

Administration & Finance

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Today's Agenda



- Introduction of Team – John Murphy
- Finance – Jennifer Hockenhull
- Purchasing/Diversity – George King
- 311 Call Center – Cynthia Simmons
- Human Rights – Lonnie Douglas
- Safety & Risk Management – Robert Yeary
- Human Resources – Janet Cadotte
- Information Technology – Shawn Delahanty
- Other Funds – John Murphy



Finance

A/F - Finance

Budget Summary & Staffing Changes



- Overall, A/F General Fund budget reduced by \$107,838 (5.15%) for 2015 and is \$1,984,106.
- No staffing level changes in the finance department. Nine full time employees and one intern during the summer.
- Proposed title change of Accounts Payable Administrator to Financial Specialist II to better reflect job duties.
- Proposed title change of Financial Specialist Senior to Senior Budget Analyst to better reflect job duties.
- \$20,000 outplacement services budget moved to Fund 713 – Unemployment Compensation for 2015



A/F - Finance

2014 Accomplishments



- A new City Controller started in January; a new Deputy City Controller started in April.
- Received GFOA award for 2012 CAFR – 23rd consecutive year for the City of South Bend. Submitted the 2013 CAFR to GFOA for award.
- Re-affirmed City's AA bond rating with Standard & Poor's in May.
- Refunding of Redevelopment Commission (TJX) Bonds in June.
- Successful Budget Kickoff meeting at Century Center on June 5, 2014.
- Faster month-end closing (10 days) and better monthly financial reporting.
- Quarterly reporting to Personnel & Finance Committee

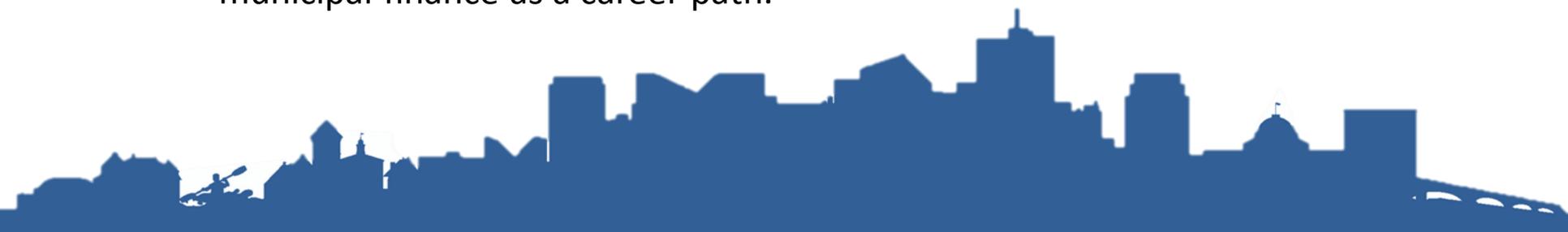


A/F - Finance

2015 Goals & Challenges



- Continued training for staff members – GFOA, DLGF, IACT.
- Faster preparation of the annual CAFR – outsource financial statement preparation – goal to finish by June 15, 2015.
- Apply for and receive the GFOA Distinguished Budget Award – similar to the CAFR award.
- Accelerate month-end close from 10 days to 8 days – streamline bank reconciliation process.
- Fully implement five-year operating budget – best practice and S&P requirement.
- Continue A/F internship program – engage students in the concept of municipal finance as a career path.



A/F - Finance

Key Performance Indicators



Measure	Mayoral Goal	Type	2016 Long Term Goal	2013 Actual (if available)	2014 Estimated (if available)	2015 Target
GFOA CAFR/Budget Award	GG	Output	1/1	1/0	1/0	1/1
S&P Bond Rating	GG	Quality	AA+	AA	AA	AA
SBOA Audit Findings	GG	Outcome	0	3	5	3
Month-End Closing (days)	BE	Output	7	15	10	8



Purchasing/Diversity

A/F – Purchasing/Diversity Budget Summary & Staffing Changes



- Purchasing/Diversity is included in the Administration and Finance budget in the General Fund.
- One full time employee and one part-time employee.
- Diversity Compliance Officer hours reduced from 32 to 18 hours per week for 2015 to help balance the budget (will be supplemented by assistance from other A/F staff members including the proposed HR Generalist).



A/F – Purchasing/Diversity 2014 Accomplishments



- Supported all city departments in day-to-day purchasing activities and annual purchasing contract bids to assure Indiana Code and South Bend policies are followed.
- Focus on general best practices and process improvements (i.e. Purchasing Card).
- Initial design of City-wide document management program to be implemented by EnFocus consultants.
- Supported the Diversity Ordinance, including related reporting requirements and the activities of the Diversity Utilization Board.
- Participated as a sponsor in the Indiana Department of Administration Diversity meeting at St. Mary's College.



A/F – Purchasing/Diversity 2015 Goals & Challenges



- Increase the awareness and participation of the city departments regarding inclusion of M/WBE organizations in the bidding and quoting processes through training and education.
- Assist the EnFocus group in the implementation of the document management program.
- Complete the implementation of the web-based opportunity broadcaster system for use in notifying and tallying opportunities sent to M/WBE's.



A/F – Purchasing/Diversity Key Performance Indicators



Measure	Mayoral Goal	Type	2016 Long Term Goal	2013 Actual (if available)	2014 Estimated (if available)	2015 Target
Number of purchase orders issued per year	BE	Output	9,000	7,439	8,880	9,000
Dollar value of purchase orders issued per year (million dollars)	BE	Output	\$70.0	\$80.4	\$67.0	\$67.0
Emergency Purchase Orders days open (days)	GG	Efficiency	30	85	30	30
Number of contracts and transactions issued to M/WBE	GG/ED	Outcome	200	41	90	150



311 Call Center

A/F – 311 Call Center

Budget Summary & Staffing Changes



- The 311 Call Center is a separate department in the General Fund. The budget is funded by allocations to user departments (i.e. Water Works, Waste, Solid Waste, Animal Control, Code Enforcement) based on call volume.
- Budget reduced by \$18,617 (3.81%) to \$470,291 for 2015.
- No staffing level changes for 2015. 6.5 FTE's.
- Proposed title change of one 311 Customer Service Liaison to 311 Customer Service Liaison II.
- Proposed title change of one 311 Customer Service Liaison to 311 Customer Service Liaison Supervisor.



A/F – 311 Call Center 2014 Accomplishments



- Have handled over 102,000 calls so far during 2014; 212,000 calls since inception of the program.
- The department successfully relocated its operations to Lafayette Street.
- 311 assumed call taking for Organic Resources and Parks Maintenance. Animal Care & Control is planned to occur in the latter part of 2014.
- Maintained functionality at the remote site during the May downtown power outage.
- Was able to keep working during snow days when many other governmental offices were closed.



A/F – 311 Call Center 2015 Goals & Challenges



- Acquiring new departments of the City and learning their processes with the goal of improving efficiencies at both the department and Call Center levels.
- The challenge is to improve responsiveness with the goal being quicker resolution of citizen's issues.



A/F – 311 Call Center Key Performance Indicators



Measure	Mayoral Goal	Type	2016 Long Term Goal	2013 Actual (if available)	2014 Estimated (if available)	2015 Target
Average time to answer call (seconds)	BE	Efficiency	30	n/a	35	35
Percentage of calls handled within 30 seconds	BE	Efficiency	70%	n/a	70%	70%
Percentage of Abandoned Calls	BE	Efficiency	7%	n/a	7%	7%
Call Volume	BE	Output	275,000	n/a	135,000	222,000



Human Rights

A/F - Human Rights Budget Summary & Staffing Changes



- Human Rights is funded through the general fund and HUD/EEOC funds.
- Fund 101 (General) and Fund 258 (HUD / EEOC Grants).
- Fund 101 shows a 2% budget decrease (eliminated utilities).
- Fund 258 shows a 10.4% budget increase.
- Number of staff unchanged in both funds. Six full time employees and two part-time employees.
- Fund 101 - proposed Investigator III change to an Investigator IV.
- Fund 258 - proposed Investigator II change to an Investigator III.



A/F - Human Rights 2014 Accomplishments



- Hosted the annual Human Rights Fair Housing training and awards scholarships.
- Completed diversity training for new police officers on three separate occasions.
- Hosted the annual Indiana Consortium of State and Local Human Rights Agencies Training Conference.
- Received another Education and Outreach grant from the US Department HUD in housing testing for discrimination.
- Director Lonnie L. Douglas, received the Frieda Dawkins award for leadership in the field of civil and human rights.
- Established a policy where all cases filed with the Commission must be completed within 180 days or less with an exception for those cases that require legal intervention. Those cases must be completed within 360 days.



A/F - Human Rights

2015 Goals & Challenges



- Keep contractual relationships with the EEOC and HUD by reaching our case production numbers prior to the end of the contractual period.
- Continue to work with the City of Mishawaka and the County to insure that all of the citizens of Saint Joseph County are insured equal opportunity.
- Continue to seek grants and other forms of revenue to supplement the general fund budget.
- Continue to work at eliminating discrimination in our community while continually maintaining enough resources to keep the Commission effective and a valued part of the community.
- Continue to inform citizens that diversity strengthens and benefits our community through inclusion of all types of people.



A/F – Human Rights Key Performance Indicators



Measure	Mayoral Goal	Type	2016 Long Term Goal	2013 Actual (if available)	2014 Estimated (if available)	2015 Target
Number of trainings performed	GG	Output	8	8	8	8
Number of cases investigated	GG	Output	106	104	104	104
Number of probable causes	GG	Output	8	10	10	8
Number of Housing Trainings performed	GG	Output	8	8	8	8



Safety & Risk Management

A/F – Safety & Risk Management Budget Summary & Staffing Changes



- Safety & Risk Management is included as a cost center in the Liability Insurance Fund 226.
- Increase in budget of \$28,488 (11.2%) for 2015 to \$282,231.
- No staffing level changes for 2015. Three full time employees.
- Proposed title change for one Secretary III to Worker's Compensation Specialist for 2015.



A/F – Safety & Risk Management 2014 Accomplishments



- Reduction in total amount spent on claims to \$380,000 (projected) compared to \$600,000 that was budgeted.
- Total of more than 6,800 hours (projected) of training for City employees.
- Secured a provider contract for workers compensation treatment at a 40% reduction over older contracts.
- Reduction in recordable claims in most departments by more than 30%.
- Developed a formal education training standard for all City job descriptions



A/F – Safety & Risk Management 2015 Goals & Challenges



- Update the current policies and procedures manual to include current regulatory changes.
- Maintain below industry standards for workers compensation reported accidents and cost.
- Partner with wellness to jointly develop prevention programs to keep injuries down and foster a healthy workforce.



A/F – Safety & Risk Management

Key Performance Indicators



Measure	Mayoral Goal	Type	2016 Long Term Goal	2013 Actual (if available)	2014 Estimated (if available)	2015 Target
Total number of loss time days for injured employees	GG	Outcome	10	34	49	20
Number of restricted duty days	GG	Outcome	50	276	164	100
Injured employee satisfaction survey	BE	Quality	95%	n/a	n/a	85%
Audit results	GG	Quality	95%	89%	82%	90%



Human Resources

A/F – Human Resources

Budget Summary & Staffing Changes



- Human Resources is included in the Administration & Finance budget in the General Fund.
- Current staff includes four full time employees and temporary/intern employees.
- Propose to add a HR Generalist position for 2015.
- Propose to increase the salary of the Talent Manager for 2015 based on outstanding performance.



A/F – Human Resources

2014 Accomplishments



- Hired an HR Director in February, 2014.
- Implemented an HRA medical option.
- Implemented retirement training consisting of quarterly 457 meetings and several trainings/communications regarding PERF retirement changes.
- Conducted an internal audit of dependent certifications to ensure compliance with health plan parameters.
- Women’s Leadership Conference – scheduled for October, 2014.
- Health Fair – scheduled for October, 2014.
- Employee Handbook – scheduled for rollout in next few months.
- Job Descriptions – City-wide revisions underway, with 90% completion rate expected prior to end of 2014.
- Policy Manual – underway with completion scheduled prior to end of 2014.
- HR Team attended number of trainings including Pfiel Innovation Leadership, national and state Society for Human Resources Management conferences.



A/F – Human Resources 2015 Goals & Challenges



- Implementation of electronic Applicant Tracking System (for all departments including Police and Fire).
- Performance Evaluation System revised/updated (City-wide).
- Creation and implementation of On-Site Clinic.
- Training for managers/supervisors (expected to begin in 2014).
- Training needs assessment (City-wide).
- New Employee Orientation/OnBoarding program redesigned and implemented.
- Policy Manual fully implemented.
- Compensation study (City-wide minus Teamsters positions).
- ID Badge system – one system to meet needs of all departments.
- Enhanced Wellness program and increased participation.
- Intranet System – designed specifically for the employees.



A/F – Human Resources

Key Performance Indicators



Measure	Mayoral Goal	Type	2016 Long Term Goal	2013 Actual (if available)	2014 Estimated (if available)	2015 Target
On-Site Clinic Utilization	GG	Outcome	65% utilization	NA	NA	50% utilization (eligible members)
Manager Training	GG	Outcome	95% participation	NA	NA	80% participation
New Employee Orientation	GG	Outcome	4.5 out of 5.0 attendee satisfaction	NA	NA	4.0 out of 5.0 attendee satisfaction
Performance Evaluation System	GG	Outcome	95% participation	NA	NA	80% participation



Information Technology

A/F – Information Technology Budget Summary & Staffing Changes



- Information Technology is included in the Administration & Finance Department of the General Fund and the IT cost center in the COIT Fund budget.
- Proposed title change of Director of Information Technology to Chief Technology Officer.
- Elimination of unfilled Database Administrator position to help balance the budget.
- Proposed title change for one Systems Specialist I to Systems Specialist II.
- Total City-wide IT costs for all funds is \$5.39 million dollars in 2015 as compared to \$4.87 million dollars in 2014.



A/F – Information Technology 2014 Accomplishments



- **Transparency and Citizen Service**
 - Published New Data Sets
 - Council Meeting WNIT broadcasting
 - Added Functionality to IVR Utility Payment System
 - 311 Mobile App
 - Websites: Council District Maps, Chronic Nuisance Information
- **Infrastructure & Networking**
 - Wireless Network Redundancy
 - New Internet Service Provider
 - Server and UPS Backup Power upgrades
- **Network Reliability and Security**
 - Patch Management
 - Mobile Security
- **Transition and Future Planning**
 - Transitioned Zoo IT to PZS
 - Fire IT Assessment
 - GIS Assessment and Master Plan



A/F – Information Technology 2015 Goals & Challenges



- **IT Governance**
 - Policy
 - Project prioritization
 - Resource allocation
- **Strategic Partnerships**
- **Strengthen departmental aptitude**
 - Training
 - Repurposing
- **Initiatives**
 - Network redundancy and failover strategies
 - Hosted data platforms
 - SaaS
 - ERP (Sunguard)
 - Service Management Catalog (process evaluation/improvement)
 - Mobility
 - Document Management
 - GIS Master Plan



A/F – Information Technology Key Performance Indicators



Measure	Mayoral Goal	Type	2016 Long Term Goal	2013 Actual (if available)	2014 Estimated (if available)	2015 Target
System Availability – Uptime Percentage	GG	Effectiveness	99.85%	99.65%	99.77%	99.85%
Published Data Sets	BE	Effectiveness	58	22	29	46
Service Level Not Achieved	GG	Efficiency	2%	N/A	2.19%	3%
Customer Satisfaction	GG	Efficiency	3.40/5	3.29/5	3.32/5	3.30/5



Other Funds

A/F – Other Funds

Budget Summary



- **COIT Fund 404** – assumes a 4% revenue increase – IT spending increased from \$2.34 million to \$2.76 million
- **EDIT Fund 408** – assumes a 4% revenue increase, less PSAP debt service - balanced budget for 2015 - transfers DCI, MVH, Animal Control and Code
- **CCD Fund 406** – flat property tax revenue – used for police vehicle capital leases
- **Liability Insurance Fund 226** – allocation revenue declined as police, fire and parks budgets not charged – estimated cash of \$3.4 million at 12/31/15
- **Health Benefits Fund 711** – 19% increase charged to departments for medical - loss reduced from \$1.8 million in 2013 to \$469 thousand for 2015 – does not include clinic and benefit plan changes yet – may reduce operating loss
- **Rainy Day Fund 102** - \$8.6 million cash balance – no plans to spend – needed for good government and bond ratings

