

**Questions regarding the Mayor's Office**  
**Intro Presentation 8/26/24**  
**Deputy Mayor Gretchen Knapp**

OOTM = Office of the Mayor

**Council Member Isak Asare's Questions:**

1. How do the values listed on the first page relate specifically to the budget, and how will we measure success in achieving these values? How will the administration ensure accountability in achieving the goals outlined in this budget, particularly in terms of leadership responsiveness and problem resolution? What specific metrics or mechanisms will be used to track and report on the progress of these initiatives

Value statements are guidelines that suggest how we approach our work, and they're best shown by living them. The KPIs for our work will vary by project, and we'll set and monitor those one by one. As we examine our performance on each goal, values guide us to ask not just if we met the goal, but how we met it: Did we invite others who can help co-create the solution? Did we demonstrate accountable service leadership to the residents of Bloomington? In our public engagement, did we make the process accessible and easy to understand and participate in? What is the qualitative impact of executing on this goal on our community: did we strengthen bonds and connections, or did we weaken them?

2. Order of Priorities: Does the order of lists mean something? If so, please explain why HR overhaul is the number one priority. Can you clarify how these priorities were determined and their expected impact on the overall budget and city services? How are these community priorities reflected in the budget, and what specific outcomes are expected from these action plans?

They're all priorities, and HR overhaul does underlie our future success since it's people who will do all this work. I explained the goal-setting process we followed earlier this year in my presentation: identifying end-of-term/3-year goals for the City as a whole, then backing those into first-year steps toward that.

3. Within the list of projects you speak about "major projects"... Which projects are the major projects?

Hopewell, Trades District, Summit, fiber and data projects, arts incubator, new and renovated parks, Fire build outs, police headquarters plan and CBU rate case were specifically identified. This is not a comprehensive list of every project that is important or being pursued. These also focus on major projects that live outside our usual guiding docs such as the Transportation Plan.

4. What is the rationale for prioritizing staffing increases over other potential investments? The graph on page 10 shows a significant increase in personnel

expenditures since 2020, with an approximate rise of \$20 million. Can you provide a detailed explanation for this increase? How are these additional expenditures justified, and what specific outcomes are expected from this investment in staffing?

I hope I answered most of this in opening remarks, but the short version is that our salaries and our entire compensation policy (or lack of it) makes it difficult to hire, retain, and motivate the talent we need. We spend more on overtime and consultants to compensate, and we spend considerable time and money training staff on the UDO, HUD, policing/fire/dispatch, and so on, only to lose those staff to other jurisdictions. Another outcome of low wages is that it weakens management. When supervisors are terrified that staff will quit and be irreplaceable, setting high expectations and boundaries becomes difficult. Finally, there is an ethical component to this work. We talk about the wage problems in our community; we can't contribute to them. Taking on a civic job should not be a privilege of those whose households can afford a pay cut.

5. You mention declining funds and the need to be creative to fund things like streets and roads. What creative answers are being considered for infrastructure funding given the expiration of ARPA funding? What alternative sources are being explored? Do I understand correctly that the administration plans to pursue Capital Improvement Bonds?

Yes! The County issues GO bonds for capital improvements annually, and we should, too. Recurring revenue should be spent on recurring expenses. We need not just an annual budget but a long-term financial plan that helps us understand how we will finance our grand visions as well as our core services.

6. What are the suggestions for addressing equity and climate action in the absence of new Cabinet-level positions?

These require different approaches in that climate action already has dedicated staff and dollars, as well as action plans, whereas equity does not (there is a draft racial impact study, but it's limited in scope). So, we need to develop a shared understanding of what equity is, the various areas of impact we want to make, what will success look like? We can make progress in 2025 with a Cabinet team. Director Pechac feels strongly that DEIB must be led by the OOTM, and we agree. CFRD are leaders in this area and have practices that other departments can learn from and emulate; but their work is in the community, and we do not want to also task them with internal work that requires top-level support to be successful.

7. Can you provide specific, measurable outcomes for each of the strategic goals mentioned in the budget? How will these outcomes be tracked and reported?

These will be unique to each project. Some exist already, some need to be defined (or defining them is the goal itself). The OOTM and Cabinet have commitments to monitor goals quarterly, and we'll create a dashboard in the coming months to help with that.

8. How will the priorities outlined in this budget directly impact community services and quality of life in Bloomington? Can you provide examples of expected improvements especially of the massive expected increase in budget allocation to personnel?

This is a big question that we've attempted to answer throughout. Investments in police personnel to get fully staffed will impact the ability not just to respond to calls, but to do proactive community policing to build trust and deter crime through visible presence; investments in Planning & Engineering staff allow us to attract and retain staff long enough to develop expertise to reduce outside consultants and ensure that feedback to those with building plans and those being inspected is quick and accurate the first time; investments in HAND to retain staff and build HUD expertise ensure that we don't find ourselves with 12 audits, including of CDBG, and being in the position now where projects are aggregated due to our audit standing (which makes our grant process slower, developing affordable housing slower and more expensive, and puts us at risk of losing funding).

9. How will the effectiveness of community engagement efforts be measured, and what specific outcomes are expected from these initiatives?

There are community engagement initiatives in nearly every department, for purposes such as to gather input on potential infrastructure, parks, & art projects, to participate in cultural events, and more. These each have their own expected outcomes and measurements.

10. How has public feedback been integrated into the budget process, and what mechanisms are in place to ensure ongoing public involvement in budget decisions?

Many existing documents and plans that require extensive public engagement feed into budget goals, and the Mayor has been engaged in town halls with residents over the past year. Focuses on housing, homelessness, public safety, and infrastructure are supported by planning tools and community surveys. Other goals are internal to the City or operational. We have yet to redesign the budget process and timeline to be participatory, but as has been discussed, we share that interest with Council. It's time consuming and hard to implement, so we may not get there right away.

11. How will the success of the HR strategy overhaul be evaluated? Are there specific metrics or benchmarks that will be used to assess its impact on city operations and employee satisfaction?

There are hard metrics such as turnover and time to hire. We also expect to repeat this year's dept'l town halls and feedback forms every year, so by early 2026 we should expect to see improved employee satisfaction reported there.

### **Council Member Isabel Piedmont-Smith's Questions**

- 1) As your budget proposes significant increases in the funding for BPD, Dispatch and BFD, I think we are overdue as a community to discuss how we define public safety and what our plan is for achieving it. What are your plans, if any, to do so?

We don't have a timeline or process outlined for that discussion yet—we plan to hire Public Engagement in fall, now that we have other OOTM positions filled, and that would be a good time to think about a process. I also think it would be valuable for CMs to do a ride along with Stride's mobile unit. Understanding the current roles that various alternative providers already play, how they perceive their capacity and the needs as front line experts, and how they interact with traditional public safety is important local context to inform any discussion of public safety as a whole.

- 2) We had spoken over the summer about following through on the City Council memo outlining our budget priorities for 2025, and I recall you saying something along the lines of "if we can't fund it, we'll let you know why." Could you please provide responses to our memo on the items that are not reflected in your budget proposal?

Yes! I emailed you a list yesterday, please do let me know if anything is not clear or needs more detail.

#### **Council Member Hopi Stosberg's Question:**

- 1) How are we planning to move forward with the public safety bonds and West Showers? The public safety bond projected balance after completing all the fire projects was in the packet—we'll have about \$2.7M, though there are likely to be some change orders once construction begins on the Logistics and Training building. We don't yet have a plan for West Showers and will discuss any future plan with Council.

#### **Council Member Matt Flaherty's Questions:**

- 1) It's unclear to me how many "Action Plans on Community Priorities" the administration is planning to develop. Can you share:
  - o A complete list of these plans
    - The post-its that led to this goal named the need for new plans to address these areas: 1) street homelessness, 2) housing, 3) public safety, 4) economic development, and 5) infrastructure.
    - 1) The new Heading Home plan for street homeless, released right before the budget, does contain community-wide needs/actions that would be performed by a collaboration of partners, and we expect to come back to Council with requests related to that plan. We also need a Business and Neighborhood Safety & Vitality Plan to address the impacts of street homelessness on our community, and that work will be completed in 2024.
    - 2) HAND is working on the Consolidated Plan required by HUD, which will address many pieces of a broader Housing Plan that incorporates the work already done through many housing studies. This is described in HAND's budget memo and the planning sessions are ongoing and public.
    - 3) A plan for public safety will need to include many community partners and funding sources to address concerns such as mental health and addiction. We will also need to come up with a plan for where to house BPD and how to pay for

it, as the public safety bond will be largely used up. A study by an organization such as LEAP (after RFP) has been added to the plan.

4) ESD is working on a strategic plan to guide their work this year.

5) Infrastructure includes roads and sidewalks that need long-term funding mechanisms, and City infrastructure such as Public Works facilities. DPW was told in 2017 that a plan for facilities would be developed; it's now 7 years later and there is still no plan, no needs assessment, no cost estimates, nothing to move forward.

Outside of these named plans, we know that there are other plans, such as Parks 5-Year Master Plan, that are driven by external processes, and existing plans, such as the Transportation Plan or Climate Action Plan, that provide guidelines—but without a financial plan, are very difficult to make progress on. So, “Ensure Execution on Action Plans” means more than “create a plan.” It also means “Make sure we know what is needed to execute existing plans.”

- The approximate timeframe (dates) expected for development of each plan  
These are 1-year goals, so any new plans are to be developed in that short term.
- The timescale for each plan (e.g., a 5-year plan)  
The timelines would be included in the plans themselves.
- Interaction with other city plans or goals (e.g., Housing Action Plan falling under the Comprehensive Plan)  
HAND notes in their budget memo many of the sources that would inform the housing plan. For others, part of the planning process is, of course, identifying existing documents, studies, organizations, ordinances that should be resources. For new plans such as ESD's strategic plan, this will be the first such plan and will likely need refinement. These may not all be massive, comprehensive plans—some will be short-term plans to make incremental progress and learn from what works. The point is to move from only studying to taking actions. Having simply said that we know we must create a plan does not mean we know everything involved yet.
- Whether the city council is formally involved (or if you plan for it to be) in developing each plan (e.g., the way the SS4A Action Plan utilizes a committee structure with CM membership on the committee)  
It would be helpful to distinguish between strategic long-term planning documents that set policy, and action “plans” that describe programs to achieve specific goals. Taking it by each area that was specifically called out in the Cabinet's retreat:
  - 1) street homelessness: here we defer to the strategic, regional plan developed by service providers who perform all of the work with those in crisis. Our goal is to support the work of the coalition, not to create a new plan that we impose on the experts. The Business and Neighborhood Safety & Vitality Plan is more akin

to outlining a program to address some narrow concerns, which would not typically go through Council.

2) housing: The Consolidated Plan that HAND is making goes to HUD for approval; Council is welcome to attend the public sessions for that. The Housing Plan will collect those strategies and others recommended in housing studies that have already had significant public input and analysis; any element of that requiring Council approval would go to Council.

3) public safety: we expect Council would have a formal role and representation in teams working on these issues.

4) economic development: This first strategic plan is just that—a first. The idea is to understand the City's role relative to the other economic development agencies in town, the needs, and the capacity of staff, and to use that to inform how ESD focuses their daily work. This first plan is not likely to be something we want to set in stone, but rather something to learn from and to use as a starting point for understanding what a more robust long-term plan would include. If a CM has an interest in participating, that would be welcome.

5) infrastructure: In the case of roads and sidewalks, Council has a role in the Transportation Plan, SS4A, and sidewalks already. For facility needs such as DPW, the plan requires consultants and professional expertise on building needs assessments for Fleet, Sanitation, etc. That design outline is not likely to be created by a committee without expertise in those areas—but certainly nothing from the plan could be executed without Council engagement formally on how we will pay for all of our infrastructure needs and which to prioritize.

- Whether you plan to bring the plan to city council for formal approval; and if not, why not

We don't know the answers to this for each and every plan. For infrastructure plans for DPW, the purpose of the plan is to understand the options and potential costs—none of which could be pursued without Council approval. The Housing Plan will likely lay out a host of strategies and tactics, some of which will require Council approval (such as UDO changes, for example). The City runs countless programs across all departments, and programs, per se, do not go to Council for approval outside of funding processes.

- 2) Regarding identifying shortcomings with regard to how our government advances equity in its work, the budget memo notes “we want to clearly identify core areas for improvement and set expectations for outcomes.” Who is heading this assessment and on what time scale will it occur? Will you share your conclusions with the city council (ideally by a specific date)?

All of this work is described as a goal because it is in the earliest stages of simply identifying the need. Creating the team, timeline, and so on, is yet to be done. That's all part of the work that has to be done. These questions on accountability are completely appropriate and should be answerable as we actually dig into the work.

- 3) Copied from Controller Questions: The 2022 Public Safety bonds were highlighted in the budget book. One of the purchases from these bonds was the Showers West building. Is the building currently being used (or is there a real plan to use it) in a way that is consistent with the bond ordinance?

Controller: The building has tenants. Income is \$33,500 per month. OOTM: Fire Administration is moving in in October 2024 as planned per the bond. No other use has been planned.

**Questions regarding the Controller's  
Intro Presentation 8/26/24  
Controller Jessica McClellan**

Council Member Isak Asare's questions

1. Just a clarifying question: there is no salary ordinance reflected in the budget, but you expect this amount to be around \$6 million dollars, is that correct? Do you intend to fund this with deficit spending? Will this come to us as a separate salary ordinance?

All salaries are reflected in the personnel lines of the budget. We expect the raises due to the salary study to be about \$6 M. The 2025 salary ordinance document will be presented at the public hearing on Sept 25. After the salary ordinance and budget is approved, the Controller & HR will come back to council to ask you to approve an amended 2025 salary ordinance. The amended salary ordinance will have all the new grades and salaries of the budgeted positions. The \$6 M will be allotted to all the salaries that get raises. \$6 M will be a lump sum in the budget when you approve the budget on Oct 9 (assuming that date does not change.) But it will not be a lump sum after you approve the amended salary ordinance. It will be in the individual salary lines for personnel.

I know this seems confusing. I can try to explain a different way, and I don't mind follow up questions. A timeline is coming. Seeing it as a timeline should help too.

2. The graph on page 10 shows a significant increase in personnel expenditures since 2020, with an approximate rise of \$20 million. Can you provide a detailed explanation for this increase? How are these additional expenditures justified, and what specific outcomes are expected from this investment in staffing?

Yes that is correct. Slide 5 from Monday Night 1 Intros shows the personnel increases from 2021 to 2025. I am sending you a spreadsheet. It is 2021-2025 Personnel Expenses summarized by department. Personnel increases are a combination of salary increases, additional positions, health insurance cost increases (which the city pays a large majority of) and other benefits costs that the city covers.

3. On page 9, the table showing budgeted revenues and expenditures indicates that our expenses exceed our revenue. Could you explain why this is the case? Additionally, what strategies does the budget plan include to address this issue and ensure long-term financial sustainability for the city?

The options to not dip into reserves are: Increase charges for services; issue debt; and cut expenditures. The city has increased charges for some services (sanitation; parking study could raise parking), cut some expenditures, and is requesting issuance of debt. The city is also dipping into reserves by \$10 M, which would bring our cash reserves to 40% of annual expenditures by the end of 2025. If our cash reserves are 40% of annual expenditures, we would not be able to use \$10 M of reserves to fund the 2026 budget. Issuance of debt would decrease the amount of reserves that we use to fund the budget.



4. What are the current strategies for managing city debt, and what steps could be taken to improve our credit rating? How does this impact our long-term financial health? What contingencies are in place for managing debt during economic downturns or other financial crises? How does the budget plan for these scenarios?

The city manages debt by staying below the constitutional debt limit. Cash balances and strong projected revenues from pledged debt repayment sources (such as property tax, TIF and General Revenues) allow the city to have strong bond sales. Credit ratings are mainly affected by the economic health of Bloomington Metro Area, cash balances of the entity issuing debt, and the revenue sources that are pledged to cover the debt (are they guaranteed to be collected such as property tax or LIT?). The city has healthy cash balances and a growing metro area economy, so our credit rating is good.. Reliable revenue sources allow the City to fund ongoing expenses with annual revenues and shift one time and capital expenses to a financing plan. The financing plan is debt.

5. We mention some more planned debt issuances for the remainder of 2024, but what about 2025? What are the planned debt issuances for 2025, and how will these be managed to ensure they align with the city's financial goals and obligations?

Our planned debt issuances are currently - 2024 Refunding of the 2015 TIF Bonds, 2024 or 2025 Convention Center Bond, and potentially 2024 GO Bond (this is what is being proposed w/ the budget. This is what must be advertised with the budget in order to even be able to consider.)

The city has ample bonding capacity in the City, RDC and Parks limits. There is a potential for bonding on Hopewell, Summit District, a police building (since the current bond is nearly gone), aging Parks facilities, street infrastructure, and homelessness solutions, and those bonds will go through the Parks Board, RDC, City or a combination depending on the project.

6. For public benefit Can you provide a more detailed explanation of why the 2025 numbers are still estimates? How does this uncertainty affect the budget planning process?

Is this in reference to the fund cash balances? 2024 fund cash balances are the amount of cash we would have at the end of 2024 if we receive all revenue and spend all appropriations (and encumbrances) by the end of the year. This is our lowest possible cash balance. Same for 2025. If we receive all our revenue and spend all our appropriates and encumbrances, our cash balance will be the amount listed.

7. How is the Controller's office planning to transition the city's budgeting process to an outcome-based approach? What steps are being taken to align financial planning with measurable outcomes?

We oversee all the revenue and expenditures, but we are not the project managers. We are working with the project managers to come up with city-wide coding for all revenue and expenditures that are linked city-wide to cross-departmental and cross-year projects, goals, outputs and outcomes. Since so many departments touch many

parts of different outcomes, it is a many layered process with a lot of grouping, and coding. Currently all projects are coded so that multi-year, multi-department projects are able to be grouped. But projects have more than one outcome and multiple goals as well. That has to be layered in. Every single expense that we create has multiple outcomes attached to it, even if it is not attached to a specific project. And our expenses are mainly salaries, so we have to consider having every employee track everything they work on like a for-profit, billable-hours industry. If we could allocate salaries to outcomes, our impact would truly be apparent.

8. How does improved cash flow management, as outlined in the budget, directly contribute to better city services or community outcomes? Can you provide specific examples?

Money is wasted by not having a long term plan that assigns cash flow to needs. The most expensive example is in building and fleet needs. More money is spent repairing aging equipment and buildings than if a new piece of equipment was purchased or a building need addressed. Large equipment could have been replaced several times for the amount of money we spend fixing it. Parks facilities are also a good example of fixes that add up over time and don't address the need to replace. Needs come up sporadically, so you end up paying more to get something done quickly instead of planning for it, like a bond, and paying a low interest rate over time. An indirect cost to not having cash flow management is operational. The city does not have a cash flow management plan, so it is difficult to make spending decisions, such as if we spend on this need (say a pole barn to house street equipment) what need are we pushing to a future year (say family bathrooms in city hall?)

### Council Member Isabel Piedmont-Smith's questions

- 1) Regarding the pie chart on pg. 13 of the budget book pdf, what is the category "Miscellaneous" revenues?
  - a) Bank interest ~\$5M
- 2) Regarding the outstanding \$27.3M bond for public safety capital projects that was approved by the Council in Dec. 2022:
  - a) What income is the City currently getting from leases on Showers West office space? \$33,500 per month. Receipted into the RDC department, not the bond proceeds. Bond proceeds must be kept separate. Lease revenue is not a part of the bond ordinance.
  - b) What are the Administration's plans for the Showers West space? That is a question for the mayor. The administration's plans for the Public Safety bond are those items listed in the chart in the budget book.
  - c) How is the City going to get returns on our investment in Showers West? Mayor Question
- 3) In the Cash Balances table on page 23 of the budget book pdf, please explain what figures are used to calculate "Operating Balance as % of Budget." For the General Fund, for example, the figure is 61%. I assume this is a different metric than the approx. 30% reserves the Hamilton Administration aimed to maintain and the approx. 17% the GFOA recommends? Please explain.

This is the same metric that the Hamilton Administration is referring to. I also referred to it in my opening statement. Saying “the city has traditionally aimed for 30% reserves in the general fund.”

Reserves = Operating Balance as a % of budget. It is calculated thusly:

Operating Balance divided by the budget. □

The 2025 cash balance of the general fund is \$41.7M. The 2025 budget is \$68.4M. The % tells us a lot of things. Mainly about risk. How nimble can the city be in responding to a catastrophic emergency? How should potential bond holders view the city (cash-strapped or cash-flush. Cash-flush cities are better investments.) This is called creditworthiness. Cash balance also affects our borrowing costs, such as our interest rate and our bond insurance costs. Cash balance also gives the city flexibility to respond to unforeseen expenditures or to allocate to new priorities without making immediate cuts in other areas. Cash flow patterns and financial projections also use the cash balance. We want the budget to be as accurate as possible. Cash balance reviews help us highlight unspent budget.

- 4) In regard to your plan for GO Bonds: Do you intend to remove capital expenditures in this budget proposal and move them to GO bond proposals, or do you intend the GO bonds to fund capital expenditures that are NOT in the current budget proposal? Or some combination of both? How will you involve Council while developing your GO bond proposal? A combination of both. Will keep council informed in a manner approved by council. Timeline is: Advertise a bond fund appropriation in the Form 3 by Sept 13.

### **Council Member Hopi Stosberg’s Questions**

- 1) What is the balance of the Housing Development Fund  
\$2,596,022
- 2) I still want to understand how the dramatic increase in salaries are going to be maintained in future years. Through budget week I heard of other programs that were doing without (ex. Engineering) in part due to the salary increases. What is preventing ongoing cuts to other programs in the future based on salary costs?  
Most salaries are in the general fund. Cash on hand is funding salary increases, not 2025 revenue. We do not have the revenue to fund large salary increases. Salary increases from ensuing years will be funded by revenue. Increases will be a smaller than the \$6M one time expense. Salaries will need to be moved to PS LIT, ED LIT and other eligible funds to cover salaries in the future. Capital expenses will need to be moved to other funding sources in the future, such as TIF, PS LIT, ED LIT and bonds.

### **Council Member Matt Flaherty’s Questions**

- The 2022 Public Safety bonds were highlighted in the budget book. One of the purchases from these bonds was the Showers West building. Is the building currently being used (or is there a real plan to use it) in a way that is consistent with the bond ordinance?

The building has tenants. \$33,500 per month in total income. I will copy this question to the mayor's questions for future use updates.

- The budget book mentions a Government Finance Officers Association recommendation of 2 months of cash balance on hand. Does the Indiana SBOA (or other relevant state-specific entity) have recommendations as well (and what are they)?

Question posed to SBOA. Waiting for response.

- Some funds continue to have major surpluses of cash on hand relative to the guidance from the GFOA (e.g., Parking Meter Fund). Why is that? Is there a general reason, or rationale specific to each fund for which this is true?

From what I have been told, prior rationale was cash on hand for repairs and/or bonding. Parking Meter Fund allowable expenses are in Ord 13-13.

- Is the Cash Balances - DLGF Form 4B (on pdf pg. 23 of the budget book) fully inclusive of all funds?

No. It does not include funds that are not budgeted by the city council, such as TIF, Parks Non-reverting, and grants. It does not include Fire and Police pension funds, which are budgeted by city council, but all expenses are reimbursed by the state. These are included in the Controller budget. It does not include property tax funded debt service funds, which have expenses and revenues dictated by the amortization schedule. These funds are included in the Controller's budget. It does not include funds that have no revenue, but could be budgeted by city council. Last year's LOIT fund is an example. There is no revenue in this fund, but the cash balance was included in the 2024 budget.

- Is it possible to share a table (or similar) that connects revenues to funds, as well as allowable uses? E.g., this could include:

- Full name of the fund (not just acronyms)
- Fund revenue source(s)—i.e., how the fund is populated—including any inter-fund transfers or other mechanisms
- Origin of the fund (e.g., state requirement to receive a particular revenue source; city creation of designated fund; etc.)
- Any federal, state, or local limitations on uses of the fund (or revenue source)

The Controller's office has a physical fund book. The information on this list is included for every fund. I agree that a table should be created with this information. That is something that we can work on. It will not be ready by 9/4/2024.

- The council has previously asked for separate tracking of former CRED funds (which were moved to the General Fund) to ensure oversight and accountability in their appropriation given their originally intended purpose. Is this tracking still being done and can you share details? Are any of those former CRED funds proposed in this year's budget? If so, what are the proposed projects or expenditures?

CRED funds are being tracked within the general fund. As required by Indiana state statute, each CRED terminated 15 years after the allocation of its first incremental amount. Following this, Resolution 23-01 declared the district's dissolution, and the remaining CRED funds were deposited into the City's general fund in line with Indiana

Code § 36-7-13-19. The General Fund cash balance includes the remaining CRED funds.

For the 2024 fiscal year, \$12,075,000 from these former CRED funds were appropriated. Departments with CRED tracking are ESD, Engineering, Planning, HAND, Street and Parking. Departments have until 12/31/2024 to spend all CRED funds or encumber funds with an executed contract for use in 2025. Departments have spent \$3,323,418 to date. No new CRED-specific projects are identified within the 2025 budget proposal because departments with CRED funds intend to spend all their funding in 2024.

Specific project information is at the department level. Copying this question to 6 departments with CRED funding.

Answers to Questions on Monday, 8/26/24  
 From Controller McClellan

CM	Question	Answer
Stosberg	expenses are consistently higher than revenues. How is this sustainable?	It is not sustainable long term. Expenses must be moved to funds that have increasing revenue and new funding sources must be identified. 2025 funds have a healthy cash balance - allowing one time deficit spending.
Stosberg	does the council have to approve debt that the city takes on through a bonding process?	Yes, the city council must approve all city debt, including Parks and RDC debt.
Stosberg	how are we planning to move forward with the public safety bonds and west showers?	Mayor question.
Stosberg	- What is CCD?	Cumulative Capital Development Fund. State fund. Revenue property tax and Wheel & Sur Tax (collected by BMV). Prop tax rate capped at .0477 by state. Expenses - Capital only. Currently used by Street, Engineering, Planning and Council (Sidewalk Committee). Revenue \$2.7 M
	CCI - CIG	Cumulative Capital Improvement Fund. State fund. Revenue Cigarette tax (General fund also receive some cig tax.) Same use as CCD. Capital Improvements.
Stosberg	- The operating balance for parks and rec looks notably low by the end of 2025. Combined with the \$1.5 million of expenses over revenues, that feels concerning . . .	The operating balance of Parks has always run close to \$0. We are trying to build the balance up a little bit. We have to split property tax between Parks and General Fund and it is never enough to fund both.
Stosberg	- Why did sanitation owe over &700,000 at the end of June?	Sanitation Fund collects fees for service and runs in the red all year. It is supported by the general fund with an interfund transfer at the end of the year. Sanitation raises rates annually to try to keep up with expenses.
Stosberg	- What is the Alt Trans (alternative transportation?) budget being spent on between July-December that is devastating that cash balance?	Yes. Alternative Transportation. \$250,448 Parking salaries and services, \$15,000 CFRD programming, \$78,500 Engineering capital, \$327,700 Council capital (Sidewalks)
Stosberg	- More generally, what "should" those different account balances be? Is there a best practice? They vary widely . . .	Best practice is 2 months of reserves if there are salaries in the lines per GFOA. City practice has been 30% if there are salaries in the lines. CCI CIG and MVH - R are spent on maintenance and capital so they can end very close to \$0. They sometimes zero out because street pledges the entire amount for a matching grant.

Stosberg	- Are the MVH Restricted and CCI CIG supposed to zero out or something? Why are those 2025 year ends so low?	Yes they should zero out because they are paving and capital only funds. MVH - R has some salary in it too though. The goal is to remove all salary from MVH-R.
Stosberg	- As of June 30 there is only ~\$30,000 left in the Jack Hopkins account and is not expected to fall much. Does this mean that most of the recipients have already submitted receipts and gotten reimbursed for 2024 awards?	Jack Hopkins' revenue is a transfer from general fund. The transfer has not been posted yet.
Zulich	Page 9 - 50% decrease in Highway and Streets	2024 includes CRED.
Zulich	Grants schedule - Decrease in Grants	2024 includes CRED.
Piedmont Smith	Revenue - Miscellaneous	Bank Interest ~\$5M
Piedmont Smith	Revenue - Other general revenue	Casino Riverboat Distributions - should be recategorized to other taxes by Controller.
Piedmont Smith	Rainy Day Fund	Balance: \$3,149,842. Transfer in 2021 from Rainy Day to General and MVH. \$1 million to each General and MVH. \$2M total. No transfers into Rainy Day fund in New World - 2009
Piedmont Smith	ED LIT Bond Projects	The projects are the chart listed in the budget memo, page 15 pdf page numbers, page 21 pdf document pages.
Stosberg	Send Controller remarks to Council.	
Flaherty	Tables & Charts in Controller memo. Will send ideas and/or requests.	
Rollo	Is a police supplemental pay possible? From police unused personnel lines?	Legally - pay must be in the salary ordinance. Assuming the personnel lines are going to end with a surplus, the salary ordinance can be amended by council to give police a supplemental pay, or to change their pay in any way the council desires.

**Questions regarding the Compensation  
Intro Presentation 8/26/24  
HR Director Sharr Pechac**

**Council Member Isak Asare's Questions**

1. Are we currently an employer of choice? If not, what is the gap between us and being an employer of choice? What does it mean to be an employer of choice? How does the budget specifically address the gap between our current status and the goal of becoming an employer of choice? What measurable outcomes are expected from this investment, and how will success be tracked? Can you break down the specific issues we are addressing by striving to become an employer of choice? How do these issues impact the city's operations, and what tangible goals does the budget set to resolve them?

- In general, an employer of choice is an organization that's attractive to job seekers and current employees because of its culture, work environment, benefits, and leadership strategies. In Indiana, the designation of Best Places to Work (BPTW) is determined based on several factors including workplace culture, job satisfaction, communication, management, leadership, training and professional development, diversity and inclusion, benefits, and work-life balance. HR considered data collected through the Mayor's town hall meetings, department head feedback, and employee interviews to prioritize factors that will better position the City as an employer of choice/BPTW. The 2025 HR strategy and budget proposal addresses those priorities.

Here are a few examples from the 2025 HR Budget Memo:

- Strategy
  - Coordinate a comprehensive onboarding program for 1st year
  - Launch a campaign to highlight the City's strengths and boost its reputation as an employer of choice.
  - Develop a clear communication strategy to improve transparency.
  - Conduct employee exit and stay interviews
  - Lead cross-departmental Employee Resource Groups (ERGs).
- Investments
  - Employer of choice/BPTW survey
  - Recruitment materials and fair registrations
  - Benefits materials (promote education, awareness and increase utilization).
  - Facilitated DEIB Training focused on recruitment and selection
  - Facilitated Supervisor Training
  - Triliant virtual training platform
  - Increase Employee Events (1 recognition, 2 appreciation, and 1 benefits fair)
  - Onboarding swag
  - Website makeover
  - Employment branding
- Metrics



- Employer of choice/BPTW survey results
  - Collect feedback and evaluate data to assess the effectiveness and equity of policies and procedures.
  - Evaluate the impact of training programs on employee success and supervisor skills, and adjust as necessary.
  - Track HR metrics (time-to-fill, turnover rates, onboarding satisfaction).
  - Analyze benefits utilization, identify gaps, and create strategies to boost employee engagement.
2. Are there any strategic plans to improve efficiency and improve staff satisfaction in regards to benefits? Or do we think we have the best deal possible? What steps are being taken to evaluate and enhance the efficiency of our benefits program? Are there specific metrics or benchmarks being used to assess staff satisfaction and the overall effectiveness of these benefits? Can you provide an overall figure of how much is being spent on employee benefits, both in total and on a per-employee basis? How does this compare to benchmarks or best practices in similar municipalities?
- Yes, we have created a timeline for 2025 that includes analyzing benefits utilization rates and identifying gaps in employee awareness and usage. We plan to gather and act on employee feedback to make informed improvements and reinforce the City's reputation as an employer of choice. We are confident that we currently offer highly desirable benefits at very competitive pricing. The City is a member of the AIM Medical Trust with 60+ other Indiana municipalities. Benchmarking data shows that the City is able to offer richer benefits at lower costs than both the Indiana and National averages. Based on current enrollment, the annualized cost of City-paid benefits is roughly \$11M. The per employee cost would be \$14,274.
3. The HR budget on page 20 outlines plans for a further classification and compensation study, as well as future studies for AFSCME employees. Have we budgeted for the potential salary and benefits increases that these studies are likely to recommend? If so, how are these potential costs accounted for in the current budget, and what contingencies are in place if these increases exceed initial projections?
- The 2025 budget does not allocate funds for potential salary and benefits increases for AFSCME employees. Historically, the City has not set aside money for a salary study and any resulting increases within the same year, as salary studies can take up to a year to complete and implement. However, the 2025 budget does include a 3.1% contractual increase for AFSCME employees.
4. Is there a plan to convert the gym in Showers West into a city employee gym? If so, how would this be funded, and what outcomes are expected in terms of employee health and wellness?
- The Fire Dept will have access to the gym once they move in, and others may request access as well. ITS is creating a process to give key card access to those who have signed waivers (per Legal; this will also allow us to track usage). There is no funding planned nor outcomes planned to monitor as the gym is not something

the City established with goals but simply inherited with the building and is taking advantage of until we know the long-term future of Showers West. The City already offers reimbursement for membership at other gyms and monitors that usage.

5. How will the HR strategy overhaul be measured in terms of outcomes? Are there specific metrics, such as employee retention rates, satisfaction scores, or time-to-fill positions, that will be tracked to assess the effectiveness of these initiatives?
  - The 2025 HR strategy will include identifying key performance metrics to track and monitor success. Fortunately, the NEOGOV recruitment system includes a feature that provides metrics such as time to fill, application demographics, and interview & selection outcomes. Other potential metrics related to recruitment include cost per hire. Through the New World financial and payroll system, HR can source data to evaluate turnover and retention rates. HR will also utilize surveys to evaluate the effectiveness of training, events, benefits, and other HR programs and services.
  
6. How are the proposed benefits enhancements expected to impact employee retention and recruitment? Are there specific targets or benchmarks for these outcomes, and how will progress be measured?
  - Preliminary research shows that the City is competitive in several key areas, including health and life insurance, health savings and spending accounts, employee mental health programs, and the Everside employee clinic. Additionally, City incentives are strong in promoting sustainability and healthier lifestyles, such as through Sustainable Commuter Benefits and the Tobacco Cessation Program. These benefits and incentives contribute to improved employee retention, increased productivity, and overall well-being. However, our research also suggests opportunities to enhance benefits related to time off, such as paid time off (PTO), elder care, and extended bereavement leave. To address these opportunities, we have developed a 2025 timeline to analyze benefits utilization rates and identify gaps in employee awareness and usage. HR will continue to monitor effectiveness and competitiveness of benefits and incentives. A key focus area will be applying generational research to determine what employees actually want and need. Our plan includes gathering and acting on employee feedback to make informed improvements and further strengthen the City's reputation as an employer of choice.

**Questions regarding the Fire Department  
Budget Presentation 8/26/24  
Fire Chief Roger Kerr**

**Council Member Isak Asare's Questions**

1. The budget on page 26 proposes the creation of a rescue company, with significant investment in new equipment and training. Can you provide data or examples of how often these specialized rescue skills have been needed in the past?

Example( bus on top of pedestrian that would have benefited from special equipment that the rescue company will carry, rescue was performed but at a higher risk to our personnel and trapped victim)IU and other local business depend on us to be able to do confined space rescues without the rescue company our capabilities are limited to having to call outside agencies.

What specific outcomes or improvements in public safety do you expect from this investment?

Better able to handle any 911 call involving entrapment or special rescue needs.

2. On page 25, there is a mention that the cost of the Training and Logistics Building will be higher, yet the estimated figures appear lower. Can you clarify this apparent discrepancy, and what is the final expected cost for this project?

The original expected amount was just a guess , we now have a very solid cost (approximately \$6,600,000) Weddle has estimated this project cost based on our final design.

How does this impact the budget and project timeline?

The money will be coming from the public safety bond so actually no impact to the 2025 budget. The timeline for completion is still by the end of 2025.

3. How do these budgeted initiatives, particularly the building projects and the creation of the rescue company, align with broader city goals beyond public safety?

Overall public safety and quality of work space for employer of choice.

How will these initiatives impact community engagement, environmental sustainability, or other city priorities?

Newer stations will have better access for the public to visit and interact with. New or remodeled buildings will be more energy efficient.

4. What specific, measurable outcomes are you targeting to improve recruitment and retention?

Goal would be to only lose firefighters to retirement, not other departments.

For example, are there specific goals for reducing turnover rates or increasing the percentage of experienced personnel retained?

Only retirements in 2025 (possibly 3) 0 personnel lost to other departments.

5. Given the shift toward increased density and form-based UDO models, does the fire department expect to need to invest in equipment or vehicles (for example) or other ways such as specialized high-density equipment, and advanced technology integration to maintain effective emergency response in these evolving urban

environments?

**NFPA recommends:**

- a. Single Family House Fire 15 FF's
- b. Commercial Fire 28 FF's
- c. Building 7+ Stories (Fire) 43+FF'
- d. Current minimum staffing is 27, as buildings continue to increase in height we will eventually need to add personnel to meet teh NFPA minumims.

And how can council and planning department reflect fire department needs in any potential comprehensive plan or UDO changes.

Access and radio communication needs in high rise buildings

**Council Member Hopi Stosberg's Questions**

- 1) From page 34 of the budget book (your general fund line item expenses):
  - what is account 51310 "Other Personal Services" used for that there was such a big jump (almost \$200,000) from 2023 to 2024? What is that used for that has zero increase this year? Was that 2024 money spent?  
This account is for rental assistance and hiring bonuses. The jump was from implementation of the programs and the consistency afterwards is based on maintaining the same incentives. Year to date, the fund has been 39% used. However, there has been an uptick in usage due to a large number of new hires jumping on board to take advantage of the incentives (more is being used per month now than at the beginning of the year)..
- 2) Account 52240, Fuel & Oil-this dropped substantially, well below even 2022 totals. Is this due to increased efficiency?  
This number is set by the Office of the Controller. Fire does not make budget requests as to the amount funded to this account. Our apparatus fuel up at the city sites through a system that tracks how much fuel is used by each apparatus, and the respective cost is withdrawn from our Fuel & Oil account.
- 3) Accounts 52420&52430 have both increased substantially. Can you tell me more about that? Is this related to rescue company creation?  
With regard to the general fund, a majority of the increase to 52420 is due to the intent to purchase vehicle stop light preemption devices and additional portable radios needed for our expanding divisions. As a clarification, the preemption devices are equipment that installs in the apparatus that allows stop lights to stop cross traffic before our unit enters the intersection. It can significantly cut down on risk and hazards that crews face during emergency response. The receivers have already been incorporated into the stop lights, we just need the transmitters installed in our vehicles. The increase in 52430 is due to the transition to a full quartermaster system. The largest burden of this transition has already been accommodated for when our department began supplying and maintaining turnout gear (protective equipment) years ago. The new addition includes

uniform items and allows for the ability to enforce a professional appearance without causing a financial hardship on an employee.

- 4) Account 53230, Travel, had substantial increase between 2023 and 2024 and continues to be higher in 2025. Is this travel for training? I thought that with our new training center we would not have to travel for trainings so much anymore (as it stated earlier in the document).

This travel is for training. A majority of the increases for the request in 2025 are due to significant expansion of our Mobile Integrated Healthcare (MIH) program. This is a relatively new addition to the fire department world and requires specialized training that has yet to be accommodated by the fire service, though we were able to host an outside instructor for just this type of training last month (and hope to see this available more commonly). In addition, the recent significant turnover that we've experienced has led to near non-stop recruit academies that have tied up the training division, causing the necessity to seek training elsewhere combined with a higher number of individuals that need it. We anticipate this will change for the better as we will see a significant increase towards competitive pay in 2025, though there will be a catch up period. Lastly, there are some constants that will need to be maintained yearly in the form of conferences and high level specialized training.

- 5) I don't think I got a full answer on whether there are certain salaries or programs that are paid for specifically by the ED LIT dollars, what those are, and how they are chosen to be funded by ED LIT?

ED LIT funds two Community EMTs (MIH) and one Deputy Fire Marshal. There is also some overtime budgeted from ED LIT. The 2025 requests were chosen simply to duplicate supporting the same positions from the same fund as presented in 2024. With regard to how those positions originally were chosen to be funded from ED LIT, those three positions are relatively new and it likely made sense to fund them from a relatively new revenue source. None of the individuals involved in making that decision are present at the city anymore, so that is simply an educated guess.

**Questions regarding the Police Department  
and Central Dispatch Budget Presentation 8/26/24  
Police Chief Mike Diekhoff, Deputy Chief Scott Oldham**

**Council Member Isak Asare's Questions**

1. On page 13, the budget references 2023 call numbers for comparison. Could you explain why 2023 numbers are used instead of including year-to-date figures? Are we on track to be higher or lower than projected, and what should we expect for the remainder of the year?

The reason you see year to year, rather than year to date numbers is that it provides a more complete, comprehensive picture. Daily call volume is variable, often dramatically, with seemingly no rhyme or reason therefore call volume should only be judged against other, complete years. However, to add some degree of clarity, 2024 is on track to meet or exceed 2023 in terms of overall call volume. We expect calls to remain somewhat consistent however there is no proven, accurate, way to predict exactly what will occur.

2. The goals outlined on page 14 primarily focus on increasing police and dispatcher staffing levels. Could you clarify why other areas such as facilities, technology, and process improvements are not highlighted as key goals? Shouldn't the department also prioritize these aspects to enhance overall effectiveness?

At this point our largest, and most critical, need is personnel as it is the primary factor that will most affect public safety,

To drill down even further the first, highest priority need is the retention of our current tenured staff and closely behind that is the recruitment of highly qualified people that have chosen law enforcement as their profession. While facilities are clearly a continuing issue even that need is overshadowed by the lack of staffing which is most critical to our day to day operations.

3. Just a simple clarifying question: does the amount for personnel represent an across the board pay raise? How much will officer base salary go up? How does this compare with other cities in the state?

This is a question best addressed to the Controller

4. The budget on page 15 indicates that additional officers and dispatchers are needed. How did the department determine these numbers? Considering that we've been understaffed for several years... have alternative strategies, such as reallocating existing resources or adopting new technologies been considered to improve efficiency without necessarily expanding the workforce?

It is important to note that there is no request in this budget for additional personnel beyond the currently authorized one hundred and five (105). However it is just as important to note that the City is in possession of several staffing studies, all of which are now several years old, which indicate that BPD's staffing levels should be

decisively higher than the one hundred and five (105) number. The current staffing number was arrived at by the proceeding administration and was determined by cost. There are no staffing models of which we are aware which indicate that BPD is overstaffed at the one hundred and five (105) number.

In regard to alternative strategies such as a reallocation of personnel, our resources have been stretched to the point where no further movement is possible. Every division and shift within the Department is working well below previous minimums with no excess personnel available. Any further attempts to reallocate personnel would require the entire deletion of a key component of the Department.

5. On page 16, the budget mentions the challenge of retaining experienced officers but focuses mainly on attracting new ones. What specific strategies are in place to improve officer retention, and how do these strategies contribute to the overall effectiveness of the department? Is the budget sufficiently addressing the goal of making BPD an attractive place for officers to stay long-term? If not, what else should be considered? In addition to compensation adjustments, what metrics will the department use to evaluate the effectiveness of retention programs? Will there be regular assessments or feedback mechanisms to ensure these strategies are working as intended?

When inquiries have been made of officers that have left the Department there are three areas expressed as the primary component(s) to their decision:

- 1- Compensation: Pay and Benefits: This is why compensation is the number one priority of the Department in this year's budget. Unless we once again become competitive in these areas, we have no hope to retain or attract officers.
- 2- Call Volume / Work Load- Work load is tied directly to staffing levels and until we can recruit and retain more officers work load will continue to be a factor in why officers are not retained or recruited
- 3- Lack of Support from Elected Officials-simply, the lack of support from elected officials has been a large factor in officers choosing to leave and refusing to apply. Several candidates have refused offers of employment based on this factor alone.

#### Metrics

The Department will look at the following metrics to determine if our efforts have had the desired results:

- 1-Retention: simply, are officers staying in their positions
- 2-Recruiting: are more recruits applying and actually appearing when testing occurs
- 3-Workload: did we decrease the call volume per officer with additional hires.

6. I have many of the same questions about dispatch. What specifically, outside of changes to the shift patterns are we doing to improve the job and quality of life at dispatch?

Just as with the officers who have left, the majority of dispatchers who have left offer the same three factors which have led to their decision.

1- Compensation: Pay and Benefits: This is why compensation is the number one priority of the Department in this year's budget. Compensation must reach the point where the amount of work load per dispatcher as compared to other centers is offset by the compensation offered.

2- Call Volume / Work Load- Work load is tied directly to staffing levels and until we can recruit and retain more dispatchers work load will continue to be a factor in why dispatchers are not retained or recruited

3- Lack of Support from Elected Officials-simply, the lack of support from elected officials has been a large factor in employees choosing to leave.

7. Page 16 highlights the emphasis on dispatch staffing. However, it seems that broader goals, such as improving the efficiency and functioning of the dispatch unit and hiring fire-specific dispatchers, are not mentioned. Could you elaborate on the department's broader goals for dispatch, and are these adequately reflected in the budget?

Once again, until staffing achieves a level where the basic, day to day, duties can be met without having to resort to mandatory overtime to supply the required personnel for the Center to function there is no way that we can attempt to reach broader goals such as the fire-specific dispatcher to which you allude. Until we can meet the basic staffing needs of the Center we can not divert the manpower required to perform other functions.

8. The budget on page 17 indicates that increased call volume is a motivating factor for staffing increases. What steps are being taken to better understand and manage call volume, such as exploring ways to lessen, redirect, or handle calls more efficiently? Is there a focus on data analysis to support these efforts? You mentioned in the budget presentation on August 26, 2024 that BPD is not able to respond to every call. How does the department decide which calls to attend to?

It is important to note that there is no request in this budget to add additional personnel. Our goals for 2025 are to recruit and retain the required officers to achieve a full one hundred and five (105) officer staffing level.

The increases in call volume are literally 'across the board'. Nearly every category of call types have risen to varying degrees. While some of the call types are 'officer initiated' the vast majority are not.

At this point there are no systematic solutions which will decrease the volume of calls beyond those which we have already implemented. Those include:

- In the past few years we have stopped responding to some types of non-violent calls and instead have begun referring those to an online, self-reported web portal.
- Diversion to treatment as an alternative to arrest is in place and working via the Stride Center, however it is important to note that it takes the same amount of officers time to divert someone from an arrest as it does to simply



arrest

- Centerstone has a mobile response team responding to some calls where people are in a mental health crisis.
- Civilian Community Service Specialists respond to the bulk of property damage or minor personal injury accidents
- Civilian Community Service Specialists respond to non-in progress property calls and complete the necessary reports

9. Page 16 briefly touches on the challenge of high turnover rates. Do we have a clear understanding of why turnover is so high, and what specific factors are contributing to this issue? How is the budget addressing these underlying causes?

I would direct you to the answer for question #4

10. There seems to be some ambiguity on page 18 regarding whether increases for Dispatch have been fully budgeted for. Could you clarify whether the budget accounts for these increases, and if not, what the plan is to address them?

 This is a question best addressed to the Controller

11. Beyond increasing personnel, are there any planned investments in technology or process improvements that could enhance the department's efficiency? How does the budget support these initiatives, if they are part of the strategy?

Until we can increase our personnel further process improvements or new crime fighting strategies are simply not plausible. It is the retention and recruitment of personnel which must be addressed first before we can make strides in other areas. We have however broadened two existing technological programs to lessen the burden on manpower in some cases including both the expansion of our use of drone technology to assist in locating suspects and missing persons as well the use of Flock traffic cameras which are a resource to assist in locating suspect vehicles and the persons associated with those vehicles during the commission of a crime.

12. How are you working with other departments to further BPD goals and priorities.

We are working with the Office of the Mayor and hope to engage with the Bloomington Common Council in order to raise pay and benefits to the point where we can achieve our goals. The current Office of the Mayor has made great strides in beginning to change the negative perception of elected officials not fully supporting law enforcement within the City of Bloomington. This sentiment, which is pervasive within the State, has done damage to our recruiting and, most specifically, retention efforts. We are hopeful that we can count on the same level of consistent, vocal public support from the Common Council as that being received from the Office of the Mayor. The approval of this budget as well as public support to assist in changing the negative perception which exists within the law enforcement

community, is vital to our efforts.

### **Council Member Hopi Stosberg's Questions**

1. What is the dispatch call volume for other cities, similar to Bloomington, both in terms of total call volume and also as calls as a percentage of population?

We will have this compiled and sent to Council when complete

2. There have been steady increases in personnel expenses for the past several years. The charts you shared do not appear to indicate that those additional personnel expenses have made a big difference in recruitment or retention. Are there other departmental adjustments that you think would make a difference in areas of job satisfaction that will result in improved officer retention and recruitment?

The increases that have been made to BPD officers' salaries have not kept pace with surrounding agencies both within Monroe County and the region. In many cases officers who are considering joining BPD or staying at BPD, are confronted by jobs at other area agencies which offer tens of thousands of dollars more in salary, offer better benefits and a decidedly lower call volume.

The only way to add and more importantly retain officers is to once again become competitive in terms of salary and benefits offered to potential recruits and to tenured officers.

3. After a number of years below full staffing levels and no surge of new sworn officers, at what point do you think we need to rethink the department and how calls are filtered and responded to in order to ensure safety of our community and also our overworked officers?

There have been new officers recruited over the last few years but simply not enough to backfill for those who we have not been able to retain. Pay and other benefits have fallen to the point that BPD officers are the lowest paid officers, but yet the busiest, officers in Monroe County and are among the lowest in the region. A high run volume per officer ratio and the perception of a lack of political support at both the Council and Mayoral level also has contributed greatly to our retention issues.

Full staffing is possible and will greatly reduce the burden on the current workforce. The only way to regain full staffing is to once again become an 'employer of choice' for those who choose to go into the law enforcement profession.. If we once again become competitive in terms of wages and benefits we will once again be able to

recruit sufficient numbers of officers, while retaining our current officers to reach our determined staffing levels.

In terms of rethinking the Department we have implemented major changes over the last several years.

- In the past few years we have stopped responding to some types of non-violent calls referring those instead to being self-reported via an online web portal.
- Arrest diversion is in place and working via the Stride Center however it is important to note that it takes as much of the officers time to divert someone from jail as it does to actually make an arrest.
- Centerstone has a mobile response team responding to some calls where people are in a mental health crisis.
- Civilian Community Service Specialists respond to the bulk of property damage or minor personal injury accidents
- Civilian Community Service Specialists respond to non-in progress property calls and complete the necessary reports

We remain engaged in national and local conversations on best practices and opportunities and will continue to implement additional improvements as a result of these.

4. The situation in dispatch, critical staffing shortages leading to mandatory overtime leading to high staff turnover, resulting in more staffing shortages is a chicken and egg scenario. The situation won't improve until we get more qualified staff, but new people may hesitate to join the team until conditions improve. What kind of innovation is needed to break through that cycle? What kinds of initiatives have already been tried?

Once again, we need to examine how competitive we really are in terms of compensation and benefits. These salaries are being addressed through the salary and compensation study. The Center is overwhelmingly busy, part of that is driven by the lack of staffing, however another part of it is that call volume increases are a reality at the dispatch, as well as patrol, level. Simply, people are calling for law enforcement, fire and medical assistance. In terms of staffing, we must continue to raise compensation until it reaches a point where candidates as well as tenured employees feel that the compensation is equal to or greater than the workload. At this point, dispatchers can make just as much or more at other area centers while at the same time having to handle a much reduced call volume.

In terms of what has been tried: we are currently evaluating schedule changes that will potentially reduce some of the week to week burden of the dispatch staff. In addition, many of the routine tasks (computer queries, call information input) that

were once handled exclusively by dispatch personnel are now the responsibility of patrol officers.

Dispatch is a customer driven enterprise, we do not solicit for 911 or administrative calls, those are made at the sole discretion of the public and we have no control over when someone picks up a phone to call, or text, dispatch for assistance. We are working in partnership with the mayor's office and other service providers and responders on designing a public awareness campaign of the available resources to call in various calls for help (including directly to STRIDE, 988, etc.)

5. You stated that the department is trialing a 12-hour shift pilot program for the next year. What is the current shift structure of BPD?

The 12 hour shift trial is for dispatch only. BPD (patrol and detective) has an 8.5 hr shift structure and hours are designated by contractual obligations.

6. Are there certain salaries or programs that come out of the ED LIT fund? How is that determined? Are there certain salaries or programs that come out of PS LIT? How is that determined?

 That is a question best addressed by the controller's office

### Council Member Kate Rosenbarger's Questions

- 1) Can council get data on categories of calls coming in to dispatch?

Certainly. We will compile this data and forwarded it as soon as it is complete

More specifically - can we get narratives of the calls coming in to dispatch?

Unfortunately no. Narratives often contain legally restricted data that is not public information and as such cannot be released.

- 2) Can you walk us through the strategy that more police = fewer calls? Can you share data to support this?

There is currently no request to add additional (new) positions for sworn officers in the 2025 budget. The authorized number remains at one hundred and five (105) sworn officers.

Similarly, no strategy that reaching a full staffing level (105) for sworn officers will equal fewer calls for service has ever been put forward. The public defines when they call for assistance so we do not have, nor does any response agency, control of our call volume. That is solely determined by the public-defined need. What will occur as we return to full staffing is that more sworn officers will reduce the total number of calls per officer as it will spread the call volume among more sworn personnel and will allow for a more timely response to events where the public has called for assistance.

The current call volume per officer is one factor that is negatively affecting our recruiting and retention issues.

### **Council Member Isabel Piedmont-Smith's Questions**

- 1) Your memo begins with "The BPD is tasked with responding to the overall law enforcement and public safety needs of the City of Bloomington."
  - a) How do you define public safety?

The definition of public safety is defined by the public itself, and we agree that a conversation about community safety on a broader scale is needed, including prevention, addressing past traumas before crime and other crises happen, etc. We look forward to being part of that process.

No agency involved in the emergency response apparatus controls when someone calls for assistance or does not. That is solely determined by the public. The public defines when they encounter a situation where they are seeking help from the agencies that are funded through their tax dollars.

Taken with that, the public also defines public safety as the lack of situations where they might be required to call for assistance as evidenced by a strong, continuing public demand for both crime and fire prevention. As such, both BPD and BFD work hard to prevent situations from occurring which would require the public to call for assistance.

- b) Do you think that BPD should be responsible for all public safety needs in Bloomington?

No, BPD should not be responsible for all public safety needs as it is not our place to become the primary response agency to fires or calls for medical assistance, those are the purview of the Bloomington Fire Department and the Bloomington Hospital Lifeline Ambulance Service currently. That said,

due to the nature of some emergencies and the risks associated or due to the legal requirements of the calls which BFD, Lifeline, and some Social Service providers who have field response units such as STRIDE Mobile respond to, BPD is often tasked to accompany or proceed these agencies to render the scene safe for them to enter or to maintain a safe work space for those other providers.

As mentioned above, community safety work can improve inclusion on non-violent and non-emergent calls.

- c) Are there some “public safety” situations in which you think non-police responders might be more appropriate?

Certainly. This is exactly why we created the Community Service Specialist who respond to those incidents where it is both legally permissible and safe for them to do so as sworn officers are not required in those situations.

- 2) Why is Central Dispatch housed under BPD (other than tradition)?

Central Dispatch is housed under BPD due to the terms of an Interlocal Agreement with Monroe County which governs all aspects of Central Dispatch Operations.

- 3) For Dispatch, you say that you will move to 12-hour shifts, which will be better for staff. What is the current shift pattern, and how are 12-hour shifts better?

The current staffing model uses 8 hour shifts. The 12 hour shift trial is at the request of the Central Dispatch staff who are seeking a better work / life balance.

- 4) The Dispatch Call Volume chart on page 47 of the budget book pdf distinguishes between “Inbound calls” and “911 calls.” What’s the difference?

Inbound calls come from a variety of administrative or non-emergency lines where people are calling for assistance but have themselves deemed it not to be of such an emergency nature that would require the use of 911. 911 should be reserved for immediate emergencies only. Many people do not see their call for assistance to be of an immediate emergency nature so they call one of the non-emergency numbers.

What is the biggest take-away from this chart in your estimation?

That Central Dispatch is extremely busy and as such we must achieve full staffing and retention as soon as possible.

**Questions regarding the Budget Presentation for the  
Community & Family Resources Department 8/26/24  
Director Shatoyia Moss**

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**CM: Isak Nti Asare Questions**

1. The first goal in the proposal is quite broad. Could you provide more specific targets for these goals? For example, what percentage reduction in homelessness is the department aiming to achieve, and within what timeframe?
  - a. Homelessness Reduction: Our department aims to support agencies that provide shelter, food, and assistance to decrease the number of unsheltered individuals. While we do not have a specific percentage target, our goal aligns with the city's overall plan to address homelessness through strategic partnerships and resource distribution.
  - b. The measures primarily encompass the following: the number of grants awarded, trainings conducted, and printed resources distributed; the volume of calls and emails made to relevant offices on the topic; and the count of host organizations involved in supporting Bloomington and Monroe under the housing and homelessness category.
  
2. And what role does CFRD play specifically in each of these areas? Could you explain CFRD's specific role in this broader ecosystem as relates to this goal?
  - a. The Community and Family Resources Department acts as a central connector and resource hub within the city's ecosystem. We provide essential information, programs, and partnerships to address the community's needs, collaborating with agencies and organizations to close gaps in services.
    - i. For example, during last week's extreme heat, we distributed cold bottled water to unsheltered community members. While this may seem like a small gesture, it significantly reduces the risk of heat exhaustion and dehydration, ultimately leading to fewer emergency service calls.
    - ii. Our department can be seen as the bridge that connects people to comprehensive solutions or as the support that eases the burden on other services.
  
3. In the table under Goal 2, you mention a 10% increase in Helping Bloomington Monroe (HBM) usage and a 20% increase in Be More Award nominations. What are the current baseline figures for these metrics? How were these target percentage increases determined, and what specific strategies will be employed to achieve them?

- a. The target metrics are based on past performance. For instance, we aim for a 10% increase in Helping Bloomington Monroe (HBM) usage and a 20% increase in Be More Award nominations. These targets are set based on previous figures and anticipated growth.
  - b. Our strategies focus on enhancing outreach and engagement for underrepresented groups through targeted marketing, training, and education, while also increasing involvement by inviting them to events and programs. For HBM usage, we will boost outreach, improve kiosk training, and promote the service through community events. To increase Be More Award nominations, we will expand promotional activities, engage with community groups, and streamline the nomination process.
    - i. In 2023, 5,765 unique users made 9,315 searches on HBM.
    - ii. So far in 2024, 3,388 unique users have made 3,996 searches on HBM.
  - c. For the BVN Be More Awards data:
    - i. 33 nominations were made in 2024
    - ii. 31 nominations were made in 2023
4. The outcomes listed under Goal 2, such as 'Increased community engagement' and 'Greater volunteer satisfaction,' are critical to your mission. What specific metrics will be used to measure these outcomes? For example, will there be surveys, participation rates, or other tools used to track improvements in community engagement and volunteer satisfaction?
- a. We use surveys for approximately 95% of our events and programs to gauge community engagement and volunteer satisfaction. Feedback on event details, accessibility, and overall experience helps us improve and tailor our programs.
  - b. For larger events, we gather feedback from volunteers and track attendance to refine our approach.
  - c. In Practice:
    - Surveys: Regular surveys will assess volunteer satisfaction and community engagement levels.
    - Participation Rates: Tracking the number of participants in events and programs will measure engagement.
    - Feedback Tools: Collecting feedback from community members and volunteers through online forms and in-person interviews will help gauge satisfaction and identify areas for improvement.
5. For Goals 1, 2, and 3, how does the budget specifically support the outputs and outcomes you've identified? Can you provide a detailed breakdown of how financial resources are



allocated to each goal, ensuring that the budget aligns with and sufficiently supports the department's strategic objectives? are the financial and staffing resources allocated in the budget sufficient to achieve the desired outcomes

- a. We account for inflation while aiming to reuse and repurpose resources. CFRD efficiently secures sponsorships, collaborates for space use, and accepts donations to support our initiatives. By evaluating programs and events to ensure their continued relevance, we have managed to reduce some costs this year. As programs evolve or expand, we continually reassess their needs and adjust our budget accordingly.
  - Goal 1 (Homelessness Reduction): Funds will be allocated to support outreach programs, emergency shelters, and partnerships with local agencies.
  - Goal 2 (Community Engagement and Volunteerism): Budget for events, training, and promotional activities
  - Goal 3 (DEIB Initiatives): dedicated to cultural programming, translation services, and inclusive events

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### CM: Hopi Stosberg Questions

1. On your department flow chart you list three open positions. Are there plans to fill those slots?
  - a. Safe and Civil City Director: We are currently in the second round of interviews for this position, which is our top priority as I am handling both roles temporarily. Aim is October start date.
  - b. Other Positions: The positions for the After-Hours Ambassador and Special Projects Coordinator will be posted once the Safe and Civil City Director role is filled.
2. You have three staff whose titles are all general "special projects". I would be interested to have more descriptive titles of those positions so that I actually am able to understand who is working on which projects.
  - a. Marissa Parr-Scott: Serves as the primary staff liaison to the Commission on the Status of Women, the Commission on Aging, the Domestic Violence Coalition and short term task forces, as needed. She handles program development, event planning, and coordination, as well as grant research and writing.
  - b. Michel Shermis: Special Projects Coordinator (Human Rights Liaison) investigates discrimination complaints and serves as the City's ADA compliance officer.
  - c. Special Projects Coordinator (Housing and Homelessness): Assists with strategic goals related to homelessness, housing, substance use, and mental health.

Manages the Downtown Outreach Grant and represents the City on the Housing Security Network.

- i. This position was not known to me before I began preparing the department budget. We will review it before proceeding with the hiring process.
3. You mentioned restructuring the department to better address community needs. What type of restructuring are you considering at the moment? When do you plan to work on this project?
  - a. I have submitted a [draft restructuring plan](#) to Deputy Mayor Knapp. The plan addresses the need for additional support and an assistant director.
  - b. We are also evaluating our translation and volunteer resources to better meet community needs.
  - c. We plan to address it after the Crowe study
4. What are downtown outreach grants used for? Can you point me toward their application and distribution process?
  - a. Purpose: These grants fund projects aimed at improving conditions for unhoused residents or those at risk of homelessness.
  - b. Application and Distribution: The Community and Family Resources Department manages this fund. The application is available on our [CFRD homepage](#)
5. Are there certain salaries or programs that are supported by ED LIT? How are those decisions made?
  - a. To my knowledge, ED LIT funds are not allocated to specific salaries or programs. They support housing, childcare, menstrual cycle support, and food assistance - \$500,000, with the other \$500,000 for medical relief.
  - b. The program was developed by Beverly Calendar-Anderson and John Hamilton with input from the Bloomington and Perry Township Trustees.
  - c. The funds are distributed through the [South Central Community Action Program \(SCCAP\)](#) because neither the city nor the local government can directly manage the disbursement for individual use. SCCAP serves as the intermediary, providing community members with a centralized point of contact for accessing these resources.
6. You mentioned in your presentation that there has been a 50% increase in Human Rights cases. Can you say more about that? Are more people reporting or has there been an increase in actual violations (or both)? Is this a result of combining the city and county human rights commissions, so the caseload is larger, but it is more distributed throughout the community?
  - a. Formal Complaints: The number of formal complaints filed in the first half of 2024 aligns with historical averages and is lower than the previous year. There

have been no notable trends in actual violations or discrimination instances. Additionally, all formal cases this year have been within city limits.

- b. Increased Call Volume: There has been a notable increase in calls requesting information, resources, or reporting issues, with approximately 66 calls in the first eight months of 2024, compared to 55 for all of 2023. This rise may be due to increased visibility of the commission or greater community instability, prompting individuals to seek out various solutions. Most of these calls pertain to accessibility/ADA/disability accommodations or landlord/tenant disputes.
- c. Resource Availability: We strive to provide resources and referrals for calls that are not directly related to discrimination.
- d. Reports Access: The 2023 annual report and the first two quarterly reports of 2024 are available at: [bloomington.in.gov/onboard/reports?committee\\_id=20](https://bloomington.in.gov/onboard/reports?committee_id=20)

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### CM: Isabel Piedmont-Smith Questions

1. Your memo mentions the opioid epidemic. Has CFRD been in discussions with the mayor and controller about the use of opioid settlement funds, and if so, what are your plans?
  - a. With me, there hasn't been an opportunity to delve deeply into those discussions yet, as my appointment coincided with the Crowe student project and subsequent budget preparation. However, reviewing these conversations is on my priority list, alongside assessing our department's strategic plan.
2. How do you collaborate with the Council government to achieve common goals?
  - a. I would appreciate open communication by arranging regular meetings to grasp expectations and offer clear updates on our department's activities and progress. This ensures our objectives are aligned, fostering a unified approach to addressing community needs. Furthermore, by clarifying our department's roles and how we address strategies and challenges, we can both learn from and contribute to best practices.

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### CM: Matt Flaherty Questions

1. The \$1,000,000 Economic Equity Fund (part of the ED LIT) is outlined as addressing medical debt, childcare expenses, certain housing expenses, and menstrual products (seemingly in collaboration with the South Central Community Action Program).
  - a. We are collaborating with the South Central Community Action Program (SCCAP) for the distribution of funds. Since neither the city nor the local government can directly manage individual disbursements, SCCAP acts as the intermediary, offering community members a centralized point of contact to access these resources.
  - b. How are spending priorities identified on an annual basis, and how are we measuring impact (e.g., number of people who benefit)?
    - i. These metrics were established by the previous administration. We will measure effectiveness based on the number of individuals who requested and

received funding in each category. We will have this data available once the program has been operational for at least a year. Meanwhile, SCCAP is thoroughly vetting applicants and collaborating with other service providers to identify eligible community members who can benefit from this assistance.

- c. Is the city in a unique position to fill gaps for some (or all) of these needs relative to philanthropic, state/federal, (non-city) local government units, or other funding mechanisms?
    - i. The grant aims to support individuals who are most affected and financially burdened by tax increases. Unlike other entities that may not factor in the impact of taxes when providing aid, this grant directly addresses and alleviates financial strain by focusing on critical needs such as housing, childcare, and medical debt.
  - d. What is our ability to address or solve the problem relative to the need?
    - i. We recognize that we cannot address every issue and that our resources are limited. However, by adhering to the grant's criteria, we aim to tackle the most urgent needs. Through strategic collaboration with community partners like SCCAP, we can identify and support the most vulnerable members of our community, ensuring that our funding is directed where it will have the greatest impact.
2. Can you describe the intended uses of the Parking Meter Fund and Alternate Transportation Fund allocations in the CFRD budget?
- a. The Parking Meter Fund is allocated to support the Downtown Outreach Grants, which focus on channeling resources back into downtown areas in alignment with our safety, civility, and justice initiatives. These grants specifically target projects in the downtown area which include to improve conditions for unhoused residents or those at risk of homelessness.
  - b. I am not familiar with the Alternate Transportation Fund; it might be included under a different budget line, or I may be unfamiliar with the name. I will need to consult with the controller to clarify this.
3. If I understand correctly from our budget discussions re: a position focused on homelessness outreach / services, it sounds like there is a surplus position budgeted in CFRD—is that correct? Is the budget being adjusted downward as a result of this proposed position being located in the OOTM?
- a. We currently have three open positions in the Community and Family Resources Department (CFRD), including a **Special Projects Coordinator** focused on Housing and Homelessness. This role involves assisting with strategic goals related to homelessness, housing, substance use, and mental health, managing the Downtown Outreach Grant, and representing the City on the Housing Security Network.
  - b. I was unaware that the OOTM had created a similar position this year; otherwise, we likely would have had more discussions on this matter. The position is not being

transferred to the OOTM; rather, they are establishing their own role focused on homelessness. Given that CFRD is the only city department without an Assistant Director and that we have an urgent need for three additional roles, I will collaborate closely with HR and the Controller to update job descriptions and responsibilities. Our goal is to prioritize and fill one of the other essential positions.