



CITY OF
BLOOMINGTON
COUNCIL RETREAT
NOVEMBER 4, 2017



**CITY COUNCIL SPECIAL MEETING NOTICE FOR
PURPOSES OF HOLDING A COUNCIL RETREAT
THE DEN AT FOX CREEK GOLF COURSE
3002 FOX CREEK ROAD, BLOOMINGTON, IL 61705**

SATURDAY, NOVEMBER 4, 2017, 7:30 AM

1. Call to Order
2. Roll Call
3. Public Comment
4. Retreat Activities: General discussion and exercises on Council Priorities and Procedures, Priority Based Budgeting, General Fund Projections, Roles and Responsibilities of Officials, debriefing and evaluation.
5. Adjourn (approximately 3:00 p.m.)

CITY CORE VALUES

November 4, 2017

The City of Bloomington is committed to achieving the Mission, Vision and Values as approved by the City Council on July 25, 2016:

MISSION: To lead, serve and uplift the City of Bloomington.

VISION: A Jewel of Midwest Cities.

VALUES: Service-Centered, Results-Driven, Inclusive

City employees have personalized the above expectations into a series of specific Values and associated Behaviors below that will be consistently followed, reinforced, role-modeled and evaluated throughout the employee group.

Honesty

"Fair, truthful, tactful and straightforward in our communication and interactions."

EXPECTED BEHAVIORS TO SUPPORT THE VALUE "HONESTY":

- We are truthful stating facts tactfully in our communications relative to the specific situation while valuing others' input.
- We value everyone's individuality.
- We behave professionally with every internal and external individual.
- We listen carefully and fully and apply reasoning based on the circumstance.
- We admit to and learn from our mistakes rather than cover them up or rationalize them.

Integrity

"Professionalism, humility, and honesty in our decision-making and treatment of others."

EXPECTED BEHAVIORS TO SUPPORT THE VALUE "INTEGRITY":

- We take responsibility for our actions at all times assuring fairness and honesty.
- We lead by example.
- We respect and adhere to all work rules and regulations.
- We commit to bring a positive attitude to work every day.
- We solicit, consider and appropriately use feedback to meet the needs of the City putting aside any individual agendas or political compromises.

Excellent Service

"Consistent provision of what the City needs in a fair and respectful manner."

EXPECTED BEHAVIORS TO SUPPORT THE VALUE "EXCELLENT SERVICE":

- We are committed to timely and consistent communication with those that we serve.
- We diligently develop, enhance and adhere to strong customer service performance standards.
- We are resourceful in proactively and continuously growing and developing to assure the City always has our best.
- We consistently behave in a professional manner.
- We respect the confidentiality inherent in excellent customer service.

Respect

"Valuing the uniqueness of every person."

EXPECTED BEHAVIORS TO SUPPORT THE VALUE "RESPECT":

- We non-judgmentally recognize and capitalize on each other's strengths and support and guide others as they develop beyond their weaknesses and limitations.
- We take our "issues" to the source and not to others. When necessary, we escalate our issue through appropriate channels.
- We are considerate and courteous of and friendly with our internal and external customers.
- We are conscientious about taking the time to understand the other person's position.
- We are accountable for our actions.

October 13, 2017

TO: CITY COUNCIL AND MAYOR

FROM: David Hales, City Manager

SUBJECT: City Manager Next Steps to Support City Staff Work/Life Balance

Good day. Last year at about this same time and by your request, I provided you all with a formal written document regarding City Manager/Staff Requests of Council/Mayor that related to the frequent actions/requests generated by the Council at large and as individual Members that are impacting the productivity and subsequent morale of Administration, Department Heads and City staff. We also discussed these issues during my 2016 mid-term feedback session. You all committed at last year's Council Retreat (11/5-6/2016) as a Council at large and/or as small groups or individuals that, based on this input, you would support approaches noted in last year's document (dated October 11, 2016) that would allow City staff to achieve a balanced work/life while also assuring optimal productivity and quality. I am sorry to report that Council's approach to Department Heads and City staff has remained, to a great extent, unchanged since this commitment last year.

Administration, Department Heads and City staff are unable to maintain the level of productivity and quality that our citizens deserve primarily due to Council's approach in working with us. To that end, please see below my steps to alleviate undue pressure on Administration, Department Heads and City staff in lieu of direct support from Council Members. Your support for my steps is appreciated.

Bottom-line:

- **Current staff workloads (including City Manager, other members of Administration, Department Heads and City staff) are not sustainable and are very negatively affecting work/life balance. The administrative changes I am making as noted in this document will heighten morale and improve employee health with a greater assurance of high quality output and a consistent focus on Council-approved priorities.**

City "Plan" -- Clear, Specific and Majority-Supported

- Administration, Department Heads and City staff must have clear goals, priorities and objectives from the Council/Mayor by majority vote and that are directly linked to whatever is the driving "Plan" for the City.

I am instructing Department Heads that their priorities and points of focus will not be on the hundreds of Council "small" requests but, rather, on the Council-approved "Plan" and associated goals/objectives. Any deviation from these priorities and associated goals/objectives in the form of requests from Council at large without an accompanying majority vote, Council small groups and/or individual Council Members will be sent to either Steve or me to vet and approve for staff allocated time.

City "Plan" -- Amendments

- If/when new goals, priorities, projects and/or objectives are added through Council majority approval, they must link to the Council-approved City "Plan" (or the Plan must be amended accordingly).

At that point, either Steve or I will realign existing priorities so that the City staff workload remains realistic and focused on the most critical priorities supported by available time, talent and budget.

Council Decisions -- Must Stand

- In order for Administration, Department Heads and City staff to assure that they are working on the right priority in the right order at the right time, majority Council decisions must stand. Wasted work on a subsequently withdrawn decision and/or rework due to a final decision being put on hold for more information creates significant wasted time and staff frustration and impacts productivity on other Council-approved priorities.

Until a Council decision is changed by majority Council vote, it will remain a priority for City staff workload. Items will only be placed on Council meeting agendas if they meet the following criteria:

- (1) Receive the written support via the Council Member Request for Consideration form of at least five Council Members.
- (2) Relate directly to the City's Mission, Vision, Values, "Plan", CIP and/or approved priorities.
- (3) Would (potentially) become an (amended or new) policy, ordinance or local law.
- (4) Has a (potential) fiscal impact on the City.
- (5) Impacts the City's budget (approved or in consideration).

Council Requests -- "Special"

- Department Heads and other City staff continue to receive numerous "small" requests from Council Members (individually and/or in small groups) relative to that Council Member's Ward, his/her "special interest", operational questions, interventions, etc. These requests are still coming in (during the workday but also after work hours, weekends, late evenings and even when Department Heads are on vacation) by email and phone/text so are not officially recorded anywhere. You all had made a request last year that we develop a method by which Council Members would enter their request in an on-line program that all other Council Members could view and on which they could weigh in regarding support, questions, etc. I am sorry to report that only one Council Member is consistently using that mechanism requested by Council.

I am setting up a method by which all requests (operational questions, interventions, "special interests", specific Ward "needs", etc.) to Department Heads/City staff from Council Members (in any grouping) will be captured in a report for you all to see. Department Heads will no longer respond to Council Member requests when that Department Head is on vacation. (Department Heads will leave their work phone at work when they are on vacation.) Further, they will not respond to any Council Member request after hours unless it is truly emergent on behalf of the City. Any request that is not directly linked to existing departmental priorities will be forwarded to me and/or Steve for vetting regarding whether it will be addressed and when/how.

External Groups -- Commissions, Task Forces, Advisory Groups, Panels

- With the appointment of more and more external groups to support/advise/monitor, etc. a variety of departmental functions within the City and the associated potential impact on the workload for City staff given recommendations coming out of those external groups and to avoid City staff working on assignments that may not be a Council-approved priority,

Either Steve or I will review the recommendations out of any of these groups and decide the extent to which those recommendations can/should be implemented, how and when.

Subject Matter Experts -- City

- Administration, Department Heads and other City staff members have been hired/trained and are compensated as Subject Matter Experts in their specific areas. When they provide research and well-formulated opinion, their recommendation can be trusted and should be used above the random opinions of lesser-informed sources.

If Council (at large, in small groups or individually) is having difficulty trusting individual City staff members, the matter must be proactively discussed with either Steve or me vs withholding a decision and/or publicly not supporting their input.

DRAFT

COUNCIL/MAYOR OFFICIAL ROLES

MAYOR (also includes "Council Official Roles" below)

- Chair governing body meetings--parliamentary procedures and accomplishment of desired outcomes.
- Encourage and practice good communication with the citizens, media, other members of the governing body and the City Manager.
- Serve as a representative of the local government in many settings in the community with other local governments and at the state and national levels.
- Help create, maintain and strengthen the effectiveness of the Council.
- Encourage and support the community during a crisis.
- Participate in, staff and/or appoint as appropriate Commissions, Advisory Boards, etc. as allowed by ordinance and with advice and support of Council.
- Be a model of civility and cooperation to set the tone for civil discourse and productive problem-solving.
- Be a shaper of processes that connect citizens and their government in productive ways.
- Provide leadership that brings people together and builds trust.
- Reflect consistent energy, enthusiasm, commitment to work together and professional respect for one another.
- Practice a commitment to understanding other's perspectives and to resolving conflicts while communicating comfortably and disagreeing openly and productively.

COUNCIL

- Help create, maintain and strengthen the effectiveness of the Council.
- Be well-informed about the City, its programs/services/issues/challenges.
- Regularly participate in all Council meetings.
- Establish a community vision.
- Develop long-term goals, priorities and objectives.
- Support the processes to implement goals, priorities and objectives.
- Adopt policies to guide local programs and services.
- Enact ordinances/local laws.
- Review and approve a comprehensive annual budget and capital improvement plan as well as periodic budget adjustments assuring that newly-established priorities/goals/objectives are appropriately funded.
- Hire, evaluate and oversee the City Manager.
- Represent the local government and the community at appropriate events.
- Follow media protocol.
- Participate in training/continuous learning.
- Continually seek the input of community stakeholders regarding the City's Vision, major goals, priorities, etc.
- When reprioritizing goals, assure that existing goals are assessed for what can move off the City staff's plate.
- Assess potential projects and decide on their worthiness before City staff are asked to explore further.
- Maintain confidentiality of all information/decisions addressed in Executive Session.

MEDIA CONTACT STANDARD OPERATING PROCEDURE (SOP)--5/26/16

Audience Impacted by This Policy

Any source within the City of Bloomington who may be called upon to speak on behalf of any facet of City business are covered by this Policy. This includes but is not limited to all members of the City Council and the Mayor; all Department Heads and other potential City staff spokespersons who may be subject matter experts on the issue at hand.

Policy

The City of Bloomington is committed to providing accurate and timely information to the public via THE media. In order to assure that that is consistently accomplished, the Communications Manager for the City will serve as the coordinator of all actual or potential media contact on behalf of the City.

Crisis Team

The Communications Manager will coordinate either calling together the Crisis Team which is defined as the subject matter experts and/or select members of City Administration and/or the City Council/Mayor to assess the issue at hand and decide on the appropriate message to the media, the timing and the spokesperson. On occasion, the Crisis Team may form itself as the issue is evolving and the lead person on the team will contact the Communications Manager to assist as appropriate with any public messages.

Spokesperson

The primary spokesperson on behalf of the City will be the Communications Manager with the City Manager, the Mayor and other select members of City staff and/or the City Council also serving in this role as designated. Public Information Officers (PIO) for the Fire Department and the Police Department will coordinate standard messages affecting their departments out to the media and will work with the Communications Manager on those Fire and/or Police issues that are likely to warrant significant media attention. Regardless of whether the Communications Manager was integrally and proactively involved in critical/high attention issues going to the media, it is expected that the spokesperson will coordinate his/her talk points with the Communications Manager ahead of going to the media or, depending on the timing, will alert the Communications Manager immediately after any announcement to the media has been made if the Communications Manager was not directly and proactively involved. The Communications Manager will coordinate with the City Manager throughout the media message preparation and provision.

MEDIA CONTACT STANDARD OPERATING PROCEDURE (SOP)--5/26/16

Talking Points

The Communications Manager will prepare appropriate talking points for any spokesperson beyond the PIO's. The intent is to best assure the public is appropriately informed of incidents or issues of interest to them with concise, clear and accurate information free of opinion. The Communications Manager will coordinate with the City Manager throughout the media message preparation and provision process.

Audience Notification

The Communications Manager will coordinate with the assigned spokesperson for the issue and with the City Manager to ascertain and inform appropriate audiences for pre-notification before the statement goes to the public.

PRIORITY BASED BUDGETING INFO BRIEF

6-Oct-17

What We Know So Far

The City has an estimated General Fund deficit of approximately \$1.5 million for FY 2019, not including the recommended funding levels for Capital Maintenance. Additionally, sales tax revenues are flat and there is no growth in the EAV.

What Else We Know.....

69% of City programs identified are **mandated** by Federal, State, IGA, Charter, City Code, Resolution or Policy. The majority of the remaining 31% of programs are considered **Best Practice**. Some of the Best Practice programs include: Information Security; Snow and Ice Removal; Pest Control; Golf; Community Relations.

There's More!

The City has identified approximately **\$222 million** of **un-funded Capital** needs over the next 5 years.

Property Tax Fact Break

To match Normal's tax rate the City of Bloomington could earn a recurring \$1.6M a year, and the impact to the average homeowner would be an increase of approximately \$44.00 per year.

	Same as Last Year	Same as Normal
2017 EAV **	\$1,865,422,518	\$1,865,422,518
Tax Rate	1.33%	1.41%
Levy as Calculated	\$24,744,495	\$26,302,458
2017 Prior Year Levy	(\$24,744,495)	(\$24,744,495)
Dollar Increase:	\$0	\$1,557,963

*** EAV kept at 2016 level to be conservative as growth is nominal and tax appeals process pending.*

	Impact Per .01 Increase	Impact Per .05 Increase	Impact Per .08 Increase	Impact Per .10 Increase
Avg. Home \$165K	55,000	55,000	55,000	55,000
Rate Increase	0.01%	0.05%	0.08%	0.10%
Annual Dollar Increase:	\$ 5.50	\$ 27.50	\$ 44.00	\$ 55.00

Factors To Consider

The Illinois Municipal League has said that the proposed State legislation to freeze the property tax rate is "wildly popular." If it is adopted this could severely limit the City's ability to generate and/or capture revenue in the future.

As we reviewed last week, Bloomington property taxes are currently lower than the majority of our counterparts, and most with higher taxes do not include their park districts which have a separate property tax levy.

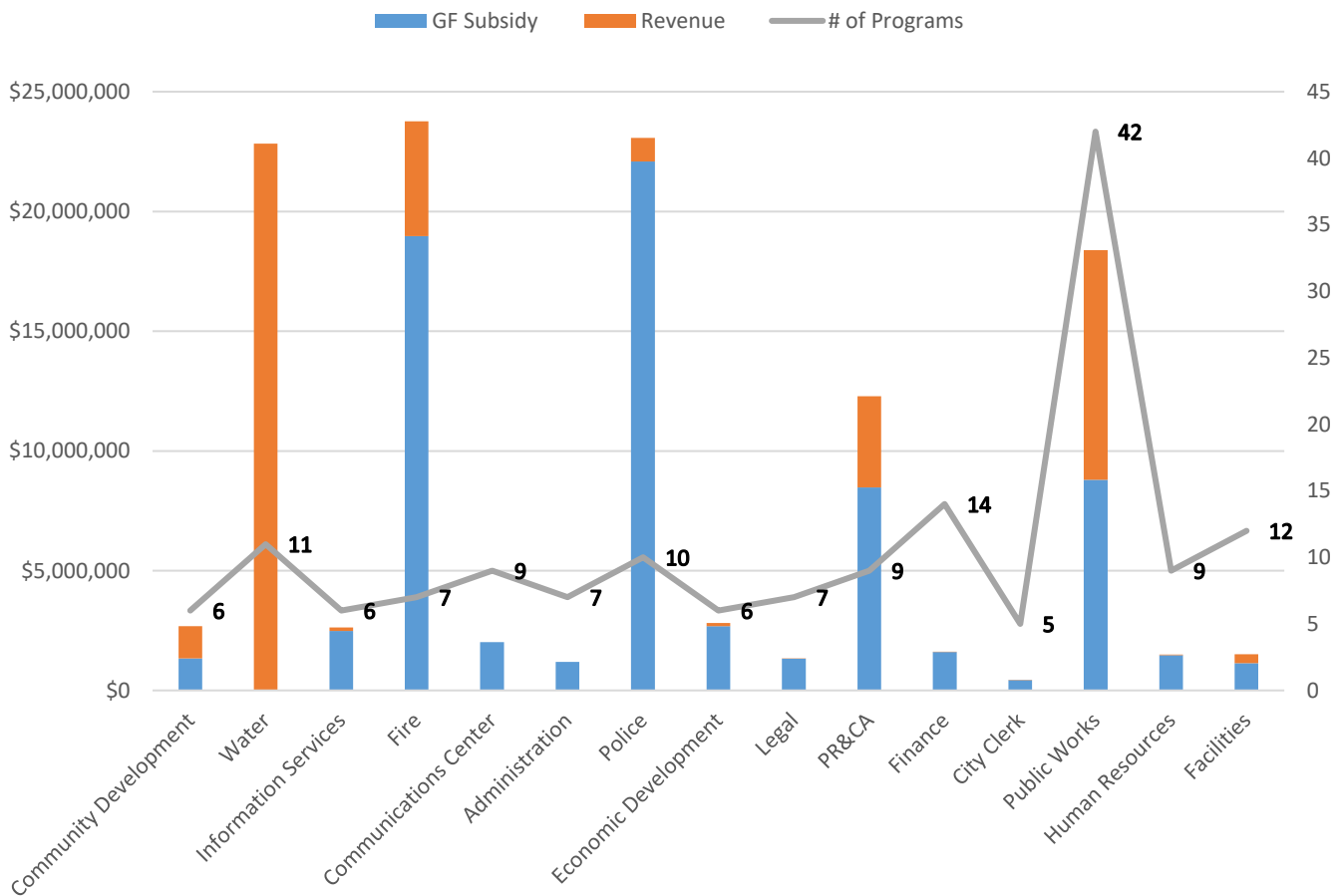
PRIORITY BASED BUDGETING INFO BRIEF

18-Aug-17

Priorities and Resources - Are they aligned?

Last week we reviewed the many priorities, goals and objectives that were established in the 2010 Strategic Plan, the Comprehensive Plan and the Five Council Priorities. This week we will begin to look at the allocation of resources.

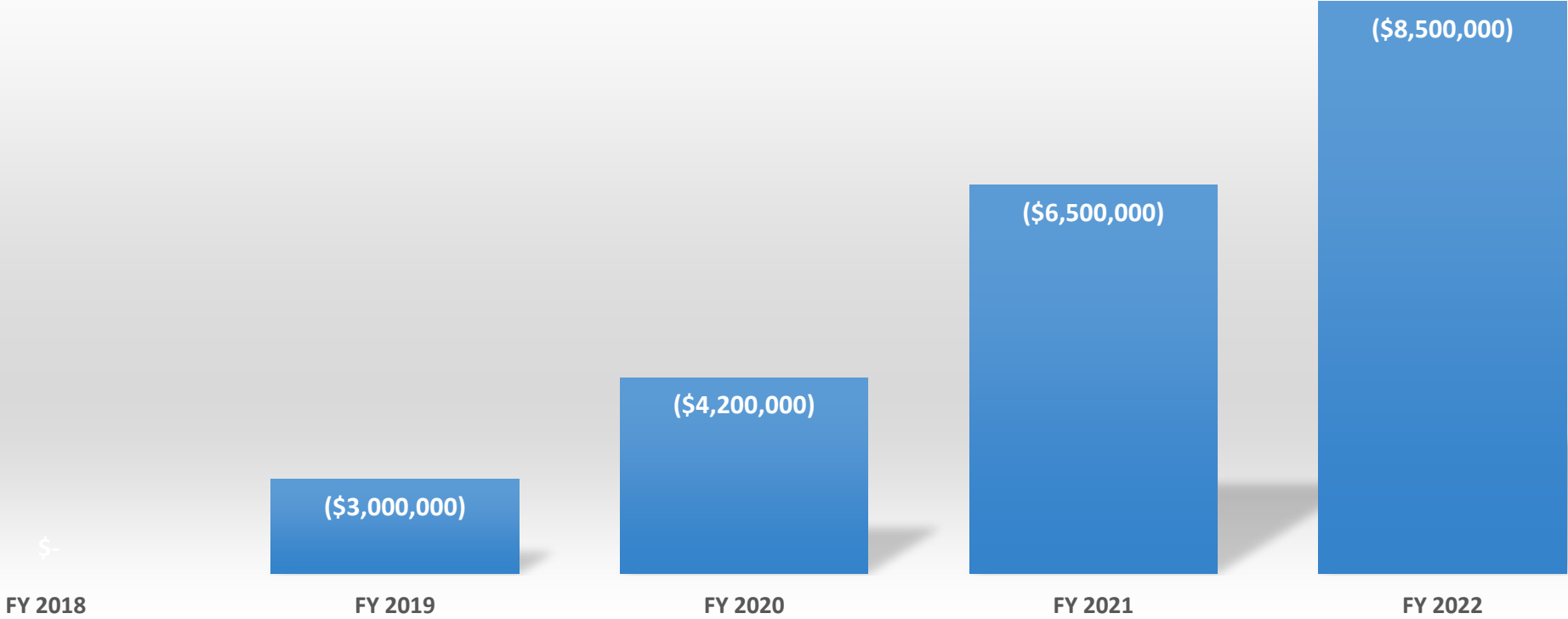
Initial assessments completed as part of the priority based budgeting process indicate a total of 160 programs across 15 departments. The graph below shows the number of programs per department that have been identified, and also displays the general fund subsidy and revenue for each department based on the FY 2017 Adopted Budget.



Factors to Consider

The graph does not depict all general fund expenses, but it provides a snapshot of the amount of subsidies allocated to each department and the number of programs provided. From here we can begin to consider if the allocation of resources, and the programs being provided, are aligned with the priorities.

General Fund Projections



Note: General Fund deficit projections include: commitments to pension and debt, subsidies to other funds, rolling stock of equipment & vehicles, \$1.5M in facilities maintenance and funding for streets resurfacing program. Projections exclude: added staff, program enhancements, other capital needs, and increases in commodity and contractual expenses representing 25% of the budget.

Results Analysis

Priority Based Budgeting Draft 3/1/2017

Total Number of Programs Identified: 160

HIGH PRIORITY

- Total Programs 109 (68%) -

Federal / State	51	
Charter / IGA	3	
City Code / Resolution / Ordinance / Policy	30	
Mandates	84	77%
Best Practice	25	
No mandate	0	
No Mandates	25	23%

NOTE: Of the 84 High Priority Mandated Programs:

- 9 are Excellent
- 38 are Good
- 32 are Fair
- 5 are Poor

Service Level

Excellent	9	
Good	55	59%

Fair	40	
Poor	5	41%

MEDIUM PRIORITY

- Total Programs 40 (25%) -

Federal / State	15	
Charter / IGA	0	
City Code / Resolution / Ordinance / Policy	7	
Mandates	22	55%
Best Practice	17	
No mandate	1	
No Mandates	18	45%

NOTE: Of the 84 High Priority Mandated Programs:

- 0 are Excellent
- 8 are Good
- 11 are Fair
- 3 are Poor

Service Level

Excellent	2	
Good	18	50%

Fair	14	
Poor	6	50%

LOW PRIORITY

- Total Programs 11 (7%) -

Federal / State	2	
Charter / IGA	0	
City Code / Resolution / Ordinance / Policy	3	
Mandates	5	45%
Best Practice	5	
No mandate	1	
No Mandates	6	54%

NOTE: Of the 84 High Priority Mandated Programs:

- 0 are Excellent
- 3 are Good
- 1 is Fair
- 1 is Poor

Service Level

Excellent	0	
Good	4	36%

Fair	2	
Poor	5	64%



Agenda Request Form

To Be Completed By Alderman:

Alderman Making Request: _____ Date: _____

Topic Summary (attach additional info/documentation to this form if necessary):

Alderman's Priority Level: Low Medium High

Aldermen Supporting Topic Consideration (three additional minimum):

To Be Completed By City Manager/Staff:

City Manager Review (resources required to implement, impact on City priorities, etc.):

Recommendation for Further Action:

Agenda Request Form Process

Alderman Completes Their Portion of Form

Alderman Returns Form to Administration

- Communication Manager is main contact
- Alderman will receive confirmation form was received

City Manager or Designee Routes Form to Appropriate Staff for Review

- City Manager and staff complete their portion of form

City Manager or Designee Gives Status Update to City Council

- Within 10 business days

PROGRAMS BY DEPARTMENT

Programs By Department

Department	Program Name	Priority	Mandate	Service Level
Administration	<i>City Council</i>	High	4 - Fed/State Mandate	Good - Meets Standards
Administration	<i>Strategic Planning</i>	High	1 - Best Practice	Good - Meets Standards
Administration	<i>Administration & Council Support</i>	High	1 - Best Practice	Good - Meets Standards
Administration	<i>Operations</i>	High	4 - Fed/State Mandate	Good - Meets Standards
Administration	<i>Communications</i>	High	1 - Best Practice	Good - Meets Standards
Administration	<i>Community Relations</i>	Medium	1 - Best Practice	Good - Meets Standards
Administration	<i>Communications - Outreach</i>	Medium	1 - Best Practice	Good - Meets Standards
Clerk	<i>Freedom of Information Act (FOIA)</i>	High	4 - Fed/State Mandate	Excellent - Exceeds Standards
Clerk	<i>City Council & Open Meetings Law Support</i>	High	4 - Fed/State Mandate	Good - Meets Standards
Clerk	<i>License Services</i>	High	2 - City Code, Resolution, Ordinance or Policy	Good - Meets Standards

Department	Program Name	Priority	Mandate	Service Level
Clerk	<i>Records Management</i>	High	2 - City Code,Resolution, Ordinance or Policy	Fair - Meets Some Standards but Needs Improvement
Clerk	<i>Mail Services</i>	Medium	1 - Best Practice	Excellent - Exceeds Standards
Communications Center	<i>Emergency Call Processing</i>	High	4 - Fed/State Mandate	Excellent - Exceeds Standards
Communications Center	<i>Non-Emergency Call Processing</i>	High	1 - Best Practice	Good - Meets Standards
Communications Center	<i>Police Dispatching</i>	High	1 - Best Practice	Good - Meets Standards
Communications Center	<i>Emergency Medical Dispatching</i>	High	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Communications Center	<i>Emergency Fire Dispatching</i>	High	1 - Best Practice	Fair - Meets Some Standards but Needs Improvement
Communications Center	<i>System Maintenance</i>	Medium	1 - Best Practice	Good - Meets Standards
Communications Center	<i>False Alarm Ordinance</i>	Low	2 - City Code,Resolution, Ordinance or Policy	Good - Meets Standards
Communications Center	<i>Records Management</i>	Low	4 - Fed/State Mandate	Good - Meets Standards
Communications Center	<i>Record Requests</i>	Low	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement

Department	Program Name	Priority	Mandate	Service Level
Community Development	<i>Grant Coordination</i>	High	4 - Fed/State Mandate	Good - Meets Standards
Community Development	<i>Zoning</i>	High	2 - City Code,Resolution, Ordinance or Policy	Good - Meets Standards
Community Development	<i>Administration</i>	High	4 - Fed/State Mandate	Good - Meets Standards
Community Development	<i>Building</i>	High	2 - City Code,Resolution, Ordinance or Policy	Fair - Meets Some Standards but Needs Improvement
Community Development	<i>Planning</i>	High	2 - City Code,Resolution, Ordinance or Policy	Fair - Meets Some Standards but Needs Improvement
Community Development	<i>Code Enforcement</i>	High	2 - City Code,Resolution, Ordinance or Policy	Fair - Meets Some Standards but Needs Improvement
Economic Development	<i>Local Retail, Property Development, and Business Retention & Attraction Initiatives</i>	High	2 - City Code,Resolution, Ordinance or Policy	Good - Meets Standards
Economic Development	<i>Retail Sales Tax Rebates</i>	High	2 - City Code,Resolution, Ordinance or Policy	Good - Meets Standards
Economic Development	<i>Tourism Promotion Initiatives</i>	High	1 - Best Practice	Good - Meets Standards
Economic Development	<i>Fire district annexation</i>	High	4 - Fed/State Mandate	Good - Meets Standards
Economic Development	<i>Regional Major Employer Business Retention & Attraction Initiatives</i>	High	1 - Best Practice	Good - Meets Standards

Department	Program Name	Priority	Mandate	Service Level
Economic Development	<i>Downtown Bloomington Revitalization Initiatives</i>	High	1 - Best Practice	Good - Meets Standards
Facilities	<i>Backflow Prevention</i>	High	4 - Fed/State Mandate	Good - Meets Standards
Facilities	<i>Boiler Certification & Inspection</i>	High	4 - Fed/State Mandate	Good - Meets Standards
Facilities	<i>Elevator Certification & Inspection</i>	High	4 - Fed/State Mandate	Good - Meets Standards
Facilities	<i>Fire Alarm; Suppression Cert.; Inspection</i>	High	4 - Fed/State Mandate	Good - Meets Standards
Facilities	<i>Emergency Backup Generator Operation</i>	Medium	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Facilities	ADA	Medium	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Facilities	HVAC	Medium	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Facilities	<i>Building Automation System Maintenance</i>	Medium	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Facilities	<i>Facility Maintenance</i>	Medium	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Facilities	<i>Energy Management</i>	Medium	2 - City Code, Resolution, Ordinance or Policy	Fair - Meets Some Standards but Needs Improvement

Department	Program Name	Priority	Mandate	Service Level
Facilities	<i>Pest Control</i>	Low	1 - Best Practice	Good - Meets Standards
Facilities	<i>Custodial Services</i>	Low	1 - Best Practice	Poor - Does Not Meet Standards
Finance	<i>Annual Audit (s) & Comprehensive Annual Financial Report (CAFR) Preparation</i>	High	4 - Fed/State Mandate	Good - Meets Standards
Finance	<i>General Ledger, Project & Grants Management</i>	High	4 - Fed/State Mandate	Good - Meets Standards
Finance	<i>Procurement</i>	High	2 - City Code, Resolution, Ordinance or Policy	Good - Meets Standards
Finance	<i>Pension Administration</i>	High	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Finance	<i>Financial Reporting & Budget Analysis</i>	High	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Finance	<i>Budget</i>	High	2 - City Code, Resolution, Ordinance or Policy	Fair - Meets Some Standards but Needs Improvement
Finance	<i>Delinquent Tax</i>	High	4 - Fed/State Mandate	Poor - Does Not Meet Standards
Finance	<i>Treasury</i>	High	4 - Fed/State Mandate	Poor - Does Not Meet Standards
Finance	<i>Debt Management</i>	High	4 - Fed/State Mandate	Poor - Does Not Meet Standards

Department	Program Name	Priority	Mandate	Service Level
Finance	<i>Accounts Payable</i>	Medium	2 - City Code,Resolution, Ordinance or Policy	Good - Meets Standards
Finance	<i>TIF Administration/Economic Development</i>	Medium	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Finance	<i>Capital Accounting/Inventory Management</i>	Medium	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Finance	<i>Indirect Cost Allocation</i>	Medium	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Finance	<i>Local Tax</i>	Medium	2 - City Code,Resolution, Ordinance or Policy	Poor - Does Not Meet Standards
Fire	<i>Hazmat</i>	High	3 - Charter; IGA	Good - Meets Standards
Fire	<i>Aircraft Rescue and Firefighting (ARFF)</i>	High	3 - Charter; IGA	Good - Meets Standards
Fire	<i>Training and Safety</i>	High	2 - City Code,Resolution, Ordinance or Policy	Good - Meets Standards
Fire	<i>Emergency Medical Services (EMS)</i>	High	2 - City Code,Resolution, Ordinance or Policy	Fair - Meets Some Standards but Needs Improvement
Fire	<i>Fire Suppression</i>	High	2 - City Code,Resolution, Ordinance or Policy	Fair - Meets Some Standards but Needs Improvement
Fire	<i>Investigation</i>	Medium	2 - City Code,Resolution, Ordinance or Policy	Good - Meets Standards

Department	Program Name	Priority	Mandate	Service Level
Fire	Public Information	Medium	1 - Best Practice	Fair - Meets Some Standards but Needs Improvement
Human Resources	Strategic	High	1 - Best Practice	Good - Meets Standards
Human Resources	Employee and Labor Relations	High	4 - Fed/State Mandate	Good - Meets Standards
Human Resources	Compensation and Benefits	High	4 - Fed/State Mandate	Good - Meets Standards
Human Resources	Payroll	High	4 - Fed/State Mandate	Good - Meets Standards
Human Resources	Employee Safety/Workers Compensation	High	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Human Resources	Employee Wellness	Medium	1 - Best Practice	Good - Meets Standards
Human Resources	Recruitment and Hiring	Medium	1 - Best Practice	Fair - Meets Some Standards but Needs Improvement
Human Resources	Training and Development	Medium	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Human Resources	Community Relations	Medium	2 - City Code, Resolution, Ordinance or Policy	Poor - Does Not Meet Standards
Information Services	Service Desk	High	1 - Best Practice	Good - Meets Standards

Department	Program Name	Priority	Mandate	Service Level
Information Services	<i>Information Security</i>	High	1 - Best Practice	Good - Meets Standards
Information Services	<i>Shared Common Technology Infrastructure</i>	High	1 - Best Practice	Fair - Meets Some Standards but Needs Improvement
Information Services	<i>City-Wide Enterprise Applications</i>	High	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Information Services	<i>Strategic Technology Planning and Management</i>	High	1 - Best Practice	Fair - Meets Some Standards but Needs Improvement
Information Services	<i>Unified Communications</i>	High	1 - Best Practice	Fair - Meets Some Standards but Needs Improvement
Legal	<i>Administrative Court</i>	High	2 - City Code,Resolution, Ordinance or Policy	Excellent - Exceeds Standards
Legal	<i>Human Resources Support</i>	High	2 - City Code,Resolution, Ordinance or Policy	Excellent - Exceeds Standards
Legal	<i>Consultation and Advisory</i>	High	2 - City Code,Resolution, Ordinance or Policy	Excellent - Exceeds Standards
Legal	<i>Administration</i>	High	1 - Best Practice	Good - Meets Standards
Legal	<i>Civil Litigation</i>	High	2 - City Code,Resolution, Ordinance or Policy	Good - Meets Standards
Legal	<i>Municipal Legal Services</i>	High	2 - City Code,Resolution, Ordinance or Policy	Good - Meets Standards

Department	Program Name	Priority	Mandate	Service Level
Legal	<i>Contract Administration</i>	Medium	1 - Best Practice	Poor - Does Not Meet Standards
Police	<i>Criminal Investigation Division (CID)</i>	High	2 - City Code, Resolution, Ordinance or Policy	Excellent - Exceeds Standards
Police	<i>Public Information Officer (PIO)</i>	High	2 - City Code, Resolution, Ordinance or Policy	Excellent - Exceeds Standards
Police	<i>Patrol Division</i>	High	2 - City Code, Resolution, Ordinance or Policy	Good - Meets Standards
Police	<i>Street Crimes Division</i>	High	1 - Best Practice	Good - Meets Standards
Police	<i>School Resource Officers (SRO)</i>	High	1 - Best Practice	Good - Meets Standards
Police	<i>Police Administration</i>	High	2 - City Code, Resolution, Ordinance or Policy	Good - Meets Standards
Police	<i>Downtown Hireback</i>	High	1 - Best Practice	Good - Meets Standards
Police	<i>Special Weapons and Tactics (SWAT)</i>	Medium	1 - Best Practice	Good - Meets Standards
Police	<i>Crisis Negotiations Unit (CNU)</i>	Medium	1 - Best Practice	Good - Meets Standards
Police	<i>Neighborhood Focus Team (NFT)</i>	Medium	0 - No Mandate	Good - Meets Standards

Department	Program Name	Priority	Mandate	Service Level
PR & CA	<i>Recreation</i>	High	1 - Best Practice	Good - Meets Standards
PR & CA	<i>S.O.A.R</i>	High	3 - Charter; IGA	Good - Meets Standards
PR & CA	<i>Parks Maintenance</i>	High	2 - City Code,Resolution, Ordinance or Policy	Good - Meets Standards
PR & CA	<i>Administration</i>	High	2 - City Code,Resolution, Ordinance or Policy	Fair - Meets Some Standards but Needs Improvement
PR & CA	<i>Aquatics</i>	High	1 - Best Practice	Fair - Meets Some Standards but Needs Improvement
PR & CA	<i>Pepsi Ice Center</i>	Medium	1 - Best Practice	Excellent - Exceeds Standards
PR & CA	<i>Miller Park Zoo</i>	Medium	1 - Best Practice	Good - Meets Standards
PR & CA	<i>Bloomington Center for Performing Arts (BCPA)</i>	Medium	1 - Best Practice	Good - Meets Standards
PR & CA	<i>Golf</i>	Medium	1 - Best Practice	Good - Meets Standards
Public Works	<i>Solid Waste - Refuse Collection</i>	High	2 - City Code,Resolution, Ordinance or Policy	Excellent - Exceeds Standards
Public Works	<i>Solid Waste - Recycling Collection</i>	High	2 - City Code,Resolution, Ordinance or Policy	Excellent - Exceeds Standards

Department	Program Name	Priority	Mandate	Service Level
Public Works	<i>Fuel</i>	High	4 - Fed/State Mandate	Good - Meets Standards
Public Works	<i>Contractor Ditch Repair</i>	High	2 - City Code,Resolution, Ordinance or Policy	Good - Meets Standards
Public Works	<i>Snow and Ice Removal</i>	High	1 - Best Practice	Good - Meets Standards
Public Works	<i>Traffic Signal Maintenance</i>	High	4 - Fed/State Mandate	Good - Meets Standards
Public Works	<i>Storm Water - Water Quality</i>	High	4 - Fed/State Mandate	Good - Meets Standards
Public Works	<i>Sanitary Sewer Cave-Ins</i>	High	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Public Works	<i>Sanitary Sewer Inlets</i>	High	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Public Works	<i>Sanitary Sewer Manholes</i>	High	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Public Works	<i>Construction Inspection</i>	High	2 - City Code,Resolution, Ordinance or Policy	Fair - Meets Some Standards but Needs Improvement
Public Works	<i>Planning and Design</i>	High	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Public Works	<i>GIS and Records Management</i>	High	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement

Department	Program Name	Priority	Mandate	Service Level
Public Works	<i>Potholes</i>	High	2 - City Code,Resolution, Ordinance or Policy	Fair - Meets Some Standards but Needs Improvement
Public Works	<i>Street Panels</i>	High	1 - Best Practice	Fair - Meets Some Standards but Needs Improvement
Public Works	<i>Mill & Fill</i>	High	1 - Best Practice	Fair - Meets Some Standards but Needs Improvement
Public Works	<i>Traffic Signs</i>	High	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Public Works	<i>Pavement Markings</i>	High	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Public Works	<i>Sanitary Sewer - Contract Maintenance</i>	High	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Public Works	<i>Storm Water - Cave-Ins</i>	High	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Public Works	<i>Storm Water - Inlets</i>	High	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Public Works	<i>Storm Water - Manholes</i>	High	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Public Works	<i>Sidewalk Replacement</i>	High	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Public Works	<i>Sidewalk ADA Compliance</i>	High	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement

Department	Program Name	Priority	Mandate	Service Level
Public Works	<i>Fleet Maintenance</i>	High	1 - Best Practice	Fair - Meets Some Standards but Needs Improvement
Public Works	<i>Traffic Engineering</i>	High	4 - Fed/State Mandate	Poor - Does Not Meet Standards
Public Works	<i>Storm Water - Contract Maintenance</i>	High	4 - Fed/State Mandate	Poor - Does Not Meet Standards
Public Works	<i>Storm Water - Street Sweeping</i>	Medium	4 - Fed/State Mandate	Good - Meets Standards
Public Works	<i>Storm Water - Education</i>	Medium	4 - Fed/State Mandate	Good - Meets Standards
Public Works	<i>Erosion Control Problems</i>	Medium	4 - Fed/State Mandate	Good - Meets Standards
Public Works	<i>Parkway Restoration</i>	Medium	4 - Fed/State Mandate	Good - Meets Standards
Public Works	<i>Solid Waste - Bulk and Brush Collection</i>	Medium	2 - City Code, Resolution, Ordinance or Policy	Good - Meets Standards
Public Works	<i>Administration</i>	Medium	1 - Best Practice	Fair - Meets Some Standards but Needs Improvement
Public Works	<i>Sanitary Sewer - Maintenance</i>	Medium	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Public Works	<i>Alley Maintenance</i>	Medium	1 - Best Practice	Poor - Does Not Meet Standards

Department	Program Name	Priority	Mandate	Service Level
Public Works	Storm Water - Maintenance	Medium	4 - Fed/State Mandate	Poor - Does Not Meet Standards
Public Works	Storm Water - Sump Pump Drain Lines	Medium	1 - Best Practice	Poor - Does Not Meet Standards
Public Works	Solid Waste - Drop-off Facility	Low	2 - City Code, Resolution, Ordinance or Policy	Good - Meets Standards
Public Works	Street Lights	Low	0 - No Mandate	Fair - Meets Some Standards but Needs Improvement
Public Works	Brick Street Maintenance and Repair	Low	1 - Best Practice	Poor - Does Not Meet Standards
Public Works	Curb Replacement	Low	1 - Best Practice	Poor - Does Not Meet Standards
Public Works	Overhead Sanitary Sewer Program	Low	1 - Best Practice	Poor - Does Not Meet Standards
Water Department	Compound Meter Services	High	4 - Fed/State Mandate	Good - Meets Standards
Water Department	AMR Meter Services	High	4 - Fed/State Mandate	Good - Meets Standards
Water Department	JULIE Locating	High	4 - Fed/State Mandate	Good - Meets Standards
Water Department	Water Supply	High	4 - Fed/State Mandate	Good - Meets Standards

Department	Program Name	Priority	Mandate	Service Level
Water Department	<i>Water Treatment</i>	High	4 - Fed/State Mandate	Good - Meets Standards
Water Department	<i>Mechanical Maintenance & Storage</i>	High	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Water Department	<i>Transmission & Distribution</i>	High	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Water Department	<i>Billing & Collection</i>	High	2 - City Code, Resolution, Ordinance or Policy	Fair - Meets Some Standards but Needs Improvement
Water Department	<i>Administration</i>	High	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Water Department	<i>Lake Park Maintenance & Infrastructure</i>	Medium	2 - City Code, Resolution, Ordinance or Policy	Good - Meets Standards
Water Department	<i>Lake Bloomington Community Development</i>	Low	2 - City Code, Resolution, Ordinance or Policy	Poor - Does Not Meet Standards

PROGRAMS BY LEVEL OF MANDATE

Programs By Level of Mandate

Mandate	Program Name	Department	Priority	Service Level
4 - Fed/State Mandate	<i>Emergency Call Processing</i>	Communications Center	High	Excellent - Exceeds Standards
4 - Fed/State Mandate	<i>Freedom of Information Act (FOIA)</i>	Clerk	High	Excellent - Exceeds Standards
4 - Fed/State Mandate	<i>Backflow Prevention</i>	Facilities	High	Good - Meets Standards
4 - Fed/State Mandate	<i>Boiler Certification & Inspection</i>	Facilities	High	Good - Meets Standards
4 - Fed/State Mandate	<i>Elevator Certification & Inspection</i>	Facilities	High	Good - Meets Standards
4 - Fed/State Mandate	<i>Fire Alarm; Suppression Cert.; Inspection</i>	Facilities	High	Good - Meets Standards
4 - Fed/State Mandate	<i>City Council</i>	Admin	High	Good - Meets Standards
4 - Fed/State Mandate	<i>Operations</i>	Admin	High	Good - Meets Standards
4 - Fed/State Mandate	<i>General Ledger, Project & Grants Management</i>	Finance	High	Good - Meets Standards
4 - Fed/State Mandate	<i>Annual Audit (s) & Comprehensive Annual Financial Report (CAFR) Preparation</i>	Finance	High	Good - Meets Standards

Mandate	Program Name	Department	Priority	Service Level
4 - Fed/State Mandate	<i>Traffic Signal Maintenance</i>	Public Works	High	Good - Meets Standards
4 - Fed/State Mandate	<i>Fuel</i>	Public Works	High	Good - Meets Standards
4 - Fed/State Mandate	<i>Storm Water - Water Quality</i>	Public Works	High	Good - Meets Standards
4 - Fed/State Mandate	<i>Grant Coordination</i>	Community Development	High	Good - Meets Standards
4 - Fed/State Mandate	<i>Administration</i>	Community Development	High	Good - Meets Standards
4 - Fed/State Mandate	<i>Employee and Labor Relations</i>	Human Resources	High	Good - Meets Standards
4 - Fed/State Mandate	<i>Compensation and Benefits</i>	Human Resources	High	Good - Meets Standards
4 - Fed/State Mandate	<i>Payroll</i>	Human Resources	High	Good - Meets Standards
4 - Fed/State Mandate	<i>Fire district annexation</i>	Economic Development	High	Good - Meets Standards
4 - Fed/State Mandate	<i>Compound Meter Services</i>	Water Department	High	Good - Meets Standards
4 - Fed/State Mandate	<i>AMR Meter Services</i>	Water Department	High	Good - Meets Standards

Mandate	Program Name	Department	Priority	Service Level
4 - Fed/State Mandate	<i>Water Supply</i>	Water Department	High	Good - Meets Standards
4 - Fed/State Mandate	<i>Water Treatment</i>	Water Department	High	Good - Meets Standards
4 - Fed/State Mandate	<i>JULIE Locating</i>	Water Department	High	Good - Meets Standards
4 - Fed/State Mandate	<i>City Council & Open Meetings Law Support</i>	Clerk	High	Good - Meets Standards
4 - Fed/State Mandate	<i>Planning and Design</i>	Public Works	High	Fair - Meets Some Standards but Needs Improvement
4 - Fed/State Mandate	<i>GIS and Records Management</i>	Public Works	High	Fair - Meets Some Standards but Needs Improvement
4 - Fed/State Mandate	<i>Sanitary Sewer - Contract Maintenance</i>	Public Works	High	Fair - Meets Some Standards but Needs Improvement
4 - Fed/State Mandate	<i>Storm Water - Cave-Ins</i>	Public Works	High	Fair - Meets Some Standards but Needs Improvement
4 - Fed/State Mandate	<i>Storm Water - Inlets</i>	Public Works	High	Fair - Meets Some Standards but Needs Improvement
4 - Fed/State Mandate	<i>Storm Water - Manholes</i>	Public Works	High	Fair - Meets Some Standards but Needs Improvement
4 - Fed/State Mandate	<i>Sidewalk Replacement</i>	Public Works	High	Fair - Meets Some Standards but Needs Improvement

Mandate	Program Name	Department	Priority	Service Level
4 - Fed/State Mandate	<i>Sidewalk ADA Compliance</i>	Public Works	High	Fair - Meets Some Standards but Needs Improvement
4 - Fed/State Mandate	<i>Sanitary Sewer Cave-Ins</i>	Public Works	High	Fair - Meets Some Standards but Needs Improvement
4 - Fed/State Mandate	<i>Sanitary Sewer Inlets</i>	Public Works	High	Fair - Meets Some Standards but Needs Improvement
4 - Fed/State Mandate	<i>Sanitary Sewer Manholes</i>	Public Works	High	Fair - Meets Some Standards but Needs Improvement
4 - Fed/State Mandate	<i>Traffic Signs</i>	Public Works	High	Fair - Meets Some Standards but Needs Improvement
4 - Fed/State Mandate	<i>Pavement Markings</i>	Public Works	High	Fair - Meets Some Standards but Needs Improvement
4 - Fed/State Mandate	<i>City-Wide Enterprise Applications</i>	Information Services	High	Fair - Meets Some Standards but Needs Improvement
4 - Fed/State Mandate	<i>Administration</i>	Water Department	High	Fair - Meets Some Standards but Needs Improvement
4 - Fed/State Mandate	<i>Emergency Medical Dispatching</i>	Communications Center	High	Fair - Meets Some Standards but Needs Improvement
4 - Fed/State Mandate	<i>Employee Safety/Workers Compensation</i>	Human Resources	High	Fair - Meets Some Standards but Needs Improvement
4 - Fed/State Mandate	<i>Mechanical Maintenance & Storage</i>	Water Department	High	Fair - Meets Some Standards but Needs Improvement

Mandate	Program Name	Department	Priority	Service Level
4 - Fed/State Mandate	<i>Transmission & Distribution</i>	Water Department	High	Fair - Meets Some Standards but Needs Improvement
4 - Fed/State Mandate	<i>Pension Administration</i>	Finance	High	Fair - Meets Some Standards but Needs Improvement
4 - Fed/State Mandate	<i>Treasury</i>	Finance	High	Poor - Does Not Meet Standards
4 - Fed/State Mandate	<i>Debt Management</i>	Finance	High	Poor - Does Not Meet Standards
4 - Fed/State Mandate	<i>Delinquent Tax</i>	Finance	High	Poor - Does Not Meet Standards
4 - Fed/State Mandate	<i>Traffic Engineering</i>	Public Works	High	Poor - Does Not Meet Standards
4 - Fed/State Mandate	<i>Storm Water - Contract Maintenance</i>	Public Works	High	Poor - Does Not Meet Standards
4 - Fed/State Mandate	<i>Storm Water - Street Sweeping</i>	Public Works	Medium	Good - Meets Standards
4 - Fed/State Mandate	<i>Parkway Restoration</i>	Public Works	Medium	Good - Meets Standards
4 - Fed/State Mandate	<i>Erosion Control Problems</i>	Public Works	Medium	Good - Meets Standards
4 - Fed/State Mandate	<i>Storm Water - Education</i>	Public Works	Medium	Good - Meets Standards

Mandate	Program Name	Department	Priority	Service Level
4 - Fed/State Mandate	<i>TIF Administration/Economic Development</i>	Finance	Medium	Fair - Meets Some Standards but Needs Improvement
4 - Fed/State Mandate	<i>Capital Accounting/Inventory Management</i>	Finance	Medium	Fair - Meets Some Standards but Needs Improvement
4 - Fed/State Mandate	<i>Indirect Cost Allocation</i>	Finance	Medium	Fair - Meets Some Standards but Needs Improvement
4 - Fed/State Mandate	<i>Emergency Backup Generator Operation</i>	Facilities	Medium	Fair - Meets Some Standards but Needs Improvement
4 - Fed/State Mandate	<i>ADA</i>	Facilities	Medium	Fair - Meets Some Standards but Needs Improvement
4 - Fed/State Mandate	<i>HVAC</i>	Facilities	Medium	Fair - Meets Some Standards but Needs Improvement
4 - Fed/State Mandate	<i>Building Automation System Maintenance</i>	Facilities	Medium	Fair - Meets Some Standards but Needs Improvement
4 - Fed/State Mandate	<i>Facility Maintenance</i>	Facilities	Medium	Fair - Meets Some Standards but Needs Improvement
4 - Fed/State Mandate	<i>Sanitary Sewer - Maintenance</i>	Public Works	Medium	Fair - Meets Some Standards but Needs Improvement
4 - Fed/State Mandate	<i>Training and Development</i>	Human Resources	Medium	Fair - Meets Some Standards but Needs Improvement
4 - Fed/State Mandate	<i>Storm Water - Maintenance</i>	Public Works	Medium	Poor - Does Not Meet Standards

Mandate	Program Name	Department	Priority	Service Level
4 - Fed/State Mandate	<i>Records Management</i>	Communications Center	Low	Good - Meets Standards
4 - Fed/State Mandate	<i>Record Requests</i>	Communications Center	Low	Fair - Meets Some Standards but Needs Improvement
4 - Fed/State Mandate	<i>Financial Reporting & Budget Analysis</i>	Finance	High	Fair - Meets Some Standards but Needs Improvement
3 - Charter; IGA	<i>Hazmat</i>	Fire	High	Good - Meets Standards
3 - Charter; IGA	<i>Aircraft Rescue and Firefighting (ARFF)</i>	Fire	High	Good - Meets Standards
3 - Charter; IGA	<i>S.O.A.R</i>	PR & CA	High	Good - Meets Standards
2 - City Code, Resolution, Ordinance or Policy	<i>Criminal Investigation Division (CID)</i>	Police	High	Excellent - Exceeds Standards
2 - City Code, Resolution, Ordinance or Policy	<i>Public Information Officer (PIO)</i>	Police	High	Excellent - Exceeds Standards
2 - City Code, Resolution, Ordinance or Policy	<i>Solid Waste - Refuse Collection</i>	Public Works	High	Excellent - Exceeds Standards
2 - City Code, Resolution, Ordinance or Policy	<i>Solid Waste - Recycling Collection</i>	Public Works	High	Excellent - Exceeds Standards
2 - City Code, Resolution, Ordinance or Policy	<i>Administrative Court</i>	Legal	High	Excellent - Exceeds Standards

Mandate	Program Name	Department	Priority	Service Level
2 - City Code, Resolution, Ordinance or Policy	<i>Human Resources Support</i>	Legal	High	Excellent - Exceeds Standards
2 - City Code, Resolution, Ordinance or Policy	<i>Consultation and Advisory</i>	Legal	High	Excellent - Exceeds Standards
2 - City Code, Resolution, Ordinance or Policy	<i>Zoning</i>	Community Development	High	Good - Meets Standards
2 - City Code, Resolution, Ordinance or Policy	<i>Training and Safety</i>	Fire	High	Good - Meets Standards
2 - City Code, Resolution, Ordinance or Policy	<i>Patrol Division</i>	Police	High	Good - Meets Standards
2 - City Code, Resolution, Ordinance or Policy	<i>Police Administration</i>	Police	High	Good - Meets Standards
2 - City Code, Resolution, Ordinance or Policy	<i>License Services</i>	Clerk	High	Good - Meets Standards
2 - City Code, Resolution, Ordinance or Policy	<i>Parks Maintenance</i>	PR & CA	High	Good - Meets Standards
2 - City Code, Resolution, Ordinance or Policy	<i>Procurement</i>	Finance	High	Good - Meets Standards
2 - City Code, Resolution, Ordinance or Policy	<i>Contractor Ditch Repair</i>	Public Works	High	Good - Meets Standards
2 - City Code, Resolution, Ordinance or Policy	<i>Local Retail, Property Development, and Business Retention & Attraction Initiatives</i>	Economic Development	High	Good - Meets Standards

Mandate	Program Name	Department	Priority	Service Level
2 - City Code, Resolution, Ordinance or Policy	<i>Retail Sales Tax Rebates</i>	Economic Development	High	Good - Meets Standards
2 - City Code, Resolution, Ordinance or Policy	<i>Civil Litigation</i>	Legal	High	Good - Meets Standards
2 - City Code, Resolution, Ordinance or Policy	<i>Municipal Legal Services</i>	Legal	High	Good - Meets Standards
2 - City Code, Resolution, Ordinance or Policy	<i>Budget</i>	Finance	High	Fair - Meets Some Standards but Needs Improvement
2 - City Code, Resolution, Ordinance or Policy	<i>Building</i>	Community Development	High	Fair - Meets Some Standards but Needs Improvement
2 - City Code, Resolution, Ordinance or Policy	<i>Planning</i>	Community Development	High	Fair - Meets Some Standards but Needs Improvement
2 - City Code, Resolution, Ordinance or Policy	<i>Code Enforcement</i>	Community Development	High	Fair - Meets Some Standards but Needs Improvement
2 - City Code, Resolution, Ordinance or Policy	<i>Emergency Medical Services (EMS)</i>	Fire	High	Fair - Meets Some Standards but Needs Improvement
2 - City Code, Resolution, Ordinance or Policy	<i>Fire Suppression</i>	Fire	High	Fair - Meets Some Standards but Needs Improvement
2 - City Code, Resolution, Ordinance or Policy	<i>Construction Inspection</i>	Public Works	High	Fair - Meets Some Standards but Needs Improvement
2 - City Code, Resolution, Ordinance or Policy	<i>Potholes</i>	Public Works	High	Fair - Meets Some Standards but Needs Improvement

Mandate	Program Name	Department	Priority	Service Level
2 - City Code, Resolution, Ordinance or Policy	<i>Billing & Collection</i>	Water Department	High	Fair - Meets Some Standards but Needs Improvement
2 - City Code, Resolution, Ordinance or Policy	<i>Records Management</i>	Clerk	High	Fair - Meets Some Standards but Needs Improvement
2 - City Code, Resolution, Ordinance or Policy	<i>Administration</i>	PR & CA	High	Fair - Meets Some Standards but Needs Improvement
2 - City Code, Resolution, Ordinance or Policy	<i>Lake Parks Maintenance & Infrastructure</i>	Water Department	Medium	Good - Meets Standards
2 - City Code, Resolution, Ordinance or Policy	<i>Solid Waste - Bulk and Brush Collection</i>	Public Works	Medium	Good - Meets Standards
2 - City Code, Resolution, Ordinance or Policy	<i>Investigation</i>	Fire	Medium	Good - Meets Standards
2 - City Code, Resolution, Ordinance or Policy	<i>Accounts Payable</i>	Finance	Medium	Good - Meets Standards
2 - City Code, Resolution, Ordinance or Policy	<i>Energy Management</i>	Facilities	Medium	Fair - Meets Some Standards but Needs Improvement
2 - City Code, Resolution, Ordinance or Policy	<i>Local Tax</i>	Finance	Medium	Poor - Does Not Meet Standards
2 - City Code, Resolution, Ordinance or Policy	<i>Community Relations</i>	Human Resources	Medium	Poor - Does Not Meet Standards
2 - City Code, Resolution, Ordinance or Policy	<i>False Alarm Ordinance</i>	Communications Center	Low	Good - Meets Standards

Mandate	Program Name	Department	Priority	Service Level
2 - City Code, Resolution, Ordinance or Policy	<i>Solid Waste - Drop-off Facility</i>	Public Works	Low	Good - Meets Standards
2 - City Code, Resolution, Ordinance or Policy	<i>Lake Bloomington Community Development</i>	Water Department	Low	Poor - Does Not Meet Standards
1 - Best Practice	<i>Service Desk</i>	Information Services	High	Good - Meets Standards
1 - Best Practice	<i>Information Security</i>	Information Services	High	Good - Meets Standards
1 - Best Practice	<i>Non-Emergency Call Processing</i>	Communications Center	High	Good - Meets Standards
1 - Best Practice	<i>Police Dispatching</i>	Communications Center	High	Good - Meets Standards
1 - Best Practice	<i>Tourism Promotion Initiatives</i>	Economic Development	High	Good - Meets Standards
1 - Best Practice	<i>Regional Major Employer Business Retention & Attraction Initiatives</i>	Economic Development	High	Good - Meets Standards
1 - Best Practice	<i>Downtown Bloomington Revitalization Initiatives</i>	Economic Development	High	Good - Meets Standards
1 - Best Practice	<i>Snow and Ice Removal</i>	Public Works	High	Good - Meets Standards
1 - Best Practice	<i>Street Crimes Division</i>	Police	High	Good - Meets Standards

Mandate	Program Name	Department	Priority	Service Level
1 - Best Practice	<i>School Resource Officers (SRO)</i>	Police	High	Good - Meets Standards
1 - Best Practice	<i>Downtown Hireback</i>	Police	High	Good - Meets Standards
1 - Best Practice	<i>Strategic</i>	Human Resources	High	Good - Meets Standards
1 - Best Practice	<i>Recreation</i>	PR & CA	High	Good - Meets Standards
1 - Best Practice	<i>Strategic Planning</i>	Admin	High	Good - Meets Standards
1 - Best Practice	<i>Administration & Council Support</i>	Admin	High	Good - Meets Standards
1 - Best Practice	<i>Communications</i>	Admin	High	Good - Meets Standards
1 - Best Practice	<i>Administration</i>	Legal	High	Good - Meets Standards
1 - Best Practice	<i>Shared Common Technology Infrastructure</i>	Information Services	High	Fair - Meets Some Standards but Needs Improvement
1 - Best Practice	<i>Strategic Technology Planning and Management</i>	Information Services	High	Fair - Meets Some Standards but Needs Improvement
1 - Best Practice	<i>Unified Communications</i>	Information Services	High	Fair - Meets Some Standards but Needs Improvement

Mandate	Program Name	Department	Priority	Service Level
1 - Best Practice	<i>Fleet Maintenance</i>	Public Works	High	Fair - Meets Some Standards but Needs Improvement
1 - Best Practice	<i>Street Panels</i>	Public Works	High	Fair - Meets Some Standards but Needs Improvement
1 - Best Practice	<i>Mill & Fill</i>	Public Works	High	Fair - Meets Some Standards but Needs Improvement
1 - Best Practice	<i>Emergency Fire Dispatching</i>	Communications Center	High	Fair - Meets Some Standards but Needs Improvement
1 - Best Practice	<i>Aquatics</i>	PR & CA	High	Fair - Meets Some Standards but Needs Improvement
1 - Best Practice	<i>Mail Services</i>	Clerk	Medium	Excellent - Exceeds Standards
1 - Best Practice	<i>Pepsi Ice Center</i>	PR & CA	Medium	Excellent - Exceeds Standards
1 - Best Practice	<i>Community Relations</i>	Admin	Medium	Good - Meets Standards
1 - Best Practice	<i>Communications - Outreach</i>	Admin	Medium	Good - Meets Standards
1 - Best Practice	<i>System Maintenance</i>	Communications Center	Medium	Good - Meets Standards
1 - Best Practice	<i>Special Weapons and Tactics (SWAT)</i>	Police	Medium	Good - Meets Standards

Mandate	Program Name	Department	Priority	Service Level
1 - Best Practice	<i>Crisis Negotiations Unit (CNU)</i>	Police	Medium	Good - Meets Standards
1 - Best Practice	<i>Employee Wellness</i>	Human Resources	Medium	Good - Meets Standards
1 - Best Practice	<i>Miller Park Zoo</i>	PR & CA	Medium	Good - Meets Standards
1 - Best Practice	<i>Bloomington Center for Performing Arts (BCPA)</i>	PR & CA	Medium	Good - Meets Standards
1 - Best Practice	<i>Golf</i>	PR & CA	Medium	Good - Meets Standards
1 - Best Practice	<i>Administration</i>	Public Works	Medium	Fair - Meets Some Standards but Needs Improvement
1 - Best Practice	<i>Public Information</i>	Fire	Medium	Fair - Meets Some Standards but Needs Improvement
1 - Best Practice	<i>Recruitment and Hiring</i>	Human Resources	Medium	Fair - Meets Some Standards but Needs Improvement
1 - Best Practice	<i>Alley Maintenance</i>	Public Works	Medium	Poor - Does Not Meet Standards
1 - Best Practice	<i>Storm Water - Sump Pump Drain Lines</i>	Public Works	Medium	Poor - Does Not Meet Standards
1 - Best Practice	<i>Contract Administration</i>	Legal	Medium	Poor - Does Not Meet Standards

Mandate	Program Name	Department	Priority	Service Level
1 - Best Practice	<i>Pest Control</i>	Facilities	Low	Good - Meets Standards
1 - Best Practice	<i>Custodial Services</i>	Facilities	Low	Poor - Does Not Meet Standards
1 - Best Practice	<i>Overhead Sanitary Sewer Program</i>	Public Works	Low	Poor - Does Not Meet Standards
1 - Best Practice	<i>Brick Street Maintenance and Repair</i>	Public Works	Low	Poor - Does Not Meet Standards
1 - Best Practice	<i>Curb Replacement</i>	Public Works	Low	Poor - Does Not Meet Standards
0 - No Mandate	<i>Neighborhood Focus Team (NFT)</i>	Police	Medium	Good - Meets Standards
0 - No Mandate	<i>Street Lights</i>	Public Works	Low	Fair - Meets Some Standards but Needs Improvement

PROGRAMS BY PRIORITY LEVEL

Programs By Priority Level

Priority	Program Name	Department	Mandate	Service Level
High	<i>Emergency Call Processing</i>	Communications Center	4 - Fed/State Mandate	Excellent - Exceeds Standards
High	<i>Solid Waste - Refuse Collection</i>	Public Works	2 - City Code, Resolution, Ordinance or Policy	Excellent - Exceeds Standards
High	<i>Solid Waste - Recycling Collection</i>	Public Works	2 - City Code, Resolution, Ordinance or Policy	Excellent - Exceeds Standards
High	<i>Criminal Investigation Division (CID)</i>	Police	2 - City Code, Resolution, Ordinance or Policy	Excellent - Exceeds Standards
High	<i>Public Information Officer (PIO)</i>	Police	2 - City Code, Resolution, Ordinance or Policy	Excellent - Exceeds Standards
High	<i>Freedom of Information Act (FOIA)</i>	Clerk	4 - Fed/State Mandate	Excellent - Exceeds Standards
High	<i>Administrative Court</i>	Legal	2 - City Code, Resolution, Ordinance or Policy	Excellent - Exceeds Standards
High	<i>Human Resources Support</i>	Legal	2 - City Code, Resolution, Ordinance or Policy	Excellent - Exceeds Standards
High	<i>Consultation and Advisory</i>	Legal	2 - City Code, Resolution, Ordinance or Policy	Excellent - Exceeds Standards
High	<i>City Council</i>	Admin	4 - Fed/State Mandate	Good - Meets Standards

Priority	Program Name	Department	Mandate	Service Level
High	<i>Strategic Planning</i>	Admin	1 - Best Practice	Good - Meets Standards
High	<i>Administration & Council Support</i>	Admin	1 - Best Practice	Good - Meets Standards
High	<i>Operations</i>	Admin	4 - Fed/State Mandate	Good - Meets Standards
High	<i>Communications</i>	Admin	1 - Best Practice	Good - Meets Standards
High	<i>Backflow Prevention</i>	Facilities	4 - Fed/State Mandate	Good - Meets Standards
High	<i>Boiler Certification & Inspection</i>	Facilities	4 - Fed/State Mandate	Good - Meets Standards
High	<i>Elevator Certification & Inspection</i>	Facilities	4 - Fed/State Mandate	Good - Meets Standards
High	<i>Fire Alarm; Suppression Cert.; Inspection</i>	Facilities	4 - Fed/State Mandate	Good - Meets Standards
High	<i>Local Retail, Property Development, and Business Retention & Attraction Initiatives</i>	Economic Development	2 - City Code, Resolution, Ordinance or Policy	Good - Meets Standards
High	<i>Retail Sales Tax Rebates</i>	Economic Development	2 - City Code, Resolution, Ordinance or Policy	Good - Meets Standards
High	<i>Tourism Promotion Initiatives</i>	Economic Development	1 - Best Practice	Good - Meets Standards

Priority	Program Name	Department	Mandate	Service Level
High	<i>Fire district annexation</i>	Economic Development	4 - Fed/State Mandate	Good - Meets Standards
High	<i>Regional Major Employer Business Retention & Attraction Initiatives</i>	Economic Development	1 - Best Practice	Good - Meets Standards
High	<i>Downtown Bloomington Revitalization Initiatives</i>	Economic Development	1 - Best Practice	Good - Meets Standards
High	<i>Non-Emergency Call Processing</i>	Communications Center	1 - Best Practice	Good - Meets Standards
High	<i>Police Dispatching</i>	Communications Center	1 - Best Practice	Good - Meets Standards
High	<i>Grant Coordination</i>	Community Development	4 - Fed/State Mandate	Good - Meets Standards
High	<i>Zoning</i>	Community Development	2 - City Code, Resolution, Ordinance or Policy	Good - Meets Standards
High	<i>Administration</i>	Community Development	4 - Fed/State Mandate	Good - Meets Standards
High	<i>Hazmat</i>	Fire	3 - Charter; IGA	Good - Meets Standards
High	<i>Aircraft Rescue and Firefighting (ARFF)</i>	Fire	3 - Charter; IGA	Good - Meets Standards
High	<i>Training and Safety</i>	Fire	2 - City Code, Resolution, Ordinance or Policy	Good - Meets Standards

Priority	Program Name	Department	Mandate	Service Level
High	<i>Patrol Division</i>	Police	2 - City Code, Resolution, Ordinance or Policy	Good - Meets Standards
High	<i>Street Crimes Division</i>	Police	1 - Best Practice	Good - Meets Standards
High	<i>School Resource Officers (SRO)</i>	Police	1 - Best Practice	Good - Meets Standards
High	<i>Police Administration</i>	Police	2 - City Code, Resolution, Ordinance or Policy	Good - Meets Standards
High	<i>Downtown Hireback</i>	Police	1 - Best Practice	Good - Meets Standards
High	<i>Strategic</i>	Human Resources	1 - Best Practice	Good - Meets Standards
High	<i>Employee and Labor Relations</i>	Human Resources	4 - Fed/State Mandate	Good - Meets Standards
High	<i>Compensation and Benefits</i>	Human Resources	4 - Fed/State Mandate	Good - Meets Standards
High	<i>Payroll</i>	Human Resources	4 - Fed/State Mandate	Good - Meets Standards
High	<i>Compound Meter Services</i>	Water Department	4 - Fed/State Mandate	Good - Meets Standards
High	<i>AMR Meter Services</i>	Water Department	4 - Fed/State Mandate	Good - Meets Standards

Priority	Program Name	Department	Mandate	Service Level
High	<i>JULIE Locating</i>	Water Department	4 - Fed/State Mandate	Good - Meets Standards
High	<i>Water Supply</i>	Water Department	4 - Fed/State Mandate	Good - Meets Standards
High	<i>Water Treatment</i>	Water Department	4 - Fed/State Mandate	Good - Meets Standards
High	<i>City Council & Open Meetings Law Support</i>	Clerk	4 - Fed/State Mandate	Good - Meets Standards
High	<i>License Services</i>	Clerk	2 - City Code, Resolution, Ordinance or Policy	Good - Meets Standards
High	<i>Recreation</i>	PR & CA	1 - Best Practice	Good - Meets Standards
High	<i>S.O.A.R</i>	PR & CA	3 - Charter; IGA	Good - Meets Standards
High	<i>Parks Maintenance</i>	PR & CA	2 - City Code, Resolution, Ordinance or Policy	Good - Meets Standards
High	<i>Administration</i>	Legal	1 - Best Practice	Good - Meets Standards
High	<i>Civil Litigation</i>	Legal	2 - City Code, Resolution, Ordinance or Policy	Good - Meets Standards
High	<i>Municipal Legal Services</i>	Legal	2 - City Code, Resolution, Ordinance or Policy	Good - Meets Standards

Priority	Program Name	Department	Mandate	Service Level
High	<i>Annual Audit (s) & Comprehensive Annual Financial Report (CAFR) Preparation</i>	Finance	4 - Fed/State Mandate	Good - Meets Standards
High	<i>General Ledger, Project & Grants Management</i>	Finance	4 - Fed/State Mandate	Good - Meets Standards
High	<i>Procurement</i>	Finance	2 - City Code, Resolution, Ordinance or Policy	Good - Meets Standards
High	<i>Fuel</i>	Public Works	4 - Fed/State Mandate	Good - Meets Standards
High	<i>Contractor Ditch Repair</i>	Public Works	2 - City Code, Resolution, Ordinance or Policy	Good - Meets Standards
High	<i>Snow and Ice Removal</i>	Public Works	1 - Best Practice	Good - Meets Standards
High	<i>Traffic Signal Maintenance</i>	Public Works	4 - Fed/State Mandate	Good - Meets Standards
High	<i>Storm Water - Water Quality</i>	Public Works	4 - Fed/State Mandate	Good - Meets Standards
High	<i>Service Desk</i>	Information Services	1 - Best Practice	Good - Meets Standards
High	<i>Information Security</i>	Information Services	1 - Best Practice	Good - Meets Standards
High	<i>Shared Common Technology Infrastructure</i>	Information Services	1 - Best Practice	Fair - Meets Some Standards but Needs Improvement

Priority	Program Name	Department	Mandate	Service Level
High	<i>City-Wide Enterprise Applications</i>	Information Services	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
High	<i>Strategic Technology Planning and Management</i>	Information Services	1 - Best Practice	Fair - Meets Some Standards but Needs Improvement
High	<i>Unified Communications</i>	Information Services	1 - Best Practice	Fair - Meets Some Standards but Needs Improvement
High	<i>Sanitary Sewer Cave-Ins</i>	Public Works	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
High	<i>Sanitary Sewer Inlets</i>	Public Works	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
High	<i>Sanitary Sewer Manholes</i>	Public Works	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
High	<i>Construction Inspection</i>	Public Works	2 - City Code, Resolution, Ordinance or Policy	Fair - Meets Some Standards but Needs Improvement
High	<i>Planning and Design</i>	Public Works	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
High	<i>GIS and Records Management</i>	Public Works	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
High	<i>Potholes</i>	Public Works	2 - City Code, Resolution, Ordinance or Policy	Fair - Meets Some Standards but Needs Improvement
High	<i>Street Panels</i>	Public Works	1 - Best Practice	Fair - Meets Some Standards but Needs Improvement

Priority	Program Name	Department	Mandate	Service Level
High	<i>Mill & Fill</i>	Public Works	1 - Best Practice	Fair - Meets Some Standards but Needs Improvement
High	<i>Traffic Signs</i>	Public Works	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
High	<i>Pavement Markings</i>	Public Works	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
High	<i>Sanitary Sewer - Contract Maintenance</i>	Public Works	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
High	<i>Storm Water - Cave-Ins</i>	Public Works	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
High	<i>Storm Water - Inlets</i>	Public Works	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
High	<i>Storm Water - Manholes</i>	Public Works	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
High	<i>Sidewalk Replacement</i>	Public Works	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
High	<i>Sidewalk ADA Compliance</i>	Public Works	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
High	<i>Fleet Maintenance</i>	Public Works	1 - Best Practice	Fair - Meets Some Standards but Needs Improvement
High	<i>Pension Administration</i>	Finance	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement

Priority	Program Name	Department	Mandate	Service Level
High	<i>Financial Reporting & Budget Analysis</i>	Finance	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
High	<i>Emergency Medical Dispatching</i>	Communications Center	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
High	<i>Emergency Fire Dispatching</i>	Communications Center	1 - Best Practice	Fair - Meets Some Standards but Needs Improvement
High	<i>Building</i>	Community Development	2 - City Code, Resolution, Ordinance or Policy	Fair - Meets Some Standards but Needs Improvement
High	<i>Planning</i>	Community Development	2 - City Code, Resolution, Ordinance or Policy	Fair - Meets Some Standards but Needs Improvement
High	<i>Code Enforcement</i>	Community Development	2 - City Code, Resolution, Ordinance or Policy	Fair - Meets Some Standards but Needs Improvement
High	<i>Emergency Medical Services (EMS)</i>	Fire	2 - City Code, Resolution, Ordinance or Policy	Fair - Meets Some Standards but Needs Improvement
High	<i>Fire Suppression</i>	Fire	2 - City Code, Resolution, Ordinance or Policy	Fair - Meets Some Standards but Needs Improvement
High	<i>Employee Safety/Workers Compensation</i>	Human Resources	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
High	<i>Mechanical Maintenance & Storage</i>	Water Department	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
High	<i>Transmission & Distribution</i>	Water Department	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement

Priority	Program Name	Department	Mandate	Service Level
High	<i>Billing & Collection</i>	Water Department	2 - City Code, Resolution, Ordinance or Policy	Fair - Meets Some Standards but Needs Improvement
High	<i>Administration</i>	Water Department	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
High	<i>Budget</i>	Finance	2 - City Code, Resolution, Ordinance or Policy	Fair - Meets Some Standards but Needs Improvement
High	<i>Records Management</i>	Clerk	2 - City Code, Resolution, Ordinance or Policy	Fair - Meets Some Standards but Needs Improvement
High	<i>Administration</i>	PR & CA	2 - City Code, Resolution, Ordinance or Policy	Fair - Meets Some Standards but Needs Improvement
High	<i>Aquatics</i>	PR & CA	1 - Best Practice	Fair - Meets Some Standards but Needs Improvement
High	<i>Traffic Engineering</i>	Public Works	4 - Fed/State Mandate	Poor - Does Not Meet Standards
High	<i>Storm Water - Contract Maintenance</i>	Public Works	4 - Fed/State Mandate	Poor - Does Not Meet Standards
High	<i>Delinquent Tax</i>	Finance	4 - Fed/State Mandate	Poor - Does Not Meet Standards
High	<i>Treasury</i>	Finance	4 - Fed/State Mandate	Poor - Does Not Meet Standards
High	<i>Debt Management</i>	Finance	4 - Fed/State Mandate	Poor - Does Not Meet Standards

Priority	Program Name	Department	Mandate	Service Level
Medium	<i>Mail Services</i>	Clerk	1 - Best Practice	Excellent - Exceeds Standards
Medium	<i>Pepsi Ice Center</i>	PR & CA	1 - Best Practice	Excellent - Exceeds Standards
Medium	<i>Accounts Payable</i>	Finance	2 - City Code, Resolution, Ordinance or Policy	Good - Meets Standards
Medium	<i>System Maintenance</i>	Communications Center	1 - Best Practice	Good - Meets Standards
Medium	<i>Lake Park Maintenance & Infrastructure</i>	Water Department	2 - City Code, Resolution, Ordinance or Policy	Good - Meets Standards
Medium	<i>Investigation</i>	Fire	2 - City Code, Resolution, Ordinance or Policy	Good - Meets Standards
Medium	<i>Community Relations</i>	Admin	1 - Best Practice	Good - Meets Standards
Medium	<i>Communications - Outreach</i>	Admin	1 - Best Practice	Good - Meets Standards
Medium	<i>Special Weapons and Tactics (SWAT)</i>	Police	1 - Best Practice	Good - Meets Standards
Medium	<i>Crisis Negotiations Unit (CNU)</i>	Police	1 - Best Practice	Good - Meets Standards
Medium	<i>Neighborhood Focus Team (NFT)</i>	Police	0 - No Mandate	Good - Meets Standards

Priority	Program Name	Department	Mandate	Service Level
Medium	<i>Employee Wellness</i>	Human Resources	1 - Best Practice	Good - Meets Standards
Medium	<i>Miller Park Zoo</i>	PR & CA	1 - Best Practice	Good - Meets Standards
Medium	<i>Bloomington Center for Performing Arts (BCPA)</i>	PR & CA	1 - Best Practice	Good - Meets Standards
Medium	<i>Golf</i>	PR & CA	1 - Best Practice	Good - Meets Standards
Medium	<i>Storm Water - Street Sweeping</i>	Public Works	4 - Fed/State Mandate	Good - Meets Standards
Medium	<i>Storm Water - Education</i>	Public Works	4 - Fed/State Mandate	Good - Meets Standards
Medium	<i>Erosion Control Problems</i>	Public Works	4 - Fed/State Mandate	Good - Meets Standards
Medium	<i>Parkway Restoration</i>	Public Works	4 - Fed/State Mandate	Good - Meets Standards
Medium	<i>Solid Waste - Bulk and Brush Collection</i>	Public Works	2 - City Code, Resolution, Ordinance or Policy	Good - Meets Standards
Medium	<i>Administration</i>	Public Works	1 - Best Practice	Fair - Meets Some Standards but Needs Improvement
Medium	<i>Sanitary Sewer - Maintenance</i>	Public Works	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement

Priority	Program Name	Department	Mandate	Service Level
Medium	<i>Emergency Backup Generator Operation</i>	Facilities	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Medium	<i>ADA</i>	Facilities	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Medium	<i>HVAC</i>	Facilities	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Medium	<i>Building Automation System Maintenance</i>	Facilities	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Medium	<i>Facility Maintenance</i>	Facilities	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Medium	<i>Energy Management</i>	Facilities	2 - City Code, Resolution, Ordinance or Policy	Fair - Meets Some Standards but Needs Improvement
Medium	<i>Public Information</i>	Fire	1 - Best Practice	Fair - Meets Some Standards but Needs Improvement
Medium	<i>Recruitment and Hiring</i>	Human Resources	1 - Best Practice	Fair - Meets Some Standards but Needs Improvement
Medium	<i>Training and Development</i>	Human Resources	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Medium	<i>TIF Administration/Economic Development</i>	Finance	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Medium	<i>Capital Accounting/Inventory Management</i>	Finance	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement

Priority	Program Name	Department	Mandate	Service Level
Medium	<i>Indirect Cost Allocation</i>	Finance	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Medium	<i>Local Tax</i>	Finance	2 - City Code, Resolution, Ordinance or Policy	Poor - Does Not Meet Standards
Medium	<i>Alley Maintenance</i>	Public Works	1 - Best Practice	Poor - Does Not Meet Standards
Medium	<i>Storm Water - Maintenance</i>	Public Works	4 - Fed/State Mandate	Poor - Does Not Meet Standards
Medium	<i>Storm Water - Sump Pump Drain Lines</i>	Public Works	1 - Best Practice	Poor - Does Not Meet Standards
Medium	<i>Contract Administration</i>	Legal	1 - Best Practice	Poor - Does Not Meet Standards
Medium	<i>Community Relations</i>	Human Resources	2 - City Code, Resolution, Ordinance or Policy	Poor - Does Not Meet Standards
Low	<i>Pest Control</i>	Facilities	1 - Best Practice	Good - Meets Standards
Low	<i>Solid Waste - Drop-off Facility</i>	Public Works	2 - City Code, Resolution, Ordinance or Policy	Good - Meets Standards
Low	<i>False Alarm Ordinance</i>	Communications Center	2 - City Code, Resolution, Ordinance or Policy	Good - Meets Standards
Low	<i>Records Management</i>	Communications Center	4 - Fed/State Mandate	Good - Meets Standards

Priority	Program Name	Department	Mandate	Service Level
Low	<i>Record Requests</i>	Communications Center	4 - Fed/State Mandate	Fair - Meets Some Standards but Needs Improvement
Low	<i>Street Lights</i>	Public Works	0 - No Mandate	Fair - Meets Some Standards but Needs Improvement
Low	<i>Brick Street Maintenance and Repair</i>	Public Works	1 - Best Practice	Poor - Does Not Meet Standards
Low	<i>Curb Replacement</i>	Public Works	1 - Best Practice	Poor - Does Not Meet Standards
Low	<i>Overhead Sanitary Sewer Program</i>	Public Works	1 - Best Practice	Poor - Does Not Meet Standards
Low	<i>Custodial Services</i>	Facilities	1 - Best Practice	Poor - Does Not Meet Standards
Low	<i>Lake Bloomington Community Development</i>	Water Department	2 - City Code, Resolution, Ordinance or Policy	Poor - Does Not Meet Standards

**PROGRAMS BY
CURRENT SERVICE
LEVEL RATING**

Programs By Current Service Level Rating

Service Level	Program Name	Department	Priority	Mandate
Excellent - Exceeds Standards	<i>Emergency Call Processing</i>	Communications Center	High	4 - Fed/State Mandate
Excellent - Exceeds Standards	<i>Criminal Investigation Division (CID)</i>	Police	High	2 - City Code, Resolution, Ordinance or Policy
Excellent - Exceeds Standards	<i>Public Information Officer (PIO)</i>	Police	High	2 - City Code, Resolution, Ordinance or Policy
Excellent - Exceeds Standards	<i>Freedom of Information Act (FOIA)</i>	Clerk	High	4 - Fed/State Mandate
Excellent - Exceeds Standards	<i>Administrative Court</i>	Legal	High	2 - City Code, Resolution, Ordinance or Policy
Excellent - Exceeds Standards	<i>Human Resources Support</i>	Legal	High	2 - City Code, Resolution, Ordinance or Policy
Excellent - Exceeds Standards	<i>Consultation and Advisory</i>	Legal	High	2 - City Code, Resolution, Ordinance or Policy
Excellent - Exceeds Standards	<i>Solid Waste - Refuse Collection</i>	Public Works	High	2 - City Code, Resolution, Ordinance or Policy
Excellent - Exceeds Standards	<i>Solid Waste - Recycling Collection</i>	Public Works	High	2 - City Code, Resolution, Ordinance or Policy
Excellent - Exceeds Standards	<i>Mail Services</i>	Clerk	Medium	1 - Best Practice

Service Level	Program Name	Department	Priority	Mandate
Excellent - Exceeds Standards	<i>Pepsi Ice Center</i>	PR & CA	Medium	1 - Best Practice
Good - Meets Standards	<i>City Council</i>	Administration	High	4 - Fed/State Mandate
Good - Meets Standards	<i>Strategic Planning</i>	Administration	High	1 - Best Practice
Good - Meets Standards	<i>Administration & Council Support</i>	Administration	High	1 - Best Practice
Good - Meets Standards	<i>Operations</i>	Administration	High	4 - Fed/State Mandate
Good - Meets Standards	<i>Communications</i>	Administration	High	1 - Best Practice
Good - Meets Standards	<i>Community Relations</i>	Administration	Medium	1 - Best Practice
Good - Meets Standards	<i>Communications - Outreach</i>	Administration	Medium	1 - Best Practice
Good - Meets Standards	<i>Annual Audit (s) & Comprehensive Annual Financial Report (CAFR) Preparation</i>	Finance	High	4 - Fed/State Mandate
Good - Meets Standards	<i>General Ledger, Project & Grants Management</i>	Finance	High	4 - Fed/State Mandate
Good - Meets Standards	<i>Procurement</i>	Finance	High	2 - City Code, Resolution, Ordinance or Policy

Service Level	Program Name	Department	Priority	Mandate
Good - Meets Standards	<i>Accounts Payable</i>	Finance	Medium	2 - City Code, Resolution, Ordinance or Policy
Good - Meets Standards	<i>Administration</i>	Legal	High	1 - Best Practice
Good - Meets Standards	<i>Civil Litigation</i>	Legal	High	2 - City Code, Resolution, Ordinance or Policy
Good - Meets Standards	<i>Municipal Legal Services</i>	Legal	High	2 - City Code, Resolution, Ordinance or Policy
Good - Meets Standards	<i>Backflow Prevention</i>	Facilities	High	4 - Fed/State Mandate
Good - Meets Standards	<i>Boiler Certification & Inspection</i>	Facilities	High	4 - Fed/State Mandate
Good - Meets Standards	<i>Elevator Certification & Inspection</i>	Facilities	High	4 - Fed/State Mandate
Good - Meets Standards	<i>Fire Alarm; Suppression Cert.; Inspection</i>	Facilities	High	4 - Fed/State Mandate
Good - Meets Standards	<i>Pest Control</i>	Facilities	Low	1 - Best Practice
Good - Meets Standards	<i>Traffic Signal Maintenance</i>	Public Works	High	4 - Fed/State Mandate
Good - Meets Standards	<i>Fuel</i>	Public Works	High	4 - Fed/State Mandate

Service Level	Program Name	Department	Priority	Mandate
Good - Meets Standards	<i>Contractor Ditch Repair</i>	Public Works	High	2 - City Code, Resolution, Ordinance or Policy
Good - Meets Standards	<i>Snow and Ice Removal</i>	Public Works	High	1 - Best Practice
Good - Meets Standards	<i>Storm Water - Water Quality</i>	Public Works	High	4 - Fed/State Mandate
Good - Meets Standards	<i>Non-Emergency Call Processing</i>	Communications Center	High	1 - Best Practice
Good - Meets Standards	<i>Police Dispatching</i>	Communications Center	High	1 - Best Practice
Good - Meets Standards	<i>System Maintenance</i>	Communications Center	Medium	1 - Best Practice
Good - Meets Standards	<i>False Alarm Ordinance</i>	Communications Center	Low	2 - City Code, Resolution, Ordinance or Policy
Good - Meets Standards	<i>Records Management</i>	Communications Center	Low	4 - Fed/State Mandate
Good - Meets Standards	<i>Grant Coordination</i>	Community Development	High	4 - Fed/State Mandate
Good - Meets Standards	<i>Zoning</i>	Community Development	High	2 - City Code, Resolution, Ordinance or Policy
Good - Meets Standards	<i>Administration</i>	Community Development	High	4 - Fed/State Mandate

Service Level	Program Name	Department	Priority	Mandate
Good - Meets Standards	<i>Information Security</i>	Information Services	High	1 - Best Practice
Good - Meets Standards	<i>Service Desk</i>	Information Services	High	1 - Best Practice
Good - Meets Standards	<i>Hazmat</i>	Fire	High	3 - Charter; IGA
Good - Meets Standards	<i>Aircraft Rescue and Firefighting (ARFF)</i>	Fire	High	3 - Charter; IGA
Good - Meets Standards	<i>Training and Safety</i>	Fire	High	2 - City Code, Resolution, Ordinance or Policy
Good - Meets Standards	<i>Investigation</i>	Fire	Medium	2 - City Code, Resolution, Ordinance or Policy
Good - Meets Standards	<i>Patrol Division</i>	Police	High	2 - City Code, Resolution, Ordinance or Policy
Good - Meets Standards	<i>Street Crimes Division</i>	Police	High	1 - Best Practice
Good - Meets Standards	<i>School Resource Officers (SRO)</i>	Police	High	1 - Best Practice
Good - Meets Standards	<i>Police Administration</i>	Police	High	2 - City Code, Resolution, Ordinance or Policy
Good - Meets Standards	<i>Downtown Hireback</i>	Police	High	1 - Best Practice

Service Level	Program Name	Department	Priority	Mandate
Good - Meets Standards	<i>Special Weapons and Tactics (SWAT)</i>	Police	Medium	1 - Best Practice
Good - Meets Standards	<i>Crisis Negotiations Unit (CNU)</i>	Police	Medium	1 - Best Practice
Good - Meets Standards	<i>Neighborhood Focus Team (NFT)</i>	Police	Medium	0 - No Mandate
Good - Meets Standards	<i>Local Retail, Property Development, and Business Retention & Attraction Initiatives</i>	Economic Development	High	2 - City Code, Resolution, Ordinance or Policy
Good - Meets Standards	<i>Tourism Promotion Initiatives</i>	Economic Development	High	1 - Best Practice
Good - Meets Standards	<i>Fire district annexation</i>	Economic Development	High	4 - Fed/State Mandate
Good - Meets Standards	<i>Regional Major Employer Business Retention & Attraction Initiatives</i>	Economic Development	High	1 - Best Practice
Good - Meets Standards	<i>Downtown Bloomington Revitalization Initiatives</i>	Economic Development	High	1 - Best Practice
Good - Meets Standards	<i>Retail Sales Tax Rebates</i>	Economic Development	High	2 - City Code, Resolution, Ordinance or Policy
Good - Meets Standards	<i>Strategic</i>	Human Resources	High	1 - Best Practice
Good - Meets Standards	<i>Employee and Labor Relations</i>	Human Resources	High	4 - Fed/State Mandate

Service Level	Program Name	Department	Priority	Mandate
Good - Meets Standards	<i>Compensation and Benefits</i>	Human Resources	High	4 - Fed/State Mandate
Good - Meets Standards	<i>Payroll</i>	Human Resources	High	4 - Fed/State Mandate
Good - Meets Standards	<i>Employee Wellness</i>	Human Resources	Medium	1 - Best Practice
Good - Meets Standards	<i>JULIE Locating</i>	Water Department	High	4 - Fed/State Mandate
Good - Meets Standards	<i>Water Supply</i>	Water Department	High	4 - Fed/State Mandate
Good - Meets Standards	<i>Water Treatment</i>	Water Department	High	4 - Fed/State Mandate
Good - Meets Standards	<i>Compound Meter Services</i>	Water Department	High	4 - Fed/State Mandate
Good - Meets Standards	<i>AMR Meter Services</i>	Water Department	High	4 - Fed/State Mandate
Good - Meets Standards	<i>City Council & Open Meetings Law Support</i>	Clerk	High	4 - Fed/State Mandate
Good - Meets Standards	<i>License Services</i>	Clerk	High	2 - City Code, Resolution, Ordinance or Policy
Good - Meets Standards	<i>Recreation</i>	PR & CA	High	1 - Best Practice

Service Level	Program Name	Department	Priority	Mandate
Good - Meets Standards	<i>S.O.A.R</i>	PR & CA	High	3 - Charter; IGA
Good - Meets Standards	<i>Parks Maintenance</i>	PR & CA	High	2 - City Code, Resolution, Ordinance or Policy
Good - Meets Standards	<i>Storm Water - Street Sweeping</i>	Public Works	Medium	4 - Fed/State Mandate
Good - Meets Standards	<i>Storm Water - Education</i>	Public Works	Medium	4 - Fed/State Mandate
Good - Meets Standards	<i>Parkway Restoration</i>	Public Works	Medium	4 - Fed/State Mandate
Good - Meets Standards	<i>Erosion Control Problems</i>	Public Works	Medium	4 - Fed/State Mandate
Good - Meets Standards	<i>Solid Waste - Bulk and Brush Collection</i>	Public Works	Medium	2 - City Code, Resolution, Ordinance or Policy
Good - Meets Standards	<i>Miller Park Zoo</i>	PR & CA	Medium	1 - Best Practice
Good - Meets Standards	<i>Bloomington Center for Performing Arts (BCPA)</i>	PR & CA	Medium	1 - Best Practice
Good - Meets Standards	<i>Golf</i>	PR & CA	Medium	1 - Best Practice
Good - Meets Standards	<i>Lake Parks Maintenance & Infrastructure</i>	Water Department	Medium	2 - City Code, Resolution, Ordinance or Policy

Service Level	Program Name	Department	Priority	Mandate
Good - Meets Standards	<i>Solid Waste - Drop-off Facility</i>	Public Works	Low	2 - City Code, Resolution, Ordinance or Policy
Fair - Meets Some Standards but Needs Improvement	<i>Shared Common Technology Infrastructure</i>	Information Services	High	1 - Best Practice
Fair - Meets Some Standards but Needs Improvement	<i>City-Wide Enterprise Applications</i>	Information Services	High	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Strategic Technology Planning and Management</i>	Information Services	High	1 - Best Practice
Fair - Meets Some Standards but Needs Improvement	<i>Unified Communications</i>	Information Services	High	1 - Best Practice
Fair - Meets Some Standards but Needs Improvement	<i>Construction Inspection</i>	Public Works	High	2 - City Code, Resolution, Ordinance or Policy
Fair - Meets Some Standards but Needs Improvement	<i>Planning and Design</i>	Public Works	High	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>GIS and Records Management</i>	Public Works	High	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Potholes</i>	Public Works	High	2 - City Code, Resolution, Ordinance or Policy
Fair - Meets Some Standards but Needs Improvement	<i>Street Panels</i>	Public Works	High	1 - Best Practice
Fair - Meets Some Standards but Needs Improvement	<i>Mill & Fill</i>	Public Works	High	1 - Best Practice

Service Level	Program Name	Department	Priority	Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Sanitary Sewer Cave-Ins</i>	Public Works	High	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Sanitary Sewer Inlets</i>	Public Works	High	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Sanitary Sewer Manholes</i>	Public Works	High	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Sanitary Sewer - Contract Maintenance</i>	Public Works	High	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Storm Water - Cave-Ins</i>	Public Works	High	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Storm Water - Inlets</i>	Public Works	High	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Storm Water - Manholes</i>	Public Works	High	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Fleet Maintenance</i>	Public Works	High	1 - Best Practice
Fair - Meets Some Standards but Needs Improvement	<i>Traffic Signs</i>	Public Works	High	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Pavement Markings</i>	Public Works	High	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Sidewalk Replacement</i>	Public Works	High	4 - Fed/State Mandate

Service Level	Program Name	Department	Priority	Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Sidewalk ADA Compliance</i>	Public Works	High	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Administration</i>	Public Works	Medium	1 - Best Practice
Fair - Meets Some Standards but Needs Improvement	<i>Sanitary Sewer - Maintenance</i>	Public Works	Medium	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Emergency Backup Generator Operation</i>	Facilities	Medium	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>ADA</i>	Facilities	Medium	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>HVAC</i>	Facilities	Medium	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Building Automation System Maintenance</i>	Facilities	Medium	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Facility Maintenance</i>	Facilities	Medium	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Energy Management</i>	Facilities	Medium	2 - City Code, Resolution, Ordinance or Policy
Fair - Meets Some Standards but Needs Improvement	<i>Emergency Medical Dispatching</i>	Communications Center	High	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Emergency Fire Dispatching</i>	Communications Center	High	1 - Best Practice

Service Level	Program Name	Department	Priority	Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Record Requests</i>	Communications Center	Low	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Building</i>	Community Development	High	2 - City Code, Resolution, Ordinance or Policy
Fair - Meets Some Standards but Needs Improvement	<i>Planning</i>	Community Development	High	2 - City Code, Resolution, Ordinance or Policy
Fair - Meets Some Standards but Needs Improvement	<i>Code Enforcement</i>	Community Development	High	2 - City Code, Resolution, Ordinance or Policy
Fair - Meets Some Standards but Needs Improvement	<i>Emergency Medical Services (EMS)</i>	Fire	High	2 - City Code, Resolution, Ordinance or Policy
Fair - Meets Some Standards but Needs Improvement	<i>Fire Suppression</i>	Fire	High	2 - City Code, Resolution, Ordinance or Policy
Fair - Meets Some Standards but Needs Improvement	<i>Public Information</i>	Fire	Medium	1 - Best Practice
Fair - Meets Some Standards but Needs Improvement	<i>Employee Safety/Workers Compensation</i>	Human Resources	High	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Recruitment and Hiring</i>	Human Resources	Medium	1 - Best Practice
Fair - Meets Some Standards but Needs Improvement	<i>Training and Development</i>	Human Resources	Medium	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Financial Reporting & Budget Analysis</i>	Finance	High	4 - Fed/State Mandate

Service Level	Program Name	Department	Priority	Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Budget</i>	Finance	High	2 - City Code, Resolution, Ordinance or Policy
Fair - Meets Some Standards but Needs Improvement	<i>Pension Administration</i>	Finance	High	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>TIF Administration/Economic Development</i>	Finance	Medium	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Capital Accounting/Inventory Management</i>	Finance	Medium	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Indirect Cost Allocation</i>	Finance	Medium	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Mechanical Maintenance & Storage</i>	Water Department	High	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Transmission & Distribution</i>	Water Department	High	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Billing & Collection</i>	Water Department	High	2 - City Code, Resolution, Ordinance or Policy
Fair - Meets Some Standards but Needs Improvement	<i>Administration</i>	Water Department	High	4 - Fed/State Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Records Management</i>	Clerk	High	2 - City Code, Resolution, Ordinance or Policy
Fair - Meets Some Standards but Needs Improvement	<i>Administration</i>	PR & CA	High	2 - City Code, Resolution, Ordinance or Policy

Service Level	Program Name	Department	Priority	Mandate
Fair - Meets Some Standards but Needs Improvement	<i>Aquatics</i>	PR & CA	High	1 - Best Practice
Fair - Meets Some Standards but Needs Improvement	<i>Street Lights</i>	Public Works	Low	0 - No Mandate
Poor - Does Not Meet Standards	<i>Storm Water - Contract Maintenance</i>	Public Works	High	4 - Fed/State Mandate
Poor - Does Not Meet Standards	<i>Traffic Engineering</i>	Public Works	High	4 - Fed/State Mandate
Poor - Does Not Meet Standards	<i>Treasury</i>	Finance	High	4 - Fed/State Mandate
Poor - Does Not Meet Standards	<i>Debt Management</i>	Finance	High	4 - Fed/State Mandate
Poor - Does Not Meet Standards	<i>Delinquent Tax</i>	Finance	High	4 - Fed/State Mandate
Poor - Does Not Meet Standards	<i>Local Tax</i>	Finance	Medium	2 - City Code, Resolution, Ordinance or Policy
Poor - Does Not Meet Standards	<i>Storm Water - Sump Pump Drain Lines</i>	Public Works	Medium	1 - Best Practice
Poor - Does Not Meet Standards	<i>Storm Water - Maintenance</i>	Public Works	Medium	4 - Fed/State Mandate
Poor - Does Not Meet Standards	<i>Alley Maintenance</i>	Public Works	Medium	1 - Best Practice

Service Level	Program Name	Department	Priority	Mandate
Poor - Does Not Meet Standards	<i>Contract Administration</i>	Legal	Medium	1 - Best Practice
Poor - Does Not Meet Standards	<i>Custodial Services</i>	Facilities	Low	1 - Best Practice
Poor - Does Not Meet Standards	<i>Community Relations</i>	Human Resources	Medium	2 - City Code, Resolution, Ordinance or Policy
Poor - Does Not Meet Standards	<i>Lake Bloomington Community Development</i>	Water Department	Low	2 - City Code, Resolution, Ordinance or Policy
Poor - Does Not Meet Standards	<i>Brick Street Maintenance and Repair</i>	Public Works	Low	1 - Best Practice
Poor - Does Not Meet Standards	<i>Curb Replacement</i>	Public Works	Low	1 - Best Practice
Poor - Does Not Meet Standards	<i>Overhead Sanitary Sewer Program</i>	Public Works	Low	1 - Best Practice

**PERCENT OF TOTAL
GENERAL FUND
SUBSIDIES BY
DEPARTMENT**

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