

2014 Budget Today's Agenda



- Some Key Initiatives
- General Fund Revenue Review
- 311 Call Center
- Administration & Finance
- Mayor's Office
- COIT
- EDIT
- Human Rights Commission
- Safety & Risk
- Employee Benefits
- Appendices



2014 Budget

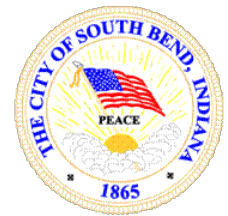


- Changing the Way We Do Business
- Key Initiatives:
 - Customer Service
 - Information Technology Strategy



General Fund Revenue

2008 to 2014



<i>Fund Name</i>	<i>2008 Actual</i>	<i>2009 Actual</i>	<i>2010 Actual</i>	<i>2011 Actual</i>	<i>2012 Actual</i>	<i>2013 Amended Budget</i>	<i>2014 Proposed Budget</i>	<i>2013-2014 Percent Change</i>
<u>General Fund</u>								
Property Taxes	14,574,480	79,162,937	38,780,847	38,514,550	39,368,431	39,000,000	37,399,180	-4.10%
Auto Excise Tax	2,741,545	2,589,309	2,559,736	2,384,034	2,180,298	1,962,793	1,962,793	0.00%
Commercial Vehicle Excise Tax	769,327	701,181	707,332	717,956	719,974	720,168	720,000	-0.02%
Public Safety Charges	542,645	543,063	521,557	305,104	215,000	515,000	472,270	-8.30%
Liquor Excise Taxes	283,375	282,783	237,040	289,713	283,697	290,000	282,000	-2.76%
Cigarette Taxes	95,600	90,141	86,074	84,421	73,179	70,818	70,818	0.00%
Riverboat Gaming State Distribution	676,167	674,547	674,547	674,547	599,311	600,000	600,000	0.00%
PILOT	3,042,755	3,171,195	3,513,495	2,974,460	3,120,225	3,503,778	3,671,204	4.78%
County EMS Charges	1,943,123	1,939,325	1,915,738	1,967,804	1,985,298	1,578,277	1,588,824	0.67%
Interest on Investments	1,576,707	129,872	45,027	54,948	98,699	103,000	115,000	11.65%
Cable Franchise Fees	694,387	743,091	948,286	854,535	884,207	897,000	952,000	6.13%
Notre Dame Community Contribution	0	275,000	275,000	275,000	275,000	275,000	330,000	20.00%
Administrative Cost Allocation	1,981,310	1,326,801	1,335,091	2,379,984	2,868,204	3,228,996	3,470,989	7.49%
311 Call Center Allocation	0	0	0	0	0	320,102	480,077	49.98%
Morris Performing Arts Center Revenue	683,182	663,943	639,799	645,614	770,067	882,000	882,000	0.00%
Palais Royale Revenue	355,549	344,041	237,189	289,287	245,879	309,981	309,981	0.00%
Energy Conservation Grant	0	250,000	654,372	142,428	0	0	0	0.00%
COPS Grant	0	158,850	628,352	817,765	1,022,206	0	0	0.00%
Fire Officer Grant	0	0	0	0	174,657	155,000	155,000	0.00%
Police Salary/Overtime Reimbursements	370,645	396,679	296,896	361,697	327,781	312,000	289,200	-7.31%
Unsafe Building Charges	528,847	630,474	392,479	81,618	239,639	103,000	0	-100.00%
Public Safety LOIT Transfers	0	0	4,998,691	4,976,969	5,476,534	7,101,757	0	-100.00%
EMS Neo Natal Revenue	409,847	411,767	423,570	353,281	360,731	365,000	365,000	0.00%
EMS Fund Transfer In	250,000	250,000	500,000	500,000	1,000,000	1,000,000	1,000,000	0.00%
Other Revenue	2,410,874	1,546,659	1,078,828	1,265,584	1,296,258	638,617	552,280	-13.52%
Total General Fund Revenue	33,930,365	96,281,658	61,449,946	60,911,299	63,585,275	63,932,287	55,668,616	-12.93%

311 Call Center

Budget Summary: Fund 101-104 – 311 Call Center



Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
Revenue							
Property Taxes	-	-	-	114,913	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	320,102	-	480,077	159,975	50.0%
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-
Other Income	-	-	-	-	-	-	-
Total Revenue	-	-	320,102	114,913	480,077	159,975	50.0%
Expenditures by Account Type							
Salaries & Wages	-	-	191,760	81,768	299,960	108,200	56.4%
Fringe Benefits	-	-	77,342	30,895	122,663	45,321	58.6%
Other Personnel costs	-	-	-	53	210	210	-
Total Personnel	-	-	269,102	112,716	422,833	153,731	57.1%
Supplies	-	-	2,500	1,540	23,555	21,055	842.2%
Professional Services (31xx)	-	-	250	-	10,297	10,047	4018.8%
Comm/Transportation(32xx)	-	-	2,500	457	4,100	1,600	64.0%
Printing & Advertising (33xx)	-	-	23,250	200	15,000	(8,250)	-35.5%
Insurance (34xx)	-	-	-	-	821	821	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	1,471	1,471	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	-	-	2,500	-	2,000	(500)	-20.0%
Grants & Subsidies	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	-	-	-	-	-	-	-
Total Service & Charges	-	-	28,500	657	33,689	5,189	18.2%
Capital	-	-	20,000	-	-	(20,000)	-100.0%
Total Expenditures by Type	-	-	320,102	114,913	480,077	159,975	50.0%
Net Surplus / (deficit)	-	-	-	-	-		

311 Call Center Key Performance Indicators (KPI)



Measure	Mayoral Goal	Type	2016	2012	2013	2014
			Long Term Goal	Actual (if available)	Estimated (if available)	Target
Customer call wait time	GG	efficiency	30s	n/a	47s	40s
Abandoned Call Rate	GG	quality	<5%	n/a	10%	<8%
Accommodate high call volume	GG	efficiency	50	n/a	140,000	160,000
Service Level Quality (client feedback)	GG	quality	Good- Excellent	n/a	n/a	Good
Service level accuracy	GG	effectiveness	TBD	n/a	n/a	TBD
Calls Answered within 30 seconds	GG	effectiveness	80%	n/a	62%	65%



311 Call Center 2013 Accomplishments



- Established of 311 Call Center
- Developed 311 Knowledgebase
- Developed 311 functionality of City website
- Handled over 50,000 calls within first 6 months
- Initiated development of reporting SLAs (Service Level Agreements)
- Managed calls for: Water Works, Street Dept., Sewer Dept., Traffic & Lighting, Solid Waste, and Mayor's Office (more planned for remaining 2013) and received calls from all City departments
- Created documentation and processes for efficient and accountable handling of citizen concerns and requests
- Identified and provided training for more effective utilization of technology
- Identified and quantified areas of legitimate citizen concerns



311 Call Center 2014 Goals & Challenges



Goals

- Convert all appropriate City departments to 311
- Create city-wide awareness of 311
- Implement additional NaviLine features with department workflows
- Reduce abandoned call rate
- Decrease wait time for citizens
- Implement survey/feedback from citizens on quality and accuracy
- Clearly articulate vision of 311 throughout City

Challenges

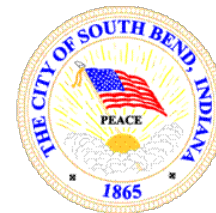
- Training for users of computer software to effectively accomplish tasks
- Underutilization of technology from City departments
- Departmental accountability of service levels
- Management of periodic high call volume



Administration & Finance

Administration & Finance

Key Performance Indicators (KPI)



Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
- GFOA CAFR/Budget Award	2	Quality	1/1	1/0	1/0	1/1
- SBOA audit findings	2	Quality	0	0	5	1
- Fund Cash Report sent by 15th	2	Efficiency	12 months	12	12	12
- City Bond Rating (S&P)	2	Quality	AA+	AA	AA	AA+
- General Fund reserves %	2	Output	>50%	43%	43%	45%
- General Fund % of Exp	2	Output	96% or less	97%	98%	96%
- Number of POs issued	2	Output	7900	N/A	7500	7600
- MBE/WBE Supp Stat of Quotes Offered	3	Effectiveness	N/A	N/A	N/A	Set Baseline



Administration & Finance

2013 Accomplishments



- 2011 GFOA CAFR award received
- 2012 GFOA CAFR award submitted
- Successful finance internship program (four outstanding graduates)
- Hired new Diversity Compliance Officer to support minority and woman owned businesses
- Hired new City Talent Manager to help in recruiting, retention, compensation and succession planning of City employees
- New monthly financial reports to Council and posted online
- Assisted in financial management transition at Century Center
- Completion of new Gateway financial reports for the State



Administration & Finance

2014 Goals & Challenges



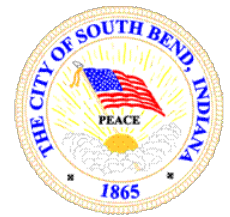
- Prepare city-wide compensation analysis for civil employees
- Promote increased employee engagement
- Further leverage technology in delivery of City employee benefits
- Implement Purchasing P-card to streamline accounts payable activity and earn rebate \$ for City General Fund
- Continue training opportunities for new staff
- Transfer Business Licensing to DCI
- Apply for GFOA budget award
- State Board of Accounts no longer able to provide same level of audit assistance
- Continuing budget challenges in 2015 and beyond due to property tax caps
- Plan for a possible Enterprise Financial software in 2015 or later year



Mayor

Mayor

Key Performance Indicators



Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Avg. res. time to letters & requests (days)	GG	Output	5	n/a	4.9	5
Avg. time to resolve constituent issues	GG	Output	5	n/a	3	5
Increase local, national, and social media presence (neutral to positive)	ED	Output	15	n/a	12	15
# of Mayor's Office Outreach Events in Community	GG	Output	TBD			



Mayor

2013 Accomplishments



- Established new Community Outreach position to improve accessibility of the office across the community
- Supported community events, parades, mayoral appearances and educational programming
- Maintained monthly Mayor's Night in/out program addressing over 115 constituent issues
- Oversaw delivery of report of Mayor's Task Force on Vacant and Abandoned Properties
- Oversaw hiring of key department heads and other Administration posts
- Guided 311 system through launch and early growth
- Increased positive national press coverage for City
- Effectively coordinated and managed public safety emergency situations



Mayor

2014 Goals & Challenges



- Deepen community relationships and external communications with the administration and Mayor
- Track and improve response time on constituent needs and requests coming into the office
- Fill upcoming vacancies in executive posts, boards, and commissions with outstanding leaders
- Drive improvements in employee engagement and morale
- Increase local and outside media recognition of civic and economic achievements
- Promote performance-based management throughout City Administration beginning with leadership level
- Establish and sustain a community wide response to group-related gun violence
- Attract, recruit, and retain high quality personnel and continue to deepen professionalism of City work force



County Option Income Tax (COIT)

COIT Fund Revenue

2008 to 2014



<i>Fund Name</i>	<i>2008 Actual</i>	<i>2009 Actual</i>	<i>2010 Actual</i>	<i>2011 Actual</i>	<i>2012 Actual</i>	<i>2013 Amended Budget</i>	<i>2014 Proposed Budget</i>	<i>2013-2014 Percent Change</i>
<u>COIT Fund</u>								
County Option Income Tax	6,192,452	8,302,694	7,648,824	7,097,462	8,610,742	7,846,940	7,925,409	1.00%
Computer Maintenance Allocation	0	0	0	387,168	367,908	386,328	397,918	3.00%
Interest on Investments	143,484	44,237	50,033	37,973	69,068	80,000	75,000	-6.25%
UDAG Principal Income	0	0	0	471,576	200,451	268,146	0	-100.00%
Anchor Principal and Interest	38,958	33,327	129,210	36,458	35,625	36,458	36,458	0.00%
Telephone Reimbursement	0	0	0	193,175	154,284	115,000	115,000	0.00%
Other Revenue	130,092	4,798	0	0	5,887	0	0	0.00%
Total COIT Fund Revenue	6,504,986	8,385,056	7,828,067	8,223,812	9,443,965	8,732,872	8,549,785	-2.10%



Budget Summary: Fund 404 – County Option Income Tax (COIT)



Description	2013				2014	Variance 2013-2014	% Chg
	2011 Actual	2012 Actual	Amended Budget	6/30/13 Actual	Proposed Budget		
Revenue							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	7,097,462	8,610,742	7,846,940	3,923,470	7,925,409	78,469	1.0%
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	37,973	69,195	80,000	31,843	75,000	(5,000)	-6.3%
Donations	-	-	-	-	-	-	-
Other Income	1,088,377	764,028	805,932	266,490	549,376	(256,556)	-31.8%
Total Revenue	8,223,812	9,443,965	8,732,872	4,221,803	8,549,785	(183,087)	-2.1%
Expenditures by Account Type							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
Total Personnel	-	-	-	-	-	-	-
Supplies	5,179	18,683	1,140,918	624,007	1,248,000	107,082	9.4%
Professional Services (31xx)	227,014	74,232	735,742	316,816	976,105	240,363	32.7%
Comm/Transportation(32xx)	692,954	500,064	420,000	217,049	450,000	30,000	7.1%
Printing & Advertising (33xx)	1,029	2,374	3,000	993	3,000	-	0.0%
Insurance (34xx)	30,888	24,840	27,948	13,974	6,848	(21,100)	-75.5%
Utilities (35xx)	1,211,501	1,273,489	1,350,000	737,772	1,475,000	125,000	9.3%
Repairs & Maintenance (36xx)	581,472	917,877	1,055,621	768,110	1,246,969	191,348	18.1%
Debt Service - Principal	1,592,673	2,265,108	1,719,856	1,053,548	1,792,112	72,256	4.2%
Debt Service - Interest & Fees	399,840	1,000	458,312	224,717	418,933	(39,379)	-8.6%
Other Services & Charges (39xx)	301,486	169,087	147,877	145,739	302,181	154,304	104.3%
Grants & Subsidies	290,000	342,386	389,197	132,568	316,116	(73,081)	-18.8%
Transfers Out	240,000	481,992	-	-	-	-	-
Other Financing Uses (50xx)	-	470,976	676,882	676,882	723,176	46,294	6.8%
Total Service & Charges	5,568,857	6,523,425	6,984,435	4,288,168	7,710,440	726,005	10.4%
Capital	568,436	1,782,301	1,133,562	238,335	297,500	(836,062)	-73.8%
Total Expenditures by Type	6,142,472	8,324,409	9,258,915	5,150,510	9,255,940	(2,975)	0.0%
Net Surplus / (deficit)	2,081,340	1,119,556	(526,043)	(928,707)	(706,155)		
Beginning Cash Balance	12,126,103	14,207,443	15,327,002	15,327,002	14,800,959		
Balance Sheet Adjustments	-	3	-	-	-		
Ending Cash Balance	14,207,443	15,327,002	14,800,959	14,398,295	14,094,804		

COIT Fund

Key Performance Indicators



Measure	Mayoral Goal	Type	2016	2012	2013	2014
			Long Term Goal	Actual (if available)	Estimated (if available)	Target
Web Site Visits	GG	Output	660,000	676,000	660,000	660,000
Helpdesk Tickets	GG	Output	5,000	3,000	4,800	3,600
Calls to IT Main Line	GG	Output	12,000	18,000	12,000	13,200
Calls to After Hour Emerg Line that require action	GG	Output	12	8	0	12
System Avail - Incidents	GG	Quality	12	8	0	12
System Avail - Downtime (minutes)	GG	Effectiveness	84	117	84	100
System Avail - Downtime (Percentage)	GG	Effectiveness	99.9	99.99	99.9	99.9
Train Hrs Received—IT staff	GG	Output	30	300	400	400
Train Hrs Provided	GG	Output	30	300	400	400
% of Time SLAs met	GG	Output	TBD	n/a	n/a	n/a



COIT Fund

2013 Accomplishments



- Monthly distributions from St. Joseph County are on schedule
- \$2.5 million in IT costs budgeted in 2013
- Strong cash reserves important to bond rating agencies
- Fund used for expenditures formerly paid by the General Fund (i.e. street light electricity, police/fire gasoline)
- \$676,882 in funding provided for the curb and sidewalk program



COIT Fund

2014 Goals & Challenges



- Deficit spending of \$706,155 in the 2014 budget
- Continuing pressure in 2015 to absorb costs formerly paid by the General Fund
- Difficult to predict COIT revenue estimate in advance – DLGF will provide the 2014 certification in September, 2013.
- \$723,176 in funding for the curb & sidewalk program



Economic Development Income Tax (EDIT)

EDIT Fund Revenue

2008 to 2014



<i>Fund Name</i>	<i>2008 Actual</i>	<i>2009 Actual</i>	<i>2010 Actual</i>	<i>2011 Actual</i>	<i>2012 Actual</i>	<i>2013 Amended Budget</i>	<i>2014 Proposed Budget</i>	<i>2013-2014 Percent Change</i>
<i>EDIT Fund</i>								
Economic Development Income Tax	3,997,997	3,843,912	9,090,415	7,300,866	9,068,785	8,177,352	8,259,126	1.00%
Leighton Common Area Fees	300,000	150,000	150,000	150,000	150,000	150,000	150,000	0.00%
Interest on Investments	32,231	9,600	18,952	22,135	45,531	50,000	45,000	-10.00%
TJX Job Target Penalty Fee	0	0	0	0	354,660	354,660	354,660	0.00%
Family Dollar Land Sale	0	0	0	475,565	54,500	0	0	0.00%
Other Revenue	0	56,500	70,821	0	0	0	0	0.00%
Total EDIT Fund Revenue	4,330,228	4,060,012	9,330,188	7,948,566	9,673,476	8,732,012	8,808,786	0.88%



Budget Summary: Fund 408 – Economic Development Income Tax (EDIT)



Description	2013				2014	Variance 2013-2014	% Chg
	2011 Actual	2012 Actual	Amended Budget	6/30/13 Actual	Proposed Budget		
Revenue							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	7,300,866	9,068,785	8,177,352	4,088,676	8,259,126	81,774	1.0%
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	150,000	150,000	150,000	-	150,000	-	0.0%
Interest Earnings	22,135	45,531	50,000	21,182	45,000	(5,000)	-10.0%
Donations	-	-	-	-	-	-	-
Other Income	475,566	409,160	354,660	424,625	354,660	-	0.0%
Total Revenue	7,948,567	9,673,476	8,732,012	4,534,483	8,808,786	76,774	0.9%
Expenditures by Account Type							
Salaries & Wages	-	-	-	-	-	-	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	-	-	-
Total Personnel	-	-	-	-	-	-	-
Supplies	-	-	-	-	-	-	-
Professional Services (31xx)	163,532	214,192	252,590	20,685	52,773	(199,817)	-79.1%
Comm/Transportation(32xx)	-	-	-	-	-	-	-
Printing & Advertising (33xx)	-	7,384	25,000	3,458	25,000	-	0.0%
Insurance (34xx)	936	756	816	408	-	(816)	-100.0%
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	700,628	293,705	200,705	(499,923)	-71.4%
Debt Service - Principal	1,485,000	1,715,000	1,610,000	795,000	1,683,000	73,000	4.5%
Debt Service - Interest & Fees	419,043	186,453	303,539	159,551	242,783	(60,756)	-20.0%
Other Services & Charges (39xx)	455	420,147	1,056,716	147,515	-	(1,056,716)	-100.0%
Grants & Subsidies	403,722	686,741	562,100	205,626	637,000	74,900	13.3%
Transfers Out	4,804,259	4,767,146	4,417,519	2,208,760	5,967,525	1,550,006	35.1%
Other Financing Uses (50xx)	-	-	-	-	-	-	-
Total Service & Charges	7,276,947	7,997,819	8,928,908	3,834,708	8,808,786	(120,122)	-1.3%
Capital	1,197,532	71,508	4,471	-	-	(4,471)	-100.0%
Total Expenditures by Type	8,474,479	8,069,327	8,933,379	3,834,708	8,808,786	(124,593)	-1.4%
Net Surplus / (deficit)	(525,912)	1,604,149	(201,367)	699,775	-	-	-
Beginning Cash Balance	8,906,173	8,380,261	9,984,321	9,984,321	9,782,954		
Balance Sheet Adjustments	-	(89)	-	90	-		
Ending Cash Balance	8,380,261	9,984,321	9,782,954	10,684,186	9,782,954		

EDIT Fund

Key Performance Indicators (KPI)



Measure	Mayoral Goal	Type	2016	2012	2013	2014
			Long Term Goal	Actual (if available)	Estimated (if available)	Target
Maintain Cash Reserves	GG	Output	\$4,404,393	\$9,984,411	\$9,782,954	\$9,782,954
Interest Earned	GG	Output	\$50,000	\$45,531	\$50,000	\$45,000
Cash Reserves % of Exp	GG	Output	>50%	124%	111%	111%
Debt Service Paid/% Paid On Time	GG	Output/Effect.	4/100%	4/100%	4/100%	4/100%



EDIT Fund

2013 Accomplishments



- Monthly distributions from St. Joseph County are on schedule
- \$1.7 million used for DCI Administration and \$2.7 million for the Street Department
- Strong cash reserves important to bond rating agencies
- \$1.0 million used for vacant and abandoned building (to Loss Recovery fund for 2014)



EDIT Fund

2014 Goals & Challenges

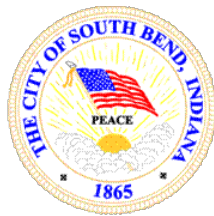


- The 2014 budget is balanced, revenue = expenditures
- Difficult to predict EDIT revenue estimate in advance – DLGF will provide the 2014 certification in September, 2013.
- 2014 budget transfers \$2.3 million to the Building Services Fund for code and animal control operations (formerly General Fund)



Human Rights

Budget Summary: Fund 258 – Human Rights Federal Grant



Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
Revenue							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	137,710	163,260	199,000	30,450	187,000	(12,000)	-6.0%
Charges for Services	-	-	-	-	-	-	-
Interest Earnings	1,404	2,279	2,100	1,008	2,000	(100)	-4.8%
Donations	-	-	-	-	-	-	-
Other Income	15,139	19,409	36,150	13,550	21,700	(14,450)	-40.0%
Total Revenue	154,253	184,948	237,250	45,008	210,700	(26,550)	-11.2%
Expenditures by Account Type							
Salaries & Wages	74,182	75,810	80,041	40,575	84,868	4,827	6.0%
Fringe Benefits	21,635	23,407	25,473	12,861	28,033	2,560	10.0%
Other Personnel costs	-	-	-	-	-	-	-
Total Personnel	95,817	99,217	105,514	53,436	112,901	7,387	7.0%
Supplies	2,386	2,288	4,668	1,111	4,550	(118)	-2.5%
Professional Services (31xx)	21,000	26,146	42,039	14,195	40,500	(1,539)	-3.7%
Comm/Transportation(32xx)	12,527	8,392	19,750	4,918	19,750	-	0.0%
Printing & Advertising (33xx)	10,788	9,605	28,000	10,743	28,000	-	0.0%
Insurance (34xx)	12	-	-	-	-	-	-
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	11,013	21,171	27,459	2,217	16,800	(10,659)	-38.8%
Grants & Subsidies	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	2,640	-	-	-	-	-	-
Total Service & Charges	57,980	65,314	117,248	32,073	105,050	(12,198)	-10.4%
Capital	750	1,729	1,500	-	1,500	-	0.0%
Total Expenditures by Type	156,933	168,548	228,930	86,620	224,001	(4,929)	-2.2%
Net Surplus / (deficit)	(2,680)	16,400	8,320	(41,612)	(13,301)		
Beginning Cash Balance	472,443	469,763	486,163	486,163	494,483		
Balance Sheet Adjustments	-	-	-	-	-		
Ending Cash Balance	469,763	486,163	494,483	444,551	481,182		

Human Rights Key Performance Indicators (KPI)



Measure	Mayoral Goal	Type	2016	2012	2013	2014 Target
			Long Term Goal	Actual (if available)	Estimated (if available)	
Number of cases investigated.	BE, GG	output	100	106	104	104
Number of housing trainings	BE, GG	output	6	8	8	8
Number of trainings performed	BE, GG	output	6	6	8	8
Number of inquiries handled	BE, GG	effectiveness	100	107	100	100
Number of probable causes	BE, GG	quality, outcome	10	8	10	10
Number of no causes	BE, GG	quality, outcome	86	77	80	80
Number of City & Co inquiries handled	BE, GG	effectiveness	1200	1007	1000	1000



Human Rights Commission

101 Financial Request: 2013 & 2014



- 2013: \$346,237
- 2014: \$368,194
- Difference \$21,957

Reasons for the increase:

- 2% Pay increase for staff
- Part-time person for 60 hours, part-time person for 40 hours, or part-time person 20 hours.
- Higher health insurance and PERF retirement rates.



Human Rights Commission

258 Financial Request: 2013 & 2014



- 2013: \$228,930
- 2014: \$224,001
- Difference \$4,929
 - We are asking for less money due to a HUD Grant and cutting cost due to less actual income from the Federal Budgets for cases investigated.



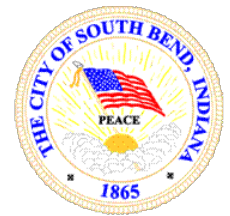
Human Rights 2013 Accomplishments



- Hosted the annual Human Rights Fair Housing Training and Awards and Scholarships totaling 3,500.
- Did Diversity Training for new Police Officers on three separate occasions in South Bend.
- Set up an informational booth at the annual Policeman's Night Out in Howard Park.
- Performed a training at the Martin Luther King celebration concerning the Human Rights Commission.
- Set up a meeting with Penny Hughes, Deb Block, Mayor Dave Wood, Dace Thomas, Mike Compton, Laura Wagley, and Lou Ann Hazen to discuss bringing Mishawaka on board as far as the Commission investigating their discrimination cases.
- Successfully placed a fair housing ad on all local movie screens in the area.
- Met contractual obligations for EEOC and HUD.
- Partnered with the Latino radio station, the South Bend Tribune, WUBS and soon with WUBU in an effort to get the word out about the Human Rights Commission.
- Continued to utilize a HUD partnership grant to educate and reach out toward St. Joseph County.



Human Rights 2014 Goals & Challenges

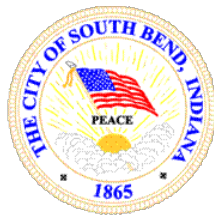


- Keep contractual relationships with the Equal Employment Opportunity Commission and with the US Department of Housing and Urban Development by reaching out case production numbers prior to the end of the contractual period.
- Establish a policy where all cases filed with the Commission must be completed within 180 days or less with an exception for those cases that require legal intervention. Those cases must be completed within 360 days.
- Continue to work with the City of Mishawaka and the County to insure that all of the citizens of Saint Joseph County are insured of equal opportunity.
- Get the Commission compensated for investigating the additional cases from those areas.
- Through education and outreach make a staid effort to assist and insure Respondents work with the commission.
- The Commission will also make complainants more aware of how the Commission works and why it works the way it does, creating a better process.
- Challenge Staff as well as the Commissioners to find better venues to train, investigate, conciliate, mediate, and resolve issues in an efficient manner.
- Find ways to reward innovation and new ideas non-monetarily as well as monetarily.



Safety & Risk Management

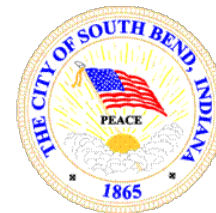
Budget Summary: Fund 226 – Safety & Risk



Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
Revenue							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	3,005,286	2,922,356	2,988,576	1,494,288	2,859,690	(128,886)	-4.3%
Interest Earnings	11,068	23,376	26,000	11,646	22,000	(4,000)	-15.4%
Donations	-	-	-	-	-	-	-
Other Income	62,294	21,795	18,500	295	17,000	(1,500)	-8.1%
Total Revenue	3,078,648	2,967,527	3,033,076	1,506,229	2,898,690	(134,386)	-4.4%
Expenditures by Account Type							
Salaries & Wages	117,061	121,239	126,974	59,059	132,903	5,929	4.7%
Fringe Benefits	940	1,080	1,320	505	1,320	-	0.0%
Other Personnel costs	36,138	37,437	50,806	20,379	56,684	5,878	11.6%
Total Personnel	154,139	159,756	179,100	79,943	190,907	11,807	6.6%
Supplies	11,678	23,544	22,356	7,270	21,143	(1,213)	-5.4%
Professional Services (31xx)	158,369	63,881	307,428	183,339	238,791	(68,637)	-22.3%
Comm/Transportation(32xx)	6,271	1,913	6,400	1,865	4,000	(2,400)	-37.5%
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	1,170,100	1,196,605	1,318,193	343,753	1,367,800	49,607	3.8%
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	1,670	2,349	5,368	1,217	4,103	(1,265)	-23.6%
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	663,631	578,987	1,052,382	410,190	1,061,946	9,564	0.9%
Grants & Subsidies	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	136,466	146,436	-	-	-	-	-
Total Service & Charges	2,136,507	1,990,171	2,689,771	940,364	2,676,640	(13,131)	-0.5%
Capital	-	-	24,700	853	10,000	(14,700)	-59.5%
Total Expenditures by Type	2,302,324	2,173,471	2,915,927	1,028,430	2,898,690	(17,237)	-0.6%
Net Surplus / (deficit)	776,324	794,056	117,149	477,799	-		
Beginning Cash Balance	3,675,068	4,451,392	5,245,484	5,245,484	5,362,633		
Balance Sheet Adjustments	-	36	-	(73)	-		
Ending Cash Balance	4,451,392	5,245,484	5,362,633	5,723,210	5,362,633		

Safety & Risk Management

Key Performance Indicators (KPI)



Measure	Mayoral Goal	Type	2016	2012	2013	2014 Target
			Long Term Goal	Actual (if available)	Estimated (if available)	
Amount spent on injuries	GG	Outcome	\$300,000	\$426,928	\$215,000	\$350,000
Number of recordable accidents	GG	Outcome	40	115	50	60
Amount of loss time due to injuries	GG	Efficiency	20 days	88 days	60 days	20 days
Safety Culture	GG	Effectiveness	98%	63%	90%	95%



Safety & Risk Management 2013 Accomplishments



- The work related injuries have dropped by 39% over 2012
- Vehicle crashes have been reduced by 37% over crashes in 2012
- Safety training for Public works and Parks employees has increased from 18 hours to an average of 28 hour per employee
- Incident review committees have been established and operational in 60% of the city departments with 20% more in start up phase of the program
- The department of Safety and Risk is still working with other departments to develop a program for safety features identification on new equipment specifications



Safety & Risk Management 2014 Goals & Challenges



- Reduction of work related injuries by 10% over 2013 injuries
- Reduction of work related injury cost by 10% over 2013 cost
- Increase the proactive programs for workers safety, workers compensation and training to no less than 30 hours a year per employee
- Move at least 40% of the safety training programs to online and website access
- Develop a discount program for all work related charges that will be equal with all area medical providers
- Centralized all programs (audit, reporting, training tracking and informational) to the same electronic portal



Employee Benefits

Budget Summary: Fund 711 – Health Insurance Fund



Description	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget	Variance 2013-2014	% Chg
Revenue							
Property Taxes	-	-	-	-	-	-	-
Local Income Taxes	-	-	-	-	-	-	-
Other Taxes	-	-	-	-	-	-	-
Grants/Intergovernmental	-	-	-	-	-	-	-
Charges for Services	11,247,932	10,855,113	11,937,800	6,002,334	13,385,150	1,447,350	12.1%
Interest Earnings	27,732	42,730	40,600	16,201	32,000	(8,600)	-21.2%
Donations	-	-	-	-	-	-	-
Other Income	-	177,461	210,500	210,498	1,300	(209,200)	-99.4%
Total Revenue	11,275,664	11,075,304	12,188,900	6,229,033	13,418,450	1,229,550	10.1%
Expenditures by Account Type							
Salaries & Wages	-	-	-	-	4,000	4,000	-
Fringe Benefits	-	-	-	-	-	-	-
Other Personnel costs	-	-	-	-	326	326	-
Total Personnel	-	-	-	-	4,326	4,326	-
Supplies	22,853	20,460	24,444	4,409	17,875	(6,569)	-26.9%
Professional Services (31xx)	162,433	229,410	481,085	286,731	751,262	270,177	56.2%
Comm/Transportation(32xx)	3,217	1,367	4,000	316	4,300	300	7.5%
Printing & Advertising (33xx)	-	-	-	-	-	-	-
Insurance (34xx)	11,193,569	12,067,486	12,837,300	6,019,593	13,701,200	863,900	6.7%
Utilities (35xx)	-	-	-	-	-	-	-
Repairs & Maintenance (36xx)	-	-	-	-	-	-	-
Debt Service - Principal	-	-	-	-	-	-	-
Debt Service - Interest & Fees	-	-	-	-	-	-	-
Other Services & Charges (39xx)	1,493	1,255	2,000	546	4,500	2,500	125.0%
Grants & Subsidies	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-
Other Financing Uses (50xx)	188,964	180,756	-	-	-	-	-
Total Service & Charges	11,549,676	12,480,274	13,324,385	6,307,186	14,461,262	1,136,877	8.5%
Capital	-	-	-	-	-	-	-
Total Expenditures by Type	11,572,529	12,500,734	13,348,829	6,311,595	14,483,463	1,134,634	8.5%
Net Surplus / (deficit)	(296,865)	(1,425,430)	(1,159,929)	(82,562)	(1,065,013)		
Beginning Cash Balance	9,150,486	8,853,621	7,428,191	7,428,191	6,268,262		
Balance Sheet Adjustments	-	-	-	-	-		
Ending Cash Balance	8,853,621	7,428,191	6,268,262	7,345,629	5,203,249		

Health Insurance

Key Performance Indicators (KPI)



Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Employee Participation in Wellness Program	GG	Effectiveness	100%	90%	95%	98%
Lunch-n-Learn Seminar attendance	GG	Effectiveness	1000	876	800	900
Dental/Vision participants	GG	Quality	1000	807	781	900



Health Insurance Fund 2013 Accomplishments



- Re-Implemented use of Insurance Committee to review coverages, costs and future planning with representatives from Council, City Bargaining units and City Administration
- Provided employee and supervisor training in areas of employee benefits including FMLA, PERF, flex and other related benefits
- Introduced of the Wellness Portal to track wellness credits to fulfill quarterly requirements of participation. Portal includes educational material and courses
- Increased participation in the Smoking Cessation Program due to increased employee awareness through City website communication
- Introduced the "Healthy City" newsletter



Health Insurance Fund

2014 Goals & Challenges



- Provide new Health Reimbursement Account (HRA) employee health insurance plan option in addition to PPO to help employees better manage health insurance costs
- Reduce employee health claims due to emphasis placed on wellness.
- Decrease manual input of employee benefit maintenance through integration with outside provider networks.
- Complete integration of HR system to NaviLine to eliminate using 2 systems to set-up employee benefits.
- Conduct eligibility audit of employee medical coverage elections to ensure spouses/dependents are eligible for a potential savings in healthcare costs.
- Continued employee and supervisor training in areas of employee benefits including FMLA, PERF, flex and other related benefits.



Appendices

Human Resources



Human Resources

Key Performance Indicators

Measure	Mayoral Goal	Type	2016 Long Term Goal	2012 Actual (if available)	2013 Estimated (if available)	2014 Target
Unemployment claims - total filed	GG	Output	70	80	80	75
Unemployment claims - approved	GG	Effectiveness	45	60	70	70
No. of Dept Training Sessions - Unemployment Comp	GG	Output	2	0	1	2
Percent of Unemployment Comp claims approved	GG	Effectiveness	64	75	88	93
City-Wide Turnover (%) (12 Month Rolling Avg - FT Only)	GG	Effectiveness	7%	6.3%	6%	7%
Minority % of City workforce	GG	Effectiveness	20%	15.2%	15.6%	17%



Purchasing

Purchasing 2013 Accomplishments



- Coordinated activities on numerous bids including contracts on Chemicals, Janitorial Supplies, and Water Works Billing.
- Coordinated all activities to support the Diversity Purchasing ordinance.
 - Reduced bid requirement barriers to allow more M/WBEs to submit bids on Janitorial Supplies resulting in three awards to W/MBE.
 - Proactively pursued M/WBEs to submit bids on Solid Waste Hauling resulting in an award to a M/WBE.
- Monitored and approved all Purchase Requisitions and Purchase Orders (5,100 POs for 2013)
- Accomplished the preliminary investigation to assess two process improvement activities in 2014
 - Copy Management Programs (Potential annual savings of \$100,000)
 - Purchasing cards Utilization (Potential annual income of \$80,000)



Purchasing

2014 Goals & Challenges



Goals

- Maintain and build City Departmental relations with Purchasing to maintain and build central bidding opportunities.
- Identify and implement best practice/process improvement opportunities with contracting and supply chain functions.
 - Document Management Assessment (Savings approx. \$100,000/year)
 - Implementation of Purchasing Cards (Income of approx. \$80,000/year)
- Support the Diversity Ordinance and the activities of the DUB to increase bidding opportunities for M/WBE.
- Identify and utilize QPA organizations that have approved bidding practices.

Challenges

- Improving the culture of stewarding City assets and maximizing the purchasing synergies between departments.



Information Technology

Total Information Technology Costs



	2011 Actual	2012 Actual	2013 Amended Budget	6/30/13 Actual	2014 Proposed Budget
Personnel	862,325	950,462	1,032,633	471,490	1,298,187
Supplies	78,265	144,029	67,650	117,777	226,350
Maintenance	805,005	830,794	1,309,353	509,935	1,486,152
Professional Svcs	38,491	10,218	121,823	2,543	368,000
Other Services	95,000	674,878	727,524	327,804	776,093
Capital	918,826	726,487	1,767,345	595,686	866,509
Total	\$ 2,797,913	\$ 3,336,868	\$ 5,026,328	\$ 2,025,235	\$ 5,021,291

