

# 2017 Budget Presentation Innovation & Technology Department

August 15, 2016



## TABLE OF CONTENTS

POWERPOINT PRESENTATION .....	2-11
FUND 279 311/INNOVATION/IT .....	12-29



# CITY OF SOUTH BEND

EXCELLENCE | ACCOUNTABILITY | INNOVATION | INCLUSION | EMPOWERMENT

## INNOVATION & TECHNOLOGY

Empowering and Connecting our Workforce and our Community  
2017 Budget Presentation

## CONTEXT

### REALIZING THE IT STRATEGIC PLAN

#### Goals

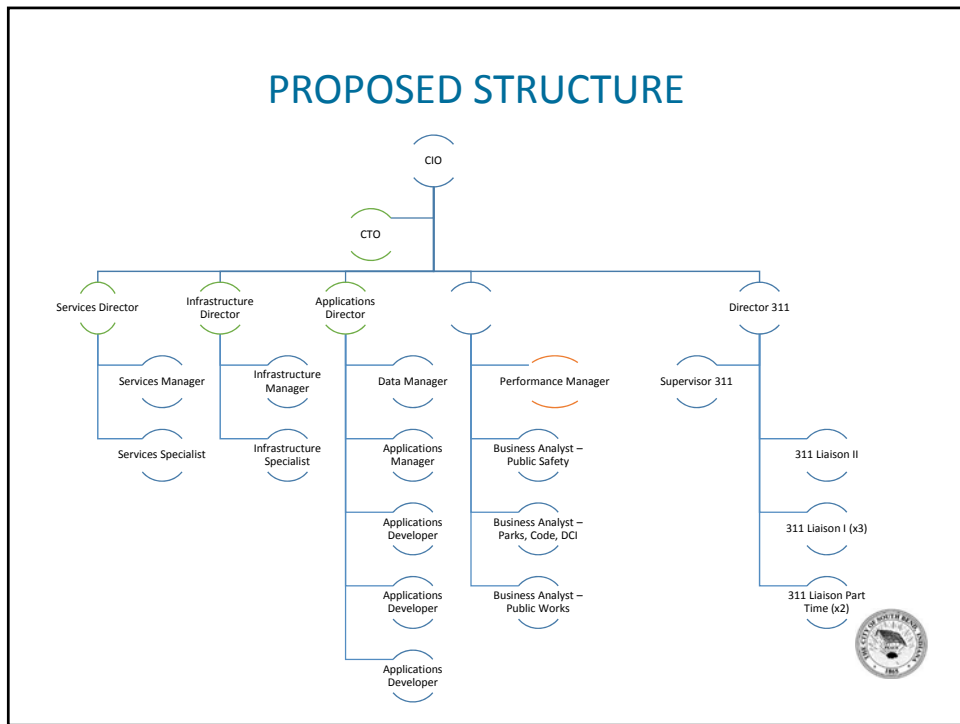
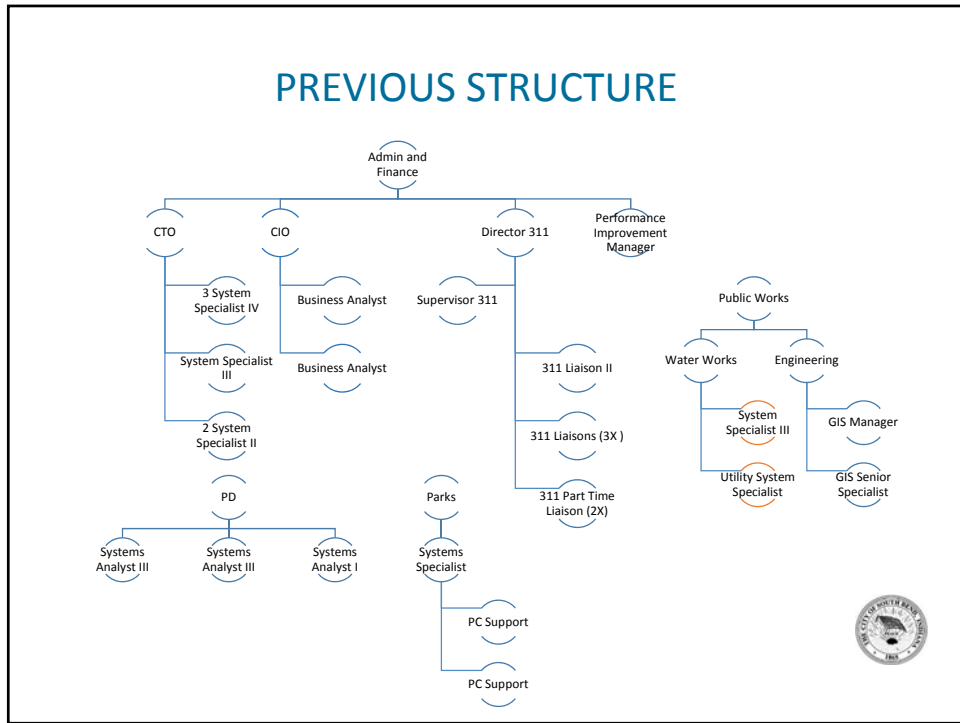
- Capacity
- Reporting
- Transparent and open data
- Investing in current systems
- Centralization of information technology resources
- Data management
- Build organizational aptitude
- Access to systems
- Leverage technology
- External partnerships & community engagement

#### Accomplishments

- Reorganization-building capacity through centralization and specialization
- Addressing decades of deferred maintenance, refreshing infrastructure & platforms
- Empowering departments & residents
- Inclusive access

**A strategic tool that enables fiscal sustainability while maintaining and improving services**





## BUILDING ORGANIZATIONAL STRENGTH



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Department	I&T FTE 2016	2017 I&T FTE
COIT	4	4
Admin & Fin	7	7
Police	3	3
Parks	1 + 2 (PTE)	2
Water Works	1+1.5 (IT FTE)	1
Waste Water	1	0
Engineering (GIS)	1	1
311	6 FTE + 2 PTE	6 FTE + 2 PTE
<b>Total</b>	<b>25.5 FTE &amp; 4 PTE</b>	<b>24 FTE + 2 PTE</b>



## BUILDING ORGANIZATIONAL STRENGTH

Position Level	2016 Salary Cap Level	2017 Salary Cap Level
C-Level	\$100,284.00	\$102,289.68
Director		\$73,440.00
Manager	\$64,955.00	\$66,254.10
Specialist/Developers	\$53,613.00	\$54,685.26
Business Analysts	\$50,980.00	\$51,999.60
Supervisor	\$47,192.00	\$48,135.84
Liaison II	\$44,664.00	\$44,664.00
Liaison I	\$42,979.00	\$42,979.00
Part Time Liaisons	\$26,858.00	\$26,858.00

**Attracting and retaining excellent talent in an inclusive environment.  
In-sourcing high value positions. (over \$2 million dollars of value)**



## ORGANIZATIONAL HIGHLIGHTS

**Increased capacity with lower overall expenditures and no increase of FTEs**

- Established Functions with Directors
- Reduced largest salary disparities with market rates
- Outsourcing low-value activities, insourcing high-value activities

**Accomplished**

- GIS Administration from (2 FTE → 1 FTE)
- Departmental application support (4 FTE → 2 FTE)
- Infrastructure and security (1 FTE → 3 FTE)
- Services: Tier 1 (7 FTE → 1.5 FTE) from \$377,000 to \$86,400

**Planned**

- 311 accommodate ~ 200 additional calls per day (Code and Building) without increasing FTEs



## ACCOMPLISHMENTS AND PROJECTS

**Kronos** → Digitizing Overtime and Time and Attendance in PD and modernizing rest of the City (in progress)

**Wireless in Downtown, Charles Black, and MLK** → Providing access that empowers our residents to connect with jobs, knowledge, and entertainment

**Improved Open Data Portal** → New data portal enhances how much data can be shared while saving the City \$45,000 every year

**Connecting Employees and Residents** → Reducing 40% of erroneous call transfers to automated pay systems

**Opportunities for All** → Engaging in technology and environmental education with new FALCAM and internship opportunities for graduates of the South Bend Code School



## 2017 PROJECTS

**Website** → Update our website to improve communications with residents and make it more mobile friendly

**Document Management** → Improve efficiencies while making government more transparent

**Departmental Priorities** → Support Police and Fire through PSAP implementation, help with Forestry management in Parks, and assist utility as it modernizes billing to improve quality and reduce costs

**More Open Data** → Collaborate with departments to share our performance with residents to improve relationships

**Support our Employees and Residents** → Reducing waste and improving accountability

**Prepare for ERP Upgrade** → The Enterprise Resource Planning (Naviline) software is the heart of the City, but its core technology is reaching end of life, replacing it is imperative to streamline operations, avoid increases in cost, and empower our workforce (only item deferred from IT Strategic Plan)



## PROPOSED BUDGET 311

Type of Expenditure	2016 Amended Budget	2017 Proposed Budget
Capital	\$39,000	\$0.00
Education & Training	\$2,416.00	\$2,416.00
Fringe Benefits	\$140,410.00	\$144,548.00
Other Interfund Allocations	\$13,253.00	\$1,451.65
Other Services & Charges	\$4,460.00	\$2,300.00
Repairs & Maintenance	\$3,336.00	\$0.00
Salaries & Wages	\$319,165.00	\$354,008.00
Supplies	\$5,300.00	\$10,300.00
Travel	\$11,017.00	\$11,500.00
<b>Total</b>	<b>\$533,897.00</b>	<b>\$526,523.65</b>

**0.14% of Total City Budget**



## PROPOSED BUDGET INNOVATION AND TECHNOLOGY

Type of Expenditure	2016 Amended Budget	2017 Proposed Budget
Capital	\$0.00	\$0.00
Education & Training	\$84,900.00	\$65,500.00
Fringe Benefits	\$436,030.51	\$498,265.00
Interest & Fees	\$14,259.00	\$10,207.00
Other Inter Fund Allocations	\$1,086.00	\$3,132.00
Other Services & Charges	\$6,460.00	\$0.00
Principal	\$406,572.00	\$153,113.00
Professional Services	\$1,844,435.00	\$765,153.00
Repairs & Maintenance	\$926,815.00	\$1,027,629.00
Salaries & Wages	\$994,379.00	\$1,159,138.00
Supplies	\$293,352.00	\$968,400.00
Travel	\$20,210.00	\$20,370.00
<b>Grand Total</b>	<b>\$5,028,498.51</b>	<b>\$4,670,907.00</b>

**1.27% of Total City Budget**



## PROPOSED BUDGET COMBINED

Type of Expenditure	2016 Amended Budget	2017 Proposed Budget
Capital	\$39,000.00	\$0.00
Education & Training	\$87,316.00	\$67,916.00
Fringe Benefits	\$576,440.51	\$642,813.00
Interest & Fees	\$14,259.00	\$10,207.00
Other Interfund Allocations	\$14,339.00	\$4,583.65
Other Services & Charges	\$6,460.00	\$2,300.00
Principal	\$406,572.00	\$153,113.00
Professional Services	\$1,844,435.00	\$765,153.00
Repairs & Maintenance	\$930,151.00	\$1,027,629.00
Salaries & Wages	\$1,313,544.00	\$1,513,146.00
Supplies	\$298,652.00	\$978,700.00
Travel	\$31,227.00	\$31,870.00
<b>Grand Total</b>	<b>\$5,562,395.51</b>	<b>\$5,197,430.65</b>

**1.41% of Total City Budget**

\$1,079,282.00 less in Professional services  
Only \$265,974.49 more in Salaries and Fringe  
A 4X multiplier



## A STRATEGIC INVESTMENT THAT BUILDS FINANCIAL SUSTAINABILITY

2016 Project Name	Cost	Projected Return
Kronos Implementation	\$ 189,786.00	\$ 985,095.00
311 Online	\$ 231,767.00	\$ 407,750.00
Security Assessments	\$ 52,000.00	
Wireless in DT, and Youth Centers	\$ 62,000.00	
2 Way Radio Connectivity Bills	\$ 625,400.00	
GIS Improvements	\$ 142,000.00	\$ 1,058,000.00
<b>Total</b>	<b>\$1,302,953.00</b>	<b>\$ 2,450,845.00</b>





## INNOVATION & TECHNOLOGY SERVICES DIVISION

### Recent Accomplishments

- 2017 Technology Refresh Deployment
- Migration of Tier 1 HelpDesk to Partner Vendor
- Active Directory Assessment
- Upgrade of Gasboy System

### Current Projects

- Sungard Hosted Solution
- Selectron IVR Virtualization
- Microsoft Licensing True-Up and conversion of Police licensing
- 311 Remote Site Plan & Testing
- Tier 2 HelpDesk Support

### Future Projects

- AD/Risk Assessment Remediation
- Content Management Licensing Consolidation
- Service Management Catalog for IT Services
- Assist in Kronos Time & Attendance implementation
- Software Licensing Review, Management, and Consolidation



## INNOVATION & TECHNOLOGY INFRASTRUCTURE DIVISION

### Recent Accomplishments

- Migration of 40+ servers to Cloud hosted solutions (Azure, AWS, Micro)
- Free wireless access to our Youth centers (Charles Black and MLK)
- Assisted Application group moving City website to faster cloud environment
- Setup/Repaired original FalCam live camera feeds
- Risk and RISC Assessment for our entire computer infrastructure and security protocols
- Creation and upgrade to file storage and backups
- Consolidation of our Database to a 2012 high performance SQL server
- Use of consultation and outsourcing has decreased while infrastructure down time has also decreased
- Move the switch at the Elbel golf course to consolidate locations and free up space

### Current Projects

- Creation of upgraded servers (from 2003 to 2012) for LaserFiche, Document Management System (DMS), and Web Link
- Implementation of software to monitor all servers, network devices and websites to keep us ahead of any issues that may arise with the network infrastructure
- Transfer of Core Switch and ASA (along with various other equipment) from CCB to Data Realty for better performance and utilization of space
- Consolidation and organization of our MetroNet fiber among locations (from 46 pairs to roughly 26 pairs) to prepare for future growth of our network infrastructure
- Implementation of Web Filtering groups (Departments) to mitigate virus/malware threats
- Implementation of CRM infrastructure in Azure

### Future Projects

- Refresh of end of life (EOL) network equipment (ASA, IPS, AMP, switches and routers) throughout the city's network infrastructure
- Begin implementing 10GB Network backbone
- Increase AV/malware protection of servers by implementing a high end AV/malware protection software
- Increase free wireless throughout the city for all residents and employees
- Continue to assist in Kronos Time & Attendance implementation
- Risk/RISC assessment remediation



## INNOVATION & TECHNOLOGY APPLICATIONS DIVISION

### Recent Accomplishments

- Enabled single sign-on for all ArcGIS products
- Properly secured data feeds to the outside world
- Migrated open data website with Innovation Division
- Deployed City website to faster cloud environment
- Setup FalCam and SmartStreets websites and live camera feeds
- Automated live mapping of City data
- Migrated map data to faster cloud environment
- Cleaned up and organized South Bend reference data
- Built private cloud code repository to store all City code

### Current Projects

- Customer resource management (CRM) deployment
- Kronos data integration with SunGard
- Computational routing for Solid Waste truck routes
- Landlord registry deployment with Innovation Division
- Daily automated reference data refresh
- GIS training and SOP generation
- Software contract negotiations

### Future Projects

- CRM department onboarding
- CRM interfaces with other City software
- Automated vehicle location live community mapping
- Solid Waste live software update
- Solid Waste special item pickup ad-hoc routing
- GIS data clean-up
- Automated reporting dashboards



## INNOVATION & TECHNOLOGY 311

### Recent Accomplishments

- Received 110,000 YTD calls, 190,000 projected
- Reduced automated payment transfers by over 40%

### Current Projects

- Customer resource management (CRM) deployment

### Future Projects

- On-board Code Enforcement and Building Department
- 311 Strategic Plan



## INNOVATION & TECHNOLOGY PERFORMANCE AND INNOVATION

### Recent Accomplishments

- Landlord Registration
- Process mapping in the Utility
- Smart Streets Website
- Burglary Unit Database
- KPI and Metrics Guide
- Automated Enterprise Dashboards for all Departments
- Food Truck App

### Current Projects

- Automating PD Overtime, revising procedures across the City
- Police website
- Improved algorithms for water leak detection
- PSAP systems review
- Forestry management systems overview
- Online payment of Code Violations
- Standardized process mapping with SLA (Municipal Service Catalog)
- Intranet

### Future Projects

- Police Open Data
- Performance Management
- Supporting Departmental Priorities
  - Utility Billing
  - Asset Management
  - Transportation
  - Facilitating PD analytics
  - Fire analytics
  - Diversity and Inclusion
  - Building permitting



IT - Innovation - 311 Call Center - 279

Fund Summary - Operating and Capital Budget

Description	2014 Actual	2015 Actual	2016 Amended Budget	30-Jun Actual	2017 Proposed Budget	Forecast				Budget Variance 2016-2017	% Change
						2018	2019	2020	2021		
<b>REVENUES</b>											
Property Taxes	-	-	-	-	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-	-	-	-	-
Interfund Allocations	-	-	499,358	236,969	5,197,431	5,420,605	5,133,998	5,108,763	5,107,188	4,698,073	940.8%
Fines & Forfeitures	-	-	-	-	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	-	-	<b>499,358</b>	<b>236,969</b>	<b>5,197,431</b>	<b>5,420,605</b>	<b>5,133,998</b>	<b>5,108,763</b>	<b>5,107,188</b>	<b>4,698,073</b>	<b>940.8%</b>
<b>EXPENDITURES BY PROGRAM</b>											
1 311	-	-	-	-	523,876	537,549	551,892	566,951	582,773	523,876	-
2 Compliance Management	-	-	-	-	228,474	238,472	224,635	222,975	222,389	228,474	-
3 Financial Services	-	-	-	-	345,732	360,949	339,711	337,095	336,121	345,732	-
4 Department Specific Applications	-	-	-	-	678,053	709,157	663,120	656,458	653,244	678,053	-
5 Enterprise Applications -ERP	-	-	-	-	529,334	553,333	518,429	513,598	511,405	529,334	-
6 Enterprise Applications -GIS	-	-	-	-	1,050,960	1,098,483	1,029,608	1,020,162	1,015,933	1,050,960	-
7 Help Desk & Training	-	-	-	-	160,497	167,354	157,382	156,002	155,377	160,497	-
8 Strategy	-	-	-	-	736,894	769,833	722,842	716,671	714,088	736,894	-
9 Network & Wireless	-	-	-	-	683,915	714,517	670,798	665,033	662,605	683,915	-
10 Performance	-	-	-	-	259,696	270,958	255,581	253,816	253,254	259,696	-
	-	-	-	-	5,197,431	5,420,605	5,133,998	5,108,763	5,107,188		
<b>EXPENDITURES BY TYPE</b>											
<b>Personnel</b>											
Salaries & Wages	-	-	319,165	150,319	1,480,202	1,509,800	1,539,990	1,570,784	1,602,194	1,161,037	363.8%
Fringe Benefits	-	-	140,410	67,310	639,751	667,119	696,677	728,599	763,074	499,341	355.6%
<b>Total Personnel</b>	-	-	<b>459,575</b>	<b>217,629</b>	<b>2,119,953</b>	<b>2,176,919</b>	<b>2,236,667</b>	<b>2,299,383</b>	<b>2,365,268</b>	<b>1,660,378</b>	<b>361.3%</b>
<b>Supplies</b>	-	-	<b>5,300</b>	<b>1,612</b>	<b>978,700</b>	<b>956,700</b>	<b>956,700</b>	<b>973,700</b>	<b>956,700</b>	<b>973,400</b>	<b>18366.0%</b>
<b>Services &amp; Charges</b>											
Professional Services	-	-	-	-	801,159	447,300	447,300	447,300	447,300	801,159	-
Printing & Advertising	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-
Education & Training	-	-	2,416	1,543	67,916	67,964	68,014	68,064	68,115	65,500	2711.1%
Travel	-	-	11,017	6,813	31,870	31,690	31,925	32,164	32,408	20,853	189.3%
Repairs & Maintenance	-	-	3,336	1,668	1,027,629	1,532,602	1,142,444	1,048,700	1,053,538	1,024,293	30704.2%
Payment In Lieu of Taxes	-	-	-	-	-	-	-	-	-	-	-
Other Interfund Allocations	-	-	13,253	6,624	4,584	4,675	4,768	4,863	4,960	(8,669)	-65.4%
<b>Debt Service:</b>											
Principal	-	-	-	-	153,113	192,422	191,731	180,736	130,000	153,113	-
Interest & Fees	-	-	-	-	10,207	7,577	51,646	51,003	46,000	10,207	-
Grants & Subsidies	-	-	-	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-	-	-	-
Other Services & Charges	-	-	4,461	1,080	2,300	2,756	2,803	2,851	2,900	(2,161)	-48.4%
<b>Total Services &amp; Charges</b>	-	-	<b>34,483</b>	<b>17,728</b>	<b>2,098,778</b>	<b>2,286,986</b>	<b>1,940,631</b>	<b>1,835,680</b>	<b>1,785,220</b>	<b>2,064,295</b>	<b>5986.4%</b>
<b>Capital</b>	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditures by Type</b>	-	-	<b>499,358</b>	<b>236,969</b>	<b>5,197,431</b>	<b>5,420,605</b>	<b>5,133,998</b>	<b>5,108,763</b>	<b>5,107,188</b>	<b>4,698,073</b>	<b>940.8%</b>
<b>Net Surplus / (Deficit)</b>	-	-	-	<b>0</b>	<b>0</b>	-	-	-	-		
Beginning Cash Balance	-	-	-	-	-	0	0	0	0		
Cash Adjustments	-	-	-	-	-	-	-	-	-		
<b>Ending Cash Balance</b>	-	-	-	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
Cash Reserves Target	-	-	-	-	-	-	-	-	-		0.00%

**Explain Significant Revenue and Expenditure Changes Below:**

Innovation and Information Technology were previously funded from the General Fund and COIT. However, due to departmental consolidation in 2015, this fund now encompasses all expenditures relating to IT, Innovation, GIS, and 311. Expenditures were deducted from various funds and will be allocated back to user departments for 2017. Note: There is no cash reserve requirement for this fund.

## IT - Innovation - 311 Call Center - 279

Fund Summary - Description, Accomplishments, Goals, KPI's

**Fund Description & Purpose**

This fund was established in 2015 (for 2016 activity) to report on the operations of the City's 311 Call Center. A reorganization in late 2015 combined the 311 Call Center, IT, Innovation and GIS activities into one department for management purposes; however, funding remained as it was budgeted for 2016. Beginning in 2017, these activities will be combined into Fund 279.

**2016 Accomplishments & Outcomes**

- Established Governance Group with representatives of every department including Council IT committee representative to determine priorities and account for expenses (IT Strategic Plan goal)
- Developed route map for investment in infrastructure, security, applications, services, performance, management, and 311. These should evolve into strategic plans for each function (IT Strategic Plan goal)
- Leveraged external partnership with local vendor for Tier 1 support, improving data and facilitating resources (~\$290,000) value enabled (IT Strategic Plan goal)
- Enhanced departmental participation in policy, data management, and platform configuration improving accuracy and improving performance (IT Strategic Plan goal)
- Enabled public Wi-Fi in downtown and digital access pilot in Monroe Circle by partnering with local philanthropies, the St. Joseph Co. Public Library, and enFocus
- Enabled public Wi-Fi at Charles Black and Martin Luther King Jr. Recreation Centers
- Migrated our Virtual environment to the Cloud
- Implemented a Cloud based backup solution
- Revamped Open Data Portal with mobile friendly interface and more live data sets (IT Strategic Plan goal)
- Continue leadership in the innovation and performance management space, presenting in national conferences, especially leveraging partnerships with local universities

**2017 Department Goals & Objectives & Linkage to City Goals**

**Basics are Easy (BE)**

- Reduce downtime of critical public facing systems - online payments, open data
- Improve access to city services to every resident while reducing the cost per request
- Further develop city wide project management methodologies
- Implement more rigorous contract management & negotiations.

**Good Government (GG)**

- Increase access to transactional and business intelligence data, enhancing transparency and accountability
- Continue to improve access to digital resources to residents through partnerships and programs
- Provide more visibility to city processes through Performance management
- Create new partnerships and foster existing partnerships for a more open and connected City

**People/Places (PP)**

- Further the competitiveness of South Bend in the technology sector
- Make South Bend more attractive as a place to research, develop, and deploy Smart Applications

**Key Performance Indicators (KPI's)**

Measure	City Goal	Type	2018			
			Long Term Goal	2015 Actual	2016 Estimated	2017 Target
- Downtime of business critical external services	Basics Are Easy	Quality	60 mins		NA	100 mins
- Information Security GPA	Good Government	Effectiveness	4/5	NA	2.7/5	3.5/5
- Strategic priority projects completed	Good Government	Effectiveness	6	NA	10	7
- Cost per Service Request - 311	Basics Are Easy	Efficiency	\$2.00		\$3.65	\$3.00
- 311 Complaints per 1000 calls	Basics Are Easy	Quality				
- IT costs per user per year	Good Government	Effectiveness				
-						
-						
-						
-						
-						
-						

Types: output, efficiency, effectiveness, quality, outcome, technology

**2017 Significant Changes/Challenges/Opportunities (with a focus on solutions)**

- Competitive market for technology and analytics talent - Improve long term success by consolidating organizational strength through reorganization and compensation structure.
- Changes in revenue from COIT to full allocations bring pressure on accountability and transparency - Create framework that allows departments to invest strategically while reducing costs
- Under investment in infrastructure and security - Ensure long term sustainability by creating infrastructure plan and funding it with a refresh schedule.
- Enhance use of data to drive conversations and decisions both internally and externally - Develop solutions that



ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2014 Actual	2015 Actual	2016 Original Budget	2016 Amended Budget	2016 YTD Actual	6/30/16 YTD Actual	2017 Estimated Revenue
IT-INNOVATION-311 CENTER								
279-0000-380.10-80	IT ALLOCATION FEE	0	0	0	0	0	0	5,197,431
LEVEL	TEXT	TEXT AMT						
02	IT ALLOCATION		5,197,431					
			5,197,431					
		-----	-----	-----	-----	-----	-----	-----
*		0	0	0	0	0	0	5,197,431
		-----	-----	-----	-----	-----	-----	-----
**	IT-INNOVATION-311 CENTER	0	0	0	0	0	0	5,197,431

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2014 Actual	2015 Actual	2016 Original Budget	2016 Amended Budget	2016 YTD Actual	6/30/16 YTD Actual	2017 Estimated Revenue
279-0104-392.04-00	ADMINISTRATIVE COST	0	0	499,358	499,358	288,648	236,969	0
*		0	0	499,358	499,358	288,648	236,969	0
**	311 CALL CENTER	0	0	499,358	499,358	288,648	236,969	0
***	IT-INNOVATION-311 CENTER	0	0	499,358	499,358	288,648	236,969	5,197,431
		0	0	499,358	499,358	288,648	236,969	5,197,431



ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2014 Actual	2015 Actual	2016 Original Budget	2016 Amended Budget	2016 YTD Actual	6/30/16 YTD Actual	2017 Proposed Expenditures
IT-INNOVATION-311 CENTER								
279-0104-413.10-01	REGULAR	0	0	278,682	274,950	158,133	126,515	302,022
LEVEL	TEXT	TEXT AMT						
02	1 DIRECTOR 311 CALL CENTER @ \$73,440	73,440						
	3 311 CUSTOMER SERVICE LIASONS @ \$42,979	128,937						
	1 311 CUSTOMER SERVICE LIASON II @ \$45,557	45,557						
	1 311 CUSTOMER SERVICE SUPERVISOR @ \$48,136	48,136						
	PARTIAL SANTI	10,229						
	ADJUSTMENT FOR SALARY CAP	4,277-						
		302,022						
279-0104-413.10-04	EXTRA AND OVERTIME	0	0	300	300	0	0	300
LEVEL	TEXT	TEXT AMT						
02	STORM SEASON	300						
		300						
279-0104-413.10-09	PERMANENT PART-TIME	0	0	43,915	43,915	28,661	23,804	52,780
LEVEL	TEXT	TEXT AMT						
02	PART TIME 311 CUSTOMER SERVICE LIASONS							
	29 HRS/WK AT \$18/HR	27,144						
	29 HRS/WK AT \$17/HR	25,636						
		52,780						
279-0104-413.11-01	FICA - REGULAR	0	0	24,702	24,702	14,200	11,420	27,165
LEVEL	TEXT	TEXT AMT						
02	ALL WAGES * 7.65%	27,165						
		27,165						
279-0104-413.11-04	PERF - REGULAR	0	0	31,212	31,862	18,334	14,788	33,860
LEVEL	TEXT	TEXT AMT						
02	FULL TIME SALARIES * 11.2%	33,860						
		33,860						
279-0104-413.11-07	UNEMPLOYMENT COMP	0	0	808	808	299	206	888
LEVEL	TEXT	TEXT AMT						
02	ALL WAGES * .25%	888						
		888						
279-0104-413.11-08	HEALTH INSURANCE	0	0	74,136	76,728	43,822	37,636	81,451
LEVEL	TEXT	TEXT AMT						
02	HEALTH * \$15,550	79,305						

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2014 Actual	2015 Actual	2016 Original Budget	2016 Amended Budget	2016 YTD Actual	6/30/16 YTD Actual	2017 Proposed Expenditures
	LTD * \$96		586					
	HEALTH REBATE 1 * \$1,560		1,560					
			81,451					
279-0104-413.11-09	LIFE INSURANCE	0	0	720	740	490	420	732
LEVEL	TEXT		TEXT AMT					
02	LIFE * \$120		732					
			732					
279-0104-413.11-12	AUTO ALLOWANCE	0	0	4,800	4,800	2,800	2,400	0
LEVEL	TEXT		TEXT AMT					
02	DELETED							
279-0104-413.11-24	CELL PHONE ALLOWANCE	0	0	300	770	495	440	660
LEVEL	TEXT		TEXT AMT					
02	\$55/MO * 12		660					
			660					
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*	PERSONNEL SERVICES	0	0	459,575	459,575	267,234	217,629	499,858
279-0104-413.21-02	PRINT SHOP	0	0	500	150	0	0	500
LEVEL	TEXT		TEXT AMT					
02	MAILING		500					
			500					
279-0104-413.21-03	C.S. - OFFICE SUPPLIES	0	0	500	500	205	116	500
LEVEL	TEXT		TEXT AMT					
02	ESTIMATE		500					
			500					
279-0104-413.21-04	OTHER - OFFICE SUPPLIES	0	0	1,800	2,350	1,665	1,308	1,800
LEVEL	TEXT		TEXT AMT					
02	HEADSETS, BATTERIES, MAINTENANCE		1,500					
	2 CHAIRS		300					
			1,800					
279-0104-413.21-05	SMALL OFFICE EQUIPMENT	0	0	500	300	188	188	5,500
LEVEL	TEXT		TEXT AMT					
02	ESTIMATE		500					
	7 STAND UP WORK STATIONS @ \$400 - DELETED							
	VOICE ANALYTICS SOFTWARE - DELETED							

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2014 Actual	2015 Actual	2016 Original Budget	2016 Amended Budget	2016 YTD Actual	6/30/16 YTD Actual	2017 Proposed Expenditures
	ADJ FOR SALARY CAP - DIDN'T WANT TO CHANGE ALLOC		5,000 5,500					
279-0104-413.22-61	PROMOTIONAL SUPPLIES	0	0	2,000	2,000	0	0	2,000
LEVEL	TEXT		TEXT AMT					
02	311 DAY, CUSTOMER SERVICE WEEK, BILLBOARDS, STREET BANNERS		2,000 2,000					
		-----	-----	-----	-----	-----	-----	-----
*	SUPPLIES	0	0	5,300	5,300	2,058	1,612	10,300
279-0104-413.31-71	CENTRAL STORES ALLOCATION	0	0	0	0	0	0	22
LEVEL	TEXT		TEXT AMT					
02	ALLOCATION		22 22					
279-0104-413.31-72	GIS ALLOCATION	0	0	11,352	11,352	6,622	5,676	0
LEVEL	TEXT		TEXT AMT					
02	PER ALLOCATION							
279-0104-413.32-04	TELEPHONE & TELEGRAPH	0	0	1,680	2,160	1,260	1,080	0
LEVEL	TEXT		TEXT AMT					
02	PER ALLOCATION							
279-0104-413.32-21	TRAVEL - MILEAGE	0	0	600	360	0	0	600
LEVEL	TEXT		TEXT AMT					
02	ESTIMATE		600 600					
279-0104-413.32-22	TRAVEL - AIRFARE	0	0	2,500	2,300	1,365	1,365	2,500
LEVEL	TEXT		TEXT AMT					
02	ESTIMATE FOR ANNUAL CONFERENCE		2,500 2,500					
279-0104-413.32-23	TRAVEL - HOTEL	0	0	6,850	6,850	4,591	4,591	6,850
LEVEL	TEXT		TEXT AMT					
02	311 SYNERGY - DIR & 2 LIAISONS AGCCP - DIR & 1 LIAISON SOCIAL MEDIA SUMMIT - DIR & 1 LIAISON HTE SUGA CONF - DIR & 1 LIAISON TOTAL		6,850 6,850					

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2014 Actual	2015 Actual	2016 Original Budget	2016 Amended Budget	2016 YTD Actual	6/30/16 YTD Actual	2017 Proposed Expenditures
279-0104-413.32-24	TRAVEL - MEALS	0	0	750	750	733	733	750
LEVEL	TEXT		TEXT AMT					
02	ESTIMATE FOR CONFERENCES		750					
			750					
279-0104-413.32-25	TRAVEL - OTHER	0	0	800	357	147	124	800
LEVEL	TEXT		TEXT AMT					
02	ESTIMATE		800					
			800					
279-0104-413.34-02	LIABILITY INSURANCE	0	0	1,901	1,901	1,106	948	1,430
LEVEL	TEXT		TEXT AMT					
02	PER ALLOCATION		1,430					
			1,430					
279-0104-413.36-04	COMPUTER EQUIPMENT	0	0	3,333	3,336	1,946	1,668	0
LEVEL	TEXT		TEXT AMT					
02	ALLOCATION							
279-0104-413.37-03	OFFICE SPACE	0	0	2,000	2,000	0	0	2,000
LEVEL	TEXT		TEXT AMT					
02	ESTIMATE - MORE SPACE		2,000					
			2,000					
279-0104-413.39-11	DUES & MEMBERSHIPS	0	0	300	300	0	0	300
LEVEL	TEXT		TEXT AMT					
02	311 SYNERGY		200					
	AGCCP		100					
			300					
279-0104-413.39-70	EDUCATION & TRAINING	0	0	2,416	2,816	1,943	1,543	2,416
LEVEL	TEXT		TEXT AMT					
02	311 SYNERGY \$200*3		600					
	AGCCP \$150*2		300					
	SOCIAL MEDIA SUMMIT (TECHMEDIA) \$350*2		700					
	PFELL INNOVATION \$150*2		300					
	HTE SUGA \$125*2		250					
	COMPUTER BASED TRAINING		266					
			2,416					

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ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2014 Actual	2015 Actual	2016 Original Budget	2016 Amended Budget	2016 YTD Actual	6/30/16 YTD Actual	2017 Proposed Expenditures
*	OTHER SERVICES & CHARGES	0	0	34,482	34,482	19,713	17,728	17,668
**	311 CALL CENTER	0	0	499,357	499,357	289,005	236,969	527,826

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2014 Actual	2015 Actual	2016 Original Budget	2016 Amended Budget	2016 YTD Actual	6/30/16 YTD Actual	2017 Proposed Expenditures
279-0672-415.10-01	REGULAR SALARIES	0	0	0	0	0	0	708,903
LEVEL	TEXT		TEXT AMT					
02	VARIOUS		752,492					
	ADJUSTMENT FOR SALARY CAP		43,589-					
			708,903					
279-0672-415.11-01	FICA TAXES	0	0	0	0	0	0	54,231
LEVEL	TEXT		TEXT AMT					
02	ALL WAGES @7.65%		54,231					
	TO BALANCE		54,231					
279-0672-415.11-04	PERF RETIREMENT	0	0	0	0	0	0	79,397
LEVEL	TEXT		TEXT AMT					
02	FULL TIME WAGES @11.2%		79,397					
			79,397					
279-0672-415.11-07	UNEMPLOYMENT COMP	0	0	0	0	0	0	1,772
LEVEL	TEXT		TEXT AMT					
02	ALL WAGES @0.25%		1,772					
			1,772					
279-0672-415.11-08	HEALTH INSURANCE	0	0	0	0	0	0	165,157
LEVEL	TEXT		TEXT AMT					
02	@\$15,550		162,498					
	@\$96		1,099					
	REBATE @\$1,560		1,560					
			165,157					
279-0672-415.11-09	LIFE INSURANCE	0	0	0	0	0	0	1,374
LEVEL	TEXT		TEXT AMT					
02	@\$120		1,374					
			1,374					
279-0672-415.11-24	CELL PHONE ALLOWANCE	0	0	0	0	0	0	11,880
LEVEL	TEXT		TEXT AMT					
02	18 EMPLOYEES @\$55		11,880					
			11,880					
* PERSONNEL SERVICES		0	0	0	0	0	0	1,022,714

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2014 Actual	2015 Actual	2016 Original Budget	2016 Amended Budget	2016 YTD Actual	6/30/16 YTD Actual	2017 Proposed Expenditures
279-0672-415.21-04	OTHER OFFICE SUPPLIES	0	0	0	0	0	0	625,400
LEVEL	TEXT		TEXT AMT					
02	AT&T		482,576					
	MICROINTEGRATION INTERNET BANDWIDTH		25,800					
	MICROINTEGRATION VOIP SERVICE		117,024					
			625,400					
279-0672-415.21-05	SMALL OFFICE EQUIPMENT	0	0	0	0	0	0	103,000
LEVEL	TEXT		TEXT AMT					
02	CDW-G - UPS BATTERY REFRESH		17,000					
	TIME CLOCK REPLACEMENTS		12,000					
	MISC FIBER REDUNDANCIES		13,000					
	MISC PERIPHERALS		15,000					
	MISC SOFTWARE		20,000					
	NETWORK CABLING		6,000					
	NETWORK PRINTERS		10,000					
	NEW DOCUMENT MANAGEMENT		10,000					
			103,000					
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*	SUPPLIES	0	0	0	0	0	0	728,400
279-0672-415.31-06	OTHER PROFESSIONAL SVCS	0	0	0	0	0	0	579,193
LEVEL	TEXT		TEXT AMT					
02	ADOXIO - SUPPORT FOR CRM		10,000					
	ERP (NAVILINE) REPLACEMENT		100,000					
	GIS MASTER PLAN IMPLEMENTATION		259,200					
	RISK & AD MITIGATION/REMEDIATION		80,000					
	WEBSITE MANAGEMENT		50,000					
	NETWORK INFRASTRUCITION & SECURITY REVIEW		15,000					
	EXPAND MERAKI		6,800					
	ADJ FOR SALARY CAPS - DIDN'T WANT TO CHANGE ALLOC		58,193					
			579,193					
279-0672-415.32-21	TRAVEL - MILEAGE	0	0	0	0	0	0	700
LEVEL	TEXT		TEXT AMT					
02	MISC MILEAGE		700					
			700					
279-0672-415.32-22	TRAVEL - AIRFARE	0	0	0	0	0	0	5,900
LEVEL	TEXT		TEXT AMT					
02	TRAINING/CONFERENCE		5,900					

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2014 Actual	2015 Actual	2016 Original Budget	2016 Amended Budget	2016 YTD Actual	6/30/16 YTD Actual	2017 Proposed Expenditures
			5,900					
279-0672-415.32-23	TRAVEL - HOTEL	0	0	0	0	0	0	8,400
LEVEL	TEXT		TEXT AMT					
02	TRAINING/CONFERENCE		8,400					
			8,400					
279-0672-415.32-24	TRAVEL - MEALS	0	0	0	0	0	0	2,435
LEVEL	TEXT		TEXT AMT					
02	TRAINING/CONFERENCE		2,435					
			2,435					
279-0672-415.32-25	TRAVEL - OTHER	0	0	0	0	0	0	825
LEVEL	TEXT		TEXT AMT					
02	TRAINING/CONFERENCE		825					
			825					
279-0672-415.34-02	LIABILITY INSURANCE	0	0	0	0	0	0	3,132
LEVEL	TEXT		TEXT AMT					
02	PER ALLOCATION		3,132					
			3,132					
279-0672-415.36-04	COMPUTER EQUIPMENT	0	0	0	0	0	0	1,027,629
LEVEL	TEXT		TEXT AMT					
02	ACOM - ANNUAL MAINT - HARDWARE		605					
	ACOM - ANNUAL MAINT - SOFTWARE		3,038					
	AT&T - DATA PLAN FOR IT IPADS		1,000					
	AT&T- AIRWATCH LICENSES FOR NON IT DEVICES		1,530					
	AWS MONTHLY USAGE		24,000					
	BOLT -LASERFICHE/LINCDOC - LICENSE/MAINT		11,000					
	CALLREX RENEWAL		1,700					
	CDWG - AZURE COMMITMENT		24,000					
	CDWG - IT SUBSCRIPTIONS (VISIO)		3,000					
	CDWG - MICROSOFT ENTERPRISE AGREEMENT		196,658					
	CONSTANT CONTACT		357					
	DROPBOX FOR COUNCIL AND DCI		99					
	ESRI - GIS ENTERPRISE SOFTWARE		51,000					
	ESRI - GIS SUPPORT							
	ESRI - SOCRAITA REPLACEMENT							
	GEO JOBE - ADMIN TOOLS FOR ARCGIS ONLINE		500					
	GO DADDY - DOMAIN NAME RENEWAL		75					
	GO DADDY - WILDCARD SSL RENEWAL		299					
	KRONOS - HARDWARE MAINT CONTRACT		10,935					



ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2014 Actual	2015 Actual	2016 Original Budget	2016 Amended Budget	2016 YTD Actual	6/30/16 YTD Actual	2017 Proposed Expenditures
	KRONOS - TIMEKEEPER		98,580					
	MICROINTEGRATION - CLOUD STORAGE & VM HOSTING		80,000					
	MICROINTEGRATION - TASKFIRE USER LICENSES		2,340					
	MICROINTEGRATION - TIER 1 HELPDESK SUPPORT		86,400					
	MICROINTEGRATION - ACRONIS BACKUP		20,000					
	DIGITAL DEFENSE EVA AND IVA SECURITY TOOL		8,000					
	MICROSOFT - CRM PORTAL ACCESS		5,000					
	MY STAFFING PRO RENEWAL		10,000					
	NSI - CISCO WEB SECURITY							
	NSI - MERAKI LICENSING		1,200					
	NSI - SMARTINET		64,765					
	POHP - ON HOLD COMMERCIAL		1,800					
	SINGLEWIRE - INFORMACAST MAINT		5,000					
	SMARTSHEETS		700					
	SUGA MEMBERSHIP		195					
	SUNGARD - HORIZON SAAS CLOUD SERVICE		194,984					
	SUNGARD TRANSACTION MANAGER		3,960					
	SURVEY GIZMO		810					
	TREK 10 MONTHLY HOSTING		1,800					
	CRM SERVICE CATALOG		60,000					
	EXTERNAL RACK SPACE		12,000					
	POSSIBLE ERP REPLACEMENT							
	SSL FOR ADFS.SOUTHBENDIN.GOV							
	SSL FOR GOVNOW		299					
	MONITORING SYSTEM		15,000					
	GENERAL WEBSITE MAINTENANCE AND UPGRADES		25,000					
			1,027,629					
279-0672-415.37-11	CAPITAL LEASE PRINCIPAL	0	0	0	0	0	0	153,113

LEVEL	TEXT	TEXT AMT
02	#1	24,344
	#4	1,413
	#8	3,826
	#9	20,701
	#11	696
	#12	2,133
	#13 & 14 ESTIMATE	34,000
	2017 COMPUTER REPLACEMENTS ESTIMATE	21,000
	SWITCHING GEAR REFRESH PROJECT	45,000
		153,113

279-0672-415.37-12	CAPITAL LEASE INTEREST	0	0	0	0	0	0	10,207
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LEVEL	TEXT	TEXT AMT
02	#1	1,635
	#4	83
	#8	416

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2014 Actual	2015 Actual	2016 Original Budget	2016 Amended Budget	2016 YTD Actual	6/30/16 YTD Actual	2017 Proposed Expenditures
#9			2,674					
#11			86					
#12			313					
#13 & 14 ESTIMATE			5,000					
			10,207					
279-0672-415.39-70	EDUCATION & TRAINING	0	0	0	0	0	0	63,400
LEVEL	TEXT		TEXT AMT					
02	MEETING/CONFERENCE FEES		63,400					
			63,400					
* -----	OTHER SERVICES & CHARGES	0	0	0	0	0	0	1,854,934
** -----	INFORMATION TECHNOLOGY	0	0	0	0	0	0	3,606,048

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2014 Actual	2015 Actual	2016 Original Budget	2016 Amended Budget	2016 YTD Actual	6/30/16 YTD Actual	2017 Proposed Expenditures
279-0673-415.10-01	REGULAR SALARIES	0	0	0	0	0	0	416,197
LEVEL	TEXT		TEXT AMT					
02	VARIOUS		418,491					
	ADJUSTMENT FOR SALARY CAP		2,294-					
			416,197					
279-0673-415.11-01	FICA TAXES	0	0	0	0	0	0	31,839
LEVEL	TEXT		TEXT AMT					
02	ALL WAGES @7.65%		31,839					
			31,839					
279-0673-415.11-04	PERF RETIREMENT	0	0	0	0	0	0	46,614
LEVEL	TEXT		TEXT AMT					
02	FULL TIME WAGES @11.2%		46,614					
			46,614					
279-0673-415.11-07	UNEMPLOYMENT COMP	0	0	0	0	0	0	1,040
LEVEL	TEXT		TEXT AMT					
02	ALL WAGES @0.25%		1,040					
			1,040					
279-0673-415.11-08	HEALTH INSURANCE	0	0	0	0	0	0	100,917
LEVEL	TEXT		TEXT AMT					
02	@\$15,550		100,298					
	@\$96		619					
			100,917					
279-0673-415.11-09	LIFE INSURANCE	0	0	0	0	0	0	774
LEVEL	TEXT		TEXT AMT					
02	@\$120		774					
			774					
* PERSONNEL SERVICES		0	0	0	0	0	0	597,381
279-0673-415.21-05	SMALL OFFICE EQUIPMENT	0	0	0	0	0	0	240,000
LEVEL	TEXT		TEXT AMT					
02	MISC PRIORITIZED PROJECTS		240,000					
			240,000					

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2014 Actual	2015 Actual	2016 Original Budget	2016 Amended Budget	2016 YTD Actual	6/30/16 YTD Actual	2017 Proposed Expenditures
* SUPPLIES		0	0	0	0	0	0	240,000
279-0673-415.31-06	OTHER PROFESSIONAL SVCS	0	0	0	0	0	0	221,966
LEVEL	TEXT		TEXT AMT					
02	ENFOCUS FELLOWS		40,000					
	ENFOCUS INTERNS (INCLUDES 2 SUMMER IT INTERNS)		45,500					
	ENFOCUS MISC CONSULTANTS - KRIS PRIEMER		50,000					
	ENFOCUS CONSULTANT (BRIAN DONOGHUE)		80,000					
	ADJ FOR SALARY CAPS - DIDN'T WANT TO CHANGE ALLOC		6,466					
			221,966					
279-0673-415.32-21	TRAVEL - MILEAGE	0	0	0	0	0	0	700
LEVEL	TEXT		TEXT AMT					
02	PENNY PRICE CONTINUING EDUCATION		700					
			700					
279-0673-415.32-23	TRAVEL - HOTEL	0	0	0	0	0	0	700
LEVEL	TEXT		TEXT AMT					
02	PENNY PRICE CONTINUING EDUCATION		700					
			700					
279-0673-415.32-24	TRAVEL - MEALS	0	0	0	0	0	0	300
LEVEL	TEXT		TEXT AMT					
02	PENNY PRICE CONTINUING EDUCATION		300					
			300					
279-0673-415.39-11	DUES & MEMBERSHIPS	0	0	0	0	0	0	410
LEVEL	TEXT		TEXT AMT					
02	PENNY PRICE INCPAS DUES		300					
	PENNY PRICE CPA LICENSE		110					
			410					
279-0673-415.39-70	EDUCATION & TRAINING	0	0	0	0	0	0	2,100
LEVEL	TEXT		TEXT AMT					
02	PENNY PRICE CPE CLASSES		2,100					
			2,100					
* OTHER SERVICES & CHARGES		0	0	0	0	0	0	226,176
** PERFORMANCE/INNOVATION		0	0	0	0	0	0	1,063,557

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2014 Actual	2015 Actual	2016 Original Budget	2016 Amended Budget	2016 YTD Actual	6/30/16 YTD Actual	2017 Proposed Expenditures
***	IT-INNOVATION-311 CENTER	0	0	499,357	499,357	289,005	236,969	5,197,431
		0	0	499,357	499,357	289,005	236,969	5,197,431