

Community Budget Advisory Committee Charter

Purpose

The City of Bloomington is experiencing unprecedented revenue loss in 2020 as a result of the pandemic. The economic impacts of the pandemic are anticipated to persist into 2021 and beyond, impacting future City revenue sources and property values. The economic impact of the pandemic is also anticipated to result in persistently higher levels of unemployment, household economic loss, and community-wide financial uncertainty.

The Bloomington Community Budget Advisory Committee (CBAC) has been appointed by the Mayor and confirmed by the City Council, in the extraordinary circumstance of the economic challenge created by the COVID-19 pandemic, to study the City budget and make recommendations to the City Council on various options for the Council to consider in adopting the two-year 2021-2022 City budget.

CBAC is responsible for studying and understanding the current and future impacts of the pandemic to the Bloomington economy; understanding how the pandemic may impact the sources of revenue to the City of Bloomington; understanding the services provided by the City and the costs to deliver those services; understanding the relationship between cost of services and tax philosophy; engaging with the community to understand priorities and preferences for City services; and, producing recommendations to the City Council that reflect these understandings.

Scope of Work

CBAC will primarily focus on those City operations that are considered “tax-supported” or impact tax-supported operations. For the purposes of clarifying the scope of work, the City budgets that fall into this category are:

2021/2022 budgets

- ☐ General Fund
- ☐ Internal Service Funds
- ☐ Non-Utility Enterprise Funds (Recreation Facilities)
- ☐ Select Special Revenue Funds (Communications and Fire Pension)

Based on the study and evaluation of these funds and the services they support, CBAC will report to the City Council:

Recommendations

- ☐ Tax levy philosophy
- ☐ Levels of service
- ☐ Capital Investment

Objectives

The Community Budget Advisory Committee will make recommendations to the City Council that are:

- ☐ Easy to understand
- ☐ Reflective of community input
- ☐ Inclusive of the best interests of the community
- ☐ Aligned with City Council strategic priorities
- ☐ Mindful of both short-term and long-term considerations

Deliverables

The deliverables for CBAC are separated into two areas – process and product.

Process

- ☐ Monthly updates to City Council
- ☐ Community engagement
- ☐ Input to City Council on preliminary levy in September
- ☐ Final product in early November

Product

- ☐ 3-4 budget and tax levy scenarios
- ☐ Presentation and report to City Council

Risks and Influences & Dependencies

Risks, Influences, and Dependencies describe external considerations that may affect the process or product of CBAC.

- ☐ *Risks* consider the technical side of the project and the people side of the project.
- ☐ *Influences* tries to identify events or circumstances expected to occur during the project life-cycle.
- ☐ *Dependencies* identifies systems, processes, products or people likely to be impacted due to this project.

These are not delimiters that should prevent the committee from proceeding. Rather, it is foresight of challenges that may arise so that CBAC can be thoughtful about how to potentially respond/react when these challenges are encountered. They are summarized below:

Risks (of moving forward)

- ☐ Staying within scope, focused, and on schedule (T)
- ☐ Communications and messaging to the community is not consistent or planned (T)
- ☐ Communications that do not suggest pre-supposed outcomes (T)
- ☐ Engagement efforts will coincide with national and state elections (T)
- ☐ Engagement efforts may continue to be limited by COVID-19 restrictions (T/P)
- ☐ Engagement plan may utilize vendor untested tools (T/P)
- ☐ Work product does not meet City Council expectations (P)
- ☐ Recommendations include unrealistic options that don't fit the organization (P)
- ☐ Employee morale as result of public discussion of services and staffing levels (P)
- ☐ Committee members may be subject to negative community feedback (P)

Risks (of not moving forward)

- ☐ Less visible, less engaging process would lead to worse public perception (P)
- ☐ People do not have an avenue for their voice(s) to be heard (P)
- ☐ Missing out on fresh perspective we have never had before (P)
- ☐ Increased difficulty for City Council to approve a budget (T)

Influences

- ☐ National, State, and regional economy will continue to be in flux for the duration of CBAC's work; meaning that assumptions about the economy and economic impact may be continually revised and/or updated throughout the process
- ☐ Federal or State Government may pass additional legislation that will affect the financial assumptions and/or financial position of the City
- ☐ Credit rating agencies may reconsider the position of the City and/or offer additional guidance related to ratings analyses as a result of the pandemic
- ☐ Externalities may cause the City Council to re-prioritize its strategic efforts

Dependencies

- ☐ Project Management Team and Committee Co-Chairs to guide the process
- ☐ City's Executive Leadership Team and key budget preparation staff will have significant input and involvement; need to have departmental process to respond to committee requests
- ☐ Communications staff to execute the Communications Plan
- ☐ Community Outreach & Engagement Division (COED) to assist with engagement plan and stakeholder inputs
- ☐ Racial Equity Coordinator to ensure underrepresented and BIPOC communities are being engaged, and to provide guidance for reflecting equity considerations in the recommendations

Measures of Success

Risks, Influences, and Dependencies describe external considerations that may affect the process

4 Key Areas for Measuring Success

- ☐ Project Execution
 - ☐ Produce the deliverables identified above on-time
 - ☐ An approved budget by the City Council in December 2020
 - ☐ Community feels engaged, informed, and part of the process
- ☐ Team Satisfaction
 - ☐ Committee members feel that individual contributions were invited and valued
 - ☐ Recommendations reflect the collective wisdom of the group
- ☐ Stakeholder and Customer Satisfaction
 - ☐ City Council satisfied that its strategic priorities are reflected and the committee has met its charge
 - ☐ Community feels engaged, informed, and part of the process
 - ☐ City staff understands the reason and rationale for the recommendations
- ☐ Quality of Work
 - ☐ Options are well-researched, financially responsible, and understandable

Stakeholders

Stakeholder analysis identifies who is asking for this work to be completed; who is responsible for organizing, planning, and managing the project through its life-cycle; who has clearly defined roles and responsibilities during the project; and, who is impacted by the project.

Project Owners (who has ordered the project):

- ☐ City Council

Project Managers (responsible for organizing and managing):

- ☐ City Manager Jamie Verbrugge (project sponsor)
- ☐ Budget Manager Kari Carlson

Project Team (roles and responsibilities during the project):

- ☐ Lori Economy-Scholler, Chief Financial Officer
- ☐ Kris Wilson, Assistant City Manager
- ☐ Briana Eicheldinger, Administrative Assistant in Finance
- ☐ COED Team
- ☐ Communications Team
- ☐ Executive Leadership Team

External and Internal Stakeholders (who is impacted):

- ☐ Residents
- ☐ Customers who are not residents
- ☐ Community Partners (e.g., BPS, NCC, non-profits, Chamber of Commerce)
- ☐ City staff

Timeline

The timeline for this project is proposed as such:

June 2020

- ☐ Committee formation
- ☐ Budget, levy, and community economic information

July 2020

- ☐ Approval of Communications Plan, Engagement Plan, and Equity Plan
- ☐ Study of City services and Department budgets

August/September 2020

- ☐ Continue Study of City services and Department budgets
- ☐ Advise City Council on preliminary levy to be adopted in September
- ☐ Community outreach and engagement
- ☐ Discuss philosophy and begin drafting options

October 2020

- ☐ Finalize options
- ☐ Community outreach and engagement

November 2020

- ☐ Communicate options to the City Council

December 2020

- ☐ City Council adopts budget and levy

Composition

The committee has been appointed to include the following members:

Co-chairs: Neil Peterson
Steve Peterson

Members: Akua Asare, Maureen Scallen Failor, John Gibbs, John Laux,
Jessica Linares-Kunkel, Chao Moua, Josh Syrjamaki

The committee will be supported by the following City staff:

Co-Project Managers: Kari Carlson, Budget Manager
Jamie Verbrugge, City Manager

Project Team: Lori Economy-Scholler, Chief Financial Officer
Kris Wilson, Assistant City Manager

Administrative Assistant: Briana Eicheldinger

Method of Operation

The Community Budget Advisory Committee operates in a participative manner, whereby each member has equal standing. The intent and preference of CBAC members is that all actions, decisions, and recommendations will be made by consensus (defined as unanimous agreement). If consensus cannot be achieved by those present, the co-chairs will jointly declare that a vote to proceed will take place, in which case a majority of all committee members (five votes) will be required for a vote to prevail. *It being the intent of the members to achieve consensus, the co-chairs are expected to make every effort to gain consensus before resorting to a vote.*

When a member is absent, it is that member's duty to review the materials in advance of that member's absence and provide feedback to one of the co-chairs prior to the meeting. It will be the responsibility of the co-chair(s) to reflect that member's feedback in the course of discussion. Proxy votes will not be allowed in the event of an absence.

Conduct of CBAC Members

Each member is expected to be an active participant by committing to attend meetings; being thoroughly prepared for each meeting; demonstrating open and honest engagement in the process; and communicating CBAC's activities to other community members and within their respective networks with proper discretion, professionalism, and consistent messaging.

Trust is both earned and given. Members are to respect the process and one another by respecting all ideas expressed, abiding by the established ground rules, staying within the agreed agenda, maintaining the respectful behaviors agreed upon, and sharing equally in the responsibility to reach consensus. If any issues should arise, members will attempt to resolve interpersonal conflicts with each other before subsequent meetings. For actions, decisions, and recommendations made by consensus of the members, each member is expected to be an advocate of the outcome.

The members acknowledge that disagreement and conflict are to be expected as part of this process, and agree that such disagreements are to be shared constructively and in the spirit of bettering discussion and understanding.

If any members violate any of the above-referenced expectations, we agree to hold one another accountable by reaching out privately to the offending party and professionally sharing what was observed or perceived from the meeting. The members involved agree to accept the constructive feedback without taking it personally and to work to ensure his or her behavior at subsequent meetings is considerate of the feedback.

Administrative Procedures

Meeting dates and times will be agreed upon by the committee at least one month in advance (e.g., August meetings will be set in early July). The group will meet so long as no more than two members are absent. Agenda materials will be made available by the close of business on the Friday preceding each CBAC meeting, unless that meeting is on a Friday or Saturday in which case materials will be available 72 hours prior. Materials will include actions taken at previous meetings, action items including responsible parties, and supporting materials for the scheduled discussion. Members will coordinate with the Co-Chairs or Project Managers if there are specific requests related to agenda items prior to the meeting.


At the end of discussion of each topic, items needing follow-up will be assigned with expected time frames to complete. At the end of each meeting, agreed-upon actions and responsible parties will be summarized, the agenda will be set for the next meeting, and responsibility for any logistics for the next meeting will be assigned. There will also be agreement about the messaging from the meeting.

Adopted: June 24, 2020

Agreed and Signed,



Akua Asare

Maureen Scallen Failor

John Gibbs

Jessica Linares-Kunkel

John Laux

Chao Moua

Neil Peterson

Steve Peterson

Josh Syrjamaki