

Fund 101 - General Fund

Department 0401 - Administration & Finance

	2017				2018 Adopted Budget	Forecast				Budget Variance 2017-2018	%
	2015	2016	Amended	06/30/17							
	Actual	Actual	Budget	Actual		2019	2020	2021	2022		
Expenditures by Type											
Personnel											
Salaries & Wages	1,207,387	1,285,999	1,445,333	695,518	1,581,515	1,613,145	1,645,408	1,678,316	1,711,883	136,182	9%
Fringe Benefits	437,706	499,785	596,302	280,675	698,935	720,696	743,209	766,499	790,597	102,633	17%
Total Personnel	1,645,093	1,785,784	2,041,635	976,193	2,280,450	2,333,842	2,388,617	2,444,816	2,502,480	238,815	12%
Supplies	32,487	22,195	25,158	15,487	23,500	23,500	23,500	23,500	23,500	(1,658)	-7%
Services & Charges											
Professional Services	51,207	68,664	103,363	71,753	53,200	53,200	54,264	54,264	55,349	(50,163)	-49%
Printing & Advertising	891	878	1,500	780	900	500	200	-	-	(600)	-40%
Education & Training	9,665	18,241	12,060	4,605	10,210	10,000	10,000	10,000	10,000	(1,850)	-15%
Travel	7,848	8,790	12,600	5,525	11,100	11,100	11,100	11,100	11,100	(1,500)	-12%
Repairs & Maintenance	10,006	9,900	7,196	2,323	8,000	8,000	8,000	8,000	8,000	804	11%
Other Interfund Allocations	12,202	25,127	229,063	114,528	190,598	190,598	194,134	197,742	201,421	(38,465)	-17%
Debt Service											
Principal	2,440	4,303	4,493	2,434	2,801	2,295	2,430	-	-	(1,692)	-38%
Interest & Fees	1,732	2,165	590	313	348	211	76	-	-	(242)	-41%
Insurance	5,616	9,180	4,705	2,352	6,150	6,273	6,398	6,526	6,657	1,445	31%
Other Services & Charges	34,015	32,788	33,988	20,558	32,539	31,139	30,139	30,139	30,139	(1,449)	-4%
Total Services & Charges	135,622	180,036	409,558	225,171	315,846	313,316	316,742	317,771	322,666	(93,712)	-23%
Capital	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	1,813,202	1,988,015	2,476,351	1,216,850	2,619,796	2,670,658	2,728,859	2,786,087	2,848,646	143,445	6%

Department Purpose:

The Department of Administration & Finance provides financial management and administrative services to City operations including finance and accounting services, human resources, diversity & inclusion, risk management, and benefits administration.

Explain Significant Revenue, Expenditure and Staffing Changes/Variations Below:

The majority of the revenue received is procurement-card commissions. Personnel costs increased due to the continued consolidation of fiscal officers within the Administration & Finance Department. Also, a new position of an Administrative Assistant is being requested to serve Administration & Finance, Human Resources and Innovation & Technology. The 2018 budget includes costs for the evolving Diversity & Inclusion Program that is being put into place at the City.

County-City Building

The County-City Building is located in downtown South Bend. It is home to offices for both St. Joseph County and the City of South Bend.

City offices located in the County-City Building include:

- Administration & Finance
- Mayor's Office
- City Clerk
- Common Council
- Legal Department
- Code Enforcement
- Engineering Department
- Department of Community Investment
- Innovation & Technology



Department 101-0401 - Administration & Finance

Accomplishments, Goals, KPI's

2017 Accomplishments & Outcomes

- Received GFOA Award for the 2016 CAFR, 2016 PAFR and the 2017 Budget Book (only municipality in Indiana to receive all 3 awards)
- Merged Central Services and Purchasing into one department within Administration & Finance to gain efficiencies throughout the City
- Presented a Reintroduction of Central Services workshop to all departments to help rollout our vision of what is to come with the Division

2018 Department Goals & Objectives and Linkage to City Results

Well-Governed and Administered City

Priority Based Budgeting Result: Models our values of excellence, accountability, innovation, inclusion and transparency

- Continue to receive the CAFR, PAFR and Budget Book awards from GFOA

Priority Based Budgeting Result: Fosters enduring financial strength and fiscal sustainability

- Roll out the new Purchasing Division with measurable goals to ensure the efficiencies are being reached throughout the City

Priority Based Budgeting Result: Is a great employer attracting, developing, equipping and retaining great employees

- Begin to work with Fiscal Officers to ensure all fiscal personnel within departments are utilized as efficiently as possible

Priority Based Budgeting Result: Maintains, protects, and invests in its robust physical, financial, human and technological assets

- Continue to work with IT to select new ERP system to replace the current accounting software, NaviLine, to gain efficiencies throughout the City

Priority Based Budgeting Result: Ensures reliable compliance with regulations and well-managed risk

- Review financial internal controls in every department

Key Performance Indicators (KPI's)

Measure	Type	Long Term Goal	2016 Actual	2017 Estimate	2018 Target
- Award-Winning Documents	Output	3	3	3	3
- Near-Site Health and Wellness Clinic Usage	Output	95%	N/A	90%	95%
- S&P Bond Rating	Outcome	AA+	AA	AA	AA
- General Fund Reserves % of Expenditures	Outcome	35% cash reserve requirement	60%	56%	55%

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

2018 Significant Changes/Challenges/Opportunities

- Consolidation of Purchasing and Central Services is a great opportunity for seeing gains in efficiencies and dollars throughout the City

Department 101-0401 - Administration & Finance

Staffing (Full-Time Employees only)

Position (* New title or additional position)	2017			2018	Forecast			
	2016 Actual	Amended Budget	06/30/17 Actual	Proposed Budget	2019	2020	2021	2022
Non-Bargaining								
Finance:								
City Controller	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Chief Financial Officer *	-	-	-	1.0	1.0	1.0	1.0	1.0
Deputy Controller	1.0	1.0	1.0	-	-	-	-	-
Director of City Finance	1.0	-	-	-	-	-	-	-
Director of Treasury	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Director of Budget & Accounting	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Dir. of Finance - Water Works	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Dir. of Finance - Wastewater	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Dir. of Finance - Morris/Palais (VPA)	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Dir. of Finance - Parks (VPA)	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Dir. of Finance - Public Safety	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Dir. of Finance - DCI (Director II DCI)	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Dir. of Finance - Code/AC&C/Engin.	-	-	-	1.0	1.0	1.0	1.0	1.0
Senior Budget Analyst	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Grants Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Accounts Payable Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Payroll Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Accounting Assistant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Financial Specialist II	1.0	-	-	-	-	-	-	-
IT:								
System Specialist II	2.0	-	-	-	-	-	-	-
System Specialist III	1.0	-	-	-	-	-	-	-
System Specialist IV	2.0	-	-	-	-	-	-	-
Performance Improvement Manager	1.0	-	-	-	-	-	-	-
Human Resources:								
Director of Human Resources	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Talent Manager	1.0	1.0	1.0	-	-	-	-	-
Deputy Director of Human Resources *	-	-	-	1.0	1.0	1.0	1.0	1.0
Sr. HR Generalist (Public Safety Focus)	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
HR Generalist	1.0	1.0	1.0	-	-	-	-	-
HR Generalist/Benefits Coordinator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Benefits Manager *	-	-	-	1.0	1.0	1.0	1.0	1.0
Administrative Assistant II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Inclusion:								
Diversity Compliance/Inclusion Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Purchasing:								
Purchasing Manager	1.0	1.0	1.0	-	-	-	-	-
Shared Positions:								
Administrative Assistant I *	-	-	-	1.0	1.0	1.0	1.0	1.0
Total Non-Bargaining	23.0	23.0	23.0	24.0	24.0	24.0	24.0	24.0
Total Full-Time Employees	23.0	23.0	23.0	24.0	24.0	24.0	24.0	24.0

Explain Significant Staffing Changes Below:

Purchasing Manager position is being transferred to Central Services due to the recent consolidation of Purchasing within Central Services. The Administrative Assistant position is being requested to help with Finance, Human Resources and Innovation & Technology as a shared resource for the teams. The HR Generalist will be promoted to HR Generalist/Benefits Coordinator and the current HR Generalist/Benefits Coordinator will be promoted to the new Benefits Manager position. The Talent Manager will be promoted to Deputy Director of Human Resources.