverage Tax), the Trades District, the John Waldron Arts Center and related potential new performing arts facility, and the redevelopment of the existing hospital site.	Ongoing support was provide provided to Hopewell, Trades District, John Waldron Arts Center, the potential new performing arts facility, and the convention center expansion.	Accomplished

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Research and Special Projects	Continue to participate in the planning and use of CARES and ARPA funds.	Information and guidance has continuously been provided for the planning and use of CARES and ARPA funds.	Accomplished
Research and Special Projects	Work with the integration team for the Document Management system to ensure projects are completed by Q4.	The integration team identified making the electronic versions of documents available for 2022 implementation, which was completed.	Accomplished
Research and Special Projects	Enhance the training program for the current Enterprise Resource Planning (ERP) system, evaluate alternate ERP solutions and recommend future actions (i.e. retain or replace current ERP System).	Staffing levels delayed this goal, but collaboration with ITS has begun to determine how to enhance training.	Not Met
Research and Special Projects	Integrate subsidiary software (e.g. Work Track, RecTrack, T2) with Enterprise Resource Planning (ERP) system to the extent possible to improve efficiency and controls around subsidiary data.	Integration of subsidiary software has been completed to the extent possible, but delays in ERP implementation have significantly delayed full deployment.	Accomplished
Internal Audit	Obtain opinion on the 2021 financial statements from the State Board of Accounts (SBOA) without major findings by the end of Q2 2022.	The State Board of Accounts (SBOA) is waiting for the outsourced auditor to complete the 2020 audit before the 2021 audit process can begin. The outsourced auditor is expected to submit their 2020 audit report in January of 2023.	Not Met
Internal Audit	Conduct audits of all 18 cash funds a minimum of twice annually.	All main petty cash funds were audited twice, with the exception of parking garages (four petty cash funds). Establishing a new auditing process for parking garage machines caused a delay which only allowed time to audit these four funds once in 2022.	Substantially Accomplished
Internal Audit	Audit a minimum of 50% of transactions that account for 90% of total spend and 5% of transactions that account for the remaining 10% of spend to comply with City, State and Federal requirements.	Audits in 2022 captured the minimum of 50% of transactions that account for 90% of total spend and 5% of transactions that account for the remaining 10% of spend. No major issues were noted.	Accomplished

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Goal Progress?		Goal Count
Accomplished		20
Substantially Accomplished		1
Not Met		5
Not Met due to COVID		1
Total Goals		27

Program/Activity	Goal	Update	Status
Arts & Cultural Development	Reopen the Waldron facility with completed deferred maintenance program by beginning of Q1.	Waldron upgrades were completed in December 2021. Facility reopened in Q1 2022.	Accomplished
Arts & Cultural Development	Build usage rates of the Waldron facility in collaboration with a potentially new management party/tenant to pre-pandemic usage levels by Q4.	New management company, Constellation Stage & Screen, delivered four major productions including over 30 shows during the Fall 2022 season. Constellation and the City produced five gallery exhibits, putting the facility on pace to reach pre-pandemic usage levels.	Substantially Accomplished
Arts & Cultural Development	Implement recommendations from anticipated 2021 art center feasibility study by Q4.	Implementation of recommendations began in Q4, following completion of the Arts Feasibility Study in November. This includes partnering with Indiana University to develop an online resource for residents and artists; partnering with MCCSC to facilitate projects between K-12 students and local and regional artists; partnering with Downtown Bloomington, Inc. to produce arts projects including murals and performances to invigorate downtown; and contracting with local artists to lead public art projects in neighborhoods and explore options for a trial arts incubator space.	Accomplished
Arts & Cultural Development	Restore the scope and effectiveness of the Bloomington Entertainment & Arts District (BEAD) by Q4.	Work on the Bloomington Economic & Arts District (BEAD) strategic plan was delayed due to COVID. First steps have been taken to convene a group of local stakeholders to discuss revisions to the plan in order to move this initiative forward in 2023.	Not Met due to COVID

Arts & Cultural Development	Support Buskirk-Chumley Theater (BCT) Centennial to deliver successful programming, build an endowment for ongoing facility's sustainability, and generate incremental community-contributed income by Q4.	With City support, the Buskirk-Chumley Theater (BCT) has successfully established an endowment and made several substantial updates to the facility including more energy efficient lighting, new signs at the box office, stage risers, and more.	Accomplished
Arts & Cultural Development	Collaborate with IU Arts and Humanities Council & Cook Center for Public Arts and Humanities, BCT, and other local businesses and organizations on a successful Granfalloon festival by Q2.	Granfalloon attendance was estimated at 8,000 guests, and the successful festival culminated with performances by nationally renowned bands Car Seat Head Rest and Japanese Breakfast in Q2.	Accomplished
Arts & Cultural Development	Work with community organizations to rebuild capacity for festival and cultural event growth, collaboration and vibrancy by Q4.	City departments and community organizations collaborated to implement key festivals, including Granfalloon, Pride, 4th Street Fair for the Arts, Lotus, and others.	Accomplished
Arts & Cultural Development	Establish a non-reverting public art maintenance endowment by the end of Q3.	Establishment of the Public Art Maintenance Fund was deferred to 2023 due to timing of the budget and Economic Development Local Income Tax (ED-LIT)-related programs.	Not Met
Arts & Cultural Development	Implement the revised 1% for the Arts funding guidelines and Bloomington Arts Commission (BAC) Strategic Plan to improve effectiveness and management of programs by Q4.	Implementation was delayed due to extended work to complete the Arts Feasibility Study in Fall 2022.	Not Met
Sustainable Development	Implement 2022 recommendations of the Bloomington Climate Action Plan and Sustainability Action Plan by Q4.	Implementation of 2022 recommendations of the Climate Action Plan and Sustainability Action Plan is in progress.	Accomplished
Sustainable Development	Leverage the climate action dashboard and implement a community engagement platform to educate and engage residents and businesses about the impacts of climate change and climate action strategies by Q4.	The climate action dashboard, Zero In Bloomington, launched in Q2. Engagement drives are ongoing to provide support to community teams and individuals to reduce carbon footprint.	Accomplished

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Sustainable Development	Complete action items related to the findings of the Hoosier Resilience Index by Q4.	Approximately 25% of the prioritized goals recommended by Hoosier Resilience Index update are complete, and other recommendations will be implemented based on availability of partnerships and budget resources.	Not Met
Sustainable Development	Complete scheduled update to the 2018 Bloomington Greenhouse Gas Inventory by Q4.	The scheduled update to the 2018 Greenhouse Gas Inventory was substantially completed and will be published in 2023.	Substantially Accomplished
Sustainable Development	Develop an energy efficiency loan program for small businesses by Q1.	By Q4, the Solar, Energy Efficiency, and Lighting (SEEL) program was expanded so small businesses can participate in 2023.	Substantially Accomplished
Sustainable Development	Create a solar and energy efficiency incentive program for rental property managers to facilitate installation of efficiency improvements and solar by Q3.	Goal not met due to 2022 department budget.	Not Met
Sustainable Development	Co-design a public-private partnership for voluntary energy savings, capital equipment replacement, and solar installation for commercial facilities by Q4.	The Solar, Energy Efficiency, and Lighting (SEEL) program expanded to include small businesses in 2023. There is capacity for 40 organizations (nonprofits and small businesses) to receive both energy efficiency and solar grants in 2023.	Accomplished
Sustainable Development	Expand residential and nonprofit operational support and funding for Recover Forward programs, including the Bloomington Green Home Improvement lending program and the Solar, Energy Efficiency, and Lighting (SEEL) program by Q4.	The Bloomington Green Home Improvement Program and the Solar, Energy Efficiency, and Lighting (SEEL) program were both expanded in support and funding.	Accomplished
Sustainable Development	Create a dedicated solar and weatherization grant program for low-income residents by Q3.	A new program will be piloted in 2023, funded by the Economic Development Local Income Tax (ED-LIT).	Not Met

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Sustainable Development	Develop and implement alternative management systems for City solar operations, absorbing current ESG responsibilities by Q3.	A request for quotes (RFQ) for operations and maintenance services for City solar was issued in October 2022, and the vendor was selected in December 2022. Transfer of responsibilities to the new vendor is expected in Q1 2023.	Substantially Accomplished
Sustainable Development	Partner with City of Bloomington Utilities (CBU) to complete its review of options for a waste-to-energy facility at the Blucher Poole plant in Q1. If the project is viable, we will proceed with engineering and explore financing options and issue an implementation plan by the end of Q4.	The Department of Economic and Sustainable Development supported City of Bloomington Utilities' (CBU) initial review of options for a waste-to-energy facility at Blucher Poole in Q1 and is awaiting response from CBU's consultant, expected in early 2023.	Substantially Accomplished
Sustainable Development	Facilitate professional development and strategic planning work to help the Bloomington Farm Stop Board of Directors build long-term organizational capacity by Q4.	Department did not have the capacity to meet this goal due to loss of the Local Food Coordinator position, which had previously been a grant-funded contract position.	Not Met
Sustainable Development	Assist with value chain coordination for retail outlet and online aggregation platform, building connections between farmers, institutional buyers, and individual consumers by Q4.	Department did not have the capacity to meet this goal due to loss of the Local Food Coordinator position, which had previously been a grant-funded contract position.	Not Met
Sustainable Development	Organize workshops and technical assistance for local farmers to adopt conservation practices, gain organic certification, and complete food safety training by Q4.	Department did not have the capacity to meet this goal due to loss of the Local Food Coordinator position, which had previously been a grant-funded contract position.	Not Met
Sustainable Development	Develop a local food marketing and purchasing incentive program like Kentucky Proud Restaurant Rewards or the Michigan 10 Cents a Meal Program by end of Q2.	Department did not have the capacity to meet this goal due to loss of the Local Food Coordinator position, which had previously been a grant-funded contract position.	Not Met

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Sustainable Development	Develop financing and planning assistance programs to businesses that grow, process, distribute and sell sustainably produced, healthy food in Monroe County by end of Q1.	Department did not have the capacity to meet this goal due to loss of the Local Food Coordinator position, which had previously been a grant-funded contract position.	Not Met
Sustainable Development	Collaborate with the County to conduct a feasibility study for the development of a farm land conservation program around Bloomington by end of Q4.	Department did not have the capacity to meet this goal due to loss of the Local Food Coordinator position, which had previously been a grant-funded contract position.	Not Met
Sustainable Development	Develop integrated communication for all transportation stakeholders and vendors, as well as a web page listing all multimodal transportation options for residents by Q2.	Go Bloomington, the City's newly launched and branded transportation demand management (TDM) program, encourages commuters to avoid single-occupancy vehicle travel. Integrated communications were launched by Q3, including social media and web pages.	Substantially Accomplished
Sustainable Development	Perform employer outreach to all 50+ employee businesses to promote real-time transit information, location-based transportation access guidance by Q4.	Go Bloomington, the City's newly launched and branded transportation demand management (TDM) program, met with Bloomington's major employers and other organizations and is coordinating with the Greater Bloomington Chamber of Commerce to expand engagement to all mid-sized (50+ employees) employers in 2023.	Substantially Accomplished
Sustainable Development	Analyze financial incentives, including parking pricing structures and permit alternatives to reduce single occupancy vehicle trips by Q3.	Go Bloomington, the City's newly launched and branded transportation demand management (TDM) program, analyzed and tested financial incentives to reduce single occupancy vehicle trips, including parking cash out and other parking pricing reviews, by Q4.	Substantially Accomplished

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Sustainable Development	Establish, in conjunction with partners, a guaranteed ride home or vanpool program by Q3.	In collaboration with Bloomington Transit, a guaranteed ride home program was established in Q4 and will be launched in Q1 2023. The vanpool program is in development.	Substantially Accomplished
Sustainable Development	Successfully pursue external funding for 2023 Transportation Demand Management (TDM) activities, including grants and federal/state funds, to supplement TDM-related program expenses by Q4.	Likely external funding was successfully identified and will be pursued in 2023. Go Bloomington was presented to the MPO and relevant subcommittees.	Substantially Accomplished
Business Relations and Development	Collaborate with BEDC, Chamber of Commerce, Ivy Tech/Small Business Development Center (SBDC), the Mill, and private industry to implement 3 or more small business programs designed to support mid- and long-range COVID recovery by Q4.	Funding support for implementing five programs was provided by Q4, including support for the Mill's Reboot, Code School, and Remote Bloomington programs. Funding support was provided to the Small Business Development Center (SBDC) from the City and the Bloomington Urban Enterprise Association (BUEA) to support two additional small business programs.	Accomplished
Business Relations and Development	Exceed 500 business/organization interactions, documented in the Department of Economic and Sustainable Development's constituent relationship management (CRM) tool, by end of Q4.	The department exceeded 500 business interactions by Q4 at an average of 50-75 interactions per month. A constituent relationship management (CRM) system was purchased in Q4 and will be implemented in 2023 to more easily quantify and track interactions.	Substantially Accomplished
Business Relations and Development	Use online business licensing and constituent relationship management (CRM) in concert to improve applicant communication and reduce gaps in licenses by Q4.	Online business license process was updated by Q4, pending integration into the EnerGov system in 2023. Constituent relationship management (CRM) system integration to be configured in 2023.	Not Met
Business Relations and Development	With local partners, work to support job creation for and hiring of 50 people in early recovery for service sector work by Q4.	Program development and implementation delayed due to competing COVID-related priorities.	Not Met due to COVID

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Business Relations and Development	Convert Bloomington business and resident scholarship programs to two application cycles annually by Q2.	Competing COVID-related priorities required delay in implementation until 2023. Cycles have been established, and the first will begin in February 2023	Not Met due to COVID
Business Relations and Development	Use the Department of Economic and Sustainable Development (ESD) constituent relationship management (CRM) program to manage Bloomington Urban Enterprise Association (BUEA) business-resident communication and program promotion by Q4.	The Bloomington Urban Enterprise Association (BUEA) business and resident program communications significantly improved by Q2, as evidenced in growth of program subscriptions. Constituent relationship management (CRM) integration to be implemented in 2023.	Substantially Accomplished
Business Relations and Development	Implement Quickbooks functionality to facilitate Enterprise Zone Investment Deduction (EZID) invoicing process and communication by Q2.	Implementation of Quickbooks functionality for managing Enterprise Zone Investment Deduction (EZID) invoicing process deemed inefficient. Alternative systems to be evaluated for 2023.	Not Met
Business Relations and Development	Bring incentive proposals to the Economic Development Commission (EDC) to support 100 units of affordable and workforce housing by the end of Q4.	Payment in Lieu of Taxes (PILOT) incentive approved by the Economic Development Commission (EDC) by Q4 to support renewal of 206 units of affordable housing (206% of goal) at Country View Apartments.	Accomplished
Business Relations and Development	Bring incentive proposals to the Economic Development Commission (EDC) to support at least 50 new green or higher wage jobs in the traded sector by end of Q4.	Incentive proposals to support 1,000 higher wage jobs in traded sector company were presented to and gained approval from the Economic Development Commission (EDC) and the City Council.	Accomplished
Business Relations and Development	Support 2022 Kirkwood closures, parklets, or alternatives as needed for ongoing COVID recovery and economic growth by Q4.	Staff revised and implemented 2022 Kirkwood Closure and Parklet programs for implementation between March and October.	Accomplished

Business Relations and Development	In partnership with Planning & Transportation and Engineering, conduct a Permanent Kirkwood Conversion feasibility study and, if applicable, master plan by Q3.	With ongoing uncertainty in business community regarding COVID-related business impact, adjusted focus on evaluating short-term Kirkwood plan, thereby providing some predictability for area businesses.	Not Met due to COVID
Business Relations and Development	Collaborate with Innovation Director and ITS to expand and integrate constituent relationship management (CRM) system across City operations by Q3.	Collaborated with ITS and Innovation staff to test constituent relationship management (CRM) system by Q3. Ultimately, department determined pilot system not adequate and has purchased an alternative system for 2023 implementation.	Not Met
Business Relations and Development	In collaboration with the Innovation Director and community partners, implement a local-shopping incentive app by Q1.	Evaluation of local shopping apps determined that implementation would be overly cumbersome to local businesses. Redirecting efforts to providing local shopping marketing support.	Not Met
Business Relations and Development	Support entrepreneurship as job training and workforce reentry for 50 participants through extant programs like Reboot at the Mill or developing new programs like the Build Institute in Fort Wayne by Q2.	Funding support for entrepreneurship was provided to the Mill, including support Reboot, Code School, and Remote Bloomington programs. 92 people participated in programs which the City directly supported (184% of goal).	Accomplished
Major Economic Development Projects	Develop where appropriate and implement 2022 Recover Forward/American Rescue Plan Act (ARPA)-funded programming as approved via 2021 Appropriation Ordinance by Q4.	Various 2022 Recover Forward/American Rescue Plan Act (ARPA)-funded programs were developed and implemented across arts, sustainability, small business support, and transportation demand management categories.	Accomplished
Major Economic Development Projects	Provide support to annexation effort, to be defined by administration project plans, by Q4.	The Department of Economic and Sustainable Development engaged with annexation efforts, specifically providing input on utilities extension requests.	Accomplished

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Major Economic Development Projects	Provide City support to the Bloomington Economic Development Corporation (BEDC)'s Comprehensive Economic Development Strategy (CEDS) development and implementation by Q4.	Participation was completed in the Bloomington Economic Development Corporation (BEDC) Comprehensive Economic Development Strategy (CEDS) development through the Economic Vitality Project (EVP), which the City also helped to fund.	Accomplished
Major Economic Development Projects	Collaborate with local economic development partners to expand Bloomington's employment base by implementing, by the end of Q2, a program to attract at least 1 traded sector employer of 50+ FTEs to establish offices in Bloomington by the end of Q4.	Staff collaborated with local economic development partners and participated in the Bloomington Economic Development Corporation (BEDC)'s "Economic Vitality Project," which includes a module for business attraction. Development of the project was delayed due to COVID and business attraction initiatives expected in 2023.	Not Met due to COVID
Major Economic Development Projects	Sell at least 1 additional Redevelopment Commission (RDC)-owned lot in the Trades District for private development to substantially include office space for tech/innovation tenants or owners by end of Q4.	The Redevelopment Commission (RDC) sold two properties in the Trades District--the Kiln and the Showers Administration Building--by Q4, both of which substantially include office space for tech/innovation tenants or owners.	Accomplished
Major Economic Development Projects	Pending potential award of the US Economic Development Administration (EDA) grant to build a Trades District Technology Center and in collaboration with the Trades District Technology Center nonprofit, complete design, support site approval, and begin construction of the Tech Center by Q4.	Completed design, supported site approval, and received a grant extension from the US Economic Development Administration (EDA) to begin construction of the Tech Center in 2023. Final project activation pending bid responses in Q2 2023.	Substantially Accomplished
Major Economic Development Projects	Support implementation of Hospital Site Master Plan implementation by facilitating disposition of at least one Redevelopment Commission (RDC)-owned lot by end of Q4.	Preparations of sustainability, design, and affordability guidelines and support of the Hopewell overlay facilitated the disposition of at least one Hopewell lot, with final disposition to take place in 2023.	Substantially Accomplished

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Major Economic Development Projects	In partnership with Regional Opportunity Initiatives (ROI) and other economic development partners, implement appropriate READI-related, regional economic development initiatives by Q4.	The City applied for and was awarded a $1.9 million READI grant to support utility expansion for westside employment growth. Implementation of the grant to begin in 2023.	Accomplished

Goal Progress?		Goal Count	
Accomplished		19	
Substantially Accomplished		14	
Not Met		15	
Not Met due to COVID		5	
Total Goals		53	

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Program/Activity	Goal	Update	Status
Administration, Technical Training, and Accountability	Fill a new part-time Engineering Department Administrative Assistant position to enhance customer service, financial tracking, and public education by April 2022.	Engineering filled its new Administrative Assistant position on May 31, 2022.	Substantially Accomplished
Administration, Technical Training, and Accountability	Improve staff proficiency through at least 16 hours of technical training annually for each staff member.	Engineering Department staff averaged 24 hours of training per employee, and each staff member that was a part of the department for the entire year received at least 12.5 hours of training (78% of goal).	Substantially Accomplished
Administration, Technical Training, and Accountability	Send at least 1 staff member to a national-level transportation or civil engineering conference (in person or virtually) to maintain knowledge of current best practices.	The City Engineer attended and presented at an Institute of Transportation Engineers (ITE) District Meeting in Minnesota.	Accomplished
Administration, Technical Training, and Accountability	Retain all required certifications including Professional Engineer licenses.	All three licensed Professional Engineers successfully renewed their licenses in July.	Accomplished
Administration, Technical Training, and Accountability	Create and update websites for all active infrastructure projects.	The Engineering Department maintains active infrastructure projects on the website. Completed projects are transitioned to the project archive webpage.	Accomplished
Community Engagement/Boards and Commissions	Present regular staff recommendations to boards and/or commissions with the goal of 90% acceptance/approval for all substantial Department-initiated requests by the board or commission.	100% of Engineering Department staff recommendations were approved by the appropriate board/commission in 2022.	Accomplished
Community Engagement/Boards and Commissions	Attend or organize a minimum of 4 community meetings to discuss city projects or initiatives.	Engineering staff participated in 8 community meetings to discuss projects in 2022.	Accomplished

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Capital Project Services	Using guidance from the Comprehensive Plan, Transportation Plan and Transportation Demand Management (TDM) Plan, prioritize capital improvement funding requests by July 31 for consideration for the 2023 annual budget.	Engineering submitted 2023 capital project funding requests for consideration prior to July 31, prioritized using guidance from the Comprehensive Plan, Transportation Plan, Transportation Demand Management Plan, and Climate Action Plan.	Accomplished
Capital Project Services	Track change order costs and ensure that 90% of awarded construction contracts for major City projects stay within 5% of the bid amount upon final closeout.	86% of the large engineering construction projects completed in 2021 stayed within 105% of their bid amounts. On average, project construction fees totaled 99.5% of the original bid amounts and change order fees totaled -0.5% of the original bid amounts.	Substantially Accomplished
Capital Project Services	Monitor and actively manage construction project schedules to ensure 90% of construction contracts awarded are substantially completed within 30 days of the timelines specified in the bid packet.	71% of the large Engineering construction projects were completed by their original completion date. On average, projects were completed 30 days ahead of schedule.	Substantially Accomplished
Capital Project Services	Initiate construction of the Bloomington Hospital Site Redevelopment Phase 1 East project in Q2.	Hopewell Phase 1 Demolition Contract was awarded in late Q2, and demolition was substantially completed in early Q4.	Substantially Accomplished
Capital Project Services	Award and manage more than 10 new design, inspection and construction contracts (in addition to the approximately 30 existing contracts).	The Engineering Department awarded and managed 20 new city contracts while continuing to manage ongoing city contracts awarded in previous calendar years.	Accomplished
Capital Project Services	Track project costs for Engineering capital projects and the value of new assets built through private development and accepted into the City's inventory for the annual Works-In-Progress report that tracks infrastructure expenditures and completed assets from the 2021 fiscal year by April 30 to assist the Controller's Office.	Works-In-Progress report was submitted to the Controller's Office on February 25th.	Accomplished

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Right of Way Management Services	Review and take action on at least 90% of all permits requested for right of way excavation and outdoor seating (approximately 350 annual permit applications) within 10 business days of receipt of complete applications.	It is not currently possible to calculate the percent of permit applications reviewed within 10 business days. Engineering is working to enhance right of way permit tracking processes and a new software tool is anticipated to enhance that ability in 2023; its launch was delayed due to COVID.	Not Met due to COVID
Right of Way Management Services	Inspect at least 90% of all permitted right of way use work to ensure compliance with construction requirements and resolve at least 95% of any observed violations.	It is not currently possible to calculate the percent of permit applications reviewed within 10 business days. Engineering is working to enhance right of way permit tracking processes and a new software tool is anticipated to enhance that ability in 2023; its launch was delayed due to COVID.	Not Met due to COVID
Right of Way Management Services	Investigate and respond to at least 90% of uReports related to transportation or overgrowth concerns within 10 business days of receipt.	uReport reporting metrics are not configured to provide a report on this specific goal. It is the Department's goal to initiate the investigation of uReports and other inquiries within 10 business days and to provide the requester an update within that time frame.	Not Met
Right of Way Management Services	Collect at least 40 traffic volume counts and upload data into the City's online database.	27 traffic volume counts were collected (68% of goal)	Substantially Accomplished
Right of Way Management Services	Track all existing and new public improvement bonds such that 100% of them are kept active until improvements are found to meet city standards and accepted into the City's inventory.	100% of the public improvement bonds have been kept active until improvements have been found to meet city standards and accepted into the City's inventory.	Accomplished
ARPA - Engineering Capital Projects	Construct at least three segments of Neighborhood Greenway facilities in the 2022 construction season.	Two segments of neighborhood greenway projects were constructed (E. 7th St. and W. Graham Dr.) and a contract to construct a third neighborhood greenway project was awarded (W. Allen St.).	Substantially Accomplished

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Goal Progress?		Goal Count
Accomplished		9
Substantially Accomplished		7
Not Met		1
Not Met due to COVID		2
Total Goals		19

Program/Activity	Goal	Update	Status
Emergency Operations	Emergency Structure Fire Calls: Turnout time for structure fire emergencies - 90% of the incidents crews are en route within 80 seconds.	53% of crews are enroute for fire structure emergencies within 80 seconds (59% of goal).	Substantially Accomplished
Emergency Operations	Emergency Structure Fire Calls: Travel time for the first arriving apparatus - 90% of the incidents the crews arrive in 4 minutes or less.	69% of first arriving apparatus crews arrive in 4 minutes or less (77% of goal).	Substantially Accomplished
Emergency Operations	Emergency Structure Fire Calls: Travel time for the total response force (TRF) as defined by the Insurance Service Office (ISO) - 90% of the incidents the crews arrive in 8 minutes or less.	Total response force as defined by the Insurance Service Office arrive to structure fire calls within 8 minutes 78% of the time (87% of goal).	Substantially Accomplished
Emergency Operations	Emergency Medical Service (EMS) Calls: Turnout time for EMS emergencies - 90% of the incidents crews are en route within 60 seconds.	Crews are enroute to emergency medical service calls within 60 seconds 38% of the time (42% of goal).	Not Met
Emergency Operations	Emergency Medical Service (EMS) Calls: Travel time for the first arriving apparatus - 90% of the incidents the crews arrive in 4 minutes or less.	First arriving apparatus arrive to emergency medical service calls within 4 minutes 61% of the time (68% of goal).	Substantially Accomplished
Emergency Operations	All other Emergency Calls: Turnout time for other emergencies - 90% of the incidents crews are en route within 80 seconds.	Crews are enroute to all other emergency calls within 80 seconds 58% of the time (65% of goal).	Substantially Accomplished
Emergency Operations	All other Emergency Calls: Travel time for the first arriving apparatus - 90% of the incidents the crews arrive in 5 minutes or less.	First arriving apparatus arrive to all other emergency calls within 5 minutes 86% of the time (96% of goal).	Substantially Accomplished
Emergency Operations	Review 100% of calls that require a second alarm or greater to mitigate, involve a fatality, or firefighter near-miss to develop an after-ac on report to include performance improvement plans when necessary.	Reviewed 31 out of 31 (100%) of calls that required a second alarm or greater to mitigate including one fatality fire and one firefighter near miss.	Accomplished

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Emergency Operations	Review 10% of EMS calls that require an intervention performed by the responding crews to ensure protocol compliance to include performance improvement plans when necessary.	Reviewed 158 out of 271 (58%) emergency medical calls that required an intervention.	Accomplished
Emergency Operations	Continue efforts to increase interoperability with other fire agencies within Monroe County and the State of Indiana to enhance services through collaborative service delivery methods. (EPS ~ 5,000 to 7,500).	Implemented dispatch protocols for Fire and EMS calls. Held multiple dispatch review committee meetings to go over case study reviews of specific calls for service to make adjustments and recommendations for changes.	Accomplished
Fire Prevention/Investigations	Ensure the department makes community contact with every commercial occupancy (3,490 currently) under our jurisdiction at least once per year. (EPS ~ 3,500 directly, 40,000 indirectly).	Department completed 2,313 inspections (66% of goal).	Substantially Accomplished
Fire Prevention/Investigations	Make at least one in-person or interactive online contact with every K-12 school in the city (34 currently) for fire prevention education (EPS ~ 15,000 students, 1,000 teachers, 30,000 indirectly).	Provided contact to fourteen K-12 schools (41% of goal). Post-pandemic limitations persisted and limited completion.	Not Met due to COVID
Fire Prevention/Investigations	Facilitate 2 Indiana University fire safety sponsored events in person or online by the end of Q4 with at least 300 student participants. (EPS ~ 600 students/resident advisors, 50 faculty, 6,000 indirectly) .	Completed eleven total events between Indiana University and Greek Housing, including three large events.	Accomplished
Fire Prevention/Investigations	Coordinate community assistance efforts sponsored by the American Red Cross to install 100 smoke detectors or replace batteries in areas identified by data analysis (Smoke Signals) by the end of Q4. (EPS ~ 500 residents) ·	Completed 112 smoke detector installations or battery replacements (112% of goal).	Accomplished

Fire Prevention/Investigations	Provide a minimum of 20 hours of continuing education and professional memberships to inspection/investigation personnel by the end of Q4 to enhance the outcome of investigations, ensure compliance with national standards, and become expert witnesses to increase conviction rates of arson cases. (EPS ~ Internal Service Program) .	The three inspection/investigation personnel completed a total of 476 hours of training, for an average of 158 hours per person (790% of goal).	Accomplished
Training/Education	Provide at least 420 hours of annual refresher/compliance fire and rescue training for every firefighter to exceed National Fire Protection Association (NFPA), Occupational Safety and Health Administration (OSHA), and Insurance Service Office (ISO) standards. (EPS ~ Internal Service Program) .	Each firefighter completed at least 443 hours of training (105% of annual goal).	Accomplished
Training/Education	Provide at least 24 hours of annual refresher/compliance Emergency Medical Services (EMS) training to every firefighter to exceed National Registry, American Heart Association and State requirements. (EPS ~ Internal Service Program).	Each firefighter completed at least 26 hours of EMS training (108% of goal).	Accomplished
Training/Education	Ensure 100% of BFD employees receive diversity/inclusion training by Q4. (EPS ~ Internal Service Program) .	100% of BFD employees completed two on-line diversity/inclusion courses provided by the HR department.	Accomplished
Training/Education	Host a minimum of 2 classes taught by instructors outside the Southern Indiana region 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. (EPS ~ Internal Service Program) .	Hosted one class taught by an instructor from central Indiana. COVID increased demand for these types of instructors, and staff was unsuccessful in multiple attempts to schedule a second class.	Not Met due to COVID
Training/Education	Provide instruction for 40 new certifications to various positions in the department to follow the Strategic Training Plan and Career Progression Plan. (EPS ~ Internal Service Program) .	Provided instruction for 52 new certifications (130% of goal).	Accomplished

Community Care	Fully establish the Mobile Integrated Healthcare Program (MIHP) by Q2 by completing the State's process, hiring two community care coordinators, integrating the new positions into the existing service provider network, and begin providing care to individuals in need. (EPS 500 directly, 4,000 indirectly).	Mobile Integrated Healthcare Program (MIHP) was established in Q4, including hiring two community care coordinators, establishing relationships, and providing care to "super users" of BFD emergency services.	Substantially Accomplished
Community Care	Evaluate the potential and feasibility of establishing a billing service through insurance to recuperate the cost of services provided in order to make recommendations for the 2023 budget request. (EPS ~ Internal Service Program).	The mobile integrated healthcare program was established in the 4th quarter, which did not provide enough data to make any determinations on this goal.	Not Met due to COVID

Goal Progress?	Goal Count
Accomplished	10
Substantially Accomplished	8
Not Met	1
Not Met due to COVID	3
Total Goals	22

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Program/Activity	Goal	Update	Status
Affordable Housing	Leverage collaboration between Planning & Transportation, HAND and ESD as well as availability of incentives and other tools to stimulate additional units of affordable housing.	The three departments collaborate extensively on coordinating meetings and conversations with potential developers, as well as working daily to move forward the goal of affordable housing. In 2022, 233 units (new and preserved) of affordable housing were added.	Accomplished
Affordable Housing	Conduct biannual onsite monitoring by Q4 of all dedicated workforce units not monitored in 2021.	Four site visits were conducted, but onsite monitoring is not conducted for all sites that HAND monitors.	Substantially Accomplished
Affordable Housing	Monitor the City's loan portfolio and provide a report to the Mayor and City Council on any new projects funded through the housing development fund by the end of Q3.	The loan portfolio was monitored, and a report was made to the Mayor and City Council in Q4.	Substantially Accomplished
Affordable Housing	Identify and fund one project through the local housing development fund by the end of Q4.	One project was funded through the local housing development fund: Bloomington Cooperative Living (BCL) was awarded $166,000.	Accomplished
Affordable Housing	Assist four households with homeownership through the City's down payment assistance/ shared equity program (HDF dollars).	Three new homeowners were assisted through the City's shared equity program (75% of goal).	Substantially Accomplished
Neighborhood and Citizen Involvement	Have a minimum of 20 graduates from Residents' Academy by the end of Q3.	22 residents completed the Residents Academy in Q4 (110% of goal).	Substantially Accomplished
Neighborhood and Citizen Involvement	Achieve a 4.7 out of 5 rating based on feedback from Residents Academy class participants by the end of Q4.	Survey rating results for Residents Academy was 4.9 out of 5 (104% of goal).	Accomplished
Neighborhood and Citizen Involvement	Complete 2 neighborhood clean-ups by November 30, ridding neighborhoods of a total of 10 tons of trash and other waste materials by November 30.	Two neighborhood clean-ups were completed (Eastern Heights and McDoel Gardens), with a total of 12 tons of waste removed.	Accomplished
Neighborhood and Citizen Involvement	Fund at least 5 neighborhood improvement projects by the end of Q4.	Twelve neighborhood improvement projects were funded (240% of goal).	Accomplished

Neighborhood and Citizen Involvement	Launch pilot program to involve more IU students in neighborhood activities by end of Q2.	A pilot program for IU student engagement, the B-town Neighboring Project, launched in Q3.	Substantially Accomplished
Neighborhood and Citizen Involvement	Make measurable contributions to the City Climate Action Team goals by more carefully measuring waste and composted materials gathered at neighborhood cleanups and neighborhood improvement projects, as well as encouraging composting efforts in neighborhoods.	HAND began measuring more specific environmental impacts and benefits of neighborhood cleanups and improvement projects in 2022, including how many tons of waste was removed from landfills and how much of that was diverted from landfills. The Historic Preservation Program Manager is also examining how preservation can integrate with sustainability.	Substantially Accomplished
Title 16 - Rental Inspection Program	Conduct 1,450 cycle inspections of new or expiring permitted units or properties by end of Q4.	Staff conducted 1,441 cycle inspections of new or expiring permitted units or properties (99% of goal).	Substantially Accomplished
Title 16 - Rental Inspection Program	Evaluate use of Energov software purchased from Tyler Technologies to replace outdated software used in the rental inspection program. Properly train the inspectors in the use of this software to utilize the full potential of the inspection staff and this new technology.	All staff are using the new Enterprise Permitting and Licensing (EPL) system. Staff are working through challenges associated with the transition from the long-used system into the new EPL system, training is ongoing, and evaluation has not been completed.	Substantially Accomplished
Title 16 - Rental Inspection Program	Provide education and training for the inspection staff so they maintain all professional certifications.	All current inspection staff have completed training, with some completing their testing in Q1 2023.	Substantially Accomplished
Title 16 - Rental Inspection Program	In light of the changes to Landlord-Tenant law from the State of Indiana, implement a new program aimed at educating tenants about their rights and responsibilities as residents of Bloomington, noting how this impacts communication with landlords, by Q3.	HAND staff continues to increase communication with tenants and landlords/property managers, including attending housing fairs and relevant meetings and hosting a Tenant Outreach Fair.	Substantially Accomplished

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Title 16 - Rental Inspection Program	As part of the department Organizational Assessment, create metrics to measure successes in the rental inspection program that promote safe and inhabitable housing. For instance: tracking life safety issues resolved within statutory timelines and looking at how this can be measured over time during the three-to-five year inspection cycle.	The implementation of Enterprise Permitting & Licensing (EPL) software has put on hold aligning activity with the metrics list. This activity will continue to be pursued in 2023.	Not Met
Historic Preservation	Host 2 educational/informational seminars or workshops by the end of Q4.	Three educational/informational seminars were held (150% of goal).	Accomplished
Historic Preservation	Increase participation in historic preservation workshops and seminars by the end of Q4 (COVID delays prevented these).	These were on hold during COVID but resumed in 2022 with approximately 50 total participants.	Accomplished
Historic Preservation	Coordinate incentives with the Economic & Sustainability Department for 3 historic properties using the Bloomington Urban Enterprise Association's Façade Grant Program or the Green Home Improvement Program by end of Q4.	One grant was awarded in 2022 (33% of goal).	Not Met
Historic Preservation	Work with the Historic Preservation Commission to set a plan for review of the Sites and Structures list.	The next survey will not need to occur until 2028, so planning for that will not begin until approximately 2026.	Not Met
Historic Preservation	Send annual mailer to owners of locally designated properties reminding them of design review requirements.	An annual mailer was sent in Q2.	Accomplished
Historic Preservation	Attend at least 3 NEPA compliance and environmental review trainings offered by HUD.	One NEPA training was utilized, along with ongoing consultation with U.S. Housing and Urban Development (HUD) staff.	Not Met
Neighborhood Compliance (Title 6)	Establish an average response time for uReports assigned to Neighborhood Compliance Officers, with a goal of 3 days.	A staff reporting system was established to report the number of closed and outstandign uReports every week. Preliminary reports show that the average response time improved from 8 days to 6 days.	Substantially Accomplished
Neighborhood Compliance (Title 6)	Train all Code Enforcement and Scheduling staff in the use of Energov software by Q1.	Training on software is ongoing, following Q3 2022 implementation.	Not Met

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Neighborhood Compliance (Title 6)	Evaluate the Energov software and learn to fully utilize it by Q2.	The software was implemented in Q3 and evaluation is ongoing.	Not Met
Neighborhood Compliance (Title 6)	Conduct a randomized email feedback survey of residents who have submitted uReports and provided their contact information to determine if the issue was addressed to their satisfaction by the end of Q4.	This was not done in 2022. Discussions were had about whether this should be something done by a single department without participation of others.	Not Met
Housing Counseling	Provide Housing Counseling Services to 65 clients by October to more quickly move them to housing security.	73 clients received housing counseling by the end of October (112% of goal).	Accomplished
Housing Counseling	Graduate 60 households from Homebuyers classes by the end of Q4 to increase the pool of prospective buyers in Bloomington.	67 residents graduated from Homebuyers classes (112% of goal).	Accomplished
Housing Counseling	Receive an average survey score of 8.5 out of 10 from participants of the Homebuyers Class by October 30.	The average score received from participants in the Homebuyers class was 7 out of 10 (82% of goal), and the survey was completed in December.	Substantially Accomplished
Housing Counseling	Conduct a Homebuyer follow-up survey for participants from 2017-2021 by the end of Q4 to determine homeownership status and any associated successes and difficulties with the process.	A survey was conducted for participants from 2019-2022.	Substantially Accomplished
CDBG Program - Social Service Funding	Provide $152,000 in CDBG funds to seven social service agencies, and monitor for compliance with all federal regulations, by end of May.	$152,000 in CDBG funds were awarded to seven agencies by the end of May. Programs are underway or completed.	Accomplished
CDBG Program - Physical Improvement Funding	Assist Summit Hill Community Development Corporation with funding for the installation of ADA sidewalks and ramps within the Crestmont and Rev. Butler housing neighborhoods by May 31.	Phase One of the project was completed in April, and Phase Two in October.	Substantially Accomplished
CDBG Program - Physical Improvement Funding	Assist 3 homeowners with rehabilitating their homes by December 31.	Eight homeowners were assisted with rehabilitating their homes (267% of goal).	Accomplished
CDBG Program - Physical Improvement Funding	Assist LifeDesigns with renovation to their Winslow, Dunn, Highland, and Housing Options 1&2 Group home facilities by May 31.	All phases of this project were completed by March.	Accomplished

CDBG Program - Physical Improvement Funding	Assist Monroe County United Ministries with funding to upgrade their security system and create a digital resource center by May 31.	All phases of this project were completed by April.	Accomplished
CDBG Program - Physical Improvement Funding	Partner with City of Bloomington Utilities to remediate Evergreen Village drainage issues by May 31.	This project was completed in November.	Substantially Accomplished
CDBG Program - Physical Improvement Funding	Assist New Hope For Families with funding to build playgrounds and install required landscaping at their new location by May 31.	All phases of this project were completed by January.	Accomplished
CDBG Program - Physical Improvement Funding	Assist Middle Way House with funding to upgrade their security system by May 31.	Project has not yet been completed; agreement with grant recipient may be extended.	Substantially Accomplished
CDBG Program - Physical Improvement Funding	Assist Centerstone with renovations to Hoosier House and 416 W. 1st St. facilities by May 31.	Renovations to Hoosier House were completed in October. 416 W. 1st St. has been demolished as part of the Hopewell project.	Substantially Accomplished
HOME Program Activities	Provide assistance of up to $250,000 to develop 40 affordable rental units under the HOME Federal Housing Program by end of Q4 to work toward resolving housing insecurity.	No project utilizing HOME dollars was identified in 2022, but there is an anticipated project for 2023.	Not Met
HOME Program Activities	Provide $50,000 in tenant-based rental assistance to the BHA to assist four households on their Section 8 waiting list with housing by the end of Q4 to increase housing security.	This project is being modified and is expected to launch in Q1 2023.	Not Met
HOME Program Activities	Assist 4 households with down payment assistance to buy a home by the end of Q4 to promote long-term affordability.	Three households were assisted with federal down payment and closing cost assistance (75% of goal).	Substantially Accomplished
Jack Hopkins Social Service Grant	Provide financial oversight of 33 agencies receiving Jack Hopkins grants in the amount of $511,000 for expenditures of funds within 12 months of signed funding agreement.	Financial oversight was provided to all agencies receiving Jack Hopkins grants.	Accomplished
Jack Hopkins Social Service Grant	Provide technical assistance to awarded agencies.	Technical assistance to awarded agencies is ongoing throughout their grant cycle.	Accomplished

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Goal Progress?	Goal Count
Accomplished	17
Substantially Accomplished	18
Not Met	9
Not Met due to COVID	0
Total Goals	44

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Program/Activity	Goal	Update	Status
Staffing	Implement and maintain strategies to increase the diversity and total number of qualified applicants for position vacancies.	HR continues to review the hiring process of new hires to ensure a fair and equitable process. HR staff now reviews interview questions and provides feedback on those questions prior to the hiring manager conducting interviews.	Accomplished
Staffing	Complete the final phase (Parks Department) of the organizational assessment by the end of Q3.	The assessment began in Q4 and is expected to be completed in Q1 2023.	Not Met
Compliance	Train at least 75% of managers in the hiring process and Family Medical Leave Act (FMLA)/American Disabilities Act (ADA).	70% of managers completed the assigned employment law training (93% of goal), and 40% completed the assigned hiring training (57% of goal).	Substantially Accomplished
Compliance	Require a 45-minute diversity and inclusion training and a preventing sexual harassment training for all supervisors.	Two diversity and inclusion courses, totaling 52 minutes, were assigned in November. Online harassment prevention training was assigned to all supervisors in Q3.	Accomplished
Compliance	All Human Resources staff will participate in employment law and/or compliance training by the end of Q4.	All HR staff completed training on an employment law and/or compliance topic.	Accomplished
Employee Relations	Successfully negotiate, along with other members of the City's negotiation team, a collective bargaining agreement with AFSCME by the end of Q4.	The collective bargaining agreement with AFSCME was successfully negotiated and signed by Q4.	Accomplished

Employee Relations	Successfully negotiate, along with other members of the City's negotiation team, a collective bargaining agreement with Fraternal Order of Police by the end of Q4.	A contract that will start January 1, 2023 was finalized in Q2.	Accomplished
Employee Relations	Take necessary steps to improve department head satisfaction with the department as measured by an internal departments satisfaction survey by the end of Q4.	The survey was sent in December 2022. The results will soon be distributed to the internal services departments.	Not Met
Compensation, Benefits, and Employee Development	Research options for a potential merit pay process in 2023.	Options were researched, and a plan to implement merit pay was developed and discussed with the Controller.	Accomplished
Compensation, Benefits, and Employee Development	Purchase a platform for managing an outcomes-based employee wellness plan by Q4.	The HR Benefits Manager is currently identifying platform options, but no purchase has been made.	Not Met
Compensation, Benefits, and Employee Development	Issue a Request for Proposals (RFP) for a City employee health clinic by end of Q1.	It was determined a Request for Proposals (RFP) was not necessary. With advisors from AIM Medical Trust, potential providers of an employee health clinic are being interviewed.	Not Met
Compensation, Benefits, and Employee Development	Review employee benefits by Q2 to ensure the benefits package has the best balance between cost, quality of coverage, and customer service.	HR collected and reviewed quotes by Q4. HR may further evaluate submissions in preparation for 2024 benefit planning.	Substantially Accomplished
Compensation, Benefits, and Employee Development	Implement an electronic form or other electronic solution to make changes to benefits or benefit elections.	The online HR portal was used by employees to elect, confirm, or change benefits during Open Enrollment.	Accomplished
Compensation, Benefits, and Employee Development	Develop and implement paid family leave by the end of Q4.	The pilot paid parental leave program was implemented on November 1st.	Accomplished

Compensation, Benefits, and Employee Development	By Q4, plan and prepare for a classification study to be completed in 2023 to ensure Civil City positions are properly classified by pay grade and FLSA classification. (This will allow for regular salary surveys to begin in 2024).	The City prepared for the 2023 classification study, including retaining consultants to perform the study.	Accomplished

Goal Progress?		Goal Count
Accomplished		9
Substantially Accomplished		2
Not Met		4
Not Met due to COVID		0
Total Goals		15

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Program/Activity	Goal	Update	Status
Administration	Maintain at least a 4.5 out of 5 satisfaction rating (from at least 150 respondents) on the ITS annual internal customer service satisfaction surveys (2020 end-of-year survey was a 4.34 rating).	The customer satisfaction rating in the 2022 annual ITS survey was 4.37 out of 5, a decrease of 0.03 from 2021. The survey had 131 respondents (87% of goal).	Substantially Accomplished
Administration	Implement at least 1 Digital Equity Strategic Plan recommendation to improve broadband access to vulnerable populations.	Six recommendations are ongoing or complete: 3.1 accomplished, 3.3 complete (HFN and City), 3.5 ongoing, 3.11.1 complete (Meridiam), 3.11.2 complete (Meridiam), 3.11.3 nearly complete.	Accomplished
Administration	Administer, award and monitor 2022 Digital Equity Grants to support local organizations bridging the digital divide.	Eleven Bloomington organizations were awarded a total of $50,000 in funds from the 2022 Digital Equity Grants program.	Accomplished
Administration	Update the ITS Disaster Recovery Plan (DRP Project Summary, Organizational Impact Analysis, DR Project Roadmap, and DR Incident Response Plans) and conduct annual DRP test.	ITS Disaster Recovery Plan (DRP) has been updated. A framework is in place for desktop testing exercises. The planned desktop exercise was delayed due to staffing levels but is scheduled for Q1 2023.	Substantially Accomplished
Administration	Conduct Leadership Security Culture Survey in Q1, compare with 2021, present results, and propose recommendations to improve City security.	Leadership Security Culture Survey was conducted in Q2 and yielded recommendations to field additional and more targeted executive training and to pursue new training resources.	Substantially Accomplished
Administration	Establish a comprehensive IT product & services catalog and create a purchasing process map for departments and staff to streamline the purchasing process.	This project was delayed due to staffing levels, but is anticipated to resume in Q2 2023.	Not Met
Innovation, Process Improvement & Data Services	Evaluate vendors to develop a Smart City Strategic plan. Conduct assessment to determine future "smart city" initiatives including the application of wireless internet, sensors, data analytics, and AI to City operational challenges.	Vendors were evaluated, a project vendor was selected, and budgeted funds were encumbered for the project. Contracting and project kickoff are expected to occur in Q1 2023.	Not Met

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Innovation, Process Improvement & Data Services	Evaluate, improve and digitize the hiring process (where possible) in partnership with Human Resources, Parks and Recreation, and other departments.	ITS streamlined the HR hiring processes for adding new temporary Parks and Recreation employees to utilize enterprise systems. Additional improvements to the process have been discussed, and work will continue in 2023.	Accomplished
Innovation, Process Improvement & Data Services	Evaluate vendors to conduct needs analysis and planning process on City video services needs. Evaluate needs in light of City budget constraints, changing City video needs, CATS 2010 Strategic Plan, and changing technology.	Project was deprioritized due to other projects and staffing constraints. Staff are assessing prioritization of this project for 2023.	Not Met
Innovation, Process Improvement & Data Services	Complete open data portal migration to the Socrata platform by Q4.	135 of 221 datasets were migrated from CKAN into Data & Insights (formerly Socrata), with the remaining datasets to be completed in Q1 2023 (61% of goal).	Substantially Accomplished
Innovation, Process Improvement & Data Services	Develop and deploy at least 3 Socrata Performance Dashboards/Data Stories in 2022 which may include a general City performance Dashboard, an ITS performance dashboard, an innovation stories dashboard, and others.	10 data stories were deployed on topics including leaf collection, neighborhood associations, parking maps, historic preservation, and 2024 Council districts (333% of goal).	Accomplished
Applications Support	Maintain at least a 4.5 out of 5 satisfaction rating on internal customer service surveys (2020 end-of-year survey was a 4.22 rating).	The customer satisfaction rating for Applications support in the 2022 annual ITS survey was 4.11 out of 5 in 2022, an increase of 0.01 from 2021.	Not Met
Applications Support	Update the inventory of City applications and digital services in order to analyze application relationships and business processes to determine areas of consolidation and efficiency.	The ITS Software & Services Inventory was updated multiple times in 2022 and was up to date at the end of the year.	Accomplished
Applications Support	Implement at least 2 new document management workflows to improve operations and efficiency.	New document management workflows were not implemented, although several document management enhancements were made to existing workflows.	Not Met

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Applications Support	Conduct professional development training for Applications team members on best practices in the conduct of feasibility studies, needs analysis, and business analysis; attend conferences or training on enterprise applications used by supported departments.	Enterprise Applications staff attended conferences and training on Tyler applications, onBase Document Management System, and the ESRI GIS platform. The ITS department hosted the annual New World Indiana Kentucky User Group meeting for Tyler's New World ERP at City Hall and attended the annual Indiana GIS Conference.	Accomplished
Applications Support	Deploy Application Performance Monitoring (APM) for troubleshooting, monitoring, securing, and enhancing on-premise and cloud-hosted applications and solutions to improve performance and security logging for all enterprise applications.	Application Performance Monitoring (APM) was applied to previously partially-monitored or unmonitored public-facing and critical internal applications, including the City's website, Enterprise Permitting & Licensing, City Data Portals, GIS, and Master Address System.	Accomplished
Applications Support	Through the City website, serve an average of 55,000 unique users, 150,000 sessions, and 9,000,000 page hits per month. Maintain a bounce rate below 60%.	The City's website received a monthly average of 68,914 unique visitors (125% of goal), 119,327 sessions (80% of goal), and 1,518,621 hits per month (17% of goal). The bounce rate was 63.1%.	Substantially Accomplished
Geographic Information System (GIS) & Geospatial Technology	Upgrade GIS platform to ArcGIS Enterprise version 9.	This goal was delayed due to staffing levels and is now planned for Q1 2023.	Not Met
Geographic Information System (GIS) & Geospatial Technology	Deploy 5 new ArcGIS internal support applications (including 2 mobile data collection apps) to improve department operations.	Ten new ArcGIS internal support applications have been deployed (200% of goal), three of which are mobile data collection apps (150% of goal).	Accomplished
Geographic Information System (GIS) & Geospatial Technology	Replace legacy platform web maps and create two new public web maps using the ArcGIS platform.	Six new public web maps have been deployed (300% of goal), and all legacy web maps have been replaced.	Accomplished

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Geographic Information System (GIS) & Geospatial Technology	Onboard at least 1 additional Unmanned Aerial Vehicle (UAV) pilot from ITS and 1 from outside of ITS to provide back-up ITS UAV operations and data collection capability.	One Unoccupied Ariel Vehicle (UAV) pilot has been onboarded from outside ITS, with three more scheduled to be trained. No additional UAV pilots within ITS were trained, although ITS still has one active UAV pilot.	Substantially Accomplished
Geographic Information System (GIS) & Geospatial Technology	Develop a comprehensive Unmanned Ariel Vehicle (UAV) training and operations manual for City remote pilots.	Version 2.0 of the Unmanned Aerial Vehicle (UAV) Training & Operations Guide was completed and made available in August.	Accomplished
Geographic Information System (GIS) & Geospatial Technology	Update GIS edge of pavement, building areas, parking areas, and contour elevations from the 2021 Indiana ortho-photography imagery.	Edge of pavement, building areas, parking areas, contour elevations, and hydrology updates were completed from the 2021 Indiana ortho-photoraphy imagery.	Accomplished
IT Infrastructure	Organize and execute enterprise-wide network upgrade at City facilities to replace outdated hardware, upgrade network capabilities and improve security.	The network upgrade project is planned and funded, but installation was significantly impacted by COVID-related supply chain delays. Deployment is now scheduled for Q1 2023.	Not Met due to COVID
IT Infrastructure	Ensure 99.5% uptime of city network at primary city facilities and 99.5% uptime of external internet connectivity, excluding scheduled downtime for upgrades.	City network uptime was 99.9% for primary work sites, and internet connectivity was 99.9%. Certain locations, which use 3rd-party providers, lease dark fiber, or had equipment failures, experienced unplanned outages. Factoring in those sites, total City network uptime in 2022 was 99.6%.	Accomplished
IT Infrastructure	Ensure 99.9% uptime of core storage, virtual computing, backup, and restoration services.	All core computer services had 99.9% uptime for the year.	Accomplished

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IT Infrastructure	Upgrade City phone system and phones to modern Voice over IP (VOIP) platform to improve City operations as network upgrade progress permits.	This project requires completion of the planned network upgrade, which is impacted by supply chain delays. Once the network upgrade is complete, this project will proceed, with anticipated implementation beginning in Q4 2023.	Not Met due to COVID
IT Infrastructure	Conduct needs assessment and identify options to implement dual-factor authentication to improve the City's cybersecurity.	ITS conducted a needs assessment of security and dual-factor authentication systems. This work will continue in 2023 per the 2-year implementation plan, started in 2021.	Accomplished
IT Infrastructure	Migrate VPN connections to new firewall system to improve security.	All City VPN activities are now routed through the new firewall, and the legacy firewall has been removed from our network.	Accomplished
IT Infrastructure	Virtualize physical servers at BPD and Utilities' Water and Wastewater Treatment plants to improve manageability and disaster recovery.	BPD and Dispatch virtualization is complete. Utilities virtualization has not been completed due to COVID-related supply chain delays, but is scheduled for 2023.	Substantially Accomplished
Technology Support & Training	Maintain at least a 4.7 out of 5 service rating on Helpdesk internal customer service surveys.	The Helpdesk service rating averaged 4.5 out of 5.	Substantially Accomplished
Technology Support & Training	Conduct an annual internal survey on IT training needs by end of Q1 to assess customer needs and satisfaction and to guide training strategy.	The training needs survey was issued in Q4 and received 126 responses, which are now being analyzed to develop 2023 training plans.	Substantially Accomplished
Technology Support & Training	Complete deployment of ManageEngine IT Service Management (ITSM) system modules by end of Q4, including Operating System Deployment, Mobile Device Management for tablets, Software Application Deployment, Software License Inventory, and Self-service Portal.	Mobile Device Management, Software Application Deployment, Software License Inventory, Self-service Portal, Secure Gateway, and Computer Inventory models were deployed. Operating System Deployment will not be deployed, in favor of other solutions.	Substantially Accomplished

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Technology Support & Training	Organize and execute the annual capital replacement of approximately 25% of City desktop inventory in 2022 including a planned 23 desktop PCs, 37 laptops, 3 MDTs, 62 monitors, 56 UPS units, and peripherals within the ITS budget.	45 desktop PCs (196% of goal), 67 laptops (181% of goal), 3 MDTs (100% of goal), 29 monitors (47% of goal), and 25 UPS units (45% of goal) were replaced.	Substantially Accomplished
Technology Support & Training	Conduct at least 12 training events/classes for City staff.	65 training events/classes (542% of goal) were conducted for City staff.	Accomplished
Technology Support & Training	Achieve or exceed industry phish-prone percentage for a medium-sized government organization (the current standard is 4.35% but subject to change).	The Phish-prone average was 3.90%, equal to the updated industry average (industry averaged decreased from 4.35% to 3.90%).	Accomplished
Technology Support & Training	Place 95% of Technology Support equipment orders within 2 business days of receipt of departmental approval.	96% of Technology Support equipment orders were placed within 2 business days of receipt of departmental approval (101% of goal).	Accomplished

Goal Progress?		Goal Count
Accomplished		18
Substantially Accomplished		11
Not Met		6
Not Met due to COVID		2
Total Goals		37

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Program/Activity	Goal	Update	Status
Legal Counsel	Achieve new Collective Bargaining Agreements (CBA) with both the Police and AFSCME unions by end of Q4.	The 2023-2026 police Collective Bargaining Agreement (CBA) was achieved in Q2 with approval by City Council, following negotiations by Legal for the City and ratification by FOP Lodge 88. The 2023-2026 AFSCME CBA was executed by the City and AFSCME representatives in Q4.	Accomplished
Legal Counsel	Take any necessary steps to improve client satisfaction as measured by a survey through Human Resources by end of Q4.	Legal supplied input for the internal services survey, which was distributed in Q4. Review of and response to results will take place in 2023.	Not Met
Legal Counsel	Advise 118 board and commission members, including Council, through end of Q4 (projected to be up to 900 hours of staff time).	Staff has spent approximately 1,060 hours advising all board and commission members, including Council (118% of goal).	Accomplished
Legal Counsel	Legal Counsel: Create a template for training Board and Commission members on their roles and responsibilities.	Staff anticipates completing its template program in Q2 2023; staff will obtain feedback on draft materials and will finalize and disseminate them in Q2 2023.	Substantially Accomplished
Legal and Policy Documents	Enter into database of City-owned property all deeds from files destroyed in 2018 under document retention and destruction policy by end of Q4.	Due to the departure in fall 2022 of the two staff members primarily engaged in this project, data entry is not complete. Staff anticipates completing data entry by end of Q2 2023.	Not Met
Legal and Policy Documents	Negotiate, review, draft, revise and bring to execution all contracts needed by City departments (projected to be up to 730 contracts by end of Q4).	Staff have negotiated, reviewed, drafted, revised, and brought to execution 795 contracts for City departments (109% of goal).	Accomplished
Legal and Policy Documents	Draft ordinances and resolutions for boards and commissions, including Council, by end of Q4 (projected to be up to 225 ordinances and resolutions).	Staff drafted 224 resolutions and 16 ordinances for boards and commissions, including Council.	Accomplished

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Legal and Policy Documents	Input legal documents into the document management system with goal of completion by end of Q4.	Staff worked with ITS to identify appropriate legal document management solutions and the level of integration needed with other new software. Staff licensed a tool for public records request/response management and will implement in 2023. Staff increased its e-sign licenses to allow more electronic contracts execution.	Substantially Accomplished
Litigation	Input litigation documents and data into new document management system for purpose of litigation tracking with goal of completion by end of Q4.	Staff determined a Google Calendar, with links to relevant internal and external documents, was most feasible for managing litigation deadlines. This system will be implemented in Q1 2023.	Substantially Accomplished
Litigation	Manage litigation in-house wherever possible and achieve best possible outcomes.	Legal Department staff serve as lead counsel in many cases involving the City, ranging from code enforcement to constitutional litigation. The Department continues to manage litigation to achieve the best possible outcomes.	Accomplished
Litigation	Assist and/or manage outside counsel handling litigation on City's behalf.	The Department manages and provides substantial support to outside counsel handling litigation for the City. Among other support activities, staff provides strategic direction to outside counsel, reviews and edits filings, gathers and reviews City records and other material needed to support the litigation, and helps prepare witnesses.	Accomplished
Human Rights	Respond to and investigate all human rights complaints received that fall within Bloomington Human Rights Commission's jurisdiction.	Eight complaints were received by the Bloomington Human Rights Commission in 2022: all were responded to and investigated, with six being resolved and two pending. Additionally, two complaints filed in 2021 were resolved in 2022.	Accomplished

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Human Rights	Generate annual hate incident report by end of Q4.	Staff issued the annual hate incident report at the end of Q4.	Accomplished
Human Rights	Ensure all covered board and commission members have submitted responses to conflicts questionnaires or disclosure forms and review all such documents by end of Q4.	Staff received and reviewed 45 conflicts forms from members serving on boards and commissions in 2022, out of a possible 54 (83% of goal).	Substantially Accomplished
Human Rights	Review all employee conflict forms submitted within 30 days.	All conflicts forms submitted were reviewed within 30 days.	Accomplished
Human Rights	With Human Resources, update personnel manual.	Staff reviews proposed updates on a rolling basis as they are made by HR.	Accomplished
Human Rights	Maintain high rating in annual Municipal Equality Index.	The City received a 100% rating in the Municipal Equality Index for the eighth year in a row.	Accomplished
Risk Management	Continue onboarding new Third Party Administrator (TPA) for workers compensation, and possibly onboarding new insurance companies after program review.	Staff completed the onboarding of both the new Third Party Administrator (TPA) for workers' compensation and a new insurance company.	Accomplished
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, through end of Q4.	Staff completed 171 risk trainings (an average of 14 per month, or 350% of goal), and 556 safety audits (an average of 11 per week, or 220% of goal).	Accomplished
Risk Management	Investigate and manage incidents and follow-up in order to prevent future incidents and control workers' compensation and insurance costs. Specific activities include providing OSHA 10-hour training for supervisors, conducting noise surveys, developing job hazard assessments, implementing training for preventable incidents, and developing a process for "5 why" investigations. These activities will help: Reduce OSHA recordable injuries by 5% by end of Q4. Reduce workers' compensation costs by 5% by end of Q4.	Staff conducted all listed activities: developed the "5 why" process, conducted 2 noise surveys, developed job hazard assessments, and conducted OSHA 10-hour training. OSHA recordable injuries are up 4% but workers compensation costs are down by 60%.	Substantially Accomplished

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Risk Management	Reduce insurance claims by 3% (internal denials and management) in order to reduce the premium modifier by end of Q4.	The number of insurance claims increased in 2022 by 44%, significantly due to auto claims.	Not Met
Goal Progress?		Goal Count	
Accomplished		13	
Substantially Accomplished		5	
Not Met		3	
Not Met due to COVID		0	
Total Goals		21	

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Program/Activity	Goal	Update	Status
Policy and Administration	Manage progress on City initiatives and provide efficient delivery of City services by conducting monthly (or more frequent) meetings with Cabinet.	The Cabinet met monthly or more frequently, for a total of 19 regular meetings and one two-day Cabinet retreat.	Accomplished
Policy and Administration	Conduct weekly, biweekly, or monthly meetings with key staff focused on topical areas (Affordable Housing, Public Safety, etc.) to coordinate and advance City priorities.	The Mayor and/or Deputy Mayor's regular topical meetings with internal staff teams include: Homelessness - weekly, Hopewell - biweekly, Affordable Housing - biweekly, Planning and Transportation - biweekly, Citywide Projects - monthly, Climate Action - monthly, Public Safety - monthly, Sibling Cities - bimonthly, Green Ribbon Panel (internal working group) - bimonthly, Continuity of City Government - as needed.	Accomplished
Policy and Administration	Review semiannual goal updates from all departments as a management tool to accomplish and monitor progress. Publish semiannual department goal updates to support transparency and accountability.	2021 end-of-year budget goal updates were published in Q2 2022. 2022 mid-year budget goal updates were reviewed and published in Q3 2022.	Accomplished
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.	A strategic planning retreat with department heads was held in December, and an in-depth budget discussion with department heads was conducted in July.	Substantially Accomplished
Policy and Administration	Coordinate the scheduling of legislation that goes before the City Council with weekly meetings of Council/administration scheduling team.	Weekly meetings of the Council/administration scheduling team are conducted to coordinate the scheduling of legislation that goes before the City Council.	Accomplished
Policy and Administration	Present reports from the administration, at least monthly, to City Council in 2022 on topics of mutual interest.	Seventeen reports were made from the administration to the City Council.	Accomplished

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Policy and Administration	Support build-out of the civil infrastructure for Phase 1 of the Bloomington Hospital Redevelopment project, with site construction beginning Q2. Continue biweekly meetings with project team for overall site planning.	The City administration meets weekly on the Hospital Redevelopment project, now titled Hopewell, comprising biweekly meetings with the project team and biweekly meetings with the Hopewell redevelopment consultants. Construction on Phase 1 is through the demolition phase, with redevelopment anticipated to begin in Q1 2023.	Accomplished
Policy and Administration	Identify options for potential future Convention Center expansion plan, including at least quarterly meetings with County colleagues and relevant stakeholders.	Potential options for expansion have been identified, and engagement with stakeholders occurred regularly in Q1-Q3 and near-daily in Q4.	Accomplished
Policy and Administration	Replace and repair capital infrastructure in the Police, Fire, Public Works, Planning & Transportation, Parks & Recreation and Utilities departments by Q4 consistent with the 2022 budget.	Replacement and repair of capital infrastructure in the Police, Fire, Public Works, Planning & Transportation, Parks & Recreation and Utilities departments was implemented consistent with the 2022 budget.	Accomplished
Policy and Administration	Deliver a public safety report to the community in Q1 to measure success of ongoing public safety initiatives.	The State of Public Safety Annual Report was completed in February.	Accomplished
Policy and Administration	Commence any appropriate annexation-related planning for future expansion and development by Q4, dependent upon outcome of City Council hearings of annexation ordinances in Fall 2021.	Annexation-related planning and litigation is ongoing.	Accomplished
Policy and Administration	Oversee coordination and distribution of American Rescue Plan Act funds as requested by departments in 2022 budget requests, by Q4.	The American Rescue Plan Act (ARPA) funds were distributed within the 2022 budget by Q4.	Accomplished
Policy and Administration	Prepare requests for final American Rescue Plan Act fund disbursement through the 2023 budget process by Q3.	The requests for final American Rescue Plan Act fund disbursements were competed through the 2023 budget process by Q3.	Accomplished

Policy and Administration	Conceptualize and plan for potential future performing arts center, in conjunction with ESD.	Studying and planning for a potential future performing arts center is ongoing, in collaboration with ESD.	Accomplished
Policy and Administration	Oversee work and progress on city's Climate Action Plan, in conjunction with ESD, by leading internal Climate Action Team meetings.	Internal Climate Action Team meetings continue on a monthly basis, comprising full team meetings on a bimonthly basis and smaller team meetings of ESD and Mayor's Office leadership on a bimonthly basis.	Accomplished
Policy and Administration	Attract additional federal support for our programs by working with federal lobbyist by Q4.	The City administration and various departments continuously explore options for additional federal support for City programs, including regular meetings with the federal lobbyist. Funding is awaiting release by Federal government, so additional funds have not yet been acquired.	Not Met
Communications	Expand public awareness of policies, events and programs by distributing a minimum of 75 OOTM-generated press releases and an additional 125 department-generated press releases by Q4.	The City published 165 Mayor's office-generated press releases (220% of goal) and an additional 95 department-generated press releases (76% of goal), for a total of 260 press releases.	Substantially Accomplished
Communications	Coordinate a minimum of 30 opportunities for the mayor to interact with the press in real time, whether in person or virtual press conferences, by Q4.	There were 116 opportunities for the Mayor to interact with the press in real time (387% of goal), plus an additional 81 opportunities for the Deputy Mayor or the Public Engagement Director.	Accomplished

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Communications	Communicate the City's advocacy of or opposition to larger policy issues by creating a minimum of 5 guest editorials by Q4.	The Herald Times published eight "Mayor's Corner" columns, where the Mayor responded to readers' questions. Three additional guest editorials were published: Ryder Magazine editorial on reproductive justice, Herald Times editorial on community justice reform, and Bloom Magazine editorial on reproductive justice.	Accomplished
Communications	Honor local people and initiatives through the creation of at least 50 proclamations by Q4.	53 proclamations were created in honor of local persons and initiatives (106% of goal).	Accomplished
Communications	Connect community members to local government news by scheduling weekly radio interviews (WGCL, WFHB, WFIU) for both the mayor and deputy mayor.	The Mayor and Deputy Mayor each have weekly interviews with WGCL. The Mayor has a monthly interview with WFIU. The Mayor had weekly interviews with WFHB through March 15.	Accomplished
Communications	Ensure reach and accurate information of value by monitoring all City-affiliated social media accounts daily.	All City-affiliated social media accounts are monitored 3-4 times a week.	Substantially Accomplished
Communications	Improve resident and community experience for social media customers by creating effective social media posts through weekly collection of social media analytics.	Social media posts are made multiple times a week and weekly analytics are collected.	Accomplished
Communications	Create a Social Media 101 class by Q3 for City employees to increase public engagement across all City social accounts.	Review of social media best practices is a regular component of the new Interdepartmental Communications Team (ICT) that meets on a biweekly basis and includes a member of every relevant department. This ongoing training was determined to be more effective than a one-time class.	Accomplished

Communications	Produce social media policy and procedure guide by Q4.	Production of the guide is in progress and is substantially complete. Publication is anticipated in Q1 2023.	Substantially Accomplished
Communications	Launch citywide social media management software by Q4 to streamline scheduling posts, monitoring messages and comments, and reporting on engagement.	The communications team is still reviewing options for social media management software, in collaboration with other City departments. Further review of factors and options is needed, and a decision is anticipated in Q1 2023.	Not Met
Communications	To ensure continuity of messaging, develop and implement basic branding guidelines for City employees to use by Q2.	Branding guidelines and assets were shared with communications staff and Interdepartmental Communications Team (ICT) members in Q4 and will be shared with all City employees in Q1 2023.	Substantially Accomplished
Communications	Ensure accuracy on the City website and improve the overall website experience for users by meeting with City website editors quarterly.	There were two meetings of City website editors held in 2022.	Substantially Accomplished
Public Engagement	Ensure internal communication and collaboration to accomplish priorities and goals by meeting with administration weekly.	The Public Engagement Director meets with the administration weekly and is in regular communication with the Mayor and Deputy Mayor.	Accomplished
Public Engagement	Ensure external communication and collaboration by meeting with Town/Gown group quarterly as well as additional interactions with IU Health public relations teams, IU media teams and the IU Dean of Students.	The Town/Gown group of leaders from the City of Bloomington and Indiana University meets quarterly, including the IU Dean of Students. The Public Engagement Director is in regular contact with IU Health public relations team and IU media/governmental affairs teams.	Accomplished
Public Engagement	Maintain monthly contact with the Greater Bloomington Chamber of Commerce to manage underwriting budget and staff involvement.	The Public Engagement Director is in regular contact with the Chamber of Commerce to manage the underwriting budget and with regards to other community engagement.	Accomplished

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Public Engagement	Invest at least $25,000 in the sponsorship of at least 15 activities or events by Q4 benefiting the community and supporting the goals of the administration.	7 activities or events were sponsored, for a total of $5,630 in community investment.	Not Met
Public Engagement	Track changes in the perception of city service delivery by preparing for the 2023 community survey by Q4, including review of past survey results (2021, 2019 and 2017).	Preparation for the 2023 community survey began in Q4, including review of past survey results. Preparation for the 2023 community survey will begin in Q3.	Accomplished
Public Engagement	Support community priorities by coordinating with lobbying firm weekly during legislative session. Disseminate relevant and timely information to appropriate staff.	The Public Engagement Director meets with the lobbying firm weekly during legislative session and monthly when the legislature is not in session. All relevant information is disseminated to staff.	Accomplished
Public Engagement	Ensure a vacancy rate below 5% throughout 2022 for mayoral board and commission appointments.	The monthly Mayoral board and commission vacancy rate ranged from 3.4% to 10.9% in 2022, with a median vacancy rate of 4.8% and a mean vacancy rate of 5.6%.	Substantially Accomplished
Public Engagement	Hold annual board and commission appreciation event in Q4 and increase participation by 5% over 2019.	The board and commission appreciation event was held in Q4. There were 79 participants, a 12% decrease from 2019, which was likely due to ongoing COVID concerns.	Substantially Accomplished
Public Engagement	Improve transparency and address residents' ideas, questions and issues with City departments by conducting outreach to a minimum of 10 group/neighborhood meetings by Q4.	The Public Engagement Director conducted outreach to 25 group or neighborhood meetings.	Accomplished
Public Engagement	Serve as higher level resource for resident concerns and respond to all concerns within a week.	The Public Engagement Director serves as a resource for resident concerns and responds to all concerns within 72 hours.	Accomplished

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Public Engagement	Encourage regular community feedback by creating and disseminating community engagement surveys via online public engagement tool.	The online public engagement tool Polco is used to solicit resident feedback on a variety of issues, and five Polco surveys were conducted in 2022.	Accomplished
Innovation	Integrate innovation into every department by conducting an Innovation Bootcamp for all department directors by Q4.	Planning for an Innovation Bootcamp was completed, in collaboration with the Innovation Team. Implementation is planned for 2023.	Not Met
Innovation	Lead Innovation Training Cohort #3 consisting of representatives from 5 departments working together on one cross-departmental project by Q4 that aligns with mayoral priorities, has high value to residents, and engages residents in the process.	The project was identified as "Innovating Sidewalk Maintenance," based on feedback from community surveys and the Engineering Department, and the cohort included representatives from 9 departments. Training was completed in 2022 and produced a draft recommendation, and the final recommendation will be presented to the City Council in Q1 2023.	Accomplished
Innovation	Coach graduates from Innovation Training Cohorts #1 and #2 on their spinoff projects by Q4.	One graduate from cohort #1 was coached on their spinoff project, "The Neighboring Project," throughout the year. There was no cohort #2 due to COVID.	Accomplished
Innovation	Nurture a culture of innovation by featuring a minimum of 25 new success stories of departmental innovation on the city website by Q4. Conduct annual "Innovation@Work" celebration of the newly documented innovations.	The annual Innovation@Work celebration was completed in Q2. Seven new success stories were published on the city website.	Not Met

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Innovation	Increase performance awareness by creating internally-facing performance dashboards in 3 departments and structure quarterly Cabinet report-outs from these departments, by Q4.	One department was identified for building an internally-facing performance dashboard, but it did not prove feasible for them. The Innovation Director is continuing to look for opportunities to use data to increase performance awareness. No report-outs have occurred as the dashboards have not yet been created.	Not Met
Innovation	Increase organizational effectiveness by evaluating existing public-facing dashboards created to determine what has been helpful to the public, what needs improvement, and which topics or departments should be targeted next, by Q4.	There has been no action on evaluation of existing public-facing dashboards.	Not Met
Innovation	Implement the recommendation from 2021's expanded Leaf Management pilot by creating a change management plan by Q4.	Change management and promotional plans related to leaf management were completed and implemented.	Accomplished
Innovation	Represent the City in the Uplands Lean Network and engage Innovation Bootcamp graduates (department directors) in continuous learning on Lean process improvement through active participation in this group.	There have been three Lean events. Two department directors were panelists at one Lean event, and other members of the organization have attended as well. The Innovation Director is a member of the Upland Lean Network's Strategic Planning Committee to engage in continuous Lean process improvement.	Accomplished
Innovation	Structure agreements with MCCSC, Ivy Tech, and Indiana University by Q4 that would formalize relationships whereby the City supplies projects and/or data to these entities in exchange for their exploration of the data, and process improvements and alternate perspectives on challenges identified by departments.	In lieu of a formal agreement with Indiana University, ongoing conversations and collaborations have strengthened this working relationship. The City participates in the Uplands Lean Network, which has formalized a relationship with MCCSC. An agreement with Ivy Tech is not yet implemented.	Not Met

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Innovation	Continuously improve the Director's knowledge and network through one training and one conference annually.	The Innovation Director regularly attends Chief Innovation Officer (CIO) meetings through the Center for Public Impact. Director attended the CIO training conference through Bloomberg City Network in October. Director attended a site visit to Terre Haute, IN related to innovation around recycling capacity.	Accomplished

Goal Progress?		Goal Count
Accomplished		33
Substantially Accomplished		8
Not Met		8
Not Met due to COVID		0
Total Goals		49

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Program/Activity	Goal	Update	Status
Operations Division	Cemeteries: Open Scatter Garden at Rose Hill Cemetery by Q4.	Construction of the Open Scatter Garden is underway and will be completed in Q1 2023. The Garden is expected to open in Q2 2023.	Not Met
Operations Division	Cemeteries: Resurface half of interior roads of Rose Hill Cemetery by Q3.	Roads were resurfaced in the front half of Rose Hill Cemetery in Q2.	Accomplished
Operations Division	Landscaping: Divert 100% of eligible green waste (approx. 75 tons/600 cubic yards) from the waste stream to local composting businesses by Q4.	100% (360 cubic yards) of eligible green waste was diverted.	Accomplished
Operations Division	Landscaping: Remove 25 acres of invasive woody vegetation at Upper and Lower Cascades Parks, Olcott Park, RCA Community Park, Rogers Family Park, and Sherwood Oaks Park (12% of total acreage of these parks) by Q4.	37.3 total acres of invasive woody vegetation have been removed at these properties (150% of goal).	Accomplished
Operations Division	Operations: Complete Rogers Family Park construction and siding and roof improvements to Goat Farm Barn by Q4.	The roof, siding, and silo repairs are substantially complete. The rest of the park project is approximately 70% constructed and will be finished in Q2 of 2023.	Substantially Accomplished
Operations Division	Operations: Conduct at least semi-annual inspections of 28 playgrounds.	26 out of 28 playgrounds were inspected twice this year. Two playgrounds were purposefully only inspected once (Winslow Sports, Winslow Woods) due to low use/new installation.	Substantially Accomplished
Operations Division	Operations: Finalize design of "Gateway" improvements at Miller-Showers Park (and potentially other locations) with bicentennial funds by Q4.	Finalization of design delayed due to seeking another round of design updates before moving into construction. Finalizing design for construction is anticipated in Q1 2023.	Substantially Accomplished

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Operations Division	Operations: Implement a plan for the purchase of EAM (Enterprise Asset Management) software system in the Operations Division by Q4.	Three software systems have been identified as finalists, and Parks is currently working with ITS to pick the one that best suits the City's needs. A purchase is anticipated in early 2023.	Substantially Accomplished
Operations Division	Operations: Install four new Water Bottle Filling stations at Bryan Park (Bball Courts), WHB Park, RCA Park (playground), and the B-Line (WonderLab).	Water bottle filling stations have been installed at these four locations.	Accomplished
Operations Division	Operations: Install LED motion sensor lighting at Adams St. Ops Center by Q1.	Installation was complete in Q1.	Accomplished
Operations Division	Operations: Replace RCA (large) shelter, remove existing boardwalk & install new security light by Q4.	The old shelter is slated for removal in Q1 2023, with purchase of the new shelter on hold pending response on a grant application that would cover much of the cost.	Not Met
Operations Division	Urban Forestry: Complete Phase I of Bicentennial Tree Plantings (304 sites) by Q3.	Phase I of the project was completed in Q3. Out of the 304 originally planned trees, 270 were able to be planted. Parks will start on a Phase II project in 2023.	Accomplished
Operations Division	Urban Forestry: Create a storm management plan for tree management across city departments by Q3.	The storm management plan was received in Q4.	Substantially Accomplished
Operations Division	Urban Forestry: Prune 1,000 trees out of 19,000 public trees, including contracted pruning of 25 high-need mature trees by Q3.	820 trees (82% of goal) were pruned by Q3. 65 high-need trees (260%) were pruned.	Substantially Accomplished
Operations Division	Urban Forestry: Reduce accumulated green waste at the Urban Forestry nursery (including green waste from the Street Department and Landscape) through the rental of tub grinder and create free mulch and surplus wood giveaways by Q3.	All green waste was ground into chips and distributed by Q3.	Accomplished
Operations Division	Urban Forestry: Remove and replace at least 10 Bradford Pear trees (which includes 100% of inventoried species) along the B-Line Trail with native species by Q3.	Eleven Bradford Pear trees were removed by Q3. Ten native trees will be planted to replace them in Q1 2023.	Substantially Accomplished

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Operations Division	Natural Resources: Conduct annual prescribed burn (5+ acres) at Griffy Lake Nature Preserve to promote species diversity by Q3.	Conditions were never within necessary parameters for a Fall 2022 burn, so two burns are planned for Spring 2023.	Not Met
Operations Division	Natural Resources: Facilitate environmental education programming for all MCCSC 4th (800) and 6th (800) grade students and for 500 local children by Q3.	840 4th graders (105% of goal), 748 6th graders (94% of goal), and 482 local children (96% of goal) completed educational programming through MCCSC by Q3.	Substantially Accomplished
Operations Division	Natural Resources: Implement recycling program at Griffy Boathouse by Q3.	This goal is no longer being pursued, due to concerns about efficacy of implementation.	Not Met
Recreation Division	Banneker: Offer 4 nutrition education classes by Q4.	Delay in the commercial kitchen project delayed implementation of classes, and no nutrition classes were offered in 2022.	Not Met
Recreation Division	Banneker: Receive health department kitchen license by Q2.	Delay in kitchen improvement project delayed the final inspection and receipt of health department kitchen license. Completion is anticipated in Q1 2023.	Not Met
Recreation Division	Community Events: Partner with COB Community and Family Resources Department and ESD to offer a new event that celebrates the diversity of the Bloomington community Q3.	Partnered with Community and Family Resources Department and Economic and Sustainable Development Department to offer a new International Food and Art Festival on April 10th to celebrate the diversity of the Bloomington community.	Accomplished
Recreation Divison	Community Events: Facilitate 100-year anniversary celebration for Lower Cascades Park by Q3.	100-year anniversary celebration was completed in Q3.	Accomplished
Recreation Divison	Community Events: Replace van 827 with a new hybrid cargo van by Q4.	Van replacement is delayed due to supply chain issues.	Not Met due to COVID

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Recreation Divison	Community Events: Purchase equipment including iPad and cables to Livestream all concerts by Q2 .	The social media team is working with ITS and the Mayor's Office to find appropriate avenues to livestream and record concerts. Facebook is no longer an option on the iPads, so new venues are being investigated.	Not Met
Recreation Divison	Farmer's Market: Improve safety at the Farmer's Market site by adding bollards to the Morton Street and 8th Street entrances by Q2 .	Bollards were installed in Q2.	Accomplished
Recreation Divison	Community Gardens: Install potable water access at Switchyard Park Community Garden by Q3.	Potable water access was installed in Q4.	Substantially Accomplished
Recreation Division	Health & Wellness: Offer 1 wellness session per quarter by Q3.	One wellness session was offered by Q4 (33% of goal).	Not Met
Recreation Divison	Inclusive Recreation: Promote inclusion services internally by attending a minimum of 5 committee or division meetings by Q4.	Staff attended five committee or division meetings.	Accomplished
Recreation Division	Switchyard Park: Add dog wash and dog fountains in Large and Small Dog Park Chambers by Q3.	This was not completed, but is expected to be done in Q2 2023.	Not Met
Recreation Divison	Switchyard Park: Create a Pavilion walk-through video to be used to aid users by Q3.	The video is substantially complete: final editing is in progress and is expected to be done in Q1 2023.	Substantially Accomplished
Recreation Division	Switchyard Park: Create Remote Control Car dirt race track by Q4.	Location of the proposed track was determined to be in a flood plan, so this project was canceled.	Not Met
Recreation Divison	Switchyard Park: Develop Switchyard Park info flyer with map, prices, rental procedures by Q3.	The flyer goal is no longer being pursued, but instead a website with the same information about Switchyard Park was developed in Q1.	Not Met
Recreation Divison	Switchyard Park: Operations to improve drainage in Secondary Lawn and Dog Park by Q2 .	Operations were completed in Q2 to improve drainage.	Accomplished
Recreation Divison	Youth Services: Create a website link for rentals resulting in 10 additional rentals by Q3 .	Creation of website link is in progress, with anticipated completion in Q2 2023.	Not Met
Recreation Divison	Youth Services: Replace 25-year-old air conditioner and furnace system Q4.	The air conditioner and furnace system was replaced in Q3.	Accomplished

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Sports Division	Conduct annual audit of the delivery structure of programs and offerings by Q2.	Annual audit of the delivery structure of programs and offerings was completed by Q4.	Substantially Accomplished
Sports Division	Conduct annual audit of menued programs and offerings by Q2.	Audit of menued programs and offerings is in progress.	Not Met
Sports Division	Conduct Annual Division meeting to discuss workflow analysis by Q2.	Five division meetings were held to discuss workflow analysis in Q3 and Q4.	Substantially Accomplished
Sports Division	Install futsal courts at Building and Trades Park by Q3.	Project is on hold due to funding constraints.	Not Met
Aquatics	Increase attendance at Bryan Park Pool from 24,685 to 30,000 by Q3.	Attendance at Bryan Park Pool by Q3 was 27,019 (90% of goal).	Substantially Accomplished
Sports Division	Aquatics: Increase Learn to Swim participation from 310 (2019)to 326 by Q3.	Learn to Swim participation by Q3 was 259 (79% of goal).	Not Met
Sports Division	Aquatics: Increase attendance at Mills Pool from 5,040 (2021) to 12,000 by Q3.	Attendance at Mills Pool by Q3 was 7,233 (60% of goal).	Not Met
Sports Division	Cascades Golf Course: Increase 18-hole rounds from 28,998 (2020) to 30,448 by Q4.	31,830 18-hole rounds were played at Cascades Golf Course (104% of goal).	Accomplished
Sports Division	Cascades Golf Course: Increase driving range participations from 17,295 (2020) to 18,162 by Q4.	Driving range participation at Cascades Golf Course was 15,574 (86% of goal).	Not Met
Sports Division	Cascades Golf Course: Increase golf outings from 20 (2020) to 22 by Q4.	22 golf outings were completed at Cascades Golf Course (100% of goal).	Accomplished
Sports Division	Cascades Golf Course: Facilitate 16 private clubhouse rentals by Q4.	57 clubhouse rentals were facilitated (356% of goal).	Accomplished
Sports Division	Frank Southern Center: Increase group hourly rentals from 225 hours (2020) to 413 by Q4.	Group hourly rentals at Frank Southern Center were 362 hours (88% of goal).	Substantially Accomplished
Sports Division	Frank Southern Center: Increase Hockey Initiation registrations from 32 (2020) to 68 by Q4.	Hockey Initiation registrations at Frank Southern Center were 53 (77% of goal).	Substantially Accomplished
Sports Division	Frank Southern Center: Increase House Hockey registrations from 70 (2020) to 74 by Q4.	House Hockey registrations at Frank Southern Center were 78 (105% of goal).	Accomplished
Sports Division	Frank Southern Center: Increase public session attendance from 5,910 (2020) to 9,849 by Q4.	Public session attendance at Frank Southern Center was 16,886 (171% of goal).	Accomplished
Sports Division	Frank Southern Center: Increase Skating School registration from 417 (2020) to 430 by Q4.	Skating School registrations at Frank Southern Center were 562 (131% of goal).	Accomplished

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Sports Division	Youth Sports: Facilitate 140 participants for youth and adult tennis lessons by Q3.	There were 201 participants in youth and adult tennis lessons by Q3 (144% of goal).	Accomplished
Sports Division	Youth Sports: Host a minimum of 3 baseball tournaments at Winslow by Q3.	Three baseball or softball tournaments were hosted at Winslow by Q3.	Accomplished
Sports Division	Youth Sports: Recover (due to COVID cancelation) Junior Baseball participants from 437 (2019) in to 350 in 2022 by Q4.	Junior Baseball participants were 465 (133% of goal).	Accomplished
Sports Division	Twin Lakes Recreation Center: Recover (due to COVID cancelations) 75% of Youth Basketball registrations from 730 in 2019 to 548 by Q3.	Youth Basketball registrations were 779 by Q3 (142% of goal).	Accomplished
Sports Division	Twin Lakes Recreation Center: Recover (due to COVID cancelations) 80% of facility rental hours of courts/turf from $171,000 in 2019 to $136,800 by Q4.	Facility rental revenue was $200,000 (148% of goal).	Accomplished
Sports Division	Twin Lakes Recreation Center: Retain 12 of 15 seasonal staff from 2021 by Q4.	Retained 25 of 28 seasonal staff.	Accomplished
Sports Division	Twin Lakes Recreation Center: Recover (due to COVID cancelations) 75% of visits/participations from 65,660 in 2019 to 49,245 by Q4.	Twin Lakes Recreation Center had 183,711 visits/participations (373% of goal).	Accomplished
Administration	Facilitate annual Board of Parks Commissioners retreat in Q2 to discuss projects, cost recovery, 2023 budget plans.	Park Board Retreat was held in Q2. Topics of discussion were projects, cost recovery, and 2023 budget plans.	Accomplished
Administration	Include Union staff in DEI, Bias, and new Kantola training by Q2.	Union staff were included in DEI, Bias, and Kantola training by Q2.	Accomplished
Administration	Transition ten out of eleven program units seasonal employees to electronic timekeeping through Time Track by end of Q4.	Eleven program units seasonal employees were transitioned to electronic timekeeping through Time Track (110% of goal).	Accomplished
Administration	Provide 500 customers with a link to a customer service satisfaction survey, with a completion rate of 10% (50), by end of Q4.	Link to survey was created and shared with four customers. Walk-in customer volume has declined due to COVID and improvement to the online registration option.	Not Met

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Administration	Convert revenue data entry into New World from manual entry to an electronic process, by directly importing the program and rental revenue from RecTrac into New World by end of Q4.	Preparations in RecTrac were completed for new process, and completion of this goal is anticipated in 2023.	Not Met
Community Relations	Add biannual Google checks on Parks locations, facilities to update facility hours and locations by Q4.	Google checks on Parks locations were conducted biannually.	Accomplished
Community Relations	Analyze print, social media standards, and internal communications for inclusion, equity, and diversity by Q4.	Parks will continue to analyze communication based on best practices that are shared via in-person workshops, webinars, and research materials, to ensure they are inclusive, equitable, and readable by diverse audiences.	Accomplished
Community Relations	Attend RecTrac Training 3.1 to learn the use of reporting, data collection, and marketing tools by Q4.	Two staff members attended RecTrac Training 3.1, with another scheduled to attend in 2023.	Accomplished
Community Relations	Capture legal signatures for proper documentation through Adobe Sign by Q4.	Adobe Sign is available through Adobe Acrobat Pro DC, and e-signatures are collected through its e-sign platform.	Accomplished
Community Relations	Create audio recordings of interpretive displays, signage, and brochures available to be read aloud, and transcripts so text can be translated into other languages by Q4.	Audio recording has been created for one new interpretive sign at Rose Hill Cemetery. Additional interpretive signs are in progress at two more locations.	Accomplished
Community Relations	Promote volunteer opportunities that support the Parks and Recreation Department's efforts to enhance local biodiversity by Q3.	Volunteer opportunities that support biodiversity efforts were promoted by Q3, including partnerships with MC-IRIS and the Bloomington Volunteer Network.	Accomplished
Community Relations	Reduce the number of printed pages in the seasonal program guide by Q2.	The May-August 2022 Program Guide was a 10% reduction in the number of printed pages from the January-April 2022 Program Guide (40 pages to 36 pages).	Accomplished

Community Relations	Use minimum of 30% post-consumer recycled content for printed materials, where applicable by Q1.	By the end of Q1, 80% of print marketing materials utilized paper stock that contained at least 30% post-consumer recycled content. Supply chain issues have resulted in lack of choices for stock that contains post-consumer waste.	Substantially Accomplished

Goal Progress?		Goal Count
Accomplished		36
Substantially Accomplished		16
Not Met		19
Not Me due to COVID		1
Total Goals		72

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Program/Activity	Goal	Update	Status
Planning Services Division	Give a report on at least 25 of the evaluation metrics (outcomes or indicators) as detailed in the 2018 Comprehensive Plan.	The evaluation process has begun, but the report has not been completed or presented.	Not Met
Planning Services Division	Facilitate 4 community-based discussions on the APA's Housing Policy Guide on Inventory and Conditions, Affordability, Housing Location, and Housing Needs for All by Q4 which may be used towards an in-depth local housing study.	Progress on this goal is on hold due to staffing levels.	Not Met
Planning Services Division	Conduct a high-level self-evaluation of the APA's Planning For Equity Policy Guide and identify areas of improvement by Q3 for the three categories: Equity in All Policies, Cross-Cutting Equity Issues, and Equity in All Policies in Practice.	A review was completed, potential areas for improvement were identified, and future policies and goals will be drafted using the evaluation.	Accomplished
Planning Services Division	Collect feedback from residents and boards and commissions on the evaluation of the APA Planning For Equity Policy Guide by Q4.	Progress on this goal is on hold due to staffing levels.	Not Met
Planning Services Division	Post information about traffic counts and annual crash data on BClear by Q2 for the prior year's data.	Traffic count data and crash data for 2020 and 2021 were posted on BClear in Q3.	Substantially Accomplished
Planning Services Division	Launch a social media and public information campaign to draw attention to bicycle facilities throughout the community; the campaign aims to educate, increase use, and promote bicycling through at least 50 posts by end of Q4.	15 social media posts were made about bicycle facilities (30% of goal).	Not Met
Planning Services Division	Lead public engagement for the design of 2 sections of Neighborhood Greenways as identified in the Transportation Plan (climate-friendly ways to reduce GHG and improve public health by encouraging bicycling and walking).	Public engagement for the design of W. Allen Street and Hawthorne/Weatherstone was completed in Q4.	Accomplished

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Planning Services Division	Update the 2018 Comprehensive Plan and Transportation Plan to reflect any areas to be annexed into the City.	This activity is inactive due to the pending litigation over annexation.	Not Met
Development Services Division and Permits	Attain over a 95% annual completion rate for building permit reviews on UDO compliance within 10 business days of receipt of a complete application.	576 permits were submitted in 2022, with the annual completion rate estimated at 85% (89% of goal).	Substantially Accomplished
Development Services Division and Permits	Generate annual development activity map by December 31, 2022 to illustrate spatial distribution of development petition activity by type.	Monthly development activity maps have been generated through December 2022. An annual map will be completed in Q1 2023.	Substantially Accomplished
Development Services Division and Permits	Create and post monthly interactive petition maps for the Plan Commission, Board of Zoning Appeals, and Hearing Officer websites.	Interactive petition map links were posted to all Plan Commission, Board of Zoning Appeals, and Hearing Officer meeting announcements and packets.	Accomplished
Development Services Division and Permits	Investigate 95% of uReports received by Development Services within 5 business days of receipt.	A total of 249 uReports have been assigned to the Department, with an estimated 85% investigated within 5 business days (89% of goal).	Substantially Accomplished
Development Services Division and Permits	Annually resolve at least 85% of uReports assigned to Development Services by Q4.	100% of uReport cases in calendar year 2022 were resolved by Q4 .	Accomplished
Development Services Division and Permits	Increase commissioner knowledge through training with at least 2 members of the Plan Commission and/or Board of Zoning Appeals (BZA) attending training in 2022.	No members of the Plan Commission or Board of Zoning Appeals (BZA) attended any training opportunities.	Not Met
Unified Development Ordinance (UDO) Implementation	Identify locations and draft zoning map recommendations for any areas annexed into the city by Q4.	This goal is inactive due to the pending litigation over annexation.	Not Met
Unified Development Ordinance (UDO) Implementation	Create a quick reference handout with at least 3 design templates for Accessory Dwelling Units (ADUs) by Q4.	A quick reference website with at least 9 Accessory Dwelling Units is under contract for design. Designs will be completed and posted by February 2023.	Substantially Accomplished

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Unified Development Ordinance (UDO) Implementation	Prepare 2 6-month reports on accessory dwelling unit (ADU) and duplex development, general trends and outcomes of permits and UDO planning approval applications to the Administration, Plan Commission, Council and the public.	Staff presented a report in Q1 on ADUs, duplex development, and general trends, with no duplexes to report in Q1. A second 6-month report was presented in Q4 with one approved duplex and 30 ADUs.	Accomplished
Unified Development Ordinance (UDO) Implementation	Annually report the total number of new residential units approved in 2021 with the goal of 15% of the total being workforce and/or affordable housing units in Q1.	A total of 1885 units were approved in Q1 2021, 15% of which are workforce/affordable housing (287 units). The report was completed and posted on the City of Bloomington's Affordable Housing website in Q1 2022.	Accomplished
Metropolitan Planning Organization (MPO)	Complete 100% of all required annual federal reporting requirements for Metropolitan Planning Organizations by end of Q2 (end of the MPO fiscal year) in order to maintain good standing to sustain funding streams that support planning and capital improvement projects.	All required annual reporting requirements were accomplished by Q2.	Accomplished
Metropolitan Planning Organization (MPO)	Conduct 4 Quarterly Project Tracking meetings for all jurisdictional multimodal federal aid projects to ensure projects are delivered on time and within funding agreements in Q1, Q2, Q3, and Q4.	Metropolitan Planning Organization (MPO) staff conducted tracking meetings in Q1, Q2, Q3, and Q4. All projects are currently in good standing.	Accomplished
Metropolitan Planning Organization (MPO)	Leverage 100% of available federal and state funding used to support regional transportation projects as required by the Transportation Improvement Program by end of Q2.	By the end of Q2, all local transportation projects leveraged 100% of the available federal and state funding.	Accomplished
Metropolitan Planning Organization (MPO)	Publish an Annual Crash Report by end of Q4 to track fatalities and other serious traffic-related crashes.	The crash data has been analyzed, but the Annual Crash Report has not been completed.	Not Met
Metropolitan Planning Organization (MPO)	Evaluate and report on the annual fiscal year accomplishments with the goals of MTP for consistency in Q3.	Metropolitan Planning Organization (MPO) staff submitted the annual report in Q3.	Accomplished

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Technical Training and Accountability (Geographic Information System, Community Development, Financial Management, and Inspection Services)	Log a minimum of 16 hours of technical training for at least 8 P&T staff to improve staff proficiencies on the use of new community development, financial management, and/or GIS Arc Pro software.	Eight staff have been through approximately 24 hours of testing and training on the new EnerGov or community development software (150% of goal).	Accomplished
Technical Training and Accountability (Geographic Information System, Community Development, Financial Management, and Inspection Services)	Create a 3-dimensional GIS model or "digital twin" concept of a 3-5 square block area of Bloomington as a demonstration of redevelopment for a public engagement tool by end of Q4.	Progress on this goal is on hold due to staffing levels.	Not Met
Technical Training and Accountability (Geographic Information System, Community Development, Financial Management, and Inspection Services)	Implement and launch community development software by end of Q1 to transform and modernize the range of internal user and external customer service needs for permits, inspections, and development review processes.	The community development software launched in September, and the public site launched in October.	Substantially Accomplished
Technical Training and Accountability (Geographic Information System, Community Development, Financial Management, and Inspection Services)	Hold a minimum of 2 training sessions for members of the public on the community development software by end of Q2.	The launch of the community development software was delayed and is currently used mostly internally, with limited public access. As a result, training has been postponed, but online resources are available on the Civic Access site.	Not Met
Community Engagement/Boards and Commissions	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, and MPO Policy, Technical and Citizen Advisory Committees at least 3 days prior to the respective meetings.	Planning and Transportation prepared and posted 108 packets with appropriate materials for these Boards and Commissions, all at least 3 days prior to the respective meetings (216% of goal).	Accomplished
Community Engagement/Boards and Commissions	Prepare a Department annual report on board/commission, division, and other milestones of the department to be delivered by Q2.	Delayed due to staff vacancies.	Not Met

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Community Engagement/Boards and Commissions	Conduct an annual survey of Board and Commision members for feedback on the professional conduct of P&T staff, preparedness of meetings and information, staff recommendations, and orientation and training for Board and Commission members by Q4.	Staff completed an annual survey by Q4 of the 10 boards and commissions which Planning & Transportation provides support for.	Accomplished

Goal Progress?		Goal Count
Accomplished		13
Substantially Accomplished		6
Not Met		11
Not Met due to COVID		0
Total Goals		30

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Program/Activity	Goal	Update	Status
Increasing the Community's Sense of Safety	Reduce Part 1 crimes including burglaries, robberies and thefts by 3% in 2022 compared to 2021 levels by using enhanced technology and data-driven strategies to modify patrol patterns to address problems as they arise.	Part 1 crime rose by 5.8% in 2022.	Not Met
Increasing the Community's Sense of Safety	Reduce the number of gun crimes committed through evidence-based, data-driven proactive patrol and investigative strategies.	Gun related crimes rose 9.5% in 2022	Not Met
Increasing the Community's Sense of Safety	Increase outreach between BPD and neighborhood/citizen groups in 2022 by 10% over 2021 levels.	Outreach between BPD and neighborhood/citizen groups increased by 20% (200% of goal).	Accomplished
Increasing the Community's Sense of Safety	Broaden efforts to hire and train a diverse workforce with the ultimate goal of being reflective of the minority population of our community.	BPD broadened efforts to recruit a diverse set of officers, including committing to the "30 x 30 initiative," specifically focusing on recruitment and advancement of women officers, attending job fairs, and intentional outreach.	Accomplished
Increasing the Community's Sense of Safety	Hire 4 additional Community Service Specialists to assist in responding to quality of life issues.	Four additional Community Service Specialists were hired in 2022, but due to resignations there were two vacancies at the end of the year.	Substantially Accomplished
Accreditation	Complete the annual CALEA-required Department report, including statistical analysis of previous years, by May 31 to guide agency growth and training.	The CALEA review was completed and all 54 standards were met; the Department received accreditation renewal..	Accomplished
Accreditation	Conduct an independent CALEA assessor review of approximately 54 standards in 2022 (a percentage of the standards are done each year) to assure continuing compliance.	The CALEA review was completed and all standards were met; the Department received accreditation renewal.	Accomplished

Data Analysis to Set Goals for Crime Reduction	Review monthly crime data, including location and frequency of calls for service, information taken from community meetings, and focused crime analysis data, to shape new, fluid, and responsive patrol strategies.	Data is constantly collected and analyzed. There is a bi-weekly meeting to disburse data and implement strategies to address any emerging issues or problems.	Accomplished
Data Analysis to Set Goals for Crime Reduction	Maintain the 16 data sets provided to the Police Data Initiative quarterly, and research additional data sets to be made available for the purposes of transparency.	All 16 data sets were correlated and published quarterly.	Accomplished
Data Analysis to Set Goals for Crime Reduction	Provide a yearly Public Safety Report featuring successes of the past year and plans for the new year in February.	The State of Public Safety conference and briefing was completed in February.	Accomplished
Central Emergency Dispatch	Continue to answer all 9-1-1 calls in less than 5 seconds (the national standard is 20 seconds).	All 911 calls were answered in 5 seconds or less.	Accomplished
Central Emergency Dispatch	Complete the implementation of recommendations which were garnered from an outside review of dispatch operations but delayed due to COVID.	All of the recommendations were implemented.	Accomplished
Records Division	Continue to comply with all 54 federally-mandated NIBRS reporting standards as set out by state and federal governments.	BPD continues to remain in compliance with all NIBRS standards.	Accomplished
Records Division	Ensure that accurate and timely data is entered in a uniform and consistent manner so as to provide accurate and true information to officers completing investigations, the criminal justice system, and to the public as a whole.	Data is entered in a uniform and consistent manner, and data entry has a 0% error rate.	Accomplished
Administration, Financial, and Maintenance	Continue to refine proactive patrol strategies and improve other job functions using data produced by the Records Management System (Spillman).	BPD constantly refines patrol strategies using data from the Records Management System and many other sources.	Accomplished

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Administration, Financial, and Maintenance	Hire and train a new Support Services Director. A first for the agency, the Support Services Director will be responsible for the supervision of most of the non-sworn staff and will provide for a continuity of operations across the diverse spectrum of our daily operations.	The new Director of Civilian Operations was hired and trained. (Title was changed from Support Services Director.)	Accomplished
Administration, Financial, and Maintenance	Refine and comply with the equipment replacement schedule by the end of Q4 for the purchase of capital expenditures in order to mitigate long-term costs which includes yearly replacement cycle of products and equipment such as portable radios, body armor, and similar equipment according to the approved replacement schedule.	All purchases have been made, though supply chain issues have delayed delivery of some equipment. Sufficient secondary equipment remains in supply to bridge this gap in delivery.	Accomplished

Goal Progress?		Goal Count
Accomplished		14
Substantially Accomplished		1
Not Met		2
Not Met due to COVID		0
Total Goals		17

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Program/Activity	Goal	Update	Status
Administration	Complete Round 3 of the Sidewalk Repair Assistance Program for qualifying income-based home owners by the end of Q3.	Contractor was selected, but only 105 feet of sidewalks were replaced (11% of goal) due to supply chain issues and price increases.	Not Met due to COVID
Administration	Submit completed application with the American Public Works Association's Agency Accreditation Program by the end of Q4.	The contract application for the American Public Works Association's Accreditation Program is scheduled to go before the Board of Public Works in Q1 2023.	Not Met
Administration	Implement the citywide (LED) conversion project to replace approximately 50 street lights by the end of Q4.	50 street lights were converted to energy efficient LED lights (100% of goal).	Accomplished
Administration	Complete installation of 20 new (LED) lighting fixtures, poles and an electrical system around the Showers Governmental Complex by Q4.	39 new LED lighting fixtures (195% of goal), poles and an electrical system were installed at the Showers Governmental Complex.	Accomplished
Board of Public Works	Collect annual year-end Board of Public Works statistics by the end of Q4 and report on the B-Clear data portal by the end of Q1 2023.	2022 Board of Public Works statistics were collected, and the report was uploaded to the B-Clear data portal at the beginning of Q1 2023.	Accomplished
Infrastructure Asset Management	Implement a Geographic Information System (GIS) mapping capacity to the current asset management software system by the end of Q2.	Staff installed and integrated the GIS mapping system to the asset management software. There are several remaining mapping integration tasks that staff are currently working with the contractor to finalize.	Not Met
Infrastructure Asset Management	Complete all staff and personnel training on the new Geographic Information System (GIS) mapping capability by the end of Q4.	The Board of Public Works approved funds for training at the last meeting of 2022. Geographic Information System (GIS) training for both administrative and front-end users is scheduled to take place in 2023.	Not Met

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Constituent Services	A minimum of 4 staff members will attend 1 national or stateregional training conference and the national Lucity asset management software conference.	Four staff members attended a national or state/regional conference, and 1 staff member attended the Lucity conference virtually.	Accomplished
Constituent Services	Collect annual summary of uReport cases and provide a report to the Board of Public Works by the end of Q1 2023.	Annual summary of uReport cases was collected and will be presented to the Board of Public Works by the end of Q1 2023.	Accomplished

Goal Progress?		Goal Count
Accomplished		5
Substantially Accomplished		0
Not Met		3
Not Met due to COVID		1
Total Goals		9

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Program/Activity	Goal	Update	Status
Animal Shelter Operations	Increase the percentage of animals that move through foster homes to 37% in 2022.	28% of animals moved through foster homes in 2022 (75% of goal).	Substantially Accomplished
Animal Shelter Operations	Maintain the Live Release Rate (LRR) to at least 95% in 2022. The LRR is a formula that is calculated by dividing the number of animals that leave the shelter's care via adoption, return to owner, or transfer to a rescue grouporganization by total outcomes (including euthanasia).	The Live Release Rate (LRR) was 96% in 2022.	Accomplished
Volunteer Coordination	Return volunteer involvement to at least 10,280 hours in 2022.	Volunteer involvement in 2022 was 7,800 recorded hours (76% of goal).	Substantially Accomplished
Humane EducationPublic Relations	Implement post-adoption behavior classes with attendance of 75% of dogs involved in the Division's pre-adoption behavior programs, and 20% of all canine adoptions at the shelter.	Unusual increase in population of animals resulted in a delay of the implementation of classes. Therefore, staff are currently moving toward a more individual check-in program.	Not Met
Animal ControlField Operations	Close at least 78% of Animal Control calls within 24 hours in 2022.	73% of animal control calls were closed within 24 hours in 2022 (93% of goal).	Substantially Accomplished
Animal ControlField Operations	Animal Control Officers needing to obtain training and certification through the National Animal Control Association will complete it by the end of 2022.	All 3 Animal Control Officers were certified through the National Animal Control Association.	Accomplished

Goal Progress?		Goal Count
Accomplished		2
Substantially Accomplished		3
Not Met		1
Not Met due to COVID		0
Total Goals		6

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Program/Activity	Goal	Update	Status
Facilities Maintenance Operations	Connect all City Hall HVAC components to the digital control system by the end of Q4 to allow for remote monitoring and operation.	All City Hall HVAC components were connected to the digital control system in May.	Accomplished
Facilities Maintenance Operations	Improve work order and asset management skills by sending 1 staff member to attend the 2022 national Lucity conference.	Staff was unable to attend because of travel restrictions relating to COVID.	Not Met due to COVID
Facilities Maintenance Operations	Improve safety and regulatory compliance by sending 2 staff members to attend Occupational Safety and Health Administration training courses.	1 facilities staff member attended 10 hours of in-house OSHA training through risk management.	Substantially Accomplished
Downtown Cleanup	Resolve all graffiti uReports on City properties within 3 business days.	14 graffiti uReports were received, 13 of which were resolved within 3 business days (93% of the goal).	Substantially Accomplished
Downtown Cleanup	Respond to safety hazards on sidewalks within the same day.	19 uReports were received, 13 of which were resolved within the same day (68% of the goal).	Substantially Accomplished

Goal Progress?		Goal Count	
Accomplished		1	
Substantially Accomplished		3	
Not Met		0	
Not Met Due to COVID		1	
Total Goals		5	

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Program/Activity	Goal	Update	Status
Preventative Maintenance	Complete 45 preventative maintenance services per month to meet manufacturer's recommendations (6 months or 7,500 miles for vehicles/500 hours for off-road equipment, whatever comes first).	35-40 preventative maintenance services were completed per month (78-89% of goal).	Substantially Accomplished
Preventative Maintenance	Complete 5 oil changes per day on site through the use of a new mobile preventative maintenance service van.	Average of 5 on-site oil changes were completed per day, utilizing the new service van.	Accomplished
Routine Maintenance	Fleet Technicians will utilize Lucity asset management system for all preventative maintenance scheduling tasks, tracking work orders and parts, and summarizing total labor hours spent in 2022.	Lucity asset management system is utilized for all preventative maintenance scheduling tasks, tracking work orders and parts, and summarizing total labor hours spent in 2022.	Accomplished
Routine Maintenance	Prioritize emergency vehicles for service and begin tracking turn-around time to end users in the asset management software by the end of Q1.	By end of Q1, Lucity assest management was implemented to prioritize individual emergency vehicles by notifying vehicle users 30 days in advance of the upcoming scheduled service, allowing vehicles to be returned within 24 hours.	Accomplished
Emergency Maintenance	Reduce annual emergency call-outs by 20% through annual capital vehicle purchases.	Annual call-outs were reduced by 38% (190% of goal).	Accomplished
Fuel Service	Track Diesel Exhaust Fuel (DEF) usage, per City department, in 2022 and provide report by the end of Q4.	Project quote detailing all of the associated costs was delayed until the end of 2022. The Diesel Exhaust Fuel tank is scheduled to be installed at the Henderson Street fuel site by the end of Q3 2023. Usage will be tracked and reports generated through existing FuelMaster software.	Not Met
Fuel Service	Install air pumps and vacuums at both fueling stations by the end of Q3.	Staffing issues caused delay of this project. Vacuum parts have been received and contract process has started. Fueling stations should be equipped by end of Q2 2023.	Not Met due to COVID

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Fuel Service	Maintain 2022 fuel tank compliance records for Environmental Protection Agency (EPA) testing and inspections.	Fuel tank compliance records for the Environmental Protection Agency (EPA) were maintained for 2022.	Accomplished
Parts Inventory	Acquire an automated parts and component dispenser located onsite (i.e. parts vending machines in the shop) to track 10% inventory monthly and 100% yearly.	Manufacturer of dispenser refused purchase of machine without also using their parts/supplies, therefore acquisition is not being pursued at this time.	Not Met
Shop Inventory	Construct an outside parts storage barn on site by the end of Q4.	The construction of the storage barn is currently inactive due to budgetary constraints.	Not Met
Shop Inventory	Resurface both the garage bay aprons and parking lot at the Fleet garage by the end of Q4.	Both garage bay aprons were resurfaced, and the parking lot is scheduled for resurfacing by the end of Q4 2023.	Substantially Accomplished
Shop Inventory	Install a card reader in the truck wash bay to track department usage and vehicle wash frequency by the end of Q4.	Installation logistics delayed due to staffing levels in ITS, with whom coordination is necessary.	Not Met
Shop Inventory	Identify via Lucity report the 20 most underutilized vehicles in 2022 and re-assign them to other departments to maximize usage.	Report was completed and reviewed, and six of the twenty underutilized vehicles were reassigned (30% of the goal).	Not Met

Goal Progress?		Goal Count
Accomplished		5
Substantially Accomplished		2
Not Met		5
Not Met due to COVID		1
Total Goals		13

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Program/Activity	Goal	Update	Status
Parking Facilities (Revenues)	Operate garages at least at 85% occupancy during peak business hours (generally between 10:00 a.m. and 2:00 p.m. on weekdays).	Garage occupancy percentages are down, largely due to commuters still working remotely due to COVID-19. Occupancy percentages during peak hours were: Walnut Street Garage - 91% (107% of goal), Morton Street Garage - 73% (86% of goal), 4th Street Garage - 59% (69% of goal), Trades District Garage - 34% (40% of goal).	Not Met due to COVID
Parking Facilities (Revenues)	Collect annual data in Q4 and provide the Parking Commission with a report by the end of Q1 2023.	The Parking Services Director provides a staff report on customer feedback during each virtual meeting and will provide an annual report in Q1 2023	Accomplished
Parking Facilities (ExpensesSupplies/Purchase of Equipment)	Install wayfinding signage in the Walnut Street garage by Q3.	Signage purchase placed on hold due to the reduction of budget for 2022. If expenses remain below budget for the remaining of the year, staff will install during Q4.	Not Met
Parking Facilities (ExpensesSupplies/Purchase of Equipment)	Complete cab upgrades to the interior of the Walnut Street garage elevators by Q3.	Due to significant garage revenue reductions, the Walnut St. Garage Cab Upgrade Project was pushed to the 2023 budget cycle.	Not Met due to COVID
Parking Facilities (ExpensesSupplies/Purchase of Equipment)	Continue repairs of the Walnut Street garage structure by Q3.	Completed repairs to the Walnut Street Garage structure during Q3.	Accomplished
Parking Facilities (ExpensesSupplies/Purchase of Equipment)	Keep all garage structures and equipment open and operating appropriately at least 97% of the scheduled time.	All garages' structures and equipment were open and operating 92% of scheduled time (95% of the goal).	Substantially Accomplished
Parking Facilities (ExpensesSupplies/Purchase of Equipment)	Present the Parking Commission with an operational efficiency report by Q1 2023.	The Parking Services Director provides a staff report update on the overall operational efficiency during each meeting.	Accomplished

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Parking Enforcement	Monitor meter failure rate to be less than 5% monthly.	The annual meter failure rate ranged from 0.5-1.3% monthly, with an average of 1.0%.	Accomplished
Parking Enforcement	Monitor safety measures, signage and provide defensive driving training to all parking enforcement officers, crossing guards and supervisors.	Director of Parking Services monitored safety measures, signage, and a defensive driving training course designed for all parking enforcement officers, crossing guards, and supervisors in order to mitigate accidents involving city vehicles, staff, and the public.	Accomplished
Parking Enforcement	All parking enforcement and management staff are required to annually attend three customer service skills training sessions.	All parking enforcement and management staff attended three customer service skills training sessions.	Accomplished
Parking Facilities	Begin weekly social media postings via Facebook in 2022.	Weekly or frequent regular social media postings began in June.	Accomplished

Goal Progress?		Goal Count	
Accomplished		7	
Substantially Accomplished		1	
Not Met		1	
Not Met due to COVID		2	
Total Goals		11	

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Program/Activity	Goal	Update	Status
Solid Waste Collection	Utilize on-board vehicle camera functionality to document all resident solid waste compliance issues by the end of Q1.	On-board vehicle camera functionality was fully utilized by the end of Q2.	Substantially Accomplished
Solid Waste Collection	Improve the customer service experience by increasing online large item and solid waste extra pickup requests by 25%.	Online large item and extra pickup requests increase 30% (120% of goal).	Accomplished
Solid Waste Collection	Participate in at least 2 neighborhood large item and excess trash clean-up events sponsored by the Housing and Neighborhood Development Department by the end of Q3.	Division participated in two neighborhood clean-up events: Eastern Heights on May 14th and McDoel Gardens on June 4th.	Accomplished
Solid Waste Collection	Research best practices for municipal waste collection initiatives by attending at least 1 professional development conference in 2022.	1 staff member went to a professional symposium regarding recycling reduction waste	Accomplished
Recycling Collection	Continue to strive towards achieving a minimum of a 40% recycling diversion rate by the end of Q4 to exceed the Environmental Protection Agency's recorded national diversion rate (currently set at 35%).	Recycling diversion rate for 2022 was 30%, (75% of goal). The current Environmental Protection Agency's national diversion rate is 32%.	Substantially Accomplished
Recycling Collection	Partner with at least one Indiana University class to research and promote clean recycling practices to college students by the end of Q4.	Partnered with an Indiana University class to promote the importance of clean recycling practices at a Housing and Neighborhood Development Department neighborhood project.	Accomplished
Recycling Collection	Improve outreach and feedback by attending a minimum of 3 local homeowner andor neighborhood association meetings by the end of Q4.	Staff attended three homeowner and/or neighborhood association meetings: the tenant resource fair hosted through Housing and Neighborhood Development Department, a recycling presentation at University Elementary, and a recycling presentation at Hoosier Hills Vocational School.	Accomplished

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Yard Waste Collection	Complete yard waste service between April-December, with an estimated 500 tons or more of collected materials by the end of Q4.	600 tons of yard waste was collected by Q4 (120% of the goal).	Accomplished
Yard Waste Collection	Sell 100 additional yard waste carts to residents by the end of Q4.	109 additional yard waste carts were sold to residents by the end of Q4 (109% of the goal).	Accomplished
Municipal Collection	Annually clean 25% of the containers located downtown and at municipal facilities (225 total containers).	56% of the containers located downtown and the municipal facilities were cleaned (224% of goal).	Accomplished

Goal Progress?		Goal Count
Accomplished		8
Substantially Accomplished		2
Not Met		0
Not Met due to COVID		0
Total Goals		10

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Program/Activity	Goal	Update	Status
PavingPatching	Create a work order and repair potholes within 2 business days (weather permitting) of being reported.	Of the 421 potholes reported, 314 had a work order created and were repaired within two business days (75% of goal).	Substantially Accomplished
PavingPatching	Complete proactive crack sealing efforts with 10-15 lane-miles by Q3.	18 lane miles of proactive crack sealing were completed by Q3 (120-180% of goal).	Accomplished
PavingPatching	Mill and prep for repave at least 10 street lane-miles by Q3.	Mill and prep for repaving 12 street lane miles was completed by Q3 (120% of goal).	Accomplished
PavingPatching	Resurface a minimum of 12 street lane-miles by Q3.	13 street lane miles were resurfaced by Q3 (108% of goal).	Accomplished
PavingPatching	Apply for INDOT Community Crossing Match Grant funds for additional infrastructure improvements by the end of Q3.	INDOT Community Crossing Matching Grant funds were applied for and received for 2022-1 and 2022-2 by end of Q3.	Accomplished
Snow Removal	Plow crews remain on duty to clear roads and paths with deicer salt until each winter storm event ends.	Plow crews remained on duty until winter storm events ended.	Accomplished
Snow Removal	Utilize new salt brine pretreatment on major roads to increase safety and prevent freezing.	New salt brine pretreatment was utilized on major roads to increase safety and prevent freezing.	Accomplished
Leaf Removal	Complete the curbside leafing service by Q4.	Curbside leafing service will be completed in January 2023 due to snow events in December 2022.	Substantially Accomplished
Leaf Removal	Expand 2020 Pilot Strategy to 1,000 homeowners with City Innovation Team's recommendations by the end of Q4.	The 2020 pilot program was expanded to 13,000+ households in Bloomington with the City Innovation Team's recommendations.	Accomplished
Sidewalk Maintenance	Install new or upgraded 100 ADA-accessible sidewalk ramps associated with the annual street paving list by Q4.	98 new or upgraded ADA accessible sidewalk ramps associated with the annual paving list were installed (98% of goal).	Substantially Accomplished
Sidewalk Maintenance	Repair at least 6,000 linear feet of residential sidewalks that are rated as being in poor condition, utilizing both in-house repairs and contracting services.	5,603 linear feet of residential sidewalks that were rated in poor condition were repaired (93% of goal).	Substantially Accomplished

Sidewalk Maintenance	Continue participation in the Sidewalk Repair Assistance Program for qualifying income-based homeowners by replacing 1,000 linear feet of sidewalks rated in poor condition.	Contractor was selected, but only 105 feet of sidewalks were replaced (11% of goal) due to supply chain issues and price increases.	Not Met due to COVID
Sidewalk Maintenance	Continue to remove 1,000 trip hazards on sidewalks in various locations by a saw cutting-grinding solution.	2,836 trip hazards on sidewalks were removed by a saw cutting-grinding solution (284% of goal).	Accomplished
Traffic Signals	Complete overhead cabinet inspection of all traffic signals (84 total) by December Q4.	Completed overhead cabinet inspections of all 84 traffic signals by Q4.	Accomplished
Traffic Signals	Upgrade 9 traffic signal intersections (6 on S. Walnut St. and 3 on College Mall Rd.) to new cellular connectivity by the end of Q4.	Upgrades were made to 9 traffic signal intersections to the new cellular connectivity.	Accomplished
Traffic Signals	Respond to on-demand standard line locates within 2 business days and respond to emergency line locates within 2 hours in 2022, as required by Indiana utility regulations.	All 9,418 standard line locates were responded to within 2 business days, and all 25 emergency line locates were responded to within 2 hours.	Accomplished
Manage Urban Forest	Respond to all reported hazardous tree and limb debris in the street or alley within 1 hour of notification.	All 70 reports of hazardous tree and limb debris in the street or alley were responded to within 1 hour of notification.	Accomplished
Manage Urban Forest	Improve tree safety and reduce storm damage risks by removing 500 trees and deadwood that are identified as hazards by the City's Urban Forester by end of Q4.	149 of the trees and deadwood which had been identified as hazards by the City's Urban Forester were removed (30% of goal).	Not Met
Traffic Signs	Replace the 418 lowest-rated traffic signs (Fair condition) by the end of Q4.	All 418 lowest-rated traffic signs were replaced or repaired (232 were replaced and 186 were repaired).	Accomplished
Traffic Signs	Replace 202 traffic signs reported as being unreadable due to graffiti damage by the end of Q4.	All 202 traffic signs reported as being unreadable due to graffiti were replaced or repaired (52 were replaced and 150 were repaired).	Accomplished
Pavement Markings	Reapply 100% of the long line pavement markings by the end of Q3.	100% of the long line pavement markings, 663,193 lineal feet, were reapplied by Q3.	Accomplished

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Street Sweeping	Sweep the City's 237 maintained lane miles a minimum 2 times a year, and downtown 6 times a year.	The 237 maintained lanes mile were swept 1 time (50% of goal), and the downtown area was swept 10 times (167% of goal).	Substantially Accomplished
Street Sweeping	Implement an online interactive street sweeping map by Q2.	An online interactive street sweeping map was developed, and implementation is expected in Q1 2023.	Not Met
Alley Repairs	Repair reported alley issues (non-hazardous tree related) by the end of Q3.	51 reported alley issues were responded to and repaired by end of Q3.	Accomplished
Street Lights & Equipment	Reduce equipment (including material and labor installation) costs by 25% over the expected service life of new LED resident-requested street lights in 2022.	Equipment costs have been reduced by 37% over the expected service life of new LED resident-requested street lights.	Accomplished
Street Lights & Equipment	Annually replace the end-of-life existing high-pressure sodium vapor lighting systems (approximately 40 have been identified by Duke Energy for 2022) with new energy-efficient LED lighting systems.	42 lighting systems were replaced with new energy-efficient LED lighting systems (105% of goal).	Accomplished
Street Lights & Equipment	Dedicate 5% of the overall LRS budget allocation to purchase unanticipated replacement lighting and signal equipment inventory stock by the end of Q4.	10% of the overall Local Roads and Streets budget was expensed for lighting and signal equipment (200% of goal).	Accomplished

Goal Progress?		Goal Count
Accomplished		19
Substantially Accomplished		5
Not Met		2
Not Met due to COVID		1
Total Goals		27

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Program/Activity	Goal	Update	Status
Product Quality	Water Works: Operate the Monroe Water Treatment Plant and all of the distribution system 24 hours per day, 365 days per year, with no violations of our operating permits.	The Plant and all distribution systems operated 24/7 with no violations of any operating permits.	Accomplished
Product Quality	Water Works: Achieve annual average levels in treated water of 50ppb or less for Total Trihalomethanes (TTHM) and 40ppb or less for Total Haloacetic Acids (HAA5). These values are about ⅔ of the EPA limits of 80ppb for TTHM and 60ppb for HAA5.	The annual average level of TTHM was 46.5 ppb and of HAA5 was 34.8 ppb.	Accomplished
Product Quality	Water Works: Install at least 5 auto-flush hydrants at a cost of approximately $50,000. These new model hydrants offer the ability to discharge directly into storm drains; older models are less costly, but simply discharge to a swale or ditch, which can lead to disruptions.	Nine auto-flush hydrants were installed at a cost of $47,200.	Accomplished
Product Quality	Sewer Works: Operate both wastewater treatment plants 24 hours per day, 365 days per year, with no violations of the discharge limits described in our National Pollutant Discharge Elimination System (NPDES) Permits (even as major capital improvements are in progress at the Dillman Road Waste Water Treatment Plant).	The Dillman Road and Blucher Poole Wastewater Treatment Plants operated 24/7. There were a total of four exceedences of the discharge limits at Blucher Poole and none at Dillman Road.	Substantially Accomplished
Product Quality	Sewer Works: Subject to EPA approval, bring Sewer Use Ordinance (SUO) amendments to implement the Blucher Poole Industrial pretreatment program to Council.	Discussions revealed that the same Sewer Use Ordinance (SUO) could be used with the strictest limits from the Local Limits studies. Minor edits to the SUO were completed, and the amendments do not need to go to Council.	Accomplished

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Product Quality	Stormwater Utility: Begin implementing the Stormwater Master Plan, requesting Ordinance changes that marry the municipal separate storm sewer system program with the Unified Development Ordinance (UDO), and publish a Stormwater Quality Manual.	The Stormwater Quality Manual was completed and sent to the Indiana Department of Environmental Management (IDEM) in Q4, with anticipated implementation in 2023.	Substantially Accomplished
Operational Optimization (OO)	Deploy at least 3 new analytical tools and/or computer dashboard applications to enable better, faster, data-driven decisions supporting CBU operations.	Four new analytical tools and/or computer dashboard applications were deployed (133% of goal).	Accomplished
Operational Optimization (OO)	Execute asset management for our 3 treatment plants by the end of 2022, allowing plants to manage maintenance schedules, drive replacement schedules, and track inventory. (Goal delayed by COVID-19 pandemic.)	Asset management was fully executed at one plant and is underway at the other two plants, with anticipated completion by Q2 2023.	Not Met
Operational Optimization (OO)	Complete deployment and implementation of the cloud/mobile tracking software for sewage waste haulers, as part of Preferred Pumper Program.	Cloud/mobile tracking software was implemented, with 100% of haulers participating in the Preferred Pumper Program.	Accomplished
Operational Optimization (OO)	Implement supervisory control and data acquisition (SCADA) monitoring of pumps, flow rates, disinfectant levels, and other parameters in at least one tank and booster station (a first step toward system-wide greatly improved monitoring and controlling of our distribution system).	Contractor selection is in process for installation of monitoring equipment in the Southeast Booster Station, but it has not been implemented yet.	Not Met
Employee and Leadership Development (ED)	Invest at least 1.5% of CBU personnel budget in each Division for professional training and development, including operator training so new employees can earn State licenses within 1 year of hire.	1.5% of the personnel budget in each division was invested in professional training and development.	Accomplished
Employee and Leadership Development (ED)	Assure that every work site has at least 1 team member who is CPR-certified.	Two of four work sites have CPR-certified team members (50% of goal), and the other two work sites still need at least one staff member to complete CPR training.	Substantially Accomplished

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Employee and Leadership Development (ED)	Senior CBU leadership will engage in training for Value-Stream Mapping (or other Lean/Six Sigma methodology), and will complete mapping efforts for 4 of our operational processes (value-stream mapping is a method used to reduce "waste" in processes to increase productivity).	Due to several vacant senior leadership positions during the year, progress was not made on this goal.	Not Met
Financial Viability (FV)	Implement CityWorks-driven centralized work order and inventory systems at the 3 plants, to streamline work order processing, reduce inventory, and maintain better records for work order details (jobsite hours, project expenses).	CityWorks-driven systems have been fully executed at one plant and are underway at the other two plants, with anticipated completion by Q2 2023.	Not Met
Financial Viability (FV)	Water Works: Implement the approved new Water Works rates within 60 days of final approval. Final IURC approval of the 2021 Water Works rate case is anticipated in Q1.	Final IURC approval was received in January; implementation of the new Water Works rates started February 1.	Accomplished
Infrastructure Strategy and Performance (IS)	Water Works: Replace at least 2 miles of water mains at a cost of no more than $2,000,000. (This goal assumes timely IURC approval and implementation of the 2021 rate case.)	2.1 miles of water main were replaced at a cost of $1,834,500 (105% of goal).	Accomplished
Infrastructure Strategy and Performance (IS)	Water Works: Identify all of the lead service lines in our system and develop a replacement plan by the end of Q3.	115 of the 150 (76%) of the inquired-about lead services lines were identified by Q3. Completion of identification will allow for a replacement plan by the end of 2023.	Substantially Accomplished
Infrastructure Strategy and Performance (IS)	Water Works: At least 3 capital-funded water projects at a cost of up to $4,400,000 will be completed. The project list includes (1) East Tank coating and mixing system, (2) Monroe WTP belt filter press, and (3) Monroe WTP filter media replacement. We will determine the overall scope based on actual Water Works revenues.	Project 2 and 3 are in progress, and Project 1 is anticipated to go out to bid in Q1 2023.	Not Met

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Infrastructure Strategy and Performance (IS)	Sewer Works: Complete the Modernization and Capacity Improvement Project at the Dillman Road Waste Water Treatment Plant.	The Modernization and Capacity Improvement Project is substantially complete.	Substantially Accomplished
Infrastructure Strategy and Performance (IS)	Sewer Works: Complete sewer lining projects, lining at least 6 miles of sewer pipe and other improvements to manholes and other infrastructure, at a total cost of no more than $800,000.	Sewer lining projects on three miles of sewer are underway, with anticipated completion in 2023, at a total cost of under $800,000.	Not Met
Infrastructure Strategy and Performance (IS)	Stormwater Utility: Deploy up to $100,000 through the Residential Stormwater Grants program, to complete projects at 15-20 households. This includes up to $30,000 for a contractor who will improve outreach efforts in underserved neighborhoods and assist all applicants in the scoping and project-design phases, to help "level the playing field" for all applicants.	$66,900 total in stormwater grants were deployed to 10 households (67% of goal), and an additional $30,000 in funding was used to enhance the projects by involving a local engineering company.	Substantially Accomplished
Infrastructure Strategy and Performance (IS)	Stormwater Utility: Complete the $13,200,000 Hidden River Pathway project.	The Hidden River Pathway project was substantially completed in Q4 2022 and will reach final completion in Q1 2023 at a total cost of $13,200,000.	Accomplished
Enterprise Resiliency (ER)	Complete a long-term water supply resiliency plan by Q2 and begin efforts to secure funding for its implementation.	The plan was completed in Q2, but inquiries into possible funding options have not yet yielded any viable options.	Substantially Accomplished
Enterprise Resiliency (ER)	CBU will complete a rate review for the Sewer Works, including expanded capital spending to complete the Dillman capacity expansion projects. Once complete, CBU will work with Indiana Department of Environmental Management (IDEM) to officially re-rate Dillman to 20 million gallon per day (mgd) capacity.	A rate review for Sewer Works was completed and the rate increase passed City Council in Q4. The Capacity Study with Indiana Department of Environment Management (IDEM) is in progress.	Accomplished

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Enterprise Resiliency (ER)	CBU will complete a rate review for the Stormwater Utility, including capital resources for replacing the upstream inlet structure at 6th and Indiana. This will complete the capacity expansion that was begun with the Hidden River Pathway project, reducing the likelihood of flooding in the vicinity.	The rate review was completed by CBU, and the rate increase was approved by the City Council in Q4.	Accomplished
Enterprise Resiliency (ER)	CBU will continue its work with ITS to fully implement and improve the cybersecurity plan for CBU's plants and other facilities.	A cybersecurity plan is in place, and improvements are constantly being explored.	Accomplished
Customer Satisfaction (CS)	Operate a Customer Service Department with a staff of 6 Customer Service Representatives, a Customer Service Manager, and Billing and Collections Manager with standard business operations hours (Monday-Friday, 8:00 AM-5:00 PM).	The Customer Service Department operates with a staff of five Customer Service Representatives, a Customer Service Manager, an Accounts Receivables Manager, and a Collections Manager. One Customer Service Representative position is open and will be filled in 2023. Standard business operations hours are Monday - Friday, 8 am-5 pm, excluding holidays.	Accomplished
Customer Satisfaction (CS)	Keep the CBU website up-to-date with information about major undertakings and electronic versions of all customer forms, as well as electronic versions of the annual consumer confidence/water quality report and the annual benchmarking survey, updated at least once per week.	The CBU website is kept up-to-date. Most customer forms have electronic versions, and an electronic version of the annual water quality report is available on the website.	Substantially Accomplished
Customer Satisfaction (CS)	Complete an annual Customer Satisfaction Survey by Q3 and incorporate findings from the survey in public information and other customer service activities. We will enhance our outreach with a goal of 10% participation from our 27,000 customers.	A Customer Satisfaction Survey was not distributed in 2022.	Not Met
Stakeholder Understanding and Support (SS)	Each quarter, a staff member or group will participate in at least one neighborhood/ homeowner's association meeting, a public event, or meeting of a community/professional organization.	CBU staff participated in at least one public event per quarter, for a total of 30 events.	Accomplished

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Stakeholder Understanding and Support (SS)	Provide updates about projects at least once per week using press releases, signage, social media, email, and CBU website to help the public understand our stakeholders on projects and priorities of the utility.	CBU released 62 press releases and 140 social media posts in 2022, for an average of 4 per week.	Accomplished
Water Resource Sustainability (WR)	The City of Bloomington is a stakeholder for the Lake Monroe Water Fund project, and CBU will provide technical assistance as needed by the Water Fund's Steering Committee. In Q1 2022, CBU will donate $35,000 to the Water Fund.	CBU donated $35,000 to the Water Fund in March and hired a consulting firm to complete a water resiliency study. CBU will continue to provide technical assistance as needed.	Accomplished
Water Resource Sustainability (WR)	CBU will continue to offer in-kind support for the water-quality study that Friends of Lake Monroe (FLM) is leading under a Section 319 grant.	CBU continued to offer in-kind support for the Friends of Lake Monroe water-quality study.	Accomplished
Community Sustainability (SU)	To meet the needs of disadvantaged households, CBU will dedicate $50,000 to its Customer Assistance Program, enough to support up to 215+ households.	CBU provided $29,948 in funding (60% of goal) to 159 households (74% of goal).	Substantially Accomplished
Community Sustainability (SU)	Sewer Works: CBU will complete the aeration modernization at the Dillman Waste Water Treatment Plant, as part of the $23 million modernization and capacity improvement project.	Aeration modernization at Dillman Waste Water Treatment Plant is complete.	Accomplished
Community Sustainability (SU)	Sewer Works: Working together with the Economic and Sustainable Development Department, CBU will complete its review of options for a waste-to-energy facility at the Blucher Poole plant in Q1. If the project is viable, we will proceed with engineering and explore financing options and issue an implementation plan by the end of Q4.	In cooperation with the Monroe County Solid Waste Management District (MCSWMD), CBU entered into a contract with Energy Power Partners to conduct a detailed study of the costs and benefits of a waste-to-energy project. A final report is expected in Q1 2023.	Substantially Accomplished
Community Sustainability (SU)	Stormwater Utility: CBU will dedicate $100,000 to its Residential Stormwater Grant Program in 2022, with grant awards in early Q3.	CBU dedicated $100,000 to the Residential Stormwater Grant Program, with $30,000 of the funds used to enhance the selected projects by involving a local engineering company. Ten households were awarded a total of $66,856 in Q3.	Accomplished
Goal Progress?		Goal Count	

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Utilities

Accomplished		20
Substantially Accomplished		10
Not Met		7
Not Met due to COVID		0
Total Goals		37

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2022 Year-End City Goals