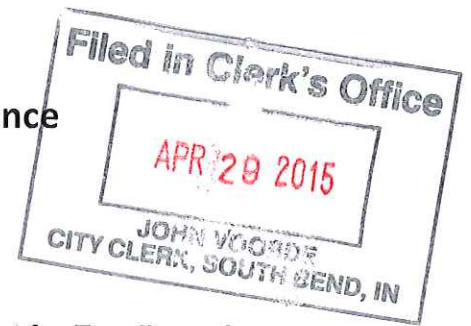


Department of Administration & Finance 2014 Annual Report



Top Achievements during 2014:

- The City of South Bend received the **Certificate of Achievement for Excellence in Financial Reporting** from the Government Finance Officers Association (GFOA) for its Comprehensive Annual Financial Report (CAFR) for the fiscal year ended December 31, 2013. This is the 24th consecutive year that the City of South Bend has received the award.
- Top **Credit Rating of "AA"** with Standard and Poor's among second class cities in the State of Indiana was maintained during 2014.
- The **Monthly Cash Reserves Summary Report** was issued by the 15th day of each month and also posted to the City website.
- Working with the Mayor's Office, Common Council, Department Heads, Fiscal Officers and others, prepared and received passage of the **2015 City of South Bend budget** that contains funding for priority projects of the City. This budget contains a five-year operating and capital plan as recommended by the Government Finance Officers Association (GFOA) and the credit rating agencies.
- Working with students in the MBA program at the University of Notre Dame, we were able to submit the 2015 Budget Book to the Government Finance Officers Association (GFOA) for consideration under the **Distinguished Budget Presentation Awards Program**. The last time the City received this award was for fiscal year 2005.
- The **Monthly Financial Report** was issued by 15th of month in most months and posted to the City website.
- The **Monthly Controller's Report** was issued by 10th of the month in most months and posted to the City website.
- Solicited and closed on **two capital lease financing proposals** for City vehicles, golf carts and equipment during 2014 for a variety of public safety, public works, Blackthorn Golf Course and other city vehicles. Multiple financing proposals were received for each lease financing from local and national companies with an interest rate achieved ranging between 1.55% and 2.5%.
- The City realized **savings from bond refunding of \$269,068** on a net present value basis from the 2002 TJX Special District bonds.
- Began using **card based payments** in lieu of check payments for certain transactions. This program will continue to grow as more vendor begin to accept credit cards.
- Deployed AirWatch, a **Mobile Device Management** tool to assist in inventory and management of the City's growing number of iPads, tablets, and mobile devices.

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Mobility in the City's workforce will be an important initiative moving forward, and having AirWatch in place adds a level of security and accountability.

- Completed a comprehensive **GIS Assessment** that included all departments that use the system. The assessment focused on key areas such as infrastructure, governance, workflow, and training. The result of the assessment was a 3 year roadmap in the form of a GIS Strategic Master Plan.
- Transitioned to **new service providers for both Internet and VoIP** telephone service to ensure consistent support, availability, and security. The new vendors provide more robust services to the City for a cheaper price, as compared to previous providers.
- Information Technologies and Finance worked together to implement an **ePay solution** for paying vendors. This process saves time and results in a rebate to the City.
- Upgraded and enhanced **computer network connected devices**. IT deployed 175 PCs and laptops, several network switches, and refreshed the backup batteries in 50+ rack UPSs. Microsoft Office 2013 was deployed Citywide – a benefit available with our Office 365 subscription. ScanSafe Mobile was deployed to add extra security to City laptops that use non-City networks for connectivity. The City also began using Microsoft WSUS for server patching and updates.
- Assisted in **technology needs** for the Fire Training Center, PSAP Consolidation, and the Zoo's transition to management by the Potawatomi Zoological Society.
- Information Technologies worked with the City Council and WNIT to begin **television broadcast of the Council's meetings**.
- Hired a new **Diversity Compliance Officer** in December after the retirement of Jan Hall.
- Beginning with the Public Works Division, initiated city-wide training and data collection on the inclusion of **Women and/or Minority Business Enterprises in the City's bid and quote processes**.
- City's Diversity Compliance Officer and Purchasing Agent **participated in the St. Mary's Women's' Business Conference** by hosting an informational table on the City's opportunities, and sponsoring a class on "How to do Business with the City."
- City's Diversity Compliance Officer attended and spoke at the Public Works Outreach Program for Contractors about the City's commitment to **include M/WBEs in public works projects and procurement**.
- Established the **City's first reference list of M/WBE area businesses** for the departments to reference while sourcing contractors and suppliers.

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- Achieved a **28% decrease in Purchase Orders** issued representing 56% decrease in the total value of POs issued comparing December 2013 with December 2014 as an indicator of avoiding the year-end spending spree and good stewardship of accounts throughout 2014.
- Provided **additional training opportunities** for new and existing staff members. Some key staff members in HR, finance and IT are relatively new to the City. The training included sessions at the Pfeil Innovation Center for most full-time staff members.
- The **Human Rights Commission** trained all new police recruits concerning diversity in our community and how their role is essential to our community.
- Human Rights continued to offer scholarships to three college bound students that participated in the **Annual Human Rights Awareness Day Recognition Luncheon and Fair Housing Workshop**. The top three essay writers received scholarships valued at \$2000, \$1500 and \$1000 respectively.
- The Human Rights Commission was awarded a **grant from the US Department of Housing and Urban Development for \$100,000** to further its education and outreach to the community.
- The Human Rights Commission sponsored a **training in the community at the Charles Martin Youth Center concerning Employment and Housing**. Ms. Ethel Harmon (EEOC) and MR. Philip Shelton (HUD) provided the training.
- The Human Rights Commission provided **training for the Community Homebuyers Corporation First Time Homebuyers Post Purchase Class**. The training dealt with Discrimination in Housing and Employment.
- A **new City Controller, Benefits Manager and Systems Specialist** started in January. A **new Deputy City Controller** started in April. Hired a **new Human Resources Director** in February.
- Longstanding city employee, **IT Director Keith Crain, resigned in July** and his position has been ably filled on an interim basis by Shawn Delahanty.
- The Human Rights Commission contracted with **the Fair Housing Center of Southwestern Michigan** to perform housing tests to evaluate the housing market in South Bend. The evaluation consisted of the **non-discriminatory rental and sale of housing**.
- The Human Rights Commission contracted with Ishman and Associates to review the **Community Reinvestment Act activities of our local banks**. The review covered loans that the banks were making in housing and where the loans were being made.

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- The Human Rights Commission **investigated (closed) 108 cases during FY 2014.**
- Presented the first annual **City of South Bend Women's Leadership Conference** during October with over 120 participants.
- Hosted the first **Veteran's Day Celebration** for City employees during November.
- Implemented benefit changes with the **Wellness Program, added a Spousal Surcharge, and reduced eligibility period from 60 to 30 days.**
- Set up groundwork for the **Worksite Clinic** through Request for Proposal process and vendor interviews.
- Also set up groundwork for the revised **Employee Handbook** by drafting revisions and meeting with managers/supervisors to discuss needs and concerns.
- Provided **PERF meetings** for employees to educate on changes in payments that occurred during 2014.
- In conjunction with open enrollment, hosted a **Health Fair for City employees** and their families in October.
- **Cost per worker's compensation claim remains one of the lowest** of all municipalities in Indiana. Approximately \$1,650 per claim for the City of South Bend compared to an average of \$3,800 for the State.
- **Overall worker's compensation costs incurred were \$357,009 during 2014** which compares to the high in recent years of \$671,413 in 2005. Claims in 2014 were only slightly higher than in 2013.
- Had a slight increase in worker's compensation claims reported but **less medical treatment and more reporting only claims.** This is expected with new initiatives in healthier employees in public safety and more strenuous training to accomplish departmental goals.
- **Training through Safety and Risk** equaled to 5,450 employee hours during 2014.
- Safety and Risk has **spoken at several conferences** throughout the year to highlight our accomplishments in safety and safety management programs.
- Prepared a **Staffing Benchmarking Report** of data from 14 of the largest cities in Indiana to compare staffing level trends by department with comparable municipalities.

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- The City Controller was selected to serve as **Vice President of the Urban Finance Officers Association** for 2014 and 2015.

Strategic Goals for 2015

- Continue to show good government by disclosing **financial reports and financial transaction details via website/portal** with a commitment to transparency and accountability
- Plans to migrate the Sungard ERP from a local presence to a private **cloud-hosted Sungard solution**. The hosted solution will save the City from the capital expense of a new AS-400 while providing enhanced services for a less expensive annual cost. The City will also be paying for modules on a subscription basis, so unused modules can be terminated as needed.
- The City's Storage Area Networks (SANs) and virtual server environment are nearing end-of-life so rather than replacing the hardware, IT plans to take advantage of secure **cloud hosting** opportunities for both user data and virtual server instances. This will provide a scalable, cost-effective alternative to expensive, static equipment.
- IT will work with Parks Department to implement a **Facilities Management system**. This system will allow for better management, tracking, and reporting of City Parks.
- Information Technologies continues to **support the 311 customer service center** as they migrate additional departments to their call responsibility. Also, look for opportunities to utilize emerging technologies to better serve citizens and customers of 311.
- The Department of Administration and Finance Purchasing Office will support the Diversity Ordinance, focusing on reporting requirements, the **activities of the Diversity Utilization Board**, participation in Outreach Programs to the Community and the development of KPIs.
- The Department of Administration and Finance Purchasing Office will focus on best practices/process improvements with the City Departments to achieve optimal efficiencies in operational and **purchasing practices**.
- The **311 Call Center will complete the porting of expected department's calls to 311**. This will include coordinating continued training from IT for departments needing same, developing agreements with various departments for clarity in call handling, establishing additional call types and modifying existing call types to improve efficiency,

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and ensure that calls are handled by all agents in a thorough, transparent and uniform manner. We will continue to seek avenues to insure that citizens have a realistic expectation of acceptable service levels and that those levels are met.

- **Reduction on overall worker's compensation claims cost** by 30% over 2014 cost.
- **Reduction of reported worker's injuries** by 20%.
- **Development and implementation of City of South Bend training and certification matrix** that will cover all job descriptions and duties. This will provide a unique certification system for required and elective safety programs.
- **Safety training with more than 7,000 education hours** provided.
- **Explore and evaluate the implication of Enterprise Risk Management System ISO 31000** for the City of South Bend on all future projects and culture change.

Important Initiatives for 2015

- **IT Governance** will be important this year. Project prioritization, policy creation, and new technology initiatives begin in Governance and the hiring of a Chief Technology Officer will help to facilitate that.
- Phase 1 of the three year **GIS Strategic Master Plan** will be implemented. The goal is to better utilize GIS's connectivity to enhance other technology initiatives and provide better planning and reporting.
- As the City's employees become a more **mobile workforce**, we need to ensure the proper technology is being utilized to assist in job functions.
- The current Naviline ERP System should be upgraded or replaced. A needs assessment for the future **ERP System** will be conducted to analyze which system will more closely meet our current and future needs.
- 2015 will bring the expansion of the **Open Data Portal** to include more data sets and the second Open Data Annual Report.
- Information Technologies will focus largely on **training** to assist in employee progression, knowledge maintenance, and to help broaden skillsets.

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- Continue departmental training and orientation to increase the awareness and participation of the City Departments regarding **inclusion of M/WBE in the bidding and quoting processes** for products and services.
- **Participate in Diversity Outreach programs** to promote purchasing opportunities and encourage businesses to pursue those opportunities with the City departments.
- Develop effective measurements (KPIs) to **record the effectiveness of the Diversity Program initiatives**.
- Continue to **maintain adequate cash reserves** per City of South Bend policy and industry standard. Continue preparing a monthly report of cash reserves by the 15th of the month and posting it to the City website.
- Continue to **promote best practices in municipal budgeting** including continued integration of five-year operating and capital plans and the use of KPI's in budgeting.
- Educate and promote excellence in departmental fiscal officers through a variety of methods including **quarterly fiscal officer's meetings** that contain an educational component. Started a "Fiscal Officer of the Quarter" award during 2014 to recognize excellence across city departments.
- Review investment results with 1st Source Bank on a regular basis with financial advisors at **quarterly investment review meetings** that contain external benchmarks.
- Promote **continued education** to public on the use of 311.
- Promote **increased citizen feedback** through use of **online 311 Survey**.
- Host a **Second Annual Women's Leadership Conference**.
- Host a **Second Annual Veteran's Day Celebration**.
- Conduct **External Benefit Survey** to identify common benefit practices among other employers, including other communities in Indiana.
- The **Compensation study** that was begun in 2014 will be completed and the results shared with leadership.
- Implement and roll out an **applicant tracking system** in Human Resources.
- Open a **Worksite Clinic for employees** and their families.
- Release **Employee Handbook** and host meetings to educate employees.

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- Develop and implement **Policy and Procedure Manual** and provide manager/supervisor training.
- **Provide training** on supervision, retirement, recruitment and selection. Conduct City-wide needs assessment to determine employee training needs. Seek tools to build skill sets where needed.
- Creation of **employee-focused intranet site**.
- **Redesign Performance Management System**, including performance reviews. Will implement employee self-reviews and 360° reviews that incorporate reviews from supervisors, peers and direct reports.
- Developing an expanded **new employee onboarding** to assist new hires in adapting to expectations and demands of new employer, providing a more immediate and comprehensive understanding of the City's operations and functions, as well as workplace rules and expectations.
- Develop a **Popular Annual Financial Report (PAFR)** for submission to the Government Finance Officers Association (GFOA) for award consideration. A PAFR is a citizen-friendly annual report that makes it easier for a lay person to understand a city's finances.
- **Continue to promote the use of Interns** in the areas of finance, human resources, information technologies and other departments to access good talent on a temporary basis and to expose potential new employees to the City of South Bend.
- Provide a **good work environment** for all current and future staff members that is supportive of their desire to be successful and obtain individual and city goals and aspirations in the workplace.