

Department of Administration & Finance

2013 Annual Report

Top Achievements during 2013:

- Working with multiple departments, Information Technologies helped to successfully implement the **311 Call Center** to help improve customer service for the residents and visitors of South Bend.
- Created the first **Open Data Portal** in the state of Indiana. By publishing data sets, citizens and developers will have transparent access to data. As a side benefit, the addition of new data sets to the portal should reduce the number of Freedom of Information Act requests.
- Enhancement to the **Water Works Voice Recognition System** allows customers to pay utility bills or receive balance information. This project was created and prioritized from data analyzed from the 311 Call Center.
- Worked with the Morris Performing Arts center to configure and test **Wireless Ticket Scanners**. This technology will improve efficiency at the MPAC and allow customers to conveniently use tickets printed at home.
- In April, Information Technologies replaced a legacy authentication service with industry leading **Microsoft's Active Directory Authentication Service**. This reduced the number of needed logins to many applications. It allows users to use the same credentials for Network Authentication, access to Outlook email, the Wireless Network and the city's VPN services.
- In 2013, IT spent a great deal of effort on **desktop improvements**. Nearly 150 computers were replaced, another 500 had their operating system upgraded to Windows 7. The subscription to Cisco's ScanSafe service protects the perimeter of the network by reducing the number of viruses, spyware and malware that can penetrate the network.
- 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, 2012. This is the 23rd consecutive year that the City of South Bend has received the award.
- Working with the Mayor's Office, Common Council, Department Heads, Fiscal Officers and others, prepared and received passage of the **2014 City of South Bend budget** that contains funding for priority projects of the City.
- Top **Credit Rating of "AA"** with Standard and Poor's among second class cities in the State of Indiana was maintained during 2013.

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- 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 15th of the month in most months and posted to the City website.
- Solicited and closed on **two capital lease financing proposals for City vehicles** and related equipment during 2013 for a variety of public safety, public works 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 1.22% and 1.58%.
- The City realized **savings from bond refundings** of \$1.046 million dollars from the 2013 Century Center bond refinancing and \$974 thousand for the 2013 Sewer bond refinancing.
- All **incident reporting** was moved to a web-based risk management system.
- A significant **reduction in injuries** in both number of occurrences and cost was realized during 2013.
- Safety & Risk conducted **Training Topics** that equates to 30 hours per employee during 2013.
- The Purchasing Division established the **Diversity Compliance Officer Position** as an internal position for the City and filled the position in September of 2013. The addition to staff satisfied the City's commitment to provide administrative assistance in fulfilling the intentions of the Minority and Women's Business Enterprise Diversity Development Ordinance.
- **Implemented SBStat** and collected and reported on KPIs for calendar year 2013.
- Added a new **high deductible healthcare plan with an HRA; added same-sex domestic partner** to the health plan eligibility list and to the wellness program.

Strategic Goals for 2014

- The Department of Administration & Finance will focus on improved planning, employee **recruitment, training, process improvement/operating efficiencies**, safety, flexibility, increased transparency of the utilization of public resources and measurement of our effectiveness. These goals will be supported by an enhanced use and continuing expansion of technology resources in data management, telecommunications services, information reporting and web presence.

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- Improve the effectiveness of multi-year planning, including **five-year operating budget projections** for all funds.
- Continue to show good government by disclosing **financial reports and financial transaction details via website/portal** with a commitment to transparency and accountability
- The Department of Information Technologies will focus on the implementation of the newly created **Information Technologies Strategic Plan**. This plan has many elements that will allow technology services within the City of South Bend to thrive. These components include strengthening core technology services, improving technology knowledge across the organization, implementing strong data management principles, creation of good policies and strong governance.
- The Department of Administration and Finance Purchasing Office will support the Diversity Ordinance, including the related reporting requirements, and the activities of the **Diversity Utilization Board**.
- 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 Department of **Safety and Risk** shall continue to provide a resource to all city departments and employees.
- Increase management and employee awareness of, commitment to, and involvement with **safety and health** to effect positive change in workplace culture.
- Foster programs with excellence and confidence though **effective delivery of safety services**.
- Improve and enhance **SBSStat** and the performance management system.
- **Control costs for health plan** through such means as a dependent audit, changes to plan design and the consideration of an on-site or near-site health clinic.
- The **311 Call Center** will continue efforts to port all expected department's calls to 311. This will include coordinating 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, 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.

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- The Diversity & Inclusion Program will focus on **increasing the local participation and utilization of Minority and Women's Business Enterprises** in its procurement process. Staff will collaborate with the City's Diversity Utilization Board in developing goals and targets that are reasonable and workable. Internal staff training for Fiscal Officers and department purchasers will be provided to increase awareness of available Minority and Women Business Enterprises. We will promote and provide outreach programming to businesses who are interested in knowing how to do business with the City of South Bend.

Important Initiatives for 2014

- Transition check payments to **card based payments** whenever feasible.
- 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.
- Implementation of the **IT Strategic Plan** is vitally important initiative for 2014. This plan lays the roadmap for the future state of the technology within the City of South Bend.
- Indiana law requires the **Consolidation of Public Safety Answering Point (PSAP)** centers to no more than two locations per county by the end of 2014. Currently St. Joseph County, Mishawaka, Clay Fire and South Bend all have PSAP locations, necessitating immediate consolidation.
- 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.
- 2014 will bring the expansion of the **Open Data Portal** to include more data sets.
- The creation and implementation of a **GIS Strategic Plan** to deliver a true enterprise level, integrated GIS system.
- Through departmental training and orientation, **increase the awareness and participation of the City Departments regarding inclusion of M/WBE** in the bidding and quoting processes for products and services.

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- Participate in at least one **Diversity Outreach program** to promote purchasing opportunities and encourage businesses to pursue those opportunities with the City departments.
- Continue to **promote health and wellness** as prevention for work related incidents.
- Implement **hands-on safety education**.
- Develop a **health and safety committee** made up of hourly employees that will assist in new ideas and programs for the City of South Bend health and safety initiative.
- **SBStat will be transitioned to SharePoint.** Departments will be divided into groups based upon their core functions so that meetings will be more useful and effective. Departments will be identifying their mission, strategies and goals. KPIs will be created that correlate and measure progress toward those goals.
- Review options to control health plan costs, such as an **On-site Clinic**.
- Launch the **311 Mobile App**.
- Revising and implementing an **Employee Handbook** and **Policy & Procedure Manual**.
- Enhanced **New Employee Orientation** – developing an expanded new employee orientation 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.
- Offer **Supervisor/Managerial training**.
- Present the first City of **South Bend Women's Leadership Conference** during 2014.
- Provide **additional training opportunities** for new and existing staff members. Some key staff members in HR, finance and IT are relatively new to the City.
- Continue to **promote best practices in municipal budgeting**. Apply for the Distinguished Budget Award from the Government Finance Officers Association (GFOA) for the 2015 budget.
- Educate and promote excellence in departmental fiscal officers through a variety of methods including **quarterly fiscal officer's meetings** that contain an educational component.
- Review investment results with 1st Source Bank on a regular basis with financial advisors at **quarterly investment review meetings** that contain external benchmarks.

