January 26th, 2017

Facilities and Asset Management:
Skilled Trades Work Orders '16

Total Costs by Task

Surfacing
Prevenat Main
Plumbing
Painting
Other
HVAC
General Repair
Electrical
Construction
Carpenter

Work Order Totals by Year

Year ● 2016

2016

1800

Count of WO ID

0K   1K   2K

Labor Costs by Year

Year ● 2016

187.24

Average of Labor Costs

0.0M   0.2M   0.4M

WO ID by Location

| Base | Potawatomi | Cove | Pinhook | Green... | South... | Frem... | Stud... | Elbel |

Obrien
Erskine
Rum Village
Kennedy
East ...
Boe...
Me...
Cit...
Kel...
Vi...
King
Leeper
Seitz
Rivers...
Voorde
Howard
Charles Black
Belleville
Kelly
Pier
Coquill...
East B...
Morris
Niles Ave
Parko...
Boland
New...
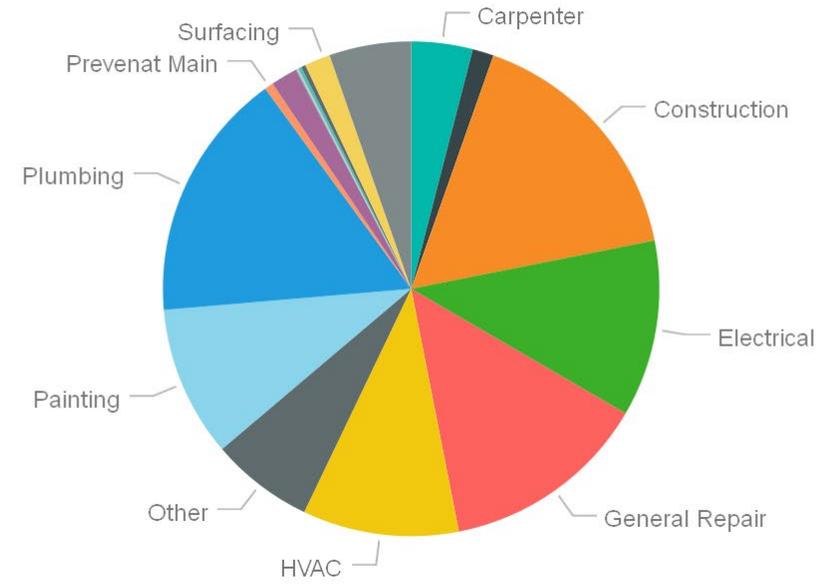
Project Charter |Facilities Management Assessment

Project Sponsor: Santiago Garces*	Sponsor Department: Innovation	Project Manager: Lucy Macfarlane*

Executive Summary

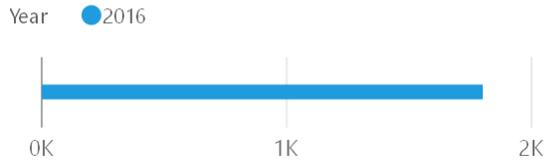The City of South Bend is looking to identify opportunities and establish a business case for a facilities management system. This assessment will provide an overview of the current state of technology and vendors in the space. This platform should enable all city facilities be managed in a central platform that assists with the maintenance, repair, and tracking other key data about these expensive assets. The basic facility management should cover facilities in all departments, even though, certain aspects of specific building will be outside of the scope of the assessment i.e. security systems at PD, operational systems in the utility, etc. This project could be combined with the ERP assessment if there is sufficient alignment in technology.

Project Timeline	Budget and Resources Required
- Determine key stakeholders - Problem and Feature Matrix First Iteration (based on existing work) - Preliminary List of Technologies and Architecture (based on existing work) - Establish a baseline for business case and identify opportunities with preliminary GIS inventory - Second iteration - Assessment and next steps for procurement. Aug 30 2017 80% GIS inventory. Dec 31 2017	

Functional Units & Proportion of Effort:	Deliverables:
- Business Analyst - Applications Developer – Enterprise Configuration - Chief Innovation Officer - Parks Maintenance - Central Services - Sustainability - FD Operations - PD logistics bureau	- Problem & Feature Matrix - List of potential technologies and vendors - Assessment **Budgetary amount for system and implementation** 80% GIS inventory

| Risks:	Benefits:
- Lack of clear ownership - Large number of departments and stakeholders responsible for facilities - Competing timelines - Business Analyst time	- Identify opportunities for centralized facilities management - Improved transparency - Identifying potential savings by improving maintenance and repair schedules - Identifying improvements and redundancy and capacity for support of facilities

Accessibility: It Starts with a Question

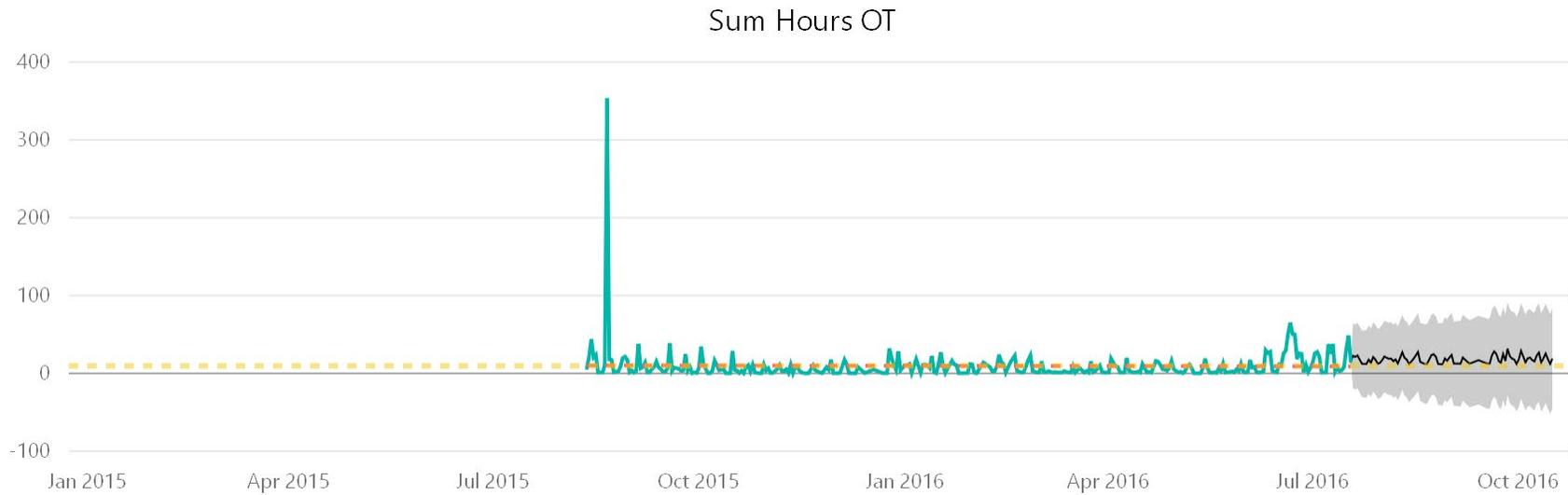How many people live within walking distance to a City Park?

Tools to complete analysis in ArcGIS Pro:
- 2010 Census Data
- ESRI Sidewalk Network
- City Park Parcel Centroids
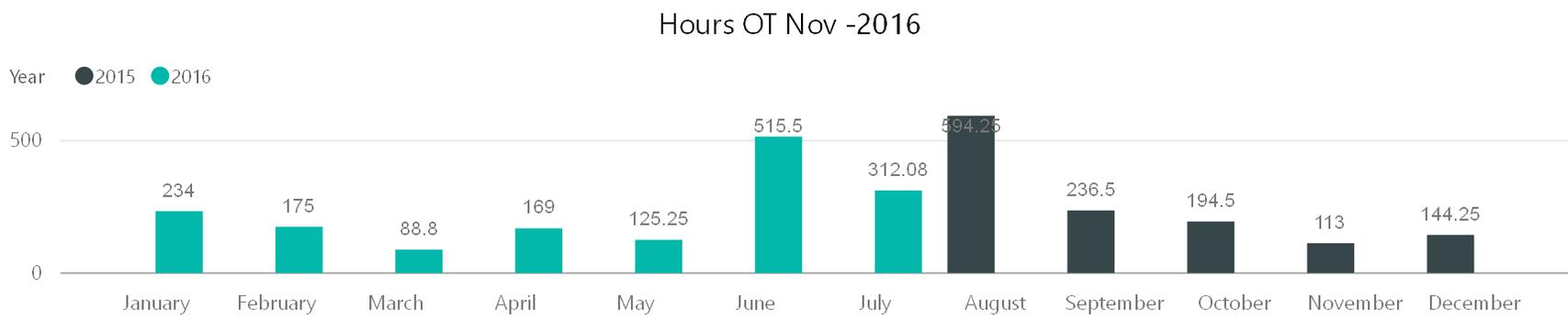- Generate Service Area Tool

Walking Time (minutes)	Total Population 2010
15 - 20	22336
10 - 15	27709
5 - 10	**32496**
0 - 5	22130

4
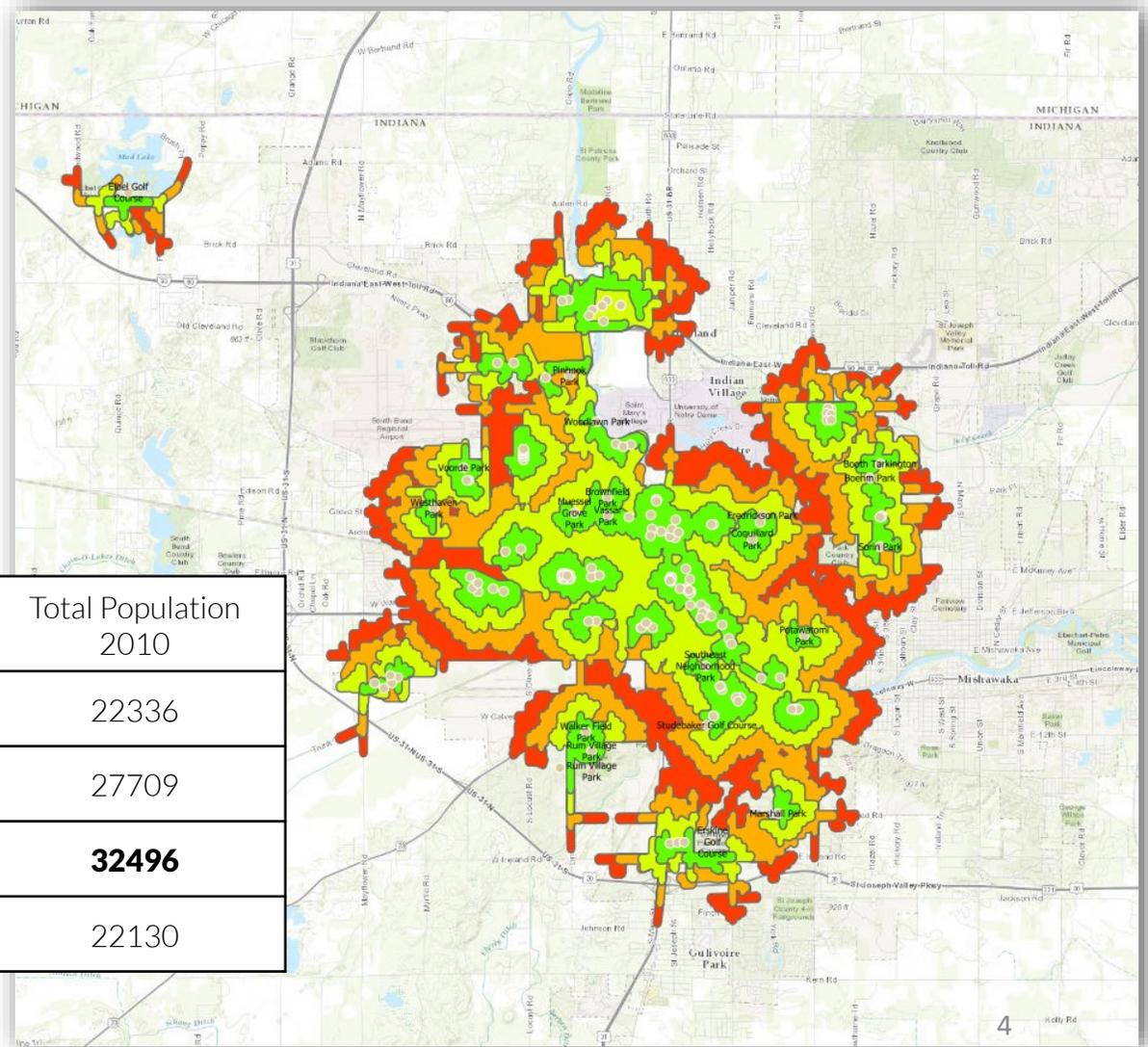
VPA Accumulated Hours:
Overtime

Sum Hours OT

Department

- ☐ ADMINISTRATION & FINANCE
- ☐ BUILDING DEPARTMENT
- ☐ CODE ENFORCEMENT
- ☐ COMMUNITY INVESTMENT
- ☐ FIRE
- ☐ MAYOR
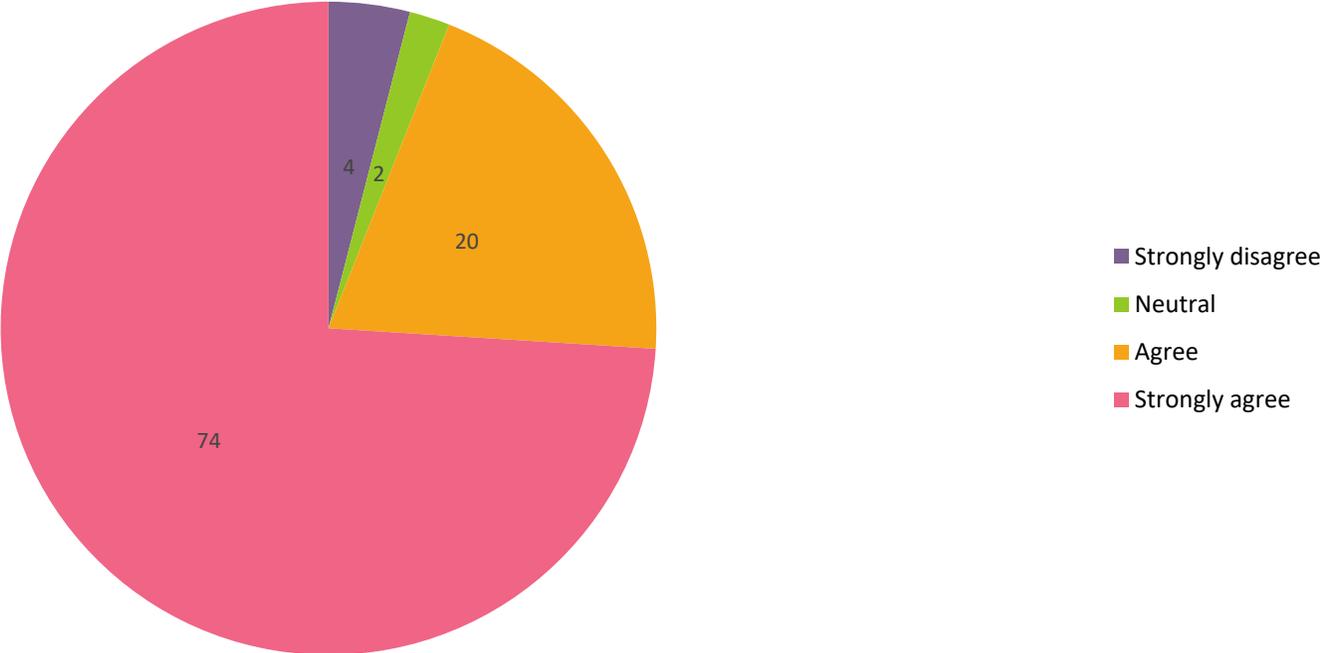- ☑ PARK DEPARTMENT
- ☐ POLICE
- ☐ PUBLIC WORKS

Hours OT Nov -2016

Year ● 2015 ● 2016

Month	Value
January	234
February	175
March	88.8
April	169
May	125.25
June	515.5
July	312.08
August	594.25
September	236.5
October	194.5
November	113
December	144.25

Date_Worked

8/12/2015

7/18/2016

I am committed to my department's success.

Value	Percent	Count
Strongly disagree	4.0%	2
Neutral	2.0%	1
Agree	20.0%	10
Strongly agree	74.0%	37
	Total	50

My department encourages totally new ideas.
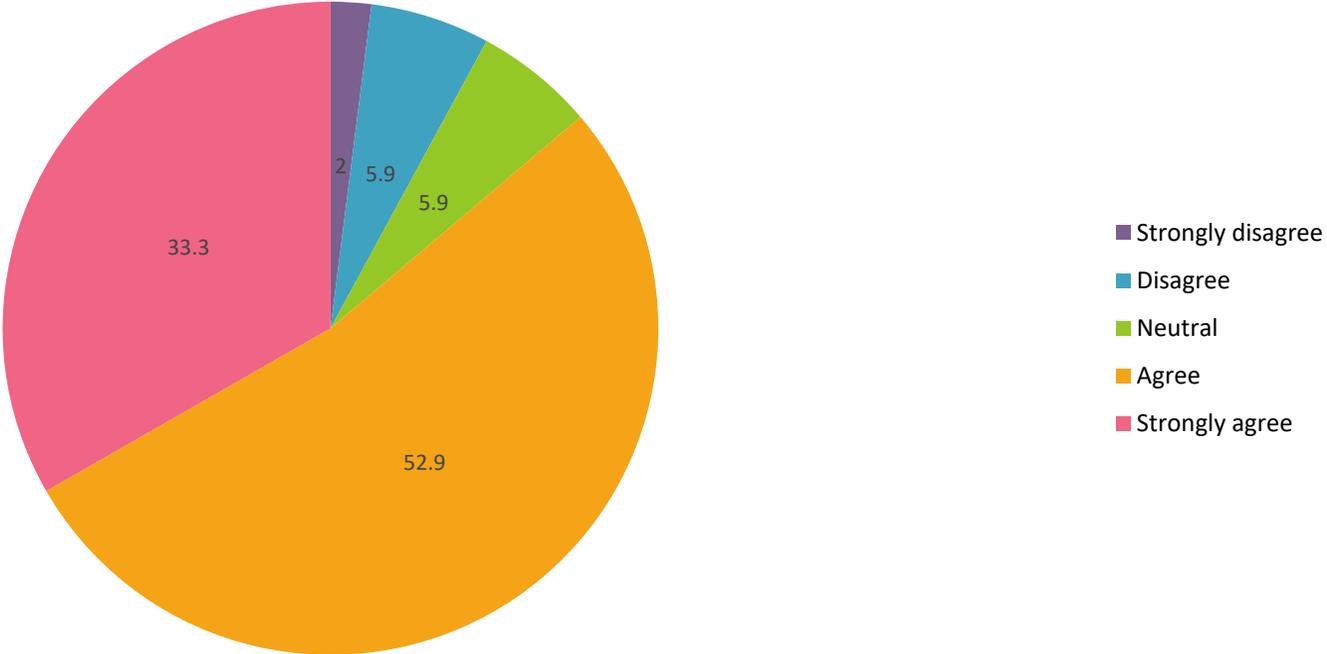
Value	Percent	Count
Strongly disagree	2.0%	1
Disagree	5.9%	3
Neutral	5.9%	3
Agree	52.9%	27
Strongly agree	33.3%	17
	Total	51

VPA Department SBStat Survey Results

I get all the information I need to do my work.
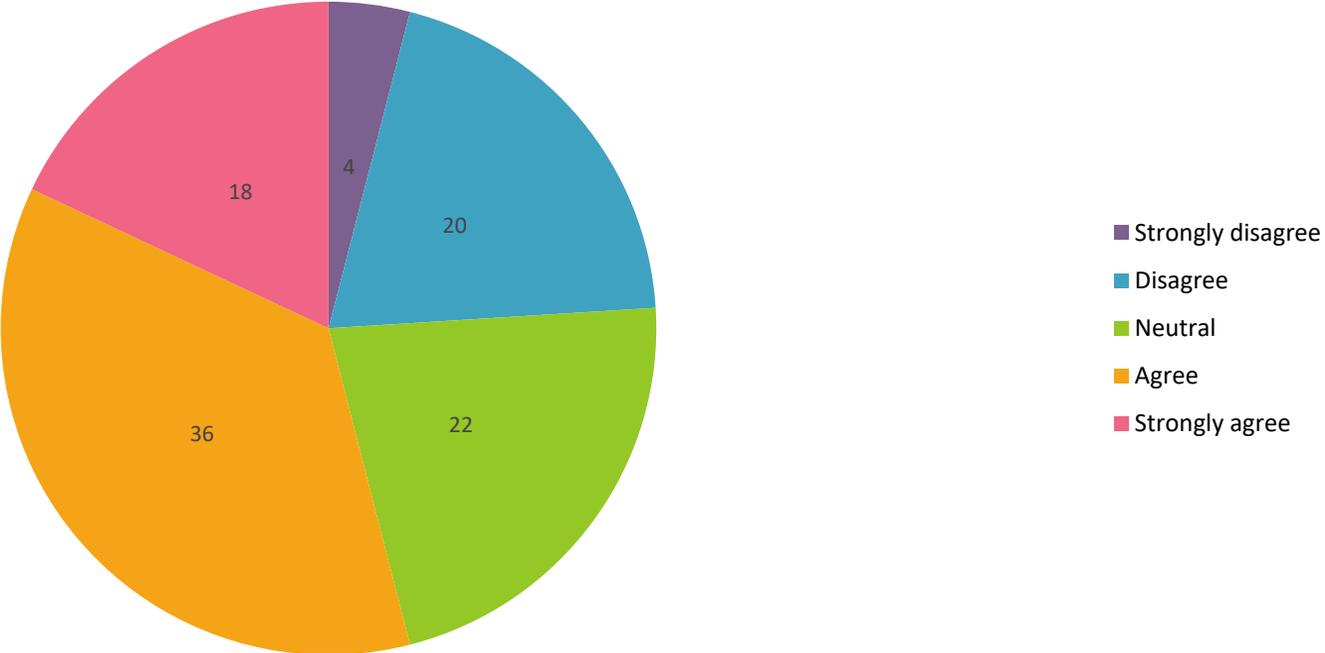
| Value	Percent	Count
Strongly disagree	4.0%	2
Disagree	20.0%	10
Neutral	22.0%	11
Agree	36.0%	18
Strongly agree	18.0%	9
Total		50

Which value(s) from our City's Mission do you feel the department contributes to?Feel free to select more than one answer.
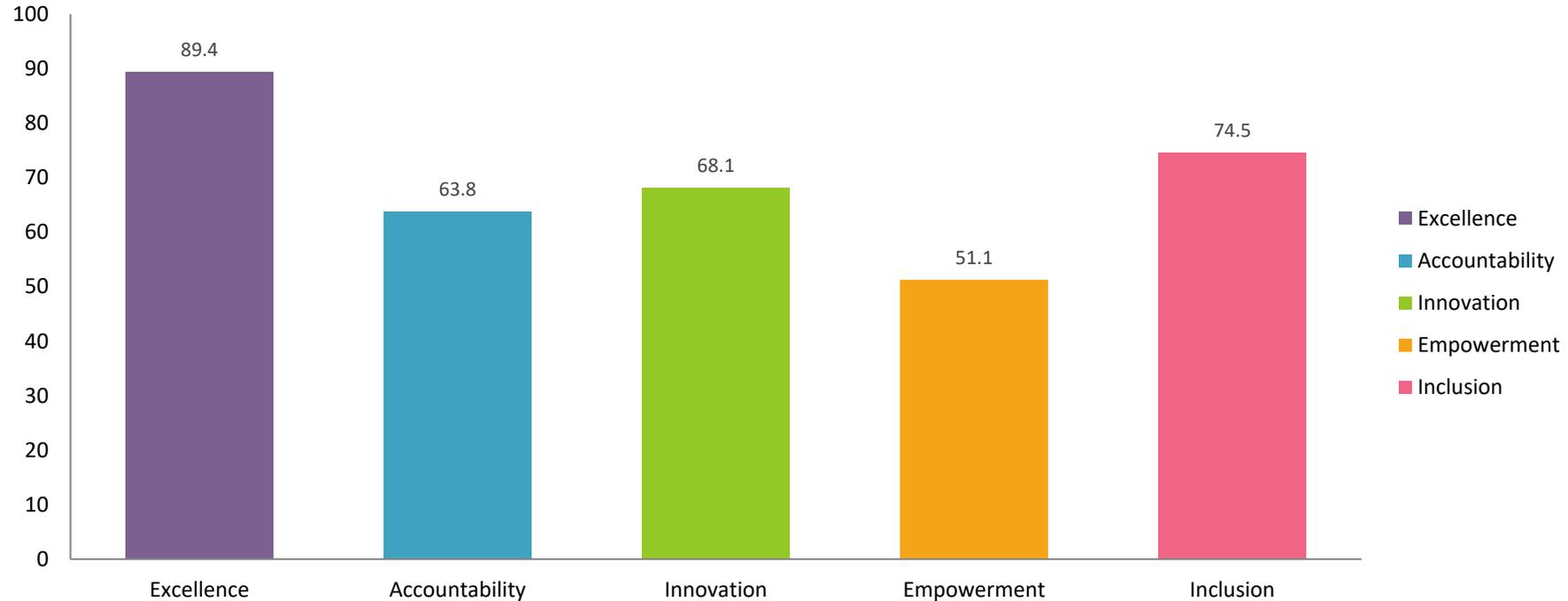
Value	Percent	Count
Excellence	89.4%	42
Accountability	63.8%	30
Innovation	68.1%	32
Empowerment	51.1%	24
Inclusion	74.5%	35

Cost Recovery:
Overview

Recovery Gap ($) by Program Level

100%

Level	
2	$102.01K
3	$151.70K
4	$323.18K
5	$183.45K

179.8%
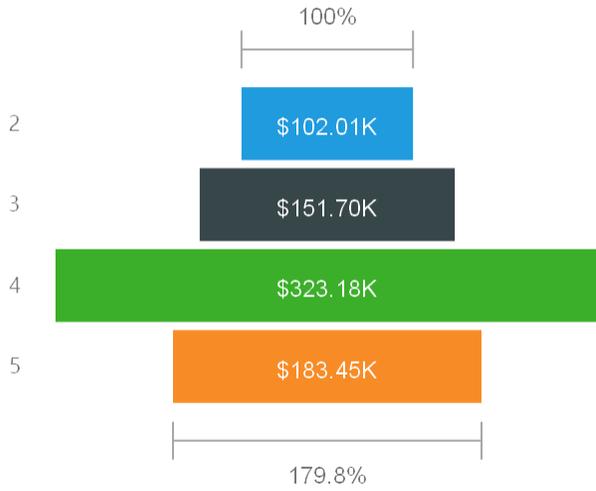
Count of Program Title by Program Level

2
3
4
5

Revenues Total and Expenses Total by Program Level

● Revenues Total ● Expenses Total

$1.0M

$0.5M

$0.0M

2   4
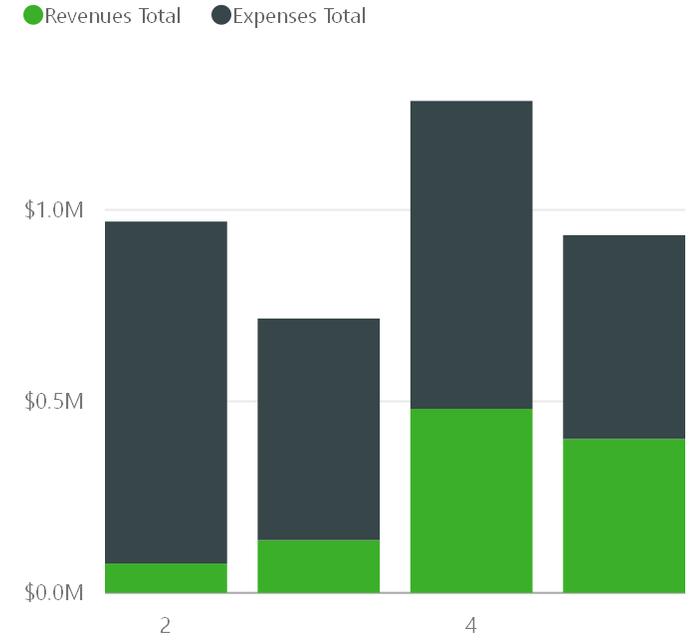
Expenses Personnel and Expenses Total by Program Level

● Expenses Personnel ● Expenses Total

5
4
3
2

$0.0M $0.5M $1.0M $1.5M $2.0M
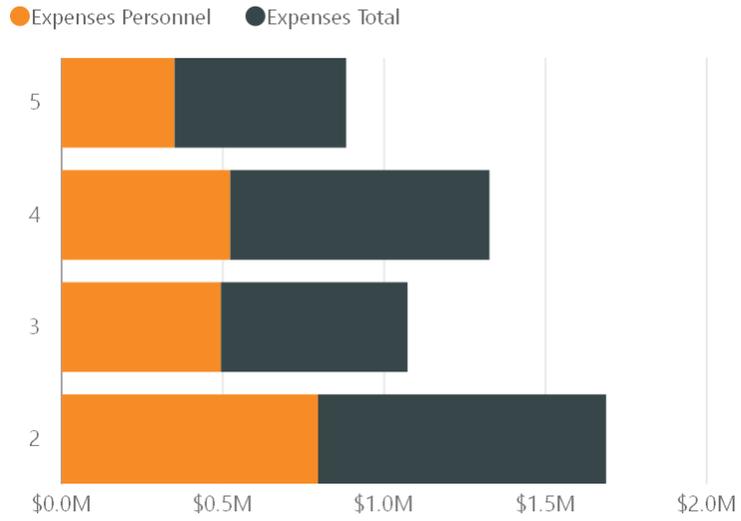
Expenses Operational and Expenses Total by Program Level

● Expenses Operational ● Expenses Total

5
4
3
2

$0M $1M
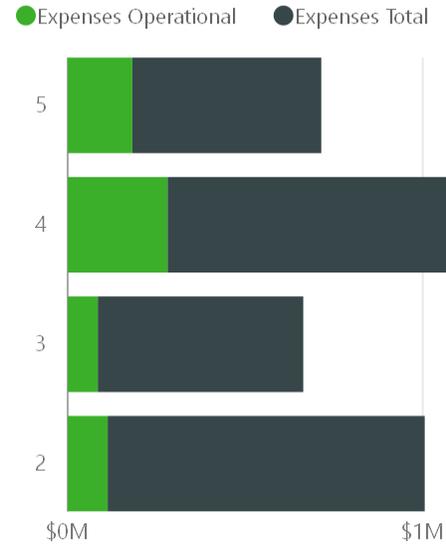
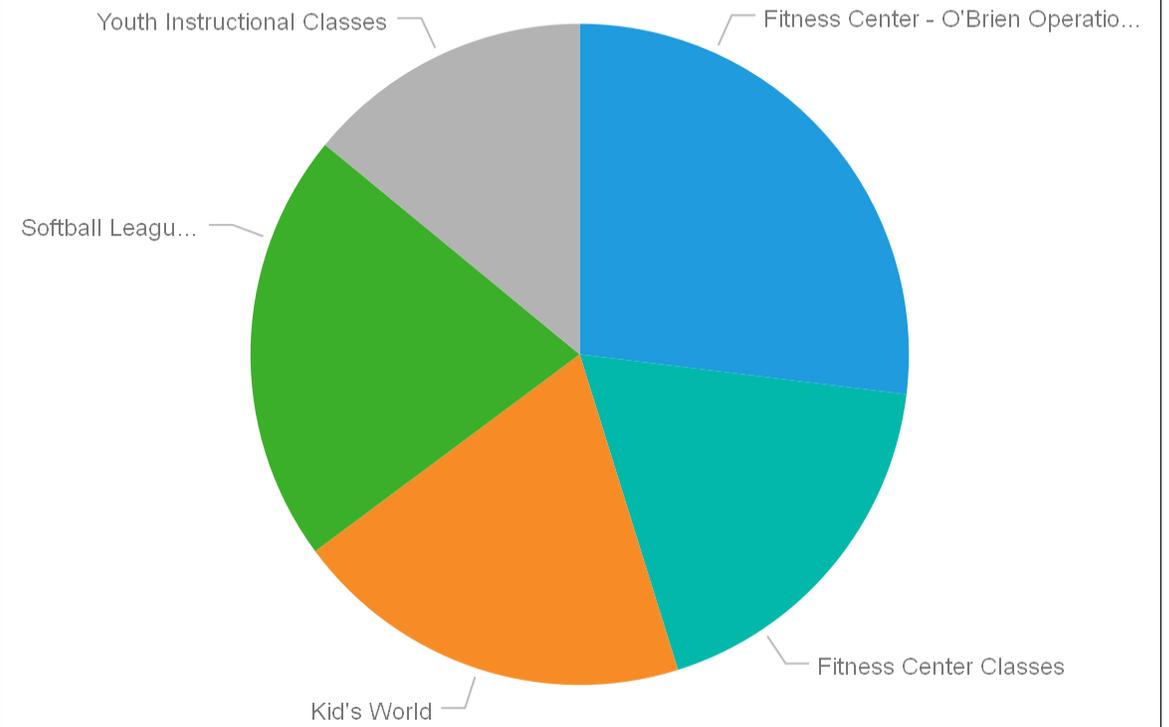### Current User Fee and Average User Fee by Program Level

● Current User Fee ● Average User Fee

5
4
3
2

$0K $5K

10
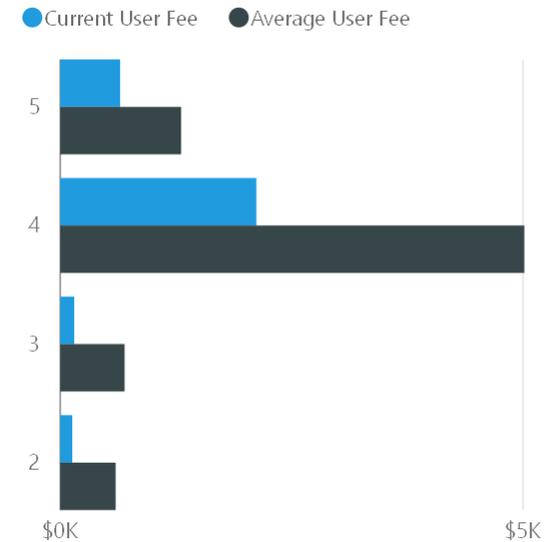
Cost Recovery:
Overview

Relative Gap (RecoveryTarget-RecoveryActual)
- Fitness Center - O'Brien Operations
- Fitness Cente...
- Kid's World
- Softball League Play...
- Youth Instructional Classes
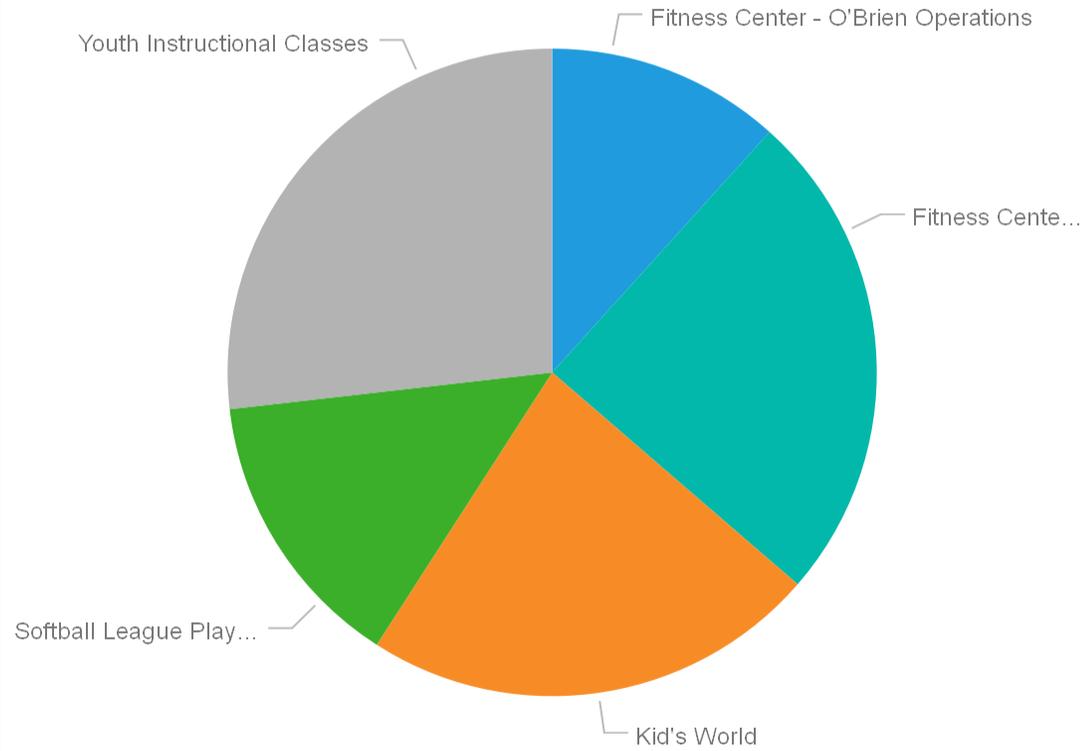
Gap Index (RecoveryGap/Subtotal)
- Fitness Center - O'Brien Operatio...
- Fitness Center Classes
- Kid's World
- Softball Leagu...
- Youth Instructional Classes

Cost Recovery: Priority Based Budgeting Alignment

Expenses Total and Recovery Gap ($) by Program Title

Fitness Center - O'Brien Operations

Inverse_Attendance and Recovery Gap ($) by Program Title

Fitness Center - O'Brien Operations

Average of Value by Attribute

Attribute

- ● ECONOMY
- ● ED, MOBILITY, TE...
- ● INFRASTRUCTURE
- ● NEIGHBORHOODS
- ● PUBLIC SPACES
- ● SAFE COMMUNITY

2.5

2.0

1.5

1.0

0.5

0.0
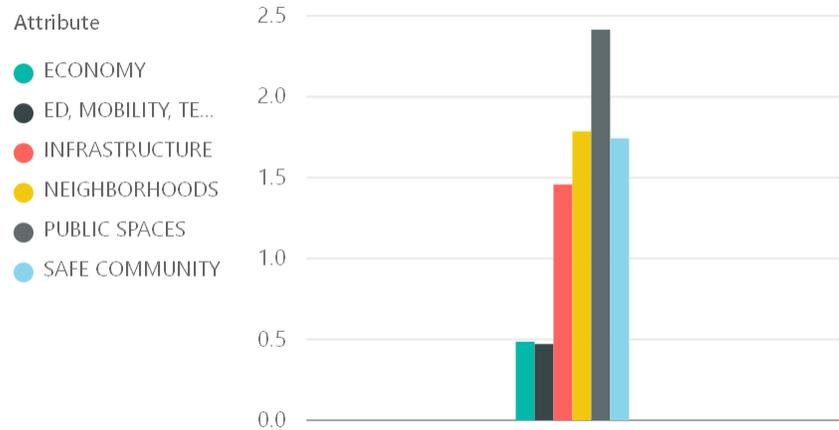
PBB Mandate

- ☐ (Blank)
- ☐ 0
- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4

Recovery Gap ($) and RelativeGap by Progra...

3   ($3.34K)

5          $95.99K

Cost Recovery:
O'Brien Fitness Center

Recovery Actual (%) and Recovery Target (%)
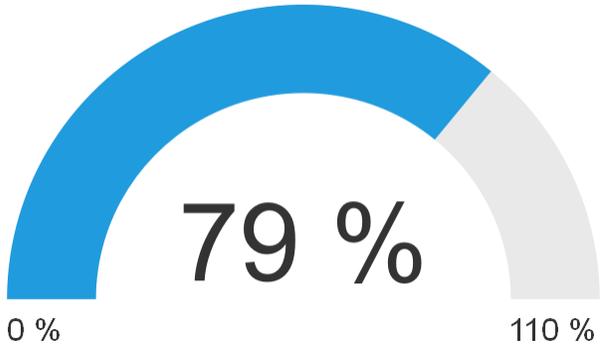
79 %

0 %   110 %

Fitness Center Index

19 %

0 %   100 %

Operational, Personnel, and Total Expenses

$0K $50K $100K $150K $200K $250K $300K $350K

● Expenses Operational   ● Expenses Personnel   ● Expenses Total

Percent by Zip Code

46614
46619
46544
46613
466...
46617
46615

Percent by Category-Family Member

RESIDENT   NON-RESIDENT
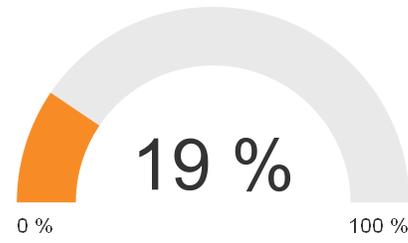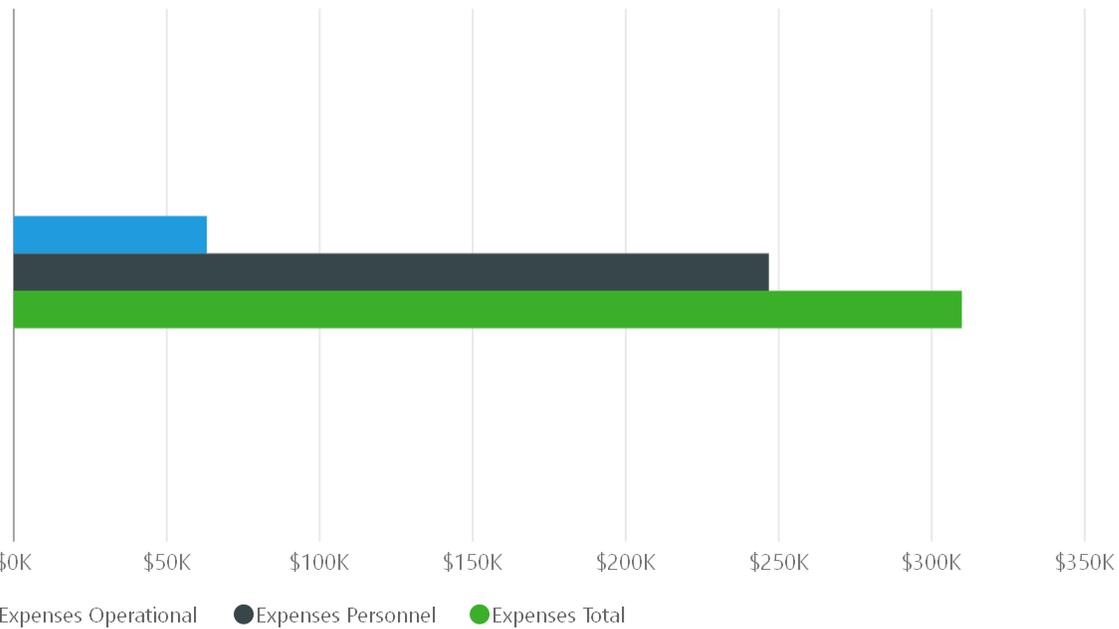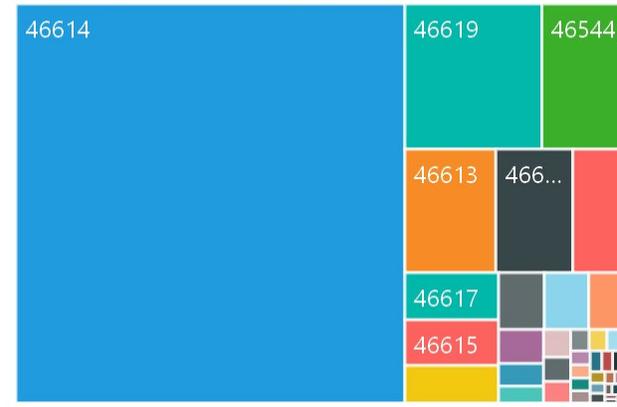
People Using FC in 2016

2200

Distinct Visits to Gym

70.94K

Rate of Visits by Pass Type

FAMMTHLY   SLVRSNK   COMPANY   SJCWEMP   CWEMP   FAM-YR...
CRIMO   CRFMO   NRIMO   CRSYR   NRF...
NRSMO   CRSFA...   CWSP...
CRSMO   NRIYR   NRSR...   NR...
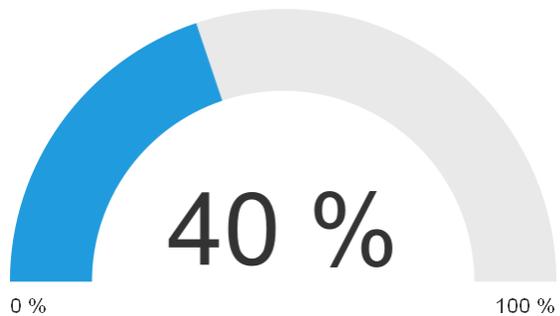STUDENT   CRSRFMMO   CRFYR   NRFYR   CW...

Project Charter |O'Brien Fitness Center Cost Recovery

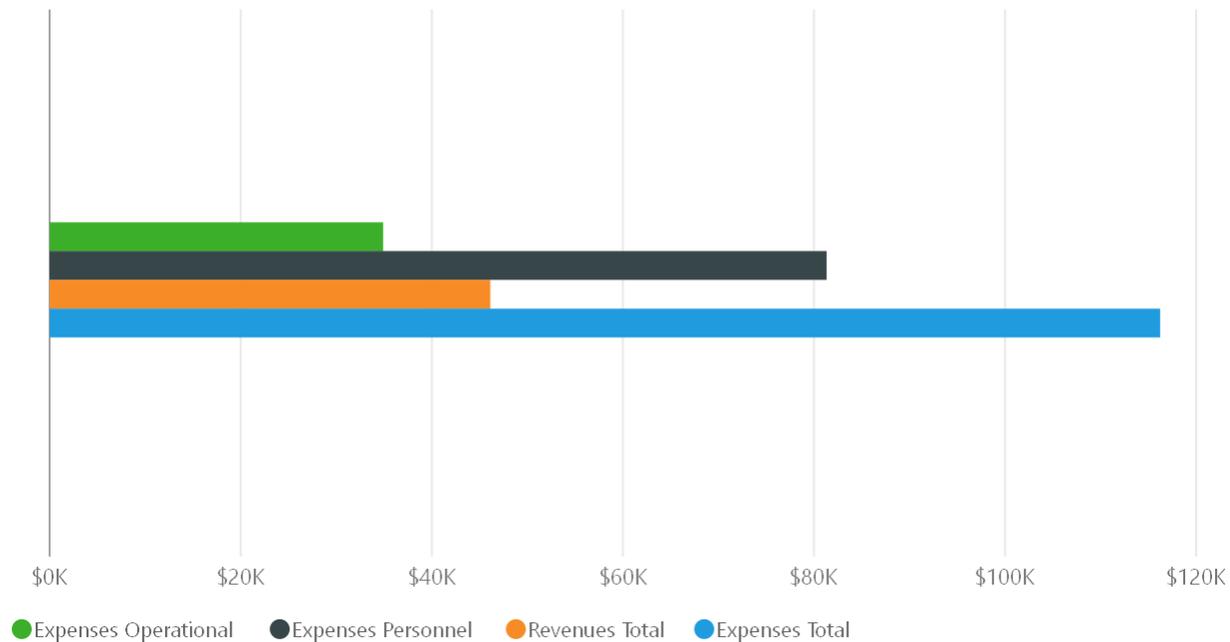| Project Sponsor: Aaron Perri	Sponsor Department: VPA - Admin & Finance	Project Manager: Lucy Macfarlane
Executive Summary		
The Venues Parks & Arts team have determined the cost recovery targets for each program, as well as the corresponding cost recovery gap. An analysis of those gaps and the corresponding impact on the programmatic gap subtotal revealed that the O'Brien Fitness Center Operations have the largest proportion to the entire program gap subtotal. The Fitness Center To improve the cost recovery of the Fitness Center Operations will significantly decrease the gap subtotal of all VPA programs, ensuring funds are allocated to those programs that do not require 100% cost recovery. A market analysis of area fitness centers, in depth demographic analysis of the membership, as well as an analysis of the membership fee schedule and best practices will reveal areas of improvement to reach the cost recovery target.		
Project Timeline	**Budget and Resources Required**	
[Q1] - Market Analysis (middle of Mar) - Membership Analysis (end of Feb) - Fee schedule Analysis (middle of Mar)	- Business Analyst Time - Fitness Center Team Leaders Time	
Functional Units & Proportion of Effort:	**Deliverables:**	
- Business Analyst: Lucy Macfarlane (90%) - Fitness Center Staff (5%) - Applications Team (5%)	- Market research summary of current area's fitness centers and relative cost - Analysis of fitness center member demographics; market research summary of customer base opportunities - Analysis of membership fee schedule with summary of best practice recommendations	
Risks:	**Benefits:**	
Access to data in RecTrac, setup of server connection takes too long	Decision making tools and improvement options to work towards cost recovery target	
Out of Scope:		

Cost Recovery:
Kids World

Recovery Actual (%) and Recovery Target (%)
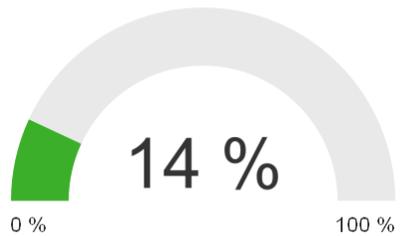
40 %

0 %   100 %

Kids World Index

14 %

0 %   100 %

Operational, Personnel, and Total Expenses

$0K $20K $40K $60K $80K $100K $120K

● Expenses Operational   ● Expenses Personnel   ● Revenues Total   ● Expenses Total

$110.00
Current User Fee

Current User Fee and Average User Fee

● Current User Fee   ● Average User Fee

$0 $50 $100 $150 $200 $250

Enrolled and Max Count

580

0   2040

Percent by Zip Code

46635
46628
46619
46617
46616
46615
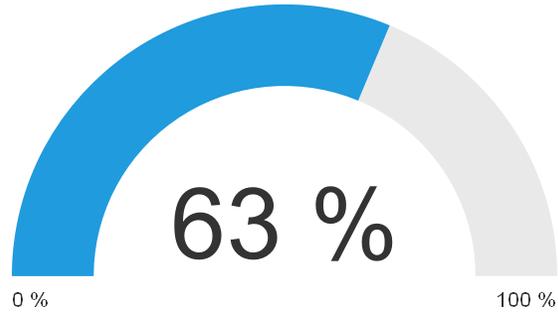46536
46544
46561
46601
46613
46614
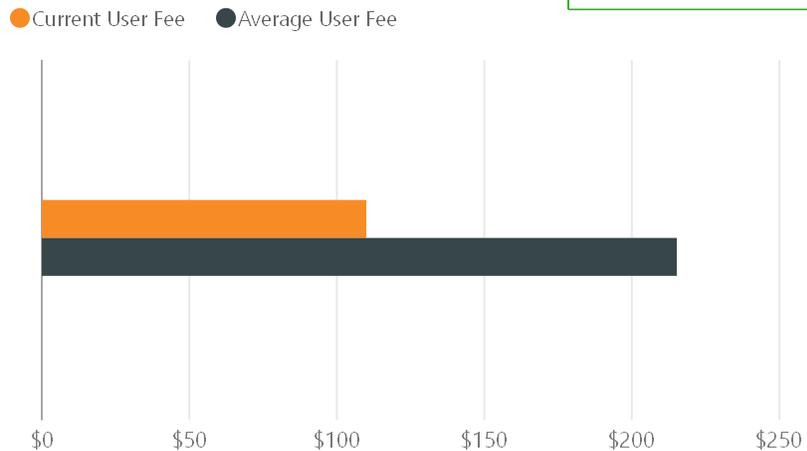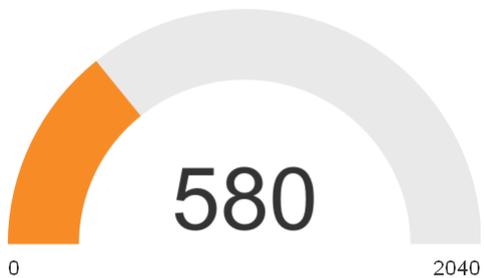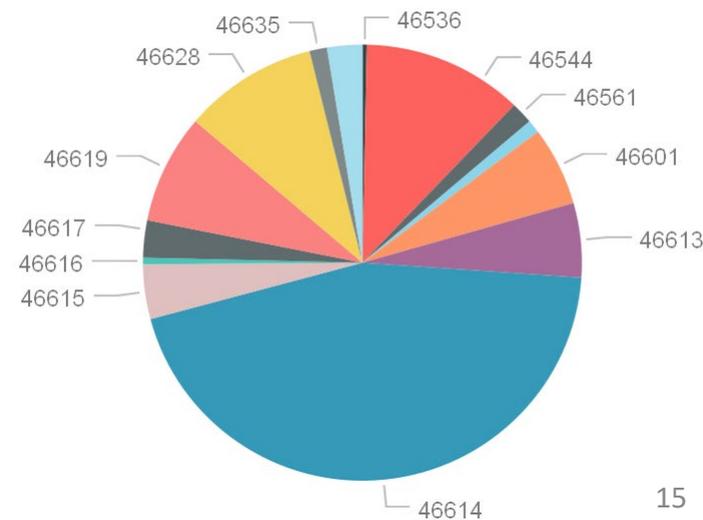
Project Charter |Kids WorldProgramCost Recovery

Project Sponsor: Aaron Perri	Sponsor Department: VPA - Admin & Finance	Project Manager: Lucy Macfarlane
Executive Summary		
The Venues Parks & Arts team have determined the cost recovery targets for each program, as well as the corresponding cost recovery gap. An analysis of those gaps and the corresponding impact on the programmatic gap subtotal revealed that the Kids World program has a significant impact on the overall gap subtotal. The Kids World program cost recovery level is 4, and the target is 100%. An in depth analysis of the participant demographics, a market analysis of potential new customers, as well as a market analysis of similar programming in the area.		
Project Timeline		**Budget and Resources Required**
[Q1] - Market Analysis (middle of Mar) - Participant Demographic Analysis (middle of Feb) - Potential Customer Market Analysis (end of Feb)		- Business Analyst Time - Recreation Program Team Leaders Time
Functional Units & Proportion of Effort:		**Deliverables:**
- Business Analyst: Lucy Macfarlane (90%) - Recreation Team Leaders (10%)		- Summary of insights on participant demographics - Market research summary of similar programming - Customer Market Research summary of potential customer base
Risks:		**Benefits:**
Access to data in RecTrac		- Summary of new customer base for program participation - Understanding of market/competition for similar programming in area
Out of Scope:		

Cost Recovery:
Softball League Play

Recovery Actual (%) and Recovery Target (%)
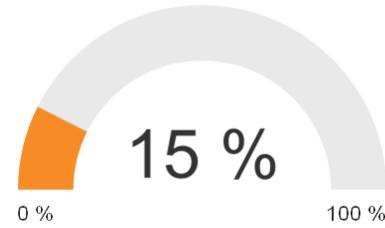
63 %

0 %   100 %

League Index

15 %

0 %   100 %

Operational, Personnel, and Total Expenses

$0K $50K $100K $150K $200K

● Expenses Operational   ● Expenses Personnel   ● Revenues Total   ● Expenses Total

Current User Fee and Average User Fee

● Current User Fee   ● Average User Fee

$0 $20 $40 $60
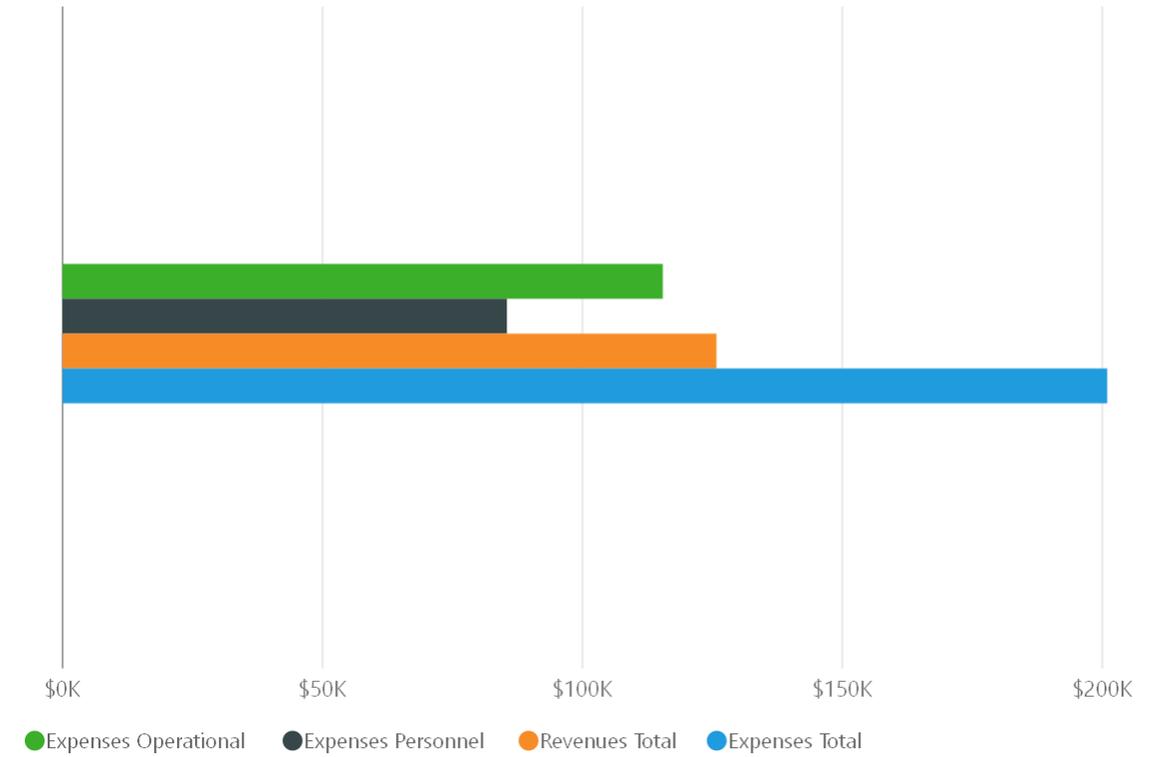
$31.25
Current User Fee

2016 Reg Teams and Max Teams

180

0   362
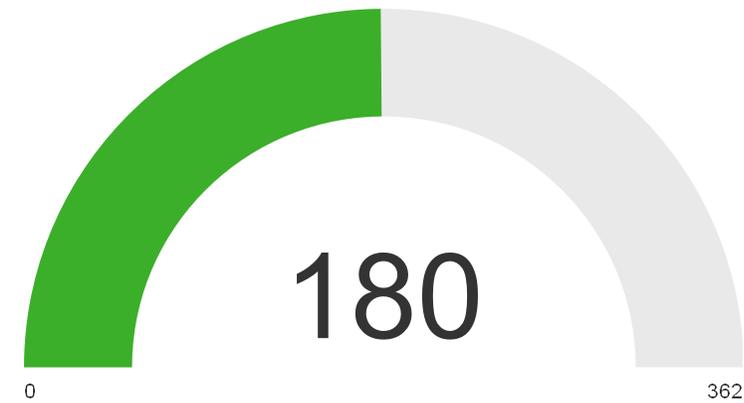
Project Charter |Softball League Play Cost Recovery

Project Sponsor: Aaron Perri	Sponsor Department: VPA - Admin & Finance	Project Manager: Lucy Macfarlane
Executive Summary		
The Venues Parks & Arts team have determined the cost recovery targets for each program, as well as the corresponding cost recovery gap. An analysis of those gaps and the corresponding impact on the programmatic gap subtotal revealed that the Softball League Play has a significant impact on the overall gap subtotal. The Softball League cost recovery level is 4, and the target is 100%. An in-depth analysis of participant demographics, market research for potential new customers, market analysis of similar programming in the area.		
Project Timeline	**Budget and Resources Required**	
• [Q1] • Market Analysis (middle of Mar) • Participant Demographic Analysis (middle of Feb) • New Customer Market Analysis (end of Feb)	• Business Analyst Time • League Management Team Leaders Time	
Functional Units & Proportion of Effort:	**Deliverables:**	
• Business Analyst: Lucy Macfarlane (90%) • League Management Team (10%)	• Summary of participant demogrphics • Customer Market Research of potential new customer base • Market research summary of similar area programming	
Risks:	**Benefits:**	
• Access to data in RecTrac	• Summary of new customer base opportunities for participation • Understanding of market/competition to drive program decision making	
Out of Scope:		
•		

Congratulations!